

Overview and Scrutiny Board

Dear Member,

You are invited to attend the meeting of the Overview and Scrutiny Board to be held as follows for the transaction of the business indicated.

If any member of the public wishes to raise a question or comment on any of the items listed, which will be presented at the meeting on your behalf, you can do so in writing, by sending an email to decisionmakingandscrutiny@salford.gov.uk
Please do this by 4.30pm on the day before the meeting is due to take place.

Further information on the coronavirus and what it means for Salford can be found on the council website - <https://www.salford.gov.uk/coronavirus>

Sian Roxborough
Proper Officer

DATE: Wednesday, 1 July 2020

TIME: 2.00 pm

VENUE: Link to Teams Live Audio Stream:

https://teams.microsoft.com/l/meetup-join/19%3ameeting_NjE5YTJiZWUtZjA1OS00MWY5LTlhZDUtMmZmMTgxYmEyOWM4%40thread.v2/0?context=%7b%22Tid%22%3a%2268c00060-d80e-40a5-b83f-3b8a5bc570b5%22%2c%22Oid%22%3a%2

In accordance with 'The Openness of Local Government Bodies Regulations 2014,' the press and public have the right to film, video, photograph or record this meeting.

AGENDA

1 The protocol for live broadcast Microsoft Teams meeting

Councillor Jolley, Chair of the Overview and Scrutiny Board.

2 Confirmation of councillors/officers in attendance and apologies received

3 Declarations of interest

4 Living and working with Covid-19 and building back a better and fairer Salford - position statement for: (Pages 1 - 6)

4a Budget update

Councillor Hinds, Lead Member for Finance and Support Services

Joanne Hardman, Chief Finance Officer

4b Workforce

Councillor Bentham, Executive Support for Workforce and Industrial Relations

Sam Betts, Assistant Director HR

4c Digital response

Councillor Hinds, Lead Member for Finance and Support Services

Steven Fry, Assistant Director Digital & Customer Services

5 Progress update on the work programme for each of the scrutiny panels

Councillor Morris

Councillor Burch

Councillor Sharpe

Councillor Brocklehurst

6 Minutes of the meeting held on the 4 March 2020. (Pages 7 - 12)

7 Overview and Scrutiny Board work programme (Pages 13 - 16)

8 Any other business

Contact Officer:
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Briefing to Overview & Scrutiny Board

1 July 2020

Living and working with Covid-19 and building back a better and fairer Salford

i Workforce Update:

We are now three months in to living and working in different ways in response to the current situation and have had to adapt and adjust accordingly, making changes to how and where we work.

With outstanding efforts across the organisation we have continued to both deliver and support the delivery of our frontline services through people and technology working together. We have continued to run many of our services from home and, where working from home is not possible, we have developed new and different ways to do things. We have proved our concept that work is what we do, what we achieve and the outcomes we deliver – not just somewhere you go. Throughout this time distributed leadership and a ‘positive permission’ culture has meant that frontline staff have been empowered and trusted to make the right decisions. We couldn’t have achieved what we have without the hard work and dedication of our workforce who have demonstrated our values and the Spirit of Salford throughout.

The leadership team have been planning for working and living with COVID-19, whilst also considering what we have learnt during the last three months so that as we plan for the future we don’t just go back to the old way of doing things. There is a recovery co-ordinating group in place with representation from across our Salford system, not just the council, who have identified a number of priority workstreams including workforce. The lead officers for each workstream are developing plans across 3 phases of ‘recovery’ - release of lockdown, living with Covid-19 and building back a better fairer Salford.

The MyWork Board are co-ordinating the workforce and workspaces strand of our recovery plan focused on supporting services across the city to take the opportunity to use MyWork to build back a better fairer Salford.

We are an inclusive organisation and recognise that people will have differing personal circumstances which need to be considered. We will ensure a co-design approach, where engagement and employee voice are at the heart of developing our future ways of working. The plans for workforce and work spaces will all be developed based upon a number of key principles:

Our Key Principles

- ✓ Health, safety and wellbeing first.

