

**To the Chair and Members of the Overview and Scrutiny Management Committee  
OVERVIEW AND SCRUTINY WORK PLAN 2015/16 UPDATE AND PROGRESS –  
DECEMBER, 2015**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
The Mayor	All	None

**EXECUTIVE SUMMARY**

1. The Committee is asked to receive an update on the Overview and Scrutiny work programme for 2015/16 and receive an update on progress.

**EXEMPT REPORT**

2. This is not an exempt report.

**RECOMMENDATIONS**

3. The Committee is asked to:
  - Review the updated Overview and Scrutiny work programme attached at Appendix A;
  - Note the progress on key issues set out in the report;
  - Receive and comment on the correspondence made following its meetings held on the 15<sup>th</sup> and 8<sup>th</sup> October, 2015 in Appendix B,C and D; and;
  - Receive a verbal update from the Scrutiny Panel Chairs or Vice Chairs on the work of their Panels.

**WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

4. Regular review of the Overview and Scrutiny Work Plan enables the Committee to ensure it remains relevant and is responding to important issues for citizens and the Borough. The work plan update helps support openness, transparency and accountability as it summarises outcomes from Overview and Scrutiny activities. Citizens are able to contribute to the work of Overview and Scrutiny by attending meetings or contributing to reviews.

**BACKGROUND**

5. Overview and Scrutiny has a number of key roles which focus on:
  - Holding decision makers to account;
  - Policy development and review;

- Monitoring performance (both financial and non-financial); and
  - Considering issues of wider public concern.
6. Following the revised Overview and Scrutiny Structure, the Committee will recall that it now manages the work programmes for itself and the standing Panels except the Health and Adult Social Care Panel which manages its own work programme primarily because it has statutory responsibilities relating to Health Scrutiny.
7. The Overview and Scrutiny Work Plan attached at Appendix A has been updated since the last meeting to reflect changes and progress.

## **BUDGET**

8. There have been 2 informal OSMC budget meetings to date: -
- OSMC – 15<sup>th</sup> October at 2pm prior to Cabinet on 20<sup>th</sup> October – medium term financial plan update
  - OSMC – 9<sup>th</sup> December at 10am – Compulsory Spending Review update

Members will be informed of future meetings in due course.

## **9. Correspondence with the Executive**

- a. Proposal to implement the removal of subsidies from non-residential adult social care charges and increase the charge for transport to Council run day centres

Further to the Panels consideration of the above, a letter outlining the Panels comments and recommendations was forwarded to Mayor Ros Jones. A copy of this correspondence is attached at Appendix B.

- b. Update Report on the Work of the Anti-Poverty Strategy Group

Further to the Panels consideration of the above, a letter outlining the Panels comments and recommendations were forwarded to Mayor Ros Jones. A copy of this correspondence and response is attached at Appendix C and D.

## **OPTIONS CONSIDERED**

9. There are no specific options to consider within this report as it provides an opportunity for the Committee to develop its work plan for 2015/16.

## **REASONS FOR RECOMMENDED OPTION**

10. This report provides the Committee with an opportunity to review the Scrutiny work plan for 2015/16.

## IMPACT ON THE COUNCIL'S KEY PRIORITIES

11.

Outcome	Implications
Working with our partners we will provide strong leadership and governance.	The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy through robust recommendations, monitoring performance of Council and external partners services and reviewing issues outside the remit of the council that have an impact on the residents of the borough. This supports strong governance and leadership.

## RISKS & ASSUMPTIONS

12. To maximise the effectiveness of the Overview and Scrutiny function it is important that the work plan devised is manageable and that it accurately reflects the broad range of issues within its remit. Failure to achieve this can reduce the overall impact of the function. Ensuring the work plan is developed with a key set of principles in mind e.g. holding to account, undertaking policy review and development and is focused strategically will help support the development of a robust work programme. National research has identified that over ambitious work plans that include too many items are a common cause of frustration for Scrutiny Members as they fail to achieve any outcomes. The work plan will be reviewed at each ordinary meeting and officers will advise on the capacity available to undertake any additional work. This will provide an opportunity to ensure work plans can be regularly monitored and reviewed.

