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## DONCASTER METROPOLITAN BOROUGH COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 10TH DECEMBER, 2015

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on THURSDAY, 10TH DECEMBER, 2015 at 11.00 AM

#### PRESENT:

Chair - Councillor John Mounsey  
Vice Chair – Councillor Charlie Hogarth

Councillors Rachel Hodson, Richard A Jones, Jane Kidd and Tony Revill

Invitee: - Paul O'Brien

#### ALSO IN ATTENDANCE:

Mayor Ros Jones  
Councillor Jane Cox – Vice Chair of Communities and Environment Overview and Scrutiny Panel  
Deputy Mayor Glynn Jones – Portfolio holder for Adult Social Care and Equalities  
Simon Wiles - Director of Finance and Corporate Services  
Howard Monk - Head of Service, Strategy and Performance  
Patrick Birch - Assistant Director of Improvement  
Rupert Suckling - Director of Public Health  
Riana Nelson - Assistant Director Children's Commissioning  
Scott Cardwell – Assistant Director of Development  
Julie Crook - Director of Corporate Services, St Leger Homes of Doncaster

#### APOLOGIES:

Apologies for absence were received from Councillors John Cooke and Craig Sahman

		<u>ACTION</u>
33	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	Councillor Jane Kidd declared an interest in Agenda Item 6 by virtue of being an employee of SYCIL.  Councillor R.Allan Jones declared an interest in Agenda Item 7 by virtue of being a Board Member of St Leger Homes of Doncaster.	
34	<u>MINUTES FROM THE MEETINGS OF THE OVERVIEW AND</u>	

	<u>SCRUTINY MANAGEMENT COMMITTEE HELD ON 8TH AND 16TH OCTOBER, 2015</u>	
	The minutes were approved as a true record, subject to the inclusion of Councillor Jane Cox as part of the attendance recorded at both the 8 <sup>th</sup> and 16 <sup>th</sup> October, 2015 meetings.	
35	<u>PUBLIC STATEMENTS.</u>	
	There were no public statements made.	
36	<u>FINANCE AND PERFORMANCE IMPROVEMENT REPORT 2015/16 QUARTER 2</u>	
	<p>The Chair welcomed Mayor Ros Jones and Deputy Mayor Glyn Jones along with Officers to the meeting and invited Patrick Birch, Assistant Director of Improvement and Rupert Suckling, Director of Public Health to discuss issues around Adult, Health and Wellbeing.</p> <p><u>ADULTS, HEALTH AND WELL-BEING</u></p> <p>In respect of Transforming Adult Social Care Services, concern was raised that it wasn't progressing quickly enough. It was noted that Doncaster historically had a high reliance on residential places compared to other local authorities. Members were informed that a strategy to reduce this by one or more a week had not been successful and that the demand for places had risen by 5 per week. Members were informed that information gathered for the Quarter 3 performance report should provide more clarity and more accurate data.</p> <p>In respect of preventative measures, Members were informed that there were a number of areas being looked at, which included;</p> <ul style="list-style-type: none"> <li>• Customer contact and response.</li> <li>• Community capacity and resources – what were the issues and what could the wider community achieve?</li> <li>• Changes in culture – currently there was a tendency for residential care to be referred to in the first instance rather than being used as a last point of call. Members were informed that Doncaster Council officers were working collectively with health colleagues to look at this area.</li> <li>• Commissioning the right services rather than re-contract them.</li> </ul> <p>Members expressed strong concern about the problems within Adult Social Care and the decisions that would need to be taken. In terms of residential care placements paid for by Doncaster Council, Members were informed that there were now an additional 400 placements which at £500 per week per person resulted in around £25,000 per annum additional cost to the Council. Members were informed that action was now being undertaken to address the £2m overspend in order to bring</p>	