- ✓ Build on our values and the Spirit of Salford to maintain the sense of team and Salford identity.
- ✓ Maintaining frontline services.
- ✓ Maximising digital tools and technologies to work effectively and stay connected.
- ✓ Focus on outcomes.
- ✓ Enable maximum flexibility.
- ✓ Ensure inclusivity.
- ✓ Workforce engagement and co-design of future ways of working.

The MyWork programme board have agreed to split the programme in to two clear phases - phase one is our short term plan for the next six months. Phase two is our medium to long-term strategy taking the opportunity to think more creatively about how, where and when we work and how we use the workspaces that we have available.

The default position remains that those that can work from home must continue to do so. We have asked that everyone working from home undertake the 'safe home working practice health check' which is based on the Health and Safety Executive Display Screen Equipment (DSE) risk assessment to ensure that people's working practices and workstation are healthy and safe. Where it is identified that equipment is needed arrangements are in place for this to be collected. However, there are certain services and roles where for specific reasons homeworking cannot be maintained on a full-time basis. This may be due to a service imperative or specific role requirement which results in the need for work space being available in the city for example a community-based service, a role working with families or visiting premises in the city.

To better understand the different service and individual needs we are currently undertaking a data gathering exercise co-ordinated through the MyWork Board. Individual services have been asked to provide information which will help provide the intelligence needed to identify the minimum number of people requiring access to workspace in Salford. This intelligence will help inform decisions about where that workspace should be, together with the measures and adaptations needed to manage and reduce risk, ensuring the continued delivery of services and safety of our people. In addition, services are also being asked to provide information about any additional equipment that is needed for people continuing to work from home beyond that which has already been provided including monitors.

With the health and safety of all colleagues being of utmost importance, we must keep occupancy levels in our workspace to a minimum which means that we will all have to work differently and use the space differently going forwards.

Workforce communications and engagement has been vital throughout and we have maintained regular and ongoing dialogue with the trade unions and our different staff

groups. We are having really constructive discussions with some of our trade union stewards about how we can build on the learning from the last three months to inform our future ways of working and we have had a similar discussion with our Salford100 who have shared some really great and useful feedback.

ii Digital update:

The digital appetite of the business feels like a very different space from before. Technology is moving at a pace within the organisation like never before but it's been the human factors that have really shone through as we've delivered change over these past months.

The early stages of the crisis were all about improving our infrastructure to handle the vast numbers of remote workers (90% of our workforce). The infrastructure team enhance some of the existing infrastructure to make sure that we could cope with the numbers working from home:

- **We increased the internet capacity into the data centre**
- **Increased the cyber and threat analytics capability**
- **Accelerated completion of M365 and the new kit roll out to over 1000 staff members in 9 days**
- **Rolled out voice over internet capability to the workforce**

In essence we created everything that you traditionally had on your desk and unified them into a single device, this allows users to work from any location coupled with the maximum amount of security that we can deploy to protect the organisation.

The usage of the Microsoft office 365 suite was imperative to the response especially Microsoft Teams, the use of this platform really exploded. Things quickly caught on we put this down to numerous factors. The pace of change to both a necessity and what was happening in people's personal lives with similar technology. We have used Microsoft Teams to recruit, carry on with the democratic process of the organisation and engage with our residents, young people/families just to name a few examples.

Behind the scenes we began to use data in new ways. We had already started building an intelligence platform using Microsoft Power BI and had delivered multiple insights dashboard. We developed dashboards for our senior team to view data on COVID-19 cases, shielded/vulnerable households, deaths in the city, staffing levels, school attendance and requests coming into our help hub. There's been

multiple iterations since. With management information at our fingertips live, enabling the organisation to work smart and be data driven.

The ability to develop and iterate applications internally has been critical throughout the response period. The capabilities in the team coupled with the complex integration architecture allowed systems to be developed in days. The team developed solutions for the SoS humanitarian response, discretionary business grants, triangulation of Childrens services data and a bespoke application to manage testing, tracing and outbreak management.

The progress of the department has been down to real collaboration, appetite for change focusing resources and skillsets on the right priorities. Our staff and teams have been outstanding to a person. Above all it's been about a One organisation approach to digital and an open door for Agile transformation/squad working.

iii Financial update:

1 Introduction

The COVID19 coronavirus has had an immediate impact on the health and wellbeing of our residents. It is also having a profound financial impact on residents, the local business economy and public sector institutions including the council.

