

Cabinet

Held on Tuesday 9th February 2021

(A Live Microsoft Teams meeting – audio only)

Present

Tracy Kelly	Statutory City Mayor (in the Chair)
John Merry, CBE	Deputy City Mayor

Lead Members:

Paula Boshell	Anti-Poverty, Neighbourhoods, Financial Inclusion and Equalities
Bill Hinds	Lead Member for Finance and Support Services
David Lancaster, MBE	Environment and Community Safety
Gina Reynolds	Adult Services, Health and Wellbeing

Executive Support Members (at the invitation of the City Mayor):

Sharmina August	Equalities, Communities and Social Impact
Barbara Bentham	Workforce and Industrial Relations
Stephen Coen	Culture, Leisure and Sports
Jim Cammell	Social Care and Mental Health
Roger Jones	Transport
Mike McCusker	Planning, Housing and Sustainable Development
John Walsh	Education and Learning

Officers:

Dr Muna Abdel Aziz	Director of Public Health
Jane Barlow	Pendleton Programme & Commercial Manager
Sam Betts	Assistant Director Human Resources & OD
Debbie Blackburn	Assistant Director Public Health Nursing & Wellbeing
Debbie Brown	Strategic Director (Service Reform)
Ben Dolan	Strategic Director (Place)
Joanne Hardman	Chief Finance Officer
Paul Hutchings	Strategic Finance Manager
Andrew Leigh	Head of Housing & Strategy
Sian Roxborough	City Solicitor
Jacquie Russell	Assistant Director Strategy & Change
Dave Seager	Assistant Director Operational & Communication Services
James Shuttleworth	Head of Planning
Tom Stannard	Chief Executive
Charlie Winstanley	Assistant to the City Mayor
Liz Wright	Democratic Service Officer

Invitees:

Councillor David Jolley	Chair of the Overview and Scrutiny Board
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1. Apologies for absence

Apologies for absence were submitted on behalf of the City Mayor, Paul Dennett.

2. Declarations of interest

Councillor Tracy Kelly and Councillor John Merry declared their positions on the

board of Derive Limited.

3. Minutes of proceedings

Approval of the minutes was moved by Councillor John Walsh and seconded by Councillor Bill Hinds.

Resolved: That, the minutes of the meeting held on 26.01.21 were approved as a correct record.

4. The Better Outcomes New Delivery (BOND) Report

Councillor John Merry, Lead Member (LM) for Children's and Young People's Services introduced the report highlighted the following.

- The programme was a new way of delivering the safeguarding service and to address the concern about the number of children being taken into care and particularly being put in out of borough placements.
- The programme focused on providing a better outcome for young people at risk and there were there main areas of focus:
 - Route 29 – avoiding formal placements particularly for older children initially.
 - Intervening at an early stage and working intensively with young people across a whole range of disciplines and at an earlier age to avoid them going into care.
 - Tackling domestic abuse.
- The report outlined the significant benefits of this approach and ensuring value for money as this year over £2M was saved by avoiding out of borough placements for young people. There were also other long-term savings that the city council could realise by avoiding taking children and young people into care.
- Whilst introducing this new way of working the previous high standards of the service had been maintained and the implementation of the programme was beneficial to the young people and the community and would continue to be so in the longer term.

The Assistant Director Public Health Nursing & Wellbeing (Debbie Blackburn) , who had been leading the programme for the last two years, presented the report and highlighted the following.

- The report presented the case to the Cabinet for seeking approval for the ongoing funding for the programme, following the positive recommendations from the Children's Commissioning Committee and the Health and Care Commissioning Committee.
- The report detailed a summary of the provision, the implementation, the financial profile and the independent evaluation findings.
- The report focused on the positive outcomes from the programme and the show how the funding of £2.9M was being used.
- Through this programme the Clinical Commissioning Group(CCG) invested into Children's Services to intervene (and build on existing good practice) and invest in strategic pressure points to develop different delivery models that could deliver better outcomes for children in Salford and reduce the budget pressure caused by very high cost high need interventions.

