

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD  
17th February, 2017**

Present:- Councillor Steele (in the Chair); Councillors Albiston, Clark, Cowles, Mallinder, Sansome, Julie Turner and Walsh.

Apologies for absence:- Apologies were received from Councillors Allcock, Price, Short and Wyatt.

**89. DECLARATIONS OF INTEREST**

Councillor Mallinder declared a personal interest in Minute No. 93 (Adult Services Budget Monitoring report) as she was the Council's Carers' Champion.

**90. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS**

There were no members of the public and press present at the meeting.

**91. EMPLOYEE PULSE SURVEY AND OTHER EMPLOYEE FEEDBACK**

Councillor Alam, Cabinet Member for Finance and Corporate Services, and Shokat Lal, Assistant Chief Executive, introduced the summary of the findings from the Pulse survey and focus groups, subsequent staff briefing sessions and the management action taken so far to address the themes, ideas and suggestions raised.

The survey took place in May 2016 and focus groups held in June 2016 with questions focused on whether employees had seen improvements in the key areas previously identified and contained within Improvement Plans. Additional questions regarding Safeguarding were included to assess employee understanding and to gauge whether further training was required. A question relating to a range of health and wellbeing matters were also included to aid assessment against the Workforce Wellbeing Charter.

The response rate to the survey equated to 36% with 98 people attending one of the 13 focus groups. Appendix 1 of the report submitted was the action plan developed as a result of the themes, issues and ideas arising from employee feedback. The key themes identified were:-

- Job security and making the best use of skills when reshaping the Council
- Stability and visibility of the whole Senior Team
- Communication to more remote workers and during change
- Recognition for ideas and hard work
- The quality of PDRs
- Training and development availability to support succession planning and career development

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- Cross-Directorate working
- Health and welling and work life balance
- Customer service

The report also set out actions completed since publication of the action plan.

There would be a full Employee Opinion Survey carried out in April 2017 which would enable a fuller assessment of employee perception and benchmarking with other public sector bodies/Councils.

Discussion ensued on the report with the following issues raised/clarified:-

- A cross-Directorate Managers Group was looking at the response to customer service and a refresh of the Customer Service First Policy.
- It was hoped that the next survey would bear out the work taking place with regard to how staff felt and addressing the issue of trust.
- The full employee opinion survey was a paper survey completed once a year across the whole workforce; the Pulse survey was electronic. Some of the frontline staff did not respond but were targeted in the focus groups.
- Timescales on the action plan should be specified rather than 1 (within 3 months), 2 (within 6 months) or 3 (12 months or more).
- Good managerial practice made a difference with regard to reducing sickness absence i.e. return to work interviews, support and looking at preventative measures. A programme was to be developed around how it would be managed going forward and look at the reduction of sickness absence.
- A number of things mentioned in the report related to good people management. The HR Team were spending time with managers reminding them of their responsibilities, the processes around how to manage, communicate and engage and how to deal with performance of individuals on an informal basis.
- Each Directorate received its own survey findings which the respective Directorate Leadership Teams were working their way through and developing corresponding action plans. There would be different challenges for different Directorates although there was not a vast amount in terms of the results across them.
- To assist with the qualitative aspect of the survey, as well as some of the frontline staff taking part in the focus groups, employees who had completed the survey were also invited to attend. The findings from the survey were put to the focus groups and asked did this feel right?

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Directors and Assistant Directors also carried out of specific work in the form of coffee chats and focus groups where they went directly to the workforce and discussed/raised issues to enable correlation against the survey.