## LEGAL IMPLICATIONS

13. The Council's Constitution states that subject to matters being referred to it by the Full Council, or the Executive and any timetables laid down by those references Overview and Scrutiny Management Committee will determine its own Work Programme (Overview and Scrutiny Procedure Rule 6a).
14. Specific legal implications and advice will be given with any reports when Overview and Scrutiny have received them as items for consideration.

## FINANCIAL IMPLICATIONS

15. There are no specific financial implications associated with this report.

## HUMAN RESOURCES IMPLICATIONS

16. There are no specific human resources issues associated with this report.

## **EQUALITY IMPLICATIONS**

17. There are no specific equality issues associated with this report. Equality issues are considered by Overview and Scrutiny when it considers individual work plan issues.

## **CONSULTATION**

18. Overview and Scrutiny Management Committee and Panels undertook work planning sessions with Directors and Partners to develop the work plan.

## **BACKGROUND PAPERS**

19. None

## **REPORT AUTHOR & CONTRIBUTORS**

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**Simon Wiles**  
**Director of Finance & Corporate Services**

**Overview & Scrutiny Management Committee Workplan (OSMC) – Fixed Panel Meetings**

<b>10am 25<sup>th</sup> June 2015 Formal</b>	<b>10am 1<sup>st</sup> July 2015 Informal</b>	<b>10am 3<sup>rd</sup> September 2015 Formal</b>	<b>16<sup>th</sup> September 2015 Extraordinary Formal</b>	<b>10am 8<sup>th</sup> October 2015 Formal</b>	<b>2pm 15<sup>th</sup> October 2015 Informal</b>
<ul style="list-style-type: none"> <li>Finance and Performance (Qtr 4)</li> </ul>	<ul style="list-style-type: none"> <li>Informal Workshop – Corporate Plan</li> </ul>	<ul style="list-style-type: none"> <li>Youth Justice Plan</li> <li>O&amp;S Workplan</li> </ul>	<ul style="list-style-type: none"> <li>Finance and Performance (Qtr 1) t</li> </ul>	<ul style="list-style-type: none"> <li>Stronger Families (Phase 2)</li> <li>Statement of Licensing Policy Review (Licensing Act 2003) /Statement of Licensing Policy Review (Gambling Act 2005)</li> <li>Outline of work of Anti-Poverty Group</li> </ul>	Budget – Medium Term Financial Plan Update
<b>10am 16<sup>th</sup> October 2015 Formal</b>	<b>10am 9<sup>th</sup> December 2015 Informal</b>	<b>10am 10<sup>th</sup> December 2015 Formal</b>	<b>10am 21<sup>st</sup> January 2016 Formal/Informal</b>	<b>10am 25<sup>th</sup> February 2016 Formal</b>	<b>10am 24<sup>th</sup> March 2016 Formal</b>
<ul style="list-style-type: none"> <li>Changes to charges of social care</li> <li>Day Centre transport</li> </ul>	Response to CSR Corporate Plan Refresh	Finance and Performance (Qtr 2)	Budget (4)	<ul style="list-style-type: none"> <li>OSMC Budget Response</li> </ul>	<ul style="list-style-type: none"> <li>Finance and Performance (Qtr 3)</li> <li>R&amp;H O&amp;S Place Marketing Review (TBC)</li> </ul>
<b>10am 21<sup>st</sup> April 2016 Formal</b>					
<ul style="list-style-type: none"> <li>Equality Action Plan Yr 2/Yr 3</li> </ul>					

**OSMC Areas to be programmed**

**(The programme is flexible to cover call-ins and other issues that might be added during the year)**

<b>O&amp;S Management</b>	<b>Council Wide/Directorate</b>	<b>Pre-Decision Scrutiny And Review Of Decisions/Consultation Outcomes.</b>
<ul style="list-style-type: none"> <li>Agreeing Panel work programmes</li> <li>Ratifying reviews/recommendations</li> <li>Consider Called In decisions</li> <li>Work Plan Decisions/Updates from Panel Chairs</li> <li>Peer Review Update and Next Steps</li> <li>Update on any inspections undertaken</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing the Councils arrangements for engagement and consultation – consider wider framework of how this would be undertaken – seminar/briefing?</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Plans/key strategies or policies – to be identified</li> </ul>

