

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:

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| 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.