<p>this budget back in line although other solutions may take longer.</p> <p>The Mayor added that monthly projections were being reviewed, that steps were being undertaken to ensure that figures and projections were robust and that timelines were in place. It was recognised that there was a significant undertaking to reduce the number of placements to bring Doncaster’s residential care levels back in line with the other areas. The Committee requested that OSMC Quarter 3 report to include outline of alternatives proposals.</p> <p>Members were told that there was an ambition expressed by many individuals to return back home. It was commented that there was a tendency to treat commissioning like contracts without considering the desired outcomes. It was noted that Directors had been asked to take a lead role in commissioning to ensure a collective view was being taken. Finally, it was recognised that there had been some disconnection with the voluntary communities which needed to be changed.</p> <p>The Deputy Mayor added that Adults and Social Care needed improving upon both structurally and financially, that an Adults Improvement Board had been set up and an Assistant Director of Improvement now in place to drive through the necessary changes. It was noted that an Interim Director of Adults, Health and Wellbeing would work in conjunction with the Assistant Director of Improvement</p> <p>The Chair of the Health and Adult Social Care made reference to proposals to centralise some health services and sought clarification on how this would be addressed in view of referrals when collaborating with health colleagues. It was explained that Doncaster Council would ensure its involvement with the relevant Clinical Commissioning Groups as well as through the overview and scrutiny process.</p> <p>In terms of timelines, Members were informed that there would be clarity on the latest position by the end of December 2015, an improvement plan in place and updates that could be shared early 2016.</p> <p>There was a brief discussion around advocacy services and Members were informed of the step-up step-down approach in place through the Better Care Fund. It was recognised that it was challenging and the right resources need to be delivered appropriately. The Committee discussed other services such as us of aids and adaptations and it was commented that it was important to invest resources in the right place and invest to save.</p> <p>Reference was also made to other areas of challenge under the budget of Health, Adults and Wellbeing directorate such as personalisation where direct payments were reported as underperforming.</p>	<p>Assistant Director of Improvement</p>
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## FINANCE AND CORPORATE SERVICES

Members raised a number of questions and sought reassurance and clarity on the following:-

Data Protection: - In respect of the reported 11 data breaches it was noted that 7 breaches were reported in the council (which were most minor breaches), plus 4 in the Children's Trust. Members were informed that the target set was quite tight and that the definition Doncaster Council used for data breaches was different to that used by other local authorities. It was added that this definition was currently under review and that the number of data breaches reported should reduce once it had been reclassified. It was explained that investigations had been undertaken and all staff undertaken mandatory training.

Strategic Risks: - In relation to the strategic risk of "current austerity measures result in increased poverty in Doncaster, causing deprivation for citizens and restricting the borough's ability to improve and grow". Members expressed concern for the score of 20 that had been given to this strategic risk and it was explained that Doncaster tended to have high scores in poverty for certain wards. Concerns were shared over national benefits and welfare cuts and it was recognised that employment and level of earnings were a key factor in influencing public health. It was noted that an Anti-Poverty Seminar had been held and that there was Anti-Poverty Group in place driving this agenda forward.

Reference was made to two red measures including "Housing Benefit - Average number of days to process a new claim" and "Council Tax Support Application - Average number of days to process new claims". Members were informed that pressures on housing benefit tended to depreciate Council Tax support. It was explained that new processes had recently been introduced to improve the delays being experienced in Council Tax registration which would also strengthen the interaction between Benefits and Council Tax staff to further improve performance.

Internal Audit Recommendation: - Members were told that the outstanding internal audit recommendations were minor although it was recognised that progress could be better. It was also noted that the target dates in place could be more realistic.

Fees and Charges: - A Member queried whether the income target of £0.210m for 2015/16 from car park charging for Mexborough car park was realistic. Members were informed that due to the closure of Tesco the car park now had a limited income and next year the budget would need to have a revised income and a better charging basis.

Capital Programme: - In respect of FARRRS, Members were assured

that any complexities around the cost and programme of the project were back in control. It was acknowledged that the wider economic benefits brought to Doncaster as a result of FARRRS were already taking place.

Sickness: - It was reported that the Council's overall sickness had improved and was not far above the national average of 7.8 days per year. It was noted that the direction of travel had gone downwards although there might be seasonal fluctuations.