**Health and Adult Social Care (H&ASC) Overview & Scrutiny Panel Workplan 2015/2016 & 2016/2017 – Fixed Panel Meetings**

2pm 29 <sup>th</sup> July 2015 Formal	10am 23 <sup>rd</sup> September 2015 Formal	10am 25 <sup>th</sup> November 2015 Formal	10am 26 <sup>th</sup> January 2016 Formal	10am 16 <sup>th</sup> March 2016 Formal
Implementation of the Care Act – July 2015 (1st Meeting) – Retrospective and Prospective.	Public Health Self-Assessment/Public Health Commissioning	Healthy High Street (following on from Royal Society of Public Health report)	Implications of ageing population (not just dementia).	Public Health Protection Responsibilities
H&WB Strategy Refresh (incl. inequalities and 'Well North')	Personalisation/Direct Payments – considerations of actions to promote greater personalisation and direct payments	Modernisation and peer review plan – tracking progress and challenge	Children's health early years 0-5 including health visiting and family nurse partnership (jt with CYP)	Integration of Health Colleagues – what does this mean for Doncaster
Better Care Fund – update/progress including low level prevention service		Adult Safeguarding Annual Report	Review of arrangements to deliver high quality care for people in residential homes/care homes/admissions long term care	Cancer (TBC)

**Ongoing Areas**

- Update on Regional Joint Health Overview and Scrutiny Committee re: Children and Adults Cardiac review: -
- **Mid-September** meeting to look at to understand the outcome/implications of the review

**H&ASC O&S Areas (May Change – TBA)**

- Quality accounts - review
- Yorkshire Ambulance Service – scrutiny aspect being led on by Wakefield MBC
- Cancer – Education and awareness (specific scope to be agreed) H&WB looking at it in Nov 2015
- Sexual Health (Informal Meeting) – Signposting for young people/partnership working (how successful is this) – informal joint meeting with CYP O&S – NEW 26<sup>th</sup> Nov 2015 9:30am

**Workplan Ideas 2016/17**

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**Children and Young People (CYP) Overview & Scrutiny Panel Workplan (DRAFT) – Fixed Panel Meetings/Review Work**  
**Outcomes and Improvements for Children and Young People**

10am 2 <sup>nd</sup> July 2015 Formal	11:30 am 17th Sept– Informal	2pm 17 <sup>th</sup> September 2015 Formal	26 <sup>th</sup> November 2015 Informal	10am 8 <sup>th</sup> December 2015 Formal	10am 29 <sup>th</sup> February 2016 Formal
Quarterly Performance Report and update from Children’s Services Trust – delivery of agreed budgets	Early Years and Collaborative Strategy update	Quarterly Performance Report and update from Children’s Services Trust – delivery of agreed budgets	Sexual Health– Signposting for young people/partnership working (how successful is this) – Joint Meeting with H&ASC O&S	Trust Update  a) Quarterly Performance Report and update from Children’s Services Trust – delivery of agreed budgets  b) Ofsted Action Plan & Main Improvements (maybe to include presentation to highlight main pts)	Trust Update  a) Quarterly Performance Report and update from Children’s Services Trust – delivery of agreed budgets b) To include DCT Annual Report
School Improvement Inspection Report		Annual Complaints – Children’s trust		Exam Results (JM/DA)  • Improving education provision • Update on Educational Attainment Review Recs (needs specific response to 2 <sup>nd</sup> letter/each rec) • Academy Growth and Development Strategy.	CSE – review – 10 key scrutiny questions
		DSCB – Annual Report			Adoption – annual update/review
					Annual Complaints – update on improvements
					DSCB Update on Business Plan