- Approximately 13 focus groups had been held with an average 12-13 people attending each. There had been a further 7 Chief Executive and Leader briefings which had been attended by 250 employees. The 36% survey return rate was comparable with the industry standard but it was acknowledged that there were still 4,000 employees who had not responded.
- The challenge around Terms and Conditions had been put directly to the workforce and a further survey undertaken seeking ideas and suggestions with regard to finding the £2M budgeted saving. There had been a good response with over 1,300 employees responding.
- If staff were consistently given negative feedback with regard to services there would be no move from the blame culture. Was it not time to draw a line and use the strength and asset approach with staff as desired with the community? These comments would be fed back to the Senior Leadership Team.
- There was a detailed breakdown of sickness absences by Service area that could be supplied.
- There was a strong theme of employees feeling it was not one Council and did not know about some of the good news stories. The cross-Directorate Groups had been considering the issue of smashing the silos.
- As the Authority shrank there was a lot of work to be done on redesigning services and how employees worked e.g. use of technology.
- There was a Change Programme involving approximately 200 employees. Work was taking place currently around the workforce drivers with groups of managers coming together, looking at the drivers and what they meant for the Council. Moving forward it would include what would the Council be like, how would it operate and what it meant for them as managers in the organisation. The Brilliant Basics programme would also be run with some sessions being held so far with more to do including a communications tool kit/reinforcing communication tools managers should be using with the workforce, people management skills, performance management framework and planning and translate plans to the frontline workers

Resolved:- (1) That the key improvement themes emerging from employee feedback be noted.

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(2) That the action taken so far in response to employees' views be noted.

(3) That the forthcoming full Employee Opinion Survey be noted together with the need to ensure a structured approach to responding to the findings.

(4) That the action plans be amended to reflect the comments made at the meeting.

### 92. 2016/17 CORPORATE PLAN - QUARTER 3 PERFORMANCE REPORT

Councillor Alam, Cabinet Member Corporate Services and Budgeting, and Shokat Lal, Assistant Chief Executive, introduced the Quarter 3 performance report of the 2016/17 Corporate Plan.

The performance report and scorecard (Appendix A and B) provided an analysis of the Council's current performance against 14 key delivery outcomes and 102 measures (the Corporate Plan included 86 measures however a number included different elements). The report was based on the current position of available data along with an overview of progress on key projects and activities which also contributed towards the delivery of the Corporate Plan.

At the end of the third quarter (October-December, 2016), 25 measures were progressing above or in line with the target set. Although this represented 24.3% of the total number of measures, performance showed that 43.9% of measures which had data available for the first quarter were on target. 28.1% (16) of the performance measures measured had not progressed in accordance with the target set (15.5% overall).

Attention was drawn to Appendix B – Corporate Plan dashboard. The relevant Directorate representatives reported on the red flags indicators that had been off track in Q2 and still off track in Q3 as follows:-

#### Red Flag Areas

- 5.D2 (days lost per FTE) Work was taking place including an action plan. A Sickness Steering Group had been established consisting of Trade Union representatives, Elected Members and officers focussing on improved return to work interviews, Occupational Therapy referrals, implementing Workforce Wellbeing Charter. There was recognition within the Senior Leadership Team that work was required around sickness absence.
- 5.D3 (Reduction in Agency cost) The 2016/17 Indicator had been a 10% reduction in agency costs – there had been a 44% increase. Work was taking place with a detailed report being prepared Directorate by Directorate on agency spend.

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- 1.A3 (% children who had a social care concern raised within 12 months of the last concern ending (re-referrals). The January data was now below the corporate target that had been set and below the national average for re-referrals of children into social care - 22.7%. This had been due to the impact of some of the further training and development work that Members had supported for the Social Work workforce.
- 1.A4 (% children who are subject to repeat child protection plans). This was continuing to rise but it was hoped that the achievement of Signs of Safety in April 2017 would start to address this. It was expected that by the end of 2017 there would be a difference for those children that were subject to repeat plans
- 1.C4(b) (% of triaged referrals that were assessed within 3 weeks). There had been further work with the CAMHS Service to improve performance and there had been improvement around the emergency cases that they received. However, there was still a need for improvement for the non-emergency cases. Children's Mental Health and Mental Health Services were under huge scrutiny nationally due to the issues around their improvement journey. Locally there was an improvement in performance but it was slow. Work was taking place an example of which was pooling budgets with CAMHS to ensure driving forward on some of the priority groups resulting in CAMHS now agreeing that Children in Care received priority. Work was continuing as to how help and support Early Help intervention to prevent some of those children being on the waiting list at all. The Clinical Commissioning Group was the primary commissioners of CAMHS.
- S.B5 (number of carers assessments) Work had included review of the target level, what should be achieved in 2017/18, the pathway, meeting carers and issues in the Carers Assessments.
- 4.B4 (number of new affordable home ownership units started in year) Currently under target. Moving into the new financial year, there was a work plan for strategic acquisitions to increase numbers and, with the recently announced Government funding, the new Regeneration and Housing Board would hopefully achieve the target.

