

To all Members of the

## OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

### AGENDA

Notice is given that a Meeting of the above Panel  
is to be held as follows:

**VENUE:** Room 210, Floor 2, Civic Office  
**DATE:** Thursday, 23rd March, 2017  
**TIME:** 10.00 am

*Members of the public are welcome to attend*

#### Items for Discussion:

#### Page No

1. Apologies for absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Declarations of Interest, if any.
4. Minutes from the Meetings of the Overview and Scrutiny Management Committee held on 15th December, 2016, 19th January and 15th February, 2017 1-28
5. Public Statements.

***[A period not exceeding 20 minutes for statements from up to 5 members of the public on matters within the Committee's remit, proposing action(s) which may be considered or contribute towards the future development of the Committee's work programme.]***

Jo Miller  
Chief Executive

If you require any information on how to get to the meeting by Public Transport, please contact  
(01709) 515151 – Calls at the local rate

Issued on: Wednesday, 15th March, 2017

Senior Governance Officer  
for this meeting:

Christine Rothwell  
Tel. 01302 735682

**A. Reports where the public and press may not be excluded.**

6.	Finance and Performance Quarterly Monitoring Report - Quarter 3.	29-86
7.	SLHD Performance & Delivery Update: 2016/17 Quarter Three.	87-96
8.	Equality, Diversity & Inclusion Update.	97-100
9.	Regeneration and Housing Overview and Scrutiny Homeless Review.	101-118
10.	Communities and Environment Overview and Scrutiny Panel Domestic Abuse Review.	119-164
11.	Overview and Scrutiny Work Plan 2016/2017 Update	165-192

**MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE**

Chair – Councillor John Mounsey  
Vice-Chair – Councillor Charlie Hogarth

Councillors Rachael Blake, John Cooke, Neil Gethin, Richard A Jones, Jane Kidd and Paul Wray

Invitees:

Mark Whitehouse - UNITE

Education Co-optees\*

John Hoare  
Bernadette Nesbitt

\*Education Co-optees are invited to attend the meeting and vote on any Education functions which are the responsibility of the Authority's Executive. They may also participate in but not vote on other issues relating to Children and Young People.

# Public Document Pack Agenda Item 4

## DONCASTER METROPOLITAN BOROUGH COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 15TH DECEMBER, 2016

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on THURSDAY, 15TH DECEMBER, 2016 at 1.00 PM

#### PRESENT:

Chair - Councillor John Mounsey

Councillors Charlie Hogarth, Richard A Jones and Neil Gethin

#### ALSO IN ATTENDANCE:

Simon Wiles, Director Finance and Corporate Services  
Julie Grant, Assistant Director Customers, Digital and ICT  
Rupert Suckling, Director Public Health  
Jon Tomlinson, Interim Assistant Director Modernisation and Commissioning  
Paul Thorpe, QA and Performance Manager  
Christine Hargreaves, Virtual School Headteacher  
Peter Dale, Director Regeneration and Housing  
Louise Parker, Head of Service Strategy and Performance Unit Manager  
Susan Jordan, Chief Executive St Leger Homes of Doncaster  
Steve Waddington, Director of Housing Services, St Leger Homes of Doncaster  
Liz Osbourne Doncaster Childrens Trust

#### APOLOGIES:

Apologies for absence were received from Councillors John Cooke, Rachael Blake, Jane Kidd and Paul Wray and Bernadette Nesbitt (Catholic Diocese representative).

		<u>ACTION</u>
41	<u>APOLOGIES FOR ABSENCE.</u>	
42	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	None	
43	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	Councillor Gethin declared and interest in Agenda Item 9 DMBC Finance and Performance Quarter 2 16/17 when discussing the	

	Authority's change of banks from the Co-operative to Lloyds.	
44	<u>MINUTES FROM THE MEETINGS OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 2ND AND 10TH NOVEMBER, 2016.</u>	
	The minutes of the meetings held on 2 <sup>nd</sup> and 10 <sup>th</sup> November, 2016 were agreed as a correct record and signed by the Chair.	
45	<u>PUBLIC STATEMENTS.</u>	
	There were no public statements made to the Committee.	
46	<u>PROGRESS ON DIGITAL COUNCIL.</u>	
	<p>The Assistant Director Customers, Digital and ICT presented a report providing an update on the Council's Digital Programme as at quarter 2 2016/17.</p> <p>The headline statistics included £2.8m savings achieved, 65% of programme scope had been achieved, 20% of residents were accessing services online with 1538 members of staff trained. There were a number of achievements noted that included waste and recycling including missed, additional and bulkies collections, planning enforcement, track my service request and booking and payment for pest control now being available online. With regard to key deliverables in the final two quarters includes working with Children's Social Care, Registrars and adult social care teams to improve online systems.</p> <p>The following issues were addressed:</p> <p>Contacting people who do not currently have any contact with Council services. These people were very difficult to contact with people still requiring the more traditional means of contact. It was stressed therefore that communication and promotion was essential and if anyone contacted the council for a new service, eg. Blue badge service then services be promoted. The Committee was assured that staff were interacting with older people all the time. Members suggested if information relating to online services could be circulated with Council Tax bills and ensure all staff be trained to promote service availability.</p> <p>One stop shop Civic Office – continue to provide customers with a single access point to all Council and Housing Services;</p> <p>Reduction in the use of paper and improved usage of the Modern.Gov system. Members expressed concern that page numbering on the paper version of agenda was not synchronised with the computerised</p>	

	<p>version. It was also stressed that material provided for any agenda despatch needed to be appropriate eg. Reduce the requirement for coloured graphs. A Member stressed that all agendas should be provided in computer version only removing the need for paper versions.</p> <p>Service Managers – concern was expressed that some service areas had failed to identify a business change manager but this was due to lack of availability, skills and capacity. Members noted that sometimes capacity versus workload could create an issue, but stressed that there needed to be a buy in from Service Managers to ensure the programme could reach its full potential and desired savings.</p> <p>CYP Learning and Opportunities - Financial Position Overview – Members expressed concern that the Directorate had not achieved its digital priorities and savings and that the figures were out of date. It was noted that following the Directors appointment a programme of efficiencies have been set for the year. It was noted that some Directorates had been struggling in earlier years to support the actions required to become a digital council and assistance with core savings had been offered from other Directorates. However, all Directorates were now responsible for making their own digital savings and the programme was about producing a Council that people could interact with and not just provide traditional ways of undertaking business. There was a push to introduce members of the public to a more modern and effective Council, for example, Pest Control would have traditionally undertaken the work then sent out a paper invoice. However this service can now be booked and paid for online. The main aim was to ensure the Council was providing a much quicker and responsive system to the customer. The Chair stated that digital services were a vital resource providing a 24/7 service and all Directorates must support and contribute to the changes.</p> <p>Members expressed concern that the financial information provided was not clear and asked if the Assistant Director could provide a simple breakdown to the Committee.</p> <p><u>RESOLVED:</u> that the report, be noted and work being undertaken, be supported.</p>	
47	<u>DONCASTER CHILDREN'S SERVICES TRUST LIMITED UPDATE REPORT</u>	
	The Chair proposed that the item be deferred because the current report does not adequately set out clear actions, and responsibilities and timescales for the Trust to respond to the significant financial and operational issues that it faces,	

	<p>which are having knock on effects within the Council. Overview and Scrutiny require a clear Financial Recovery Plan from the Trust, including actions with timescales for delivery to address the overspend for 2016/17 and the ongoing implications of the current situation into 2017/18 and beyond.</p> <p><u>RESOLVED</u> that the report from Doncaster Childrens Trust, be deferred, to an extraordinary meeting of the Overview and Scrutiny Management Committee in mid February.</p>	
48	<u>LOCAL AUTHORITY RESPONSE TO TRUST FINANCIAL RECOVERY PLAN - PRESENTATION.