<b>C&amp;YP O&amp;S Review</b>
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Review Scope - Disabilities – what is it like being disabled and is provision meeting needs
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| <ol style="list-style-type: none"> <li>1. Meeting with parents, Foster Carers and Parents Forum – 3<sup>rd</sup> September at 5.30pm</li> <li>2. Meeting with young people – Ladder Group</li> <li>3. Visit Respite Care Facility – 27<sup>th</sup> August at 10am</li> <li>4. North Ridge School to address Transition to adulthood and the Next Project – 15<sup>th</sup> October 9.30am</li> <li>5. Meeting with Officers to address Direct Payments, POET pilot, SEN Out of Authority Costs, Good/Poor Practice and gaps, Invitations to Social workers – 26<sup>th</sup> October at 9am</li> </ol> |
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<b>Other Areas (to be scheduled)</b>
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| <ul style="list-style-type: none"> <li>• Children's health early years 0-5 including health visiting and family nurse partnership - 10am, 26<sup>th</sup> January 2016 (NEW) – H&amp;ASC O&amp;S Meeting</li> <li>• Careers Advice and Guidance (in particular NEETS and Progression Routes Post 16) – R&amp;H O&amp;S Panel to formally invite CYP O&amp;S Panel to Skills Meeting (part of Place Marketing Review) - 11am, 3rd February 2016 (NEW)</li> <li>• Youth Provision – No longer required for Scrutiny - All Members briefing/workshop (DA/RN to arrange)</li> </ul> |
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<b>Workplan Ideas 2016/17</b>
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| <ul style="list-style-type: none"> <li>• Virtual School /CIC</li> <li>• Coasting academies</li> </ul> |
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**Regeneration & Housing Overview & Scrutiny – Review Work**  
**Regeneration, economic development, strategic transport and Housing (All Informal)**

<b>August 2015</b>	<b>2pm 14<sup>th</sup> Sept 2015</b>	<b>11am 1<sup>st</sup> December 2015</b>	<b>10am 18<sup>th</sup> December 2015</b>	<b>11am 3<sup>rd</sup> February 2016</b>	<b>10am 9<sup>th</sup> February 2016</b>	<b>February 2016</b>
Place Marketing Scoping Meeting - incl. Additional Housing Action Plan	Place Marketing – General Discussion	Place Marketing - Work (1)	Place Marketing - Play (2)	Place Marketing – Learn/Skills (3)	Place Marketing - Housing (4) (incl. Housing Action Plan Update)	Place Marketing (5) - Recommendations

**Place Marketing Review**

Priority

- Place Marketing - Development of the Doncaster brand: -
  - i. improve regionally and internationally
  - ii. improve internal understanding
    - possible work with the Doncaster secondary schools consortium (Pippa Dodgshon) – to highlight opportunities in Doncaster’s students and schools;
    - business leaders not aware of the good news and progress in the borough.

To include

- Skills – barriers to employment – overview from the Works and Skills Board. To provide an update and challenge on the 4 priorities below with a view to a possible review later in the civic year or 2016/17. – September/October time (Invite CYP O&S Members)
  - i. Graduates
  - ii. Apprenticeships
  - iii. Employability
  - iv. Upskilling
- Housing – review of the 10 Action Points –. Second update in Early 2016.

**Possible areas for consideration later in the work programme**

- Masterplanning for urban centres in the borough e.g. Mexborough and Thorne.
- Hexthorpe scheme – update later in the year.
- Housing Associations - Right to Buy – impact on social housing across the borough.
- Equality of regeneration of across the borough.

**Workplan Ideas 2016/17**

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**Communities & Environment Overview & Scrutiny – Fixed Meeting/Review Work**  
**Neighbourhood issues, street scene and Highways, community safety as well as environmental issues**

2:00pm 23 <sup>rd</sup> July 2015 Informal	18 <sup>th</sup> August 2015 Informal	9:30am 29 <sup>th</sup> October 2015 Informal	2:00pm 25 <sup>th</sup> January 2016 Informal	10:00am 15th February 2016 Formal
Solar Energy - Housing	Voluntary Community and Faith Strategy	Waste Review (1) <ul style="list-style-type: none"> <li>• An outline of the proposed Communication/Consultation Strategy</li> <li>• Options for receptacles (requested to be shown to Members again during last year's work).</li> </ul>	Waste Review (2) <ul style="list-style-type: none"> <li>• To look at outcomes of the consultation and next steps</li> </ul>	Crime and Disorder meeting; – <ul style="list-style-type: none"> <li>o Performance and update on priorities</li> <li>o New local policing plan and arrangements – impact 6-8 mths on)</li> <li>o Update on Legal Highs</li> </ul>

**Other Areas (to be scheduled)**

Crime and Disorder

- Refuge service for victims of domestic violence commissioned from a housing association, Riverside.