Discussion ensued on the report with the following issues raised/highlighted:-

- Acknowledgement that the process was not perfect as yet but clarity required as to which Indicators were improving and those that were off target.
- Process for the 2017/17 Corporate Plan was underway focussing on the Indicators that could be reported upon on a frequent basis.

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- The Indicators were decided by the Cabinet Members, in particular the priority measures, working closely with Strategic Directors.
- Acknowledgement that the report format was very difficult to read and inability to drill down into the issues. If a performance measure had improved then it should state why there had been an improvement and if/how it could be transferred to an area that was not performing. If an area had failed in 2 quarters an explanation was required as to why. It was also felt that the narrative was inconsistent with the Indicator marks.
- Indicators were marked as to their rating by the Performance Lead Officer for each Directorate which was then challenged by the Assistant Chief Executive's Directorate.
- Have you got the right measure to scrutinise and measure performance?
- Future reports should clearly set out where performance had failed, who owned it, what the actions would be to rectify the situation with associated timescales and, if the Indicator had failed over more than 1 quarter, it should be red flagged.
- Regionally Rotherham sat in the middle with regard to delayed discharges. The LGA had offered to conduct a review of the pathway.
- A weekly report was received from the hospital on delayed discharges and the reasons i.e. social delay, waiting for equipment/therapy or family choice.

Resolved:- (1) That the overall position and direction of travel in relation to performance be noted.

(2) That the performance reporting timetable for 2016/17 be noted.

(3) That the comments made at the meeting with regard to the format/language used in the report be taken into consideration.

(4) That a report be submitted in 9 months on sickness absence.

(5) That a report on agency spend be submitted in March, 2017.

### **93. ADULT SERVICES BUDGET MONITORING REPORT - BUDGET PRESSURES IN RELATION TO PHYSICAL AND SENSORY DISABILITY SERVICES**

Councillor Roche, Cabinet Member for Adult Social Care and Health, supported by Anne Marie Lubanski, Strategic Director for Adult Care and Housing, and Nathan Atkinson, Assistant Director, Strategic Commissioning, introduced the report which highlighted the budget

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pressures and actions being taken in relation to Physical and Sensory Disability Services, as part of the overall Adult Care budget.

There was a forecast overspend after management actions of £1.341m against a net revenue budget of £4.997m for Physical and Sensory Disability Services. The main budget pressures were due to the increase in demand for services mainly in respect of direct payments, domiciliary and residential care. These pressures were being partly reduced by forecasted underspends within day care services and equipment and adaptations.

A number of management action plans to mitigate budget pressures had been implemented in order to reduce the budget pressures. There were pressures on the residential and nursing care budgets as a result of a significant increase in 2015/16 combined with a loss of Continuing Health Care income contributions. There were currently 42 placements within the independent sector with the average gross cost of a care package being £845 per week.

It was noted that there had recently been a LGA review of commissioning in Rotherham's Adult Social Care and a separate review of the ASC budget. They resoundingly concluded that Adult Social Care was extremely well led by the management team and that it was better than the Authority thought it was in comparison with other local authorities. Work would continue on the overspend.