The purpose of this section of the briefing paper is to update members on the council's financial position, specifically with respect to:

- Expenditure and income pressures
- Reserves and financial resilience

The financial impact on the council is against the backdrop of a number of years of budget cuts for local government during the period of austerity which follow the 2008 Worldwide economic downturn.

2 Expenditure and income pressures

Finance and service directorates have been working to gather to capture, quantify and forecast financial risks and pressures. This information is also reported on a monthly basis to MHCLG.

Our latest estimate of COVID pressures provided to MHCLG in June indicated an overall pressure of £55m compared to our pre-COVID19 expectations. Combined with the March 2020 submission we have estimated total COVID19 pressures of £57m (£18m additional expenditure and £39m lost income), ie **a shortfall of £41m compared to the £16m of government grant that we have received so far**. This headline position is summarised in the table below.

| Table 1 Headline position | | Forecast pressure |
|----------------------------------|--|-------------------|
| | | £m |
| Additional expenditure | | 18.2 |
| Income shortfall | | 39.1 |
| Total pressure | | 57.3 |
| Emergency COVID funding | | 16.1 |
| Shortfall | | 41.2 |

Notes to table 1

- £3.4m of the pressures relate to 2019/20, £37.8m to 2020/21.
- Expenditure pressures are seen across all services, particularly social care
- The largest pressures relate to forecast lost income, particularly in the collection fund, ie council tax and business rates
- Owing to the statutory way it is accounted for, the impact of the collection fund on general fund is deferred for a year and will thus fall on 2021/22
- The table is net of some elements of the council's financial response that are expected to be fully funded. These elements are listed in section 4.

3 Assumptions and risks

We have had to make assumptions about the length and severity of the impact and its financial effect on residents and businesses. At this stage our evidence base is limited, but some of the extrapolations from early indications on income loss are alarming and have fed into our estimates. **We will continue to revise our estimates and forecast as more evidence becomes available.**

Our current default assumptions is that where financial impacts are recurrent, they will last for 6 months. Clearly, should the impact on the economy be prolonged, we will face additional risks of lost income and additional expenditure demands to support our residents.

4 Additional financial response (funded)

For completeness, the following additional local responses can be noted. As these streams are funded, the net financial impact of them on the council is expected to be zero.

| Table 2 Funded financial response | | £m |
|--|--|--------------|
| Business grants | Grants administered by SCC on behalf of government | 41.7 to date |
| Business rates reliefs | Funded by CLG | 28.5 |
| Hardship fund | Funded by CLG | 3.6 |

| | | |
|---------------------------------|---------------------------------|---------------|
| Test & trace | Funded by DHSC | 2.0 |
| Infection control | Funded by DHSC | 1.9 |
| ASC via NHS: hospital discharge | Claimable by CCG Funded by DHSC | £3.9m to July |

While funded, the administration of these responses to COVID19 does fall on the council, placing an additional burden on hard-pressed teams.

5 Medium term strategy

The allocation of funding is currently not sufficient to meet the deficit. The government has indicated that a further “support package” of assistance will be made available to local government but it is unclear how much additional funding this could mean or how it would be allocated.

We are currently reviewing our 2020/21 revenue and capital budgets and our medium-term financial strategy. Our ability to manage the pressures will depend upon:

- Further government support
- Review of any provisions or reserves (we have identified the potential use of £4m of reserves)
- Review of the smoothing strategy within our MTFS
- Continuing assessment of the level of impact
- The profile of the impact over financial years, including that of the collection fund

If we are unable to manage the pressures, we will be forced to consider service reductions in order to achieve a balanced budget. Consideration of financial impact will be built into existing arrangements for budget monitoring and reporting.

6 Financial resilience

There have been several references in the media about s114 notices. We will do everything we can to avoid issuing a s114 notice: freezing council expenditure in the middle of the crisis could be disastrous for our residents. We will look at our overall financial position as set out in 5 above and continue to lobby the government for more funds.

