

Overview & Scrutiny Committee

Monday 9 October 2017

7.00 pm

Ground Floor Meeting Room G02A - 160 Tooley Street, London SE1 2QH

Membership

Councillor Gavin Edwards (Chair)
Councillor Ben Johnson (Vice-Chair)
Councillor Jasmine Ali
Councillor Paul Fleming
Councillor Tom Flynn
Councillor Jon Hartley
Councillor Eleanor Kerslake
Councillor Maria Linforth-Hall
Councillor Rebecca Lury
Councillor Rosie Shimell
Councillor Kieron Williams
Martin Brecknell
Lynette Murphy-O'Dwyer

Reserves

Councillor James Barber
Councillor Anood Al-Samerai
Councillor Catherine Dale
Councillor Karl Eastham
Councillor David Noakes
Councillor Leo Pollak
Councillor Martin Seaton
Councillor Michael Situ
Councillor Cleo Soanes
Councillor Bill Williams

INFORMATION FOR MEMBERS OF THE PUBLIC

Access to information

You have the right to request to inspect copies of minutes and reports on this agenda as well as the background documents used in the preparation of these reports.

Babysitting/Carers allowances

If you are a resident of the borough and have paid someone to look after your children, an elderly dependant or a dependant with disabilities so that you could attend this meeting, you may claim an allowance from the council. Please collect a claim form at the meeting.

Access

The council is committed to making its meetings accessible. Further details on building access, translation, provision of signers etc for this meeting are on the council's web site: www.southwark.gov.uk or please contact the person below.

Contact Shelley Burke on 020 7525 7344 or email: Shelley.burke@southwark.gov.uk

Members of the committee are summoned to attend this meeting

Eleanor Kelly

Chief Executive

Date: 29 September 2017



Overview & Scrutiny Committee

Monday 9 October 2017

7.00 pm

Ground Floor Meeting Room G02A - 160 Tooley Street, London SE1 2QH

Order of Business

| Item No. | Title | Page No. |
|----------|-------|----------|
|----------|-------|----------|

PART A - OPEN BUSINESS

1. APOLOGIES

2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.

3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.

| | |
|-------------------|-------|
| 4. MINUTES | 1 - 4 |
|-------------------|-------|

| | |
|---|---|
| 5. INTERVIEW OF CABINET MEMBER FOR REGENERATION AND NEW HOMES - COUNCILLOR MARK WILLIAMS | 5 |
|---|---|

| | |
|---------------------------------|--------|
| 6. BUDGET RECOVERY BOARD | 6 - 16 |
|---------------------------------|--------|

| | |
|---|---------|
| 7. MEMBER BRIEFING ON THE SHARED ICT SERVICE | 17 - 25 |
|---|---------|

8. SCOPING SCRUTINY ON YOUTH JUSTICE

DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING.

Item No.

Title

Page No.

PART B - CLOSED BUSINESS

**DISCUSSION OF ANY CLOSED ITEMS AS NOTIFIED AT THE START
OF THE MEETING AND ACCEPTED BY THE CHAIR AS URGENT.**

DISTRIBUTION LIST 2017/18

Date: 29 September 2017



OVERVIEW & SCRUTINY COMMITTEE

MINUTES of the Overview & Scrutiny Committee held on Monday 11 September 2017 at 7.00 pm at Ground Floor Meeting Room G01A - 160 Tooley Street, London SE1 2QH

PRESENT:

Councillor Gavin Edwards (Chair)
Councillor Ben Johnson (Vice-Chair)
Councillor Jasmine Ali
Councillor Paul Fleming
Councillor Tom Flynn
Councillor Jon Hartley
Councillor Eleanor Kerslake
Councillor Maria Linforth-Hall
Councillor Rebecca Lury
Councillor Rosie Shimell
Councillor Kieron Williams
Martin Brecknell

OTHER MEMBERS PRESENT:

Councillor Stephanie Cryan
Councillor Johnson Situ

OFFICER SUPPORT:

Norman Coombe Head of Corporate Team
Gerri Scott Strategic Director of Housing & Modernisation Tony
Hunter Head of Engineering
Stephen Douglass Director of Communities
Paul Langford Director of Resident Services
Fiona Dean Director of Leisure
Stephen Gaskell Head of Chief Executives Office
Kevin Fenton Director of Health and Wellbeing
Shelley Burke Head of Overview & Scrutiny
Fitzroy Williams Scrutiny Officer

1. APOLOGIES

1.1 There were none.

2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

2.1 There were none.

3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

3.1 There were no disclosures of interests or dispensations.

4. MINUTES

4.1 Minutes amended to show that councillor Catherine Dale attended the last meeting of the committee as reserve member.

RESOLVED: subject to that amendment, the minutes of the meeting held on 13th July 2017 were agreed as a correct record.