- The vision of the programme was to intervene at each level from prevention via the trauma informed response level to early identification via the domestic abuse work to targeted high level interventions via Transforming Care, Route 29 and Achieving Chang together (ACT) work.
 - The focus was on evidence based best practice from across the country. The programme joined separate areas of work to ensure consistency and quality.
 - The CCG required that the projects should be financially sustainable or were aligned to support financially sustainable projects. The projects should have robust plans and systems of review and evaluation to ensure they were fit for purpose.
 - The programme had been externally evaluated using a whole system approach.
 - The programme had a clear workforce plan and the benefits to be achieved were clearly outlined, including a clear plan for tracking and monitoring the programme. There was a clear governance structure that reported to the CCC and the 0-25 Board to ensure the programme remained on track and the benefits were realised.
 - Some of the programmes included:
 - Route 29 – based on the No Wrong Door model from North Yorkshire, which had been implemented in several authorities in Greater Manchester (GM). This was aimed at young people 12-17 years on the edge of care or in danger of going into care. It was being extended to cover the 5-17 years that came under Transforming Care in Salford (young people with severe distressed behaviour, learning difficulties and autism and with education health care plans) that were at risk of family breakdown coming into care/hospital.
 - The ACT programme was a social work model for children at risk of criminal or sexual exploitation and provided wrap around support for families.
 - The domestic abuse support focused on providing help to children experiencing domestic abuse and enhanced the Operation Encompass approach already in place in schools.
 - The trauma informed responses in the city had seen over 900 staff trained to understand trauma informed response and this training would form an ongoing part of the programme.
 - A lot of the programmes focused on cost avoidance and prevention and to manage the risk down so that children did not end up in care and received the support they needed across the course of their lives to reduce additional need in childhood and adulthood.
 - The report outlined the future savings and the financial implications of stopping the programme. Cost avoidance and cost savings were detailed in the report and would be continually monitored.
 - Dartington provided the external evaluation and concluded that approach had joined up services and had been innovative in its approach. It had built on the existing good practice in Salford and the additional investment had allowed the authority to test and transform ways of working to provide further benefits.
 - In terms of social benefit, the staff in Route 29 were Salford residents and several care leavers had been employed in the service and so investing back into the service.
- Cabinet were asked to approve the recurrent funding from the pooled budgets and for cabinet to note the costs of discontinuing the programme

and that if the investment was not continued there would be a continuing growth in demand within the care system.

The Statutory Deputy Mayor invited questions and comments from members.

- The Executive Support Member for Children's and Young People's Services commended the report and supported the programme, as it showed the significant benefits following its implementation and the significant risk of stopping the programme. He added that there was a recognition that things needed to be done differently to get better outcomes and this is what the programme was doing, as evidenced by the external evaluation. The best practice from across the country had been adapted and was implemented in the Salford way. The programme was transformational.
- The Strategic Director People made the following comments:
 - The director recorded formal thanks to the CCG for their investment and generosity and this reflected the strong partnership between the organisations.
 - The programme had been co-produced with young people in the city and this was why it was being so successful, with some of the very young people it had helped now working within the programme.
 - There had been a reduction in the number of young people in care due to family disfunction and this was because of the new ways of working with families.
 - There had been an increase in placements stability, a reduction in the number of out of borough placements and an increase in the number of adolescents returning to their families.
 - The pressure on budgets would continue to reduce over time.
 - The examination of budgets to be able to extend the programme to a younger age profile was an important development. Expanding the work of ACT and with the domestic abuse work a commissioning strategy was being developed.
 - Transforming Care in Salford work was seen as best practice and the Salford approach was being rolled out across GM, with the support of the mental health leads at GM level.
- The Chief Finance Officer (Joanne Hardman) confirmed that the funding for the programme sat within the Integrated Fund and each of the partners had to approve the programme. It was confirmed that this had happened and that it had been approved by the Health and Care Commissioning Board, with just approval from Cabinet required for the programme to continue.
- The LM for Children's and Young People's Services summarised by saying the programme was turning round young peoples lives and diverting them away from difficulties in their future lives and providing opportunities (including employment opportunities) for them.
- The Statutory Deputy Mayor read out the recommendations and the cabinet approved them.
- Thanks were given to all the officers involved with the programme for the all the positive work with families in Salford.