Discussion ensued with the following issues raised/clarified:-

- The client base had increased by 1/5<sup>th</sup> this year
- Capacity was a real issue
- There had been 19 new entrants to the Direct Payments Service over the last 12 months. The big focus was to ensure the principles of self-directed support were correct making sure that the assessments/budget allocation/principles were right. The Practice Challenge Group ensured compliance with Care Act requirements and making the best use of the resources available.
- As people reached their 50's and above they started accessing the services (the numbers were quite small for the young cohort (18-24)). It tended to be people that had been living with long term conditions who had hit a trigger point that required more help. The offer for the high cost placements tended to be the more complex cases who received a multitude of services. Within the Physical Disability cohort although there were 430 customers they were accessing 587 different services.

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- Early Intervention and Prevention were key and was where funding needed to be invested. An announcement was awaited as to the 2017/18 Better Care Fund monies but hopeful that it would be significantly increased. The Adult Care Transformation Plan and journey had built in a number of the principles that may not have been as extensive and robust historically as they needed to be. Part of the challenge was to find the financial headroom to get the monies to invest and the Better Care Fund was an excellent example of where you could tap into that but also work with the voluntary sector and lever in 3<sup>rd</sup> party finance.
- The Rotherham Place Plan was still very much a high level strategy document. It did contain within it an implementation plan with the challenge of making it real.
- The mood nationally and of the Care Act was to reduce residential care. Local Authority provided residential care but was more expensive than the private sector partly due to the higher staffing levels.
- There was a big focus to really understand who the Authority's customers were, looking at trend analysis and predicting where the demand would come from and use that intelligence to inform activity and future budget projections/setting. Liquid Logic was aligned to the finances so was able to look at real time activity and marry it to finances.
- There would always be a need for an element of residential care and nursing beds but it was about managing the market properly and ensuring they were the right type of care homes, with the right ethos and values and delivering the right type of care. Rotherham had a high number of care homes in the Borough; a large prevalence of those delivering learning disabilities and a large proportion for older people which just dealt with residential. In the future it was probable that there would be a need for nursing care homes and required engagement with the independent sector/providers to encourage them to develop the right type of service

It was noted that at the Cabinet/Commissioners' Decision Making Meeting on 13<sup>th</sup> February it had been agreed that there be a reduction in the maximum charge for residents in the 3 Local Authority homes.

Resolved:- That the latest financial forecast against budget for 2016/17, the demographic pressures facing Physical and Sensory Disability Services and the actions taken to mitigate the budget pressures be noted.



**94. CYPS BUDGET MONITORING REPORT - LOOKED AFTER CHILDREN AND CARE LEAVERS SUFFICIENCY STRATEGY 2017-2021**

Councillor Watson, Deputy Leader, reported that the Looked After Children and Care Leavers Sufficiency Strategy had been developed in line with the duty to provide or procure placements for Children Looked After (CLA) by the Local Authority. This included a duty of 'sufficiency' that required Local Authorities and Children's Trust partners to ensure that there was a range of sufficient placements which met the needs of children and young people in care and to take steps to develop and shape Service provision to meet the needs of all children and young people in care at a local level as far as it was reasonably possible.

The Strategy set out how Rotherham's Children's Services would fulfil its role as a Corporate Parent and meet its statutory duty by providing good quality care, effective parenting and support to children and young people in and leaving its care.

The outcome of the Strategy would be to safely and appropriately reduce the number of young people requiring care by the Local Authority, responding to the challenges identified and improving outcomes for children.

It was expected that the 'one market' approach to the commissioning and provision of secure, safe and appropriate accommodation and support to children in care and care leavers over the next 4 years together with the strategic intentions of the Strategy would provide significant cost avoidance and opportunities for savings and were essential to the sustainability of improved outcomes and the budget.

It was noted that there had been a "spike" in the last 12 months nationally as well as Rotherham's improved service and getting better at identifying risk. In December 2016 more children had come into care through the Court system than any month previously. The current number was 484 compared to 424 April 2016.