VIDEO - OPENING OF THE MEETING

<https://bambuser.com/v/6891117>

<https://bambuser.com/v/6891120>

5. LEDBURY ESTATE

5.1 The Chair welcomed everyone to the meeting, the committee heard from the cabinet member for Housing councillor Stephanie Cryan, Gerri Scott Strategic Director of Housing & Modernisation, Tony Hunter Head of Engineering, Stephen Douglass Director of Communities and Paul Langford Director of Resident Services and then asked questions of the cabinet member and officers.

5.2 The committee heard from representatives and residents of the Ledbury Estate and asked questions regarding works on the estate, after hearing from all parties.

RESOLVED:

1. To request a full written response to the points raised in the submission from Ledbury TRA and Action Group.
2. That the residents should receive written assurance of their right to return following any work to Ledbury towers.
3. That the housing department will set up an email address that Ledbury resident can use to escalate any urgent matters.
4. That the Ledbury TRA and action group will work together to produce a regular email to feed into the strategic director's daily briefing for management follow up and response.
5. That the housing and community safety scrutiny sub-committee

should monitor progress on Ledbury.

6. That the strategic director will review the operation of the council and contractor teams based in the Ledbury TRA hall to ensure that residents are able to have confidential discussions with housing officers, and that requests for repairs are taken without being redirected to the call centre.

To recommend to the cabinet:

1. That the council carries out a full, thorough and independent review of the repairs history of the Ledbury estate.
2. That the council urgently engages with contractors to ensure an end to the missed appointments currently being experienced by residents on the Ledbury estate.

VIDEO - LEDBURY ESTATE

<https://bambuser.com/v/6891123>

<https://bambuser.com/v/6891124>

<https://bambuser.com/v/6891226>

6. INTERVIEW OF CABINET MEMBER FOR BUSINESS, CULTURE AND SOCIAL REGENERATION - COUNCILLOR JOHNSON SITU

- 6.1 The chair welcomed councillor Johnson Situ Cabinet Member for Business, Culture and Social Regeneration, Fiona Dean Director of Leisure, Stephen Gaskell Head of Chief Executives Office and Kevin Fenton Director of Health and Wellbeing to the committee meeting, and asked him to give a summary of his portfolio and then take questions from members of the committee.

A summary of the Cabinet members portfolio is as follows:

- achievement of apprenticeship targets
- apprenticeship levy
- support for small businesses
- engagement with Latin American businesses at Elephant & Castle
- support for Universal credit claimants
- accessibility of apprenticeship scheme -how can care leavers gain places? The cabinet member agreed to provide data on the number of care leavers who are apprentices
- connectivity between council departments who are involved with an apprentice (e.g. housing)
- how can the economic wellbeing strategy assist self employed workers
- how the council promotes the living wage with small & medium enterprises

- Southwark Business forum
- challenges in achieving fairer future promises for 18 year olds

VIDEO - INTERVIEW OF CABINET MEMBER FOR BUSINESS, CULTURE AND SOCIAL REGENERATION - COUNCILLOR JOHNSON SITU

<https://bambuser.com/v/6891223>

<https://bambuser.com/v/6891235>

<https://bambuser.com/v/6891250>

7. CULTURE STRATEGY - UPDATE

Councillor Johnson Situ Cabinet Member for Business, Culture and Social Regeneration and Fiona Dean Director of Leisure took questions from the committee.

RESOLVED: That at the next session of this item the committee invites someone from the creative industry federation to give members a broader view on what works and best practice.

VIDEO - CULTURE STRATEGY - UPDATE

<https://bambuser.com/v/6891268>

<https://bambuser.com/v/6891287>

8. BUDGET RECOVERY BOARD

8.1 This item was deferred to a future meeting of the committee.

Meeting ended at 9.50 pm

CHAIR:

DATED:

Cabinet Member for Regeneration and New Homes

To deliver regeneration which benefits our communities. To facilitate the sustainable regeneration of Southwark's communities in partnership with local residents and businesses.

To lead on the delivery of strategic transport projects necessary for the delivery of regeneration in the borough such as the delivery of the Bakerloo Line.

To deliver on Southwark's commitment to build more homes of every kind including 11,000 new council homes.