Resolved: That, the City Mayor, in consultation with Cabinet approved the recurrent funding of the Better Outcomes New Delivery (BOND) Programme following a positive recommendation from Children's Commissioning Committee and

Health and Care Commissioning Committee and noted the costs to stop BOND, the continuing rise and the growth of demand should BOND cease.

5. Pendleton Together Rent and Services Charges 2021/22

The LM for Housing outlined the recommendations in the report that asked for the City Mayor in consultation with Cabinet to approve:

1. An increase of 1.5% for rents in 2021/22.
2. Adjustments to service charges in line with the costs of providing those services.

The Head of Housing and Strategy (Andrew Leigh) introduced the report and highlighted the following.

- The report requested approval to increase the rents by 1.5% and to increase the service charges in line with the costs to provide the services.
- The background to the Government policy on setting rent was detailed in the report and although the policies did not apply to Private Finance Initiative (PFI) contracts the policies had been reflected in the approach taken to rent setting.
- The rent standards for this year were that the rents would be increase by CPI (Consumer Price Inflation) + 1% and this standard was being used and the standard that other housing providers in the city were using.
- The increase equated to £1.33 per week, with an average rent increasing from £88.81 to £90.14 on a 48 week basis. The rents would continue to be below the local housing allowance rates.
- The services charges had been reviewed and proposed revised charges based on actual costs. There would be a small increase in service charges that reflects a cost of living increase for staff wages for security and caretaking/cleaning, element of the security charge that reflects the repair of security equipment in the block and utility charges.
- A review of the Pendleton security service had been carried out and it concluded that security service should be brought back in house and operated from the city council CCTV control room. This would provide better value for money for the residents and result in a reduction in security charge element of the service charge. There would be a 6 month transition period for this to happen.
- The Housing Revenue Account outturn for 2021 and the estimate for 2021/2022 were highlighted. The increased PFI costs, as included in the contract, were highlighted. £700,000 would be contributed from the reserves in 2022 as compared to £500,000 in 2021. The pressure on the reserves was highlighted and would be monitored to ensure the HRA remained sustainable.

The Head of Housing and Strategy invited questions and comments from members.

- The LM for Finance and Service Reform commented that they supported the proposal but added that whilst the increase was not welcomed the HRA was a ringfenced account and as such required careful management. It was also very important to make sure that residents got quality services and value for money for the service charges they paid.
- The Head of Housing and Strategy confirmed that with the HRA being ring fenced and could not go into deficit. With the challenges on the reserves as outlined in the report, the viability of the HRA was under review and being closely monitored.
- The Statutory Deputy City Mayor thanked all the officers involved with the report.

The Statutory Deputy City Mayor read out the recommendations to the members and the recommendations were approved.

Resolved: That, the City Mayor in consultation with Cabinet approves:

1. An increase of 1.5% for rents in 2021/22
2. Adjustments to service charges in line with the costs of providing those services.

6. Feedback from the Chair of Overview and Scrutiny Board – Recommendations Revenue Budget

The Chair of the Overview and Scrutiny Board (Councillor Jolley) introduced the recommendations and observations from board following their consideration of the report on the 2021/2022 Revenue Budget, the draft medium term financial strategy and 3 year budget projections, and the Capital Programme.