PDRs: - In terms of PDR's, it was noted that the PDR rate for all staff of 95% was good although some directorates had not hit targets which included Adult, Health and Well-being and also Children and Young People. Members were reminded that overall this indicator had presented a green traffic light and there had been a significant effort to reach this stage. It was explained that reported results were dependent upon the quality of information placed on the system. It was asked whether PDRs could be cross referenced with staff survey results.

Outcome 5: Council services are modern and value for money: - Members gave recognition to the positive work that had been undertaken to achieve 60% of spend being with Doncaster companies and suppliers. It was acknowledged that this was a good boost to the local economy and Members expressed their hope that this would continue.

#### LEARNING, OPPORTUNITIES: CHILDREN AND YOUNG PEOPLE

With regard to the Learning and Opportunities, Children and Young People Directorate, the Committee welcomed Riana Nelson, Assistant Director Children's Commissioning to the meeting.

Educational Attainment: - Members requested an update on what steps would be undertaken to address issues regarding attainment. Members raised concern over the poor levels of achievement of 5 or more A-C grades at GCSE equivalent including English and Maths. Members were informed of the work being undertaken to raise aspirations of young people to make them job ready for the future. It was added that further to information becoming recently available, the challenge process would begin at the end of December.

In relation to the actions being taken to improve the position for both GCSEs and quality of schools, Members were informed that discussions were currently underway about becoming an Education Commission. Members were informed that active steps were being undertaken by Directors and Assistant Directors to make improvements. It was suggested that Officers should take account of best practice from the four top schools in Doncaster. It was commented that head teachers shared a common goal of raising

attainment. Some of the steps other than that were being undertaken included teacher training and working with partners to engage academies.

It was also acknowledged that more could be achieved to improve education for children in care.

Skills Agenda: - Reference was made to work being undertaken regarding skills which sits under the Regeneration and Environment Directorate. Members learnt that progress has included having a continuing dialogue with businesses to work towards creating a strong pipeline with learners and meetings with secondary schools head teachers. It was recognised that learners needed to understand what jobs were available and that it was a good opportunity to use regeneration projects in the pipeline to influence attainment and aspiration levels. Clarification was later sought on what academies were doing to support this agenda.

Children's Trust: - Members were informed that the Children's Trust was well on its way with the improvement plan following the recent Ofsted Inspection.

Absence Rates: - Clarification was provided regarding persistent absenteeism rates within secondary schools. It was clarified that there was 7% of pupils that had 15% or above absenteeism and that the Attendance team was actively involved with schools.

In terms of Children and Young People's Centrally Managed Revenue Variance, Members enquired as to what actions were being taken to deliver savings to improve the current position. It was explained that this included working to achieve targets set through the Digital Council programme and completion of the Policy Performance Partnerships Review 2 (PPPR2).

## REGENERATION AND ENVIRONMENT

The Chair welcomed Scott Cardwell, Assistant Director of Regeneration and Development to the meeting and thanked him for attending in order to answer Members questions.

Town Centre: - Councillor Mounsey opened the discussion by querying what the Council was doing in relation to influence private owners and address the issue of vacancies within unoccupied units. Members were informed that there was little difference between Doncaster and the rest of the country in this area. Members were informed that the Council was being proactive targeting the retail offer, for example, through the Urban Centre Bid with 8 bids in place. It was added that with the Sheffield City Region behind Doncaster there were big plans for job growth as Doncaster was being seen as a place to invest.