The cabinet member will have particular responsibility for:

- the council's relationship with Transport for London;
- extension of the Bakerloo Line, with the leader;
- regeneration in the borough [all aspects of development control and planning in Rotherhithe (Canada Water), Bermondsey, Borough & Bankside and Walworth (Elephant & Castle and Aylesbury Estate), Camberwell, Peckham, Nunhead and Dulwich] including transport strategy in regeneration;
- community infrastructure levy and allocation of section 106 funds;
- development of the local development framework;
- planning policy and continuing improvements in planning performance;
- high street planning and with the cabinet member for public health, parks and leisure making high streets healthier;
- Delivery of 11,000 new council houses.

Budget Recovery Board Update

Children's, Adults and Public Health

Programme

- Recent History and Context
 - National
 - Local
- Budget Recovery Board
- Progress to Date
- Learnings
- Next Steps
- Questions

Context - National

- Adult Social Care

National crisis – age and complexity

NHS targets

- Children's Social Care

Ofsted

Secure Accommodation

Rising demand and expectations - placements

- Public Health

Annual and in year funding reductions

- Better Care Fund and Improved Better Care Fund

Context - Local

2015/16

First signs of financial stress contained

Better Care Fund plans in place

ASC contingencies and reserves fully applied to balance budget

2016/17

Additional pressures on children's social care

ASC precept applied to Adult Social Care

£15m adverse variation at close;

2017/18 Projection

Position stabilising and much work still in progress

£4m adverse variation currently forecast

BCF, iBCF and one off ASC grant fully applied

ASC Precept again applied to ASC

***2018/19 - Target fully balanced budget, including growth
and new funding***

Context - Summary

- Adult Social Care cost pressures have become acute since 2015/16
- Previous cross subsidisation of children's social care no longer available
- BCF and iBCF fully passported to BCF projects agreed with CCG
- Impact of ASC precept important contribution but at the margins
- March budget statement of additional iBCF significant relief in 2017/18 and beyond
- Adults position stabilising but children's social care needs further work
- Children's social care demands are not receding
- Markets are supply led and offer little comfort
- Services continue to transition and transform through this period
- Response has required concentration and special measures

***Exceptional times of financial stress but
not unique to Southwark***

Budget Recovery Board

- Created Autumn 2016; formalised the recovery process
- Chaired by SD F and G; reports to CEX
- Independent assurance – RSM
- Service Directors and senior managers - support from Directors of Finance and HR and Monitoring Officer
- Culture of high challenge and highest level of support
- More than 30 detailed action plans for cost containment and budget targets
- Clear accountability for each plan

Progress to Date

- 2016/17 outturn stabilised in line with reported projections
- 2017/18 stabilised – minimal call on reserves expected
- More than 30 action plans in place, many amber / green
- Specially enhanced finance tracker – reconciles progress
- Established corporate understanding of pressures
- New joint governance with CCG for BCF funding
- One of six councils in the country with agreed BCF plans

A one council response to a national issue

***Wide understanding of what needs to be done and
collective ownership***

Learnings

- Complexity of managing business as usual while cutting and controlling costs
- Transition and transformation takes time
- Better Care Fund
 - Delivery against plans is complex
 - Do we understand the full costs to the council?
 - Is BCF / iBCF simply replacing resources withdrawn?
- Benefits from joint working with CCG, but requires new styles of governance to reconcile structures
- Need an improved view of key cost drivers and unit costs
- Model of BRB could be applied again to address different issues

Corporate Governance consistently fit for purpose

Next Steps – part 1

- More of the same; there is still work to be completed
- Moratorium continues until the situation fully recovered
- Continue BRB actions, including :
 - Recruitment, agency and workforce
 - Procurement, contract management and commissioning
- Enhanced training programmes
 - Business partnering
 - Finance for service managers
- Further work with CCG
 - Governance
 - Integration and Accountability

Next Steps - part 2

- Prepare fully funded budgets for 2018/19, including clear accountability for growth and savings
- More work to understand impact of BCF, including improved understanding of activity
- Ongoing review of Schemes of delegation / management to help drive accountability
- Review financial governance arrangements with Audit and Governance Committee

Receive feedback and Guidance from OSC

Any Questions?

Shared ICT Service

Member Briefing on the Shared ICT Service

October 2017

Mark Compton-James – Head of IT & Digital Services

 @lb_southwark  facebook.com/southwarkcouncil

Shared ICT Service

Purpose of briefing:

- ▶ Time is right to communicate – focusing on Nov 1
- ▶ Bring everyone to a common understanding of the Shared ICT Service – address concerns
- ▶ Opportunity to ask questions
- ▶ Confidence that the wider organisation is aware and prepared

Shared ICT Service

Reasons for Change

- ▶ Contract with Capita coming to an end
- ▶ Need for a new model – successive outsourced contracts has not delivered the Council needs
- ▶ Lack of flexibility and partnership in outsourcing model – driven by commercial focus
- ▶ Council made decision to take a different approach – bring service back in-house to a shared service

Shared ICT Service - Overview

- ▶ Brent & Lewisham Shared ICT Service established in April 2016. Service also provides ICT to the Local Government Association.
- ▶ Brent is the host Authority
- ▶ Lewisham transitioned from Capita to Brent.
- ▶ In-house support service overseen by a joint committee and managed by a joint management board.
- ▶ Individual councils maintain:- Information Governance, Change Management and Application Support teams.
- ▶ Southwark will join the Shared ICT Service on 1 November !