- The uncertainty of the current situation had been a theme running through the discussions of the board when they considered the report.
- The recommendations and observations were outlined and the board had:
 - Seen that the proposals were intended to achieve a balanced budget for 2021/2022, with no further cuts beyond those previously agreed.
 - Noted the possible Council Tax increase, although that had not yet been agreed.
 - Noted the draft medium term financial strategy and 3 year budget projections.
 - Continuing concerns about the impact that the Fair Funding review, the Business Rate reset, the future of the 100% Business Rates Pilot, and the New Homes Bonus, will have on resources in future years, and the uncertainty around these issues and that the settlement could be disadvantageous to Salford. The board had requested full reports on these areas as soon as information becomes available.
 - Whilst recognising the Government Covid support received in 2020/2021, and that there would be further support in 2021/2022, the Board was concerned as to whether this would be adequate and the in-year effect on the budget, if there was a shortfall.
 - Expressed concern as to whether the Collection Fund Support Scheme would be adequate and about any shortfall.
 - Requested details of the Collection Fund Support Scheme, and also the final local government settlement, as soon as practicable.
 - Considered the Adult Social Care Integrated Fund, and the Public Health Budget, and expressed concern about the lack of progress nationally on reform of Adult Care Funding. Councillor Morris, the Chair of the Health and Adult Scrutiny Panel, had highlighted the reliance on the health and integrated budgets and the lack of reform of adult social care.
 - Asked for further details of the use of reserves to address the funding gap and the source of these reserves.
 - Noted the continuing cap on unsupported borrowing and requested information on the detailed capital programme when available.
 - Asked for ongoing reports on IT Services and agile working as they were critical to the development of the budgets and the efficiencies to be made in the future and how changes to working practices during the pandemic period would develop in the future.
 - Requested future reports on the Integrated Children's Budget.

The Chair of the Overview and Scrutiny Board concluded by saying the Budget was based upon a number of assumptions and projections, including those related to the effects of the Covid-19 pandemic, and there was a greater level of uncertainty than in almost any other previous year. The Budget must be monitored and controlled very carefully. The Board would monitor overall progress on the budget. Other Scrutiny Panels to monitor their own areas. The Board expressed its thanks to all staff, officers and members for their work in the past, very difficult, year, and to those who have developed the budget proposals.

Resolved: That, the Cabinet noted the recommendations and observations from the Overview and Scrutiny Board.

7. Notification/appointment of Cabinet

The Statutory Deputy Mayor outlined the report that stated:

- Following the resignation of Councillor Derek Antrobus, Lead Member for Planning and Sustainable Development from 31st January 2021, temporary arrangements had been put in place.
- Under section 9E of the Local Government Act 2000 all the functions delegated to the Lead Member for Planning and Sustainable Development will be exercised by the Deputy City Mayor (Councillor John Merry) until further notice. Councillor Mike McCusker will continue as the Executive Support Member for Planning, Housing and Sustainable Development.
- The remainder of the membership for 2021/22 was unchanged and was as follows:

City Mayor	Paul Dennett
Statutory Deputy City Mayor/Lead Member for Housing	Councillor Tracy Kelly
Deputy City Mayor/Lead Member for Children's and Young People's Services Delegated functions for Planning and Sustainable Development	Councillor John Merry
Lead Member for Anti-Poverty, Neighbourhoods, Financial Inclusion and Equalities	Councillor Paula Boshell
Lead Member for Finance and Support Services	Councillor Bill Hinds
Lead Member for Environment and Community Safety	Councillor David Lancaster
Lead Member for Planning and Sustainable Development	Vacant
Lead Member for Adult Services, Health and Wellbeing	Councillor Gina Reynolds

Executive Support Member for Education and Learning	Councillor John Walsh
Executive Support Member for Planning, Housing and Sustainable Development	Councillor Mike McCusker
Executive Support Member for Social Care and Mental Health	Councillor Jim Cammell
Executive Support Member for Transport	Councillor Roger Jones

Executive Support Member for Culture, Leisure and Sports	Councillor Stephen Coen
Executive Support for Equalities, Communities and Social Impact	Councillor Sharmina August
Executive Support for Workforce and Industrial Relations	Councillor Barbara Bentham

8. Any other business.

There were no items of any other business raised.