Environment

- Review of Internal Drainage Boards - holding to account meeting/is VFM being achieved/is the Board supporting the Council's Flood Strategy effectively with its work programme – one-off meeting (TBA)
- Waste Collection System - How will it be delivered and continuation of strategy – two meetings to looking at 1. Outcome of consultation process/2. check robustness of it (note: OSMC work item on 'Consultation and Engagement') – awaiting timeline

**Possible areas for consideration later in the work programme**

- Council approach to enforcement – new corporate approach (how effective is this?)
- Quality of Air – performance worsened over the last 2 qtrs (what is behind the increase?)

**Workplan Ideas 2016/17**

- Role of communities for the future/preparing them for the future
- Vol/Com Strategy – impact of strategy – done but **TO ARRANGE** Following award of contract receive a 6 month review AND Panel have sight of the grants policy;



Councillor John Mounsey  
Adwick Ward

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19th October, 2015

Mayor Ros Jones  
Doncaster Council  
Floor 4  
Civic Office  
Waterdale  
Doncaster  
DN13BU

Dear Ros,

**Proposal to implement the removal of subsidies from non-residential adult social care charges and increase the charge for transport to Council run day centres**

At the Overview and Scrutiny Management Committee meeting on 15<sup>th</sup> October, 2015 Members gave detailed consideration to the proposal to implement the removal of subsidies from non-residential adult social care charges alongside proposals to increase the charges for transport to council run day centres and a draft transport/travel policy.

I can confirm that the Committee agreed with both proposals in principle and recommended that the most vulnerable residents and service users who will be affected by changes receive ongoing care and support with finance management, with an assessment process being undertaken for each user. It was also requested that an update in 2016 be provided on the wider modernisation agenda.

I also wish to highlight the following from our discussion:

With regard to the implementation of removal of subsidies from non-residential social care charges it was stressed that subsidies be equitable and it was recognised that those with a lower income should contribute less whilst acknowledging that developing alternatives was difficult but an issue that needed to be addressed.

Page 2. Continued.

Day Services Modernisation: Transport Provision - The Committee requested that consideration be given to the following recommendations:-

1. That the Draft Travel Policy state that every transport option be explored;
2. That people's ability to pay fees and charges be reviewed annually;
3. That further work be done to understand the effect on the small number of services users who would be caught by changes to both Day Care Changes and Transport Costs;
4. That consultation be strengthened particularly with communities to investigate alternative transport options that could be made available, to ensure the implications of proposed changes are understood; and
5. That investigations be undertaken on whether day centres are underused by BME groups and if so, why.

Finally I would like to highlight that the Council's use of consultants generally was raised, particularly the annual cost to the Council.

Please note that a full set of minutes from this meeting will be made available shortly.

Kind regards,



Councillor John Mounsey  
Chair of the Overview and Scrutiny Management Committee

cc: Jo Miller, Chief Executive  
Cabinet Members  
OSMC  
Dave Hamilton, Director Adults, Health and Well-being  
Pat Higgs, Assistant Director, Adult Social Care  
Michaela Pinchard, Head of Service Policy and Improvement  
Karen Johnson, Assistant Director, Communities

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21<sup>st</sup> October, 2015

Mayor Ros Jones  
Doncaster Council  
Floor 4  
Civic Office  
Waterdale  
Doncaster  
DN13BU

Dear Ros

### **Update Report on the Work of the Anti-Poverty Strategy Group**

At the 8<sup>th</sup> October 2015 meeting of the Overview and Scrutiny Management Committee, Members gave detailed consideration to an update report on the work of the Anti-Poverty Strategy Group.

It was very pleasing to find out about the positive work that is being undertaken, particularly the work of Team Doncaster including the Anti-Poverty Summits that have taken place, the Anti-Poverty Strategy Statement signed by Team Doncaster, Task and Finish Groups and also the governance arrangements that are in place.

The Panel discussed a number of areas including their concerns around; the range of information and having the most current data within the Anti-Poverty Needs Assessment, understanding the implications and effects of welfare reforms and tax credits, Doncaster's latest position on the Indices of Multiple Deprivation, measuring current levels of debts and finally, the impact of health issues on poverty.