Shared ICT Service

The Shared ICT Service is the next step on our 'Fit for Future' digital journey

So far we have seen ...

- Blackberry replacement - new iPhones
- Improved remote access platform



Shared ICT Service

Key Changes to note:

- ▶ Logging requests will change from a telephone interface to an **Online service platform**
- ▶ On going Projects – there will be a **project freeze** during transition – projects to be completed or transferred to Shared ICT Service

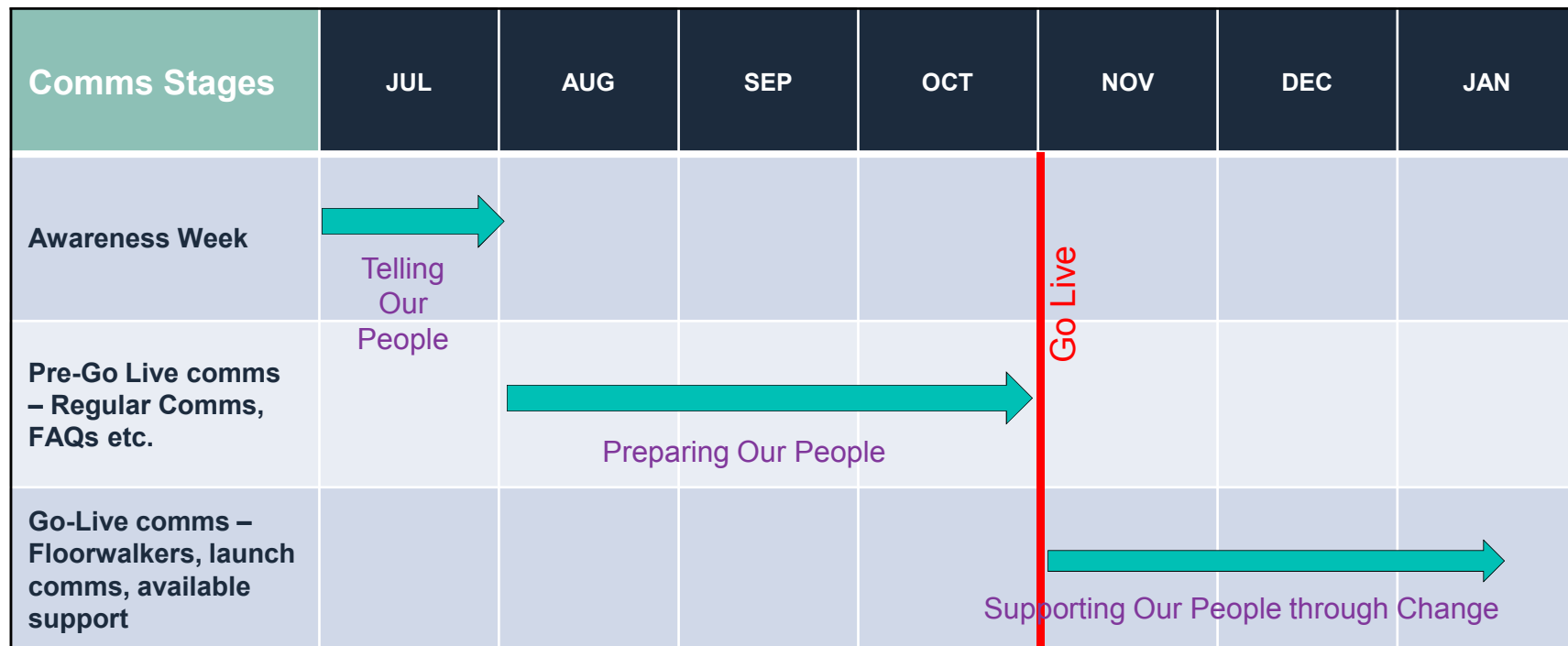
Transition between - 16 Oct and 13 Nov - will be a busy period.

Shared ICT Service - Benefits



Shared ICT Service

Next Steps



Shared ICT Service

Questions?

MUNICIPAL YEAR 2017/18

NOTE: Original held by Scrutiny Team; all amendments/queries to Shelley Burke Tel: 020 7525 7344

[illegible]