Actions had been taken as part of the Sufficiency Strategy with less children now in residential care. The number of inhouse foster carers had increased with 21 recruited against the target of 16 and 38 enquiries in January 2017.

The Strategy hoped that in the short to medium term the numbers would reduce, however, other factors such as poverty could influence the figures.

Discussion ensued with the following issues raised/clarified:-

- Part of the work of the Child Centred Working Group was to look at child poverty strategies.

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- There was concern about the reduction of beds provided for care leavers when assessing whether they would be able to live either on a semi-independent basis or on their journey to independence. However, what was being seen in Rotherham and nationally was a high number of looked after children wanting to stay with their foster carers. “Staying Put” allowed children that had grown up in foster care to stay with their foster carers until the age of 21 in the first instance. In the longer term, if the fostering was correct and there was firm attachment between the child(ren) and their foster carers, there would be less need for semi-supported housing sector provision. There was still the internal alternative provision (Hollowgate) which would be used more flexibly and a range of drop-in provision developed. Regular consultation took place with the Care Leavers’ Forum.
- It was believed that the pressures would reduce because of the proposals previously considered by the Board which had all been evidence based i.e. the Edge of Care Service, Early Help, Signs of Safety working model and Family Group Conferencing. All had been used in other areas and had reduced demand for care.

Resolved:- That the Looked After Children and Care Leavers Strategy 2017-21 be noted.

### **95. ISSUES REFERRED FROM THE AREA ASSEMBLIES**

No issues had been referred.

### **96. YOUTH CABINET/YOUNG PEOPLE'S ISSUES**

Board Members were reminded that the Children’s Commissioners Take Over Day was to be held on Tuesday, 21<sup>st</sup> February, 2017, commencing at 3.30 p.m.

### **97. MINUTES OF THE PREVIOUS MEETING HELD ON 3RD FEBRUARY, 2017**

Resolved:- That the minutes of the meeting held on 3<sup>rd</sup> February, 2017, be approved as a correct record of proceedings.

### **98. WORK IN PROGRESS**

#### **Health Select Commission**

Councillor Sansome, Chair, reported at the last meeting the agenda had included:-

- Overview of Adult Social Care Development Programme and the Better Care Fund
- Update on Community Transformation and Integration at The Rotherham Foundation Trust

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- Briefing on the Schools' Mental Health Pilot – 6 Members and 1 Co-optee would be taking part on monitoring visits to the participating schools
- The Commission had submitted a collective response to the proposals of the Commissioners Working Together Programme regarding Hyper Acute Stroke and Children's Anaesthesia
- Commission Members had been requested to participate in the Learning Disabilities consultation that was underway

### **Improving Lives Select Commission**

Councillor Clark, Chair, reported that at the last meeting the agenda had included:-

- Early Help
- Children and Young People Lifestyle Survey
- Review Group established looking at alternatives for Children and Young People's Services. It was hoped that the report would be finalised in March/April
- The next meeting would consider SEN and Disabilities

### **Improving Places Select Commission**

Councillor Mallinder, Chair, reported that at the last meeting the agenda had included:-

- Housing Allocations – 6 recommendations with codicils with regard to Housing and Bereavement Team and mandatory training around new tenancies
- Future meeting to look at the Waste Review and discussions/presentation from the Rotherham Economic Growth Board
- Site visits for Maltby Cemetery and Crematorium with Dignity
- Visit to Lambeth Council at invitation of LGA mentor to look at their Scrutiny
- Identified some areas for the work programme

## **99. CALL-IN ISSUES - TO CONSIDER ANY ISSUES REFERRED FOR CALL-IN**

No issues had been referred.

## **100. DATE AND TIME OF NEXT MEETING - TUESDAY, 21ST FEBRUARY, 2017 AT 3.30 P.M. (CHILDREN'S COMMISSIONER TAKEOVER DAY)**

It was noted that the next meeting would be on Tuesday, 21<sup>st</sup> February, commencing at 3.30 p.m. for the Children's Commissioner Takeover Day.