	<p>It was added that footfall would be improved by developing infrastructure through regeneration projects which would make the town centre more attractive to new retailers. It was outlined that developments such as the proposed improvements to Doncaster Station Forecourt would create stronger routes through town and also encourage additional footfall.</p> <p>It was commented that housing within the town centre could be possible subject to whether companies would be willing to sell properties for that purpose.</p> <p>Clarification was sought as to what was privately owned within the retail and retail service units occupied within the core area, where 86% of the units owned by DMBC were occupied. The Committee asked for further information to be provided by the Assets team.</p> <p><u>Job Creation</u>: - It was reported that 338 jobs had been created through 'Business Doncaster' which was slightly behind the quarter 2 target, Members were informed that the target should be achieved by the next quarter. Members requested a breakdown to be provided of the 338 including ones that were apprenticeships.</p> <p>Regarding <u>PI08 - Total Doncaster Business Stock</u>, a Member queried about the significant anomaly reported regarding a 550 increase in 'Other business support service activities' (+323%). The Committee asked for feedback on this PI issue to be reported back to Members.</p> <p>In relation to <u>Environmental issues</u>, Members asked for a breakdown and clarification of what 0.2% value was in relation to PI 35. (R&amp;E) Improved street and environmental cleanliness: Litter. For PI 37a&amp;b. (R&amp;E) Principal roads classified/non-classified roads where maintenance should be considered, Members sought clarification on whether this should be 'red' as with both of them the value was 2% against a target of 4%. The Committee requested for responses to be provided on the above environmental issues.</p> <p>The Chair and Committee thanked all Officers for their input and knowledge.</p>	<p>Assistant Director of Development</p> <p>Assistant Director of Development</p> <p>Assistant Director of Development</p> <p>Assistant Director of Environment</p>
	<p><u>RESOLVED</u> that the discussion be noted.</p>	
<p>37</p>	<p><u>SLHD PERFORMANCE AND DELIVERY UPDATE 2015/16 QUARTER 2</u></p>	
	<p>The Committee welcomed Julie Crook, Director of Corporate Services to the meeting, thanking her for her attendance to present the report which provided information on St Leger Homes of Doncaster's performance for Quarter 2. The report aimed to highlight areas in which SLHD were performing well and raise any areas of concern.</p>	

	<p>Out of the ten key performance indicators, it was noted that five were currently on target, two were within the ‘acceptable’ tolerance levels, and three were below target, these being as follows</p> <ul style="list-style-type: none"> <li>• Void Rent Loss</li> <li>• Days Lost to Sickness per Full Time Equivalent</li> <li>• Percentage of invoices paid within 30 days</li> </ul> <p>It was reported that work was being done on all of these indicators in order that these were addressed and improvements made. The following was raised during the Committee’s discussion: -</p> <p><u>Void Rent Loss:</u> - It was noted that void rent loss had slightly improved throughout the quarter (1.51% in June to 1.45% at the end of September, against a year-end target of 0.92%). Members were informed that of the three of the four areas that had improved performance, the north area had shown deterioration throughout the quarter. It was reported that the deterioration was due to a review of the voids process which had been undertaken in the north area where different methods had been trialled and in some cases had created slight delays as staff became more familiar with the new ways of working.</p> <p><u>Days Lost to Sickness per Full Time Equivalent:</u> – Members were told that the projected year end outcome was 9.19 days per FTE based, an outcome that was close to the target for the whole year at 8 days per FTE. It was reported that the increase in sickness during September was due to long term sickness cases.</p> <p><u>Percentage of invoices paid within 30 days:</u> – It was reported that performance at quarter 2 was 83.66% against a target of 95%. It was explained that a new system for P2P (procure to pay) had been introduced across Housing and Corporate Services and there had been significant staff turnover within the Accounts Payable team. It was added that the team was now fully staffed up and were going through additional training and working with different jobs.</p>	
	<p><u>RESOLVED</u> that the Committee note the progress of SLHD performance outcomes and the contribution SLHD makes to supporting DMBC strategic priorities.</p>	
38	<p><u>OVERVIEW AND SCRUTINY WORK PLAN 2015/16 UPDATE AND PROGRESS - DECEMBER 2015</u></p>	
	<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><u>RESOLVED</u> that:</p>	



	<ul style="list-style-type: none"><li>i. the 2015/2016 Overview and Scrutiny workplan, be noted.</li><li>ii. the correspondence made following its meetings held on the 15<sup>th</sup> and 8<sup>th</sup> October, be noted.</li></ul>	
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