Following the discussion, the Panel made the following recommendations;

- 1. That a Members Anti-Poverty workshop be organised as soon as possible.**

Within the report, there was a recommendation offering to provide an opportunity for all Members to attend a seminar. The Anti-Poverty Strategy Group acknowledged the key role that Ward Members play within their communities and would like to provide the opportunity for wider detailed discussions on the causes and effects of poverty

Page 2. Continued.

- 2. That an update is provided at a future meeting of the Panel to include; an updated Anti-Poverty Needs Assessment, Action Plan and the outcome of the Review into Advice Services Funding.**

Members expressed an interest in receiving more up-to-date information. It was explained that the information was compiled from a wide range of sources and that every quarter, information is fed in centrally.

- 3. That a representative is invited from the HM Revenue and Customs (HMRC) to a future OSMC meeting to help Members understand the implications and effects of welfare reforms.**

Members sought advice on inviting a representative from HMRC to a future meeting to report on tax credits. Members felt that it would be useful to understand the implications and effect of changes to welfare reforms and tax credits within the Borough. Information was requested at the meeting, which included; how many individuals were receiving such benefits and how many would be effected between now and the year 2020. Members were informed that there had been difficulties in retrieving all the information that was needed to assess the impact of these reforms.

A Member stated that they believed jobs were crucial, that in their previous work a lot of individuals had convictions and substance abuse problems but were unable to find work. It was questioned what we were doing to support those individuals. Members were informed that there were a number of schemes such as, the World of Work Academy and the work of the Work and Skills Board being undertaken with employers getting into schools. It was recognised that more work needs to be undertaken.

- 4. For consideration to be given as to how health issues (including cancer and substance misuse) and their impact can be included within the work of the Anti-Poverty Strategy group (via Health & Wellbeing Board).**

Concern was raised that health issues appeared to be a little narrow within the strategy. Members felt that in particular, there was little in the report regarding substance misuse and cancer which they believed presented serious concerns for now and in the future. Members referred to recent information presented at a Licensing Committee meeting in relation to substance misuse, alcohol, unemployment and NEETS that was very informative and felt that this information should be forwarded to Ward Members.

Members were informed that key commitments/pledges had been identified which had been signed up to by Members of Team Doncaster. It was clarified that within the Team Doncaster umbrella sat the Health and Wellbeing Board which would address issues such as substance misuse and cancer.

Members were informed that further conversations could be held with colleagues from Public Health.

Page 3 continued.

**5. For consideration to be given for an Executive Member to be appointed as a lead for anti-poverty at a strategic level.**

Members stressed that they felt it was important for there to be an Executive Lead as part of the Anti-Poverty work. It was commented that the Team Doncaster Strategic Partnership Board was responsible for driving it forward and could be viewed that the Mayor was already involved in the Councils role in moving ahead with this work.

**6. To ensure union representation is made within the Anti-Poverty Group through the Trades Council as appropriate, and to encourage union involvement through invitation to future summits and Task and Finish Groups.**

Members raised concerns that unions were not involved as a partner with the Anti-Strategy Group nor invited to summits. Following a brief discussion, Members felt that unions should be represented on the group and also participating more with the strands of work that are taking place.

A full set of minutes from this meeting will be made available in the near future on our new website pages at;

<https://doncasterintranet.moderngov.co.uk/ieListDocuments.aspx?CId=136&MId=2053>.

On behalf of the Panel, I would like to thank Susan Jordan (Chief Executive of St Leger Homes Doncaster and Chair of the Anti-Poverty Strategy Group), Geraldine Morton (Head of Revenues and Benefits), Sarah Abbotts (Senior Policy and Performance Officer) and Matt Cridge (Head of Stronger Families) for taking the time to attend the meeting and respond to questions raised by the Panel.

I would be grateful if you could provide a response to this letter no later than 21<sup>st</sup> November 2015.

Kind regards,



Councillor John Mounsey  
Chair of the Overview and Scrutiny Management Committee

cc: **Jo Miller - Chief Executive**  
**Cabinet Members**  
**OSMC**  
**Susan Jordan – Chief Executive of St Leger Homes Doncaster and Chair of the Anti-Poverty Strategy Group**  
**Geraldine Morton - Head of Revenues and Benefits**  
**Sarah Abbotts – Senior Policy and Performance Officer**  
**Matt Cridge - Head of Stronger Families**