Overview and Scrutiny Board

Held on Wednesday 4 March 2020

Present

Councillors D Jolley (in the chair), K Garrido, L. Turner, J King, M. Morris, S. Bellamy, R. Sharpe and A Brocklehurst

Lead Members:

Bill Hinds Lead Member for Finance and Support Services

Officers:

| | |
|-------------------------|---|
| Debbie Brown | Strategic Director, Service Reform |
| Steven Fry | Assistant Director, Digital & Customer Services |
| Sam Betts | Assistant Director, Human resources |
| Miranda Carruthers-Watt | City Solicitor |
| Kathy Kennedy | Project Manager |
| Karen Berry | Democratic Service Manager |

1. Apologies for absence

Apologies for absence were submitted on behalf of Councillors Burch and Edwards

2. Declarations of interest

There were no declarations of interest.

3. Minutes of proceedings

The minutes of the meeting held on 10 March 2020, were approved as a correct record.

4. MyWork - enabling our people to be smarter in how they work

Councillor Hinds, Lead Member for Finance and Support Services introduced this item and in doing so spoke of the significant progress with ICT in enabling the council to deliver better outcomes and services for the residents of Salford.

Debbie Brown, Strategic Director Service Reform explained how MyWork is transforming the way officers across the council are able to work by reforming services to respond to the requirements of our citizens.

Steven Fry, Assistant Director and Kathy Kennedy, Project Manager provided a detailed presentation.

MyWork is a different approach to how, when and where we work and is the brand for these new ways of working utilising the right technology. It seeks to support employees to balance their responsibilities in and out of work and, at the same time, increase performance and productivity in delivering services.

MyWork is an enabler to support new ways of working as well as supporting the delivery of the council's Workforce, Digital and Estates Strategies. Whilst upskilling employees in emerging digital technologies, developing new leadership skills, reducing turnover and associated costs.

MyWork supports the council's Carbon Management Plan which outlines the council's commitment to an aspirational 40% reduction in CO2 over five years, and is one of the initiatives which supports sustainable travel choices when travelling to, from and during work that are aligned to the needs of services and effective service delivery.

The core elements of MyWork are:

- Leadership
- People
- Workspace
- Equipment

As part of the organisational development plan for bringing together the single commissioning arrangements across some of the services in the People Directorate and the CCG, MyWork will be an enabler to new ways of working and the co-location of teams. Work is also well underway with Regulatory Services and Housing colleagues, and with our enabling functions of HR&OD and Customer and Digital Services. Members were assured that consideration of data sharing safely and securely is being progressed.

In addition to listening to employees in the services to understand the support they need to adopt the MyWork principles, officers have also engaged with the trade unions and the Salford 100 to understand what we need to consider as part of the programme of change.

Steven Fry informed members that there are a number of other existing strategies and plans in place, including the roll out of Windows 10 laptops and a move to Office 365. These functions have enhanced security, with quick lockdown of laptops etc. Windows 10 includes functionalities for placing/receiving telephone calls as well as being able to hold virtual meetings via Teams. Once the roll out of the new Windows 10 devices is complete, all employees will have the ability to work from anywhere as the organisation becomes 100% agile, this includes making all meeting rooms fully functional as smart meeting rooms. Members are also included in the rollout of new equipment.

In addition to the planned rollout it is anticipated that through general communication and engagement with services many will start to adopt the MyWork principles and ways of working as an enabler to improving service delivery.

Councillor King asked for a base level to be agreed to monitor how MyWork will contribute to the council's commitment to a 40% reduction in CO2 over five years; Debbie Brown agreed to give this further consideration and agree some baseline figures.

In response to questions, officers confirmed that outdated I.T. equipment is being recycled.

RESOLVED: THAT, Members of the overview and Scrutiny Board:

- (1) acknowledged the significant progress made in embedding MyWork as Salford's approach to smart working, which is supporting employees to deliver better outcomes and services for the residents of Salford;
- (2) A MyWork progress report to be scheduled on the work programme.

5. 3rd Quarter Budget Monitoring report

Councillor Hinds, Lead Member for Finance and Support Services introduced this item, the report outlines the current position of expenditure against the 2019/20 budget and provide an update on the approved savings programme as at the end of December 2019.

Councillor Hinds highlighted the detail in the report pertaining to current risks and in particular concerns in regard to significant pressures with DSG.

Joanne Hardman, Chief Finance Officer provided a detailed overview of the report submitted, and in doing so highlighted the following aspects of the report:

- People (Children's): The non-integrated fund element of the children's service group currently has a budget pressure of £0.353m, which is largely due to a forecast underachievement of external income.
- An overview of the latest position of the children's and adults Integrated Funds as reported to their respective commissioning Committees
- The capital financing budget is forecast to underspend by £1.645m due to the re-profiling of capital expenditure and lower interest rates than anticipated when the budget was set
- Reference to table 3 in the report submitted which shows the current risk associated with the savings proposals for 2019/20 for the Council as a whole
- The current 2019/20 capital programme is £111.467m as shown in table 5 of the report.

Joanne Hardman reported that there have been no objections raised with the submitted DSG action plan and therefore work on the recovery plan will be progressed and monitored accordingly.

The report prompted the following observations:

- The impact that the corona virus will undoubtable have on the budget and the need for potential contingency plans. Councillor Hinds explained that presently there are no contingency plans for the budget. However, conversations/planning are taking place in regard to business continuity and support to vulnerable people;
- With reference to the underspend in Public Health, Councillor King requested increased funding for smoking cessation and asked this be considered going forward.

RESOLVED: THAT, Members of the Board:

- (1) considered the current position regarding the 2019/20 revenue budget, savings and capital programme;
- (2) requested further breakdown of data to be provided in future reports i.e. table 2 – Integrated Fund.

6. Statutory Guidance on Overview and Scrutiny in Local Authorities

Karen Berry, Service Manager introduced this item and in doing so reminded members that the guidance was included on the Overview and Scrutiny Board agenda in July 2019 following publication by MHCLG in May 2019. The rationale for inclusion a second time is to further provoke Chairs and Vice Chairs of scrutiny committees to reflect on whether scrutiny is working as well as it could, and if there are any actions that need to be progressed to improve scrutiny in Salford.

Miranda Carruthers-Watt, City Solicitor added that there are valuable aspects of the statutory guidance that can be progressed to enhance the role of each 'scrutiny committee'. Reference was made to:

- Co-ordinate the various committees' work programmes' to make best use of the resources available – the use of the Overview and Scrutiny Board to facilitate that co-ordination;
- Ensuring the completion of scoping documents and/or the drafting of questioning plans;
- Evidence sessions being a key process in which scrutiny committees inform their work/reviews;
- Use of an external facilitator can help bring an independent perspective;
- The development, agreement and monitoring of recommendations.

Miranda asked members to consider each 'scrutiny committee' carrying out a Peer Review as they do in Audit and Accounts Committee; to inform progress.

The statutory guidance prompted the following observations:

- Suggestion of a scrutiny workshop;
- Concerns raised in regard to some member attendance at scrutiny;
- Importance of pre decision scrutiny;
- Lack of call-ins in Salford;
- The need to hold the Executive to account – voice of the public;
- Considerations at GM level and impacts on Salford;
- City Mayors manifesto to inform work programmes going forward;
- Utilise complaints to inform work programmes/reviews – trends.

RESOLVED: THAT, members of the Overview and Scrutiny Board considered the statutory guidance:

- (1) Noted the pending update to the scrutiny handbook and protocols in due course;
- (2) To discuss the Statutory Guidance with the City Mayor at the March meeting and the observations raised from today's considerations.

7. Minutes of the meeting held on 5 February 2020

RESOLVED: THAT, the minutes of the meeting held on 5 February 2020 were approved as correct record subject to the inclusion of:

- (1) Apologies from Councillor Bellamy and;
- (2) The recording of concerns raised by members of the Panel in regard to the lack of detail submitted for consideration of item 3 - Revenue Budget & Capital Programme for 2020/21.

8. Work programme

The Board noted the work programme as presented.

RESOLVED THAT, the Overview and Scrutiny Board work programme be noted and updated accordingly; to include an end of year review.

9. Any other business.

There were no items raised.

10. Date of the next meeting

To be held on Wednesday 1 April 2020. 1.30pm briefing for members only.

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**Overview and Scrutiny Board
Work Programme and Recommendation Tracker as of 16 June 2020**

Please note: There will be a Members only briefing at 1.30pm, with the main committee commencing at 2.00pm (unless otherwise stated)

| SCHEDULE OF COMMITTEE DATES & AGENDA ITEMS | | |
|---|---|--|
| Date | Topic | Responsible officer (s) |
| 1 July 2020 | Covid 19 Recovery Plan (position statements): <ol style="list-style-type: none"> 1. Financial update 2. Workforce 3. Digital response Work programme updates from each of the scrutiny chairs | Debbie Brown, Steven Fry, Joanne Hardman, Councillors Hinds & Bentham Scrutiny Panel Chairs |
| 5 August 2020 | 4 th Quarter Outturn Report | Councillor Hinds and Joanne Hardman |
| 2 September 2020 | To be agreed | |

| ABEYANCE LIST | |
|---|-----------------|
| Corporate Performance report Half year report – December 2019 def to March 2020 End of year report – July 202 | Jacquie Russell |

| | |
|---|---|
| Digital You - digital inclusion project (was schedule update July' 20) (Last report submitted April 2019). | Debbie Brown, Kathy Kennedy, Adam Micklethwaite, Director of Social Inclusion at Good Things Foundation and Cllr Hinds. |
| Update on the integration with the CCG: Children's, Adults and Public Health | Cllr Merry, Charlotte Ramsden, Muna Abdel-Aziz and Cllr Reynolds |
| Awareness session: Budget & Treasury Management | Finance officers |
| Procurement Strategy (Living wage and social value considerations) (Last report submitted June 2019). | Anthony Hilton, Debbie Brown and Cllr Hinds |
| Apprenticeship Strategy – update (Last the report submitted July 2019). | Cllr Bentham - Executive Support Member, Sam Betts and Frank O'Sullivan |
| Fair Funding Review | Councillor Hinds and Joanne Hardman |
| Business Rates Retention Scheme update | Councillor Hinds and Joanne Hardman |
| Investment: University/Council Master Plan | TBC |

SCHEDULE OF REGULAR MONITORING REPORTS

| | |
|---|--|
| Corporate Performance report Half year report – December & end of year report July | Councillor Boshell and Jacquie Russell |
| Treasury Management Strategy. Schedule February each year. | Councillor Hinds and Joanne Hardman |
| Treasury Management Outturn Report – schedule September each year. | Councillor Hinds and Joanne Hardman |
| Mid Year Treasury Management report – schedule November each year | Councillor Hinds and Joanne |

| | |
|--|-------------------------------------|
| | Hardman |
| Revenue Budget and Capital Programme. Schedule February each year. | Councillor Hinds and Joanne Hardman |
| 1 st Quarter Budget Monitoring Report. Schedule September each year | Councillor Hinds and Joanne Hardman |
| 2 nd Quarter Budget Monitoring Report. Schedule December each year. | Councillor Hinds and Joanne Hardman |
| 3 rd Quarter Budget Monitoring Report – Schedule March each year. | Councillor Hinds and Joanne Hardman |
| 4 th Quarter - Outturn Report. Schedule July each year. | Cllr Hinds and Joanne Hardman |

REVIEWS

| | |
|---|------------|
| REVIEWS | |
| Consideration of the Digital Function re-design – TBC | Steven Fry |
| Social Value - TBC | |

RECOMMENDATIONS TRACKER

| | |
|--------------------------------|--|
| RECOMMENDATIONS TRACKER | |
| | No recommendations presently outstanding |

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| Portfolio of the Board: | Membership – 11 Members: |
|---|--|
| <ol style="list-style-type: none"> 1. Co-ordinating the work of the Scrutiny Panels. 2. Scrutinising corporate services. 3. conducting a programme of value for money scrutinies. 4. Considering reports from the Audit and Accounts Committee. 5. Scrutinising overall budget matters and all other financial matters, including the Treasury Management Strategy. 6. To receive reports from the Scrutiny Panels on a six-monthly basis. 7. To consider requests for scrutiny reviews under the Councillor Call for Action process (other than calls for action relating to Crime and Disorder matters where requests shall be referred directly to the Community and Neighbourhoods Scrutiny Panel. | <p><u>Councillors</u></p> <ul style="list-style-type: none"> • Turner • Garrido, Karen • Bellamy • Brocklehurst • Burch • Jolley - Chair • King – Vice Chair • Morris • Nelson • Sharpe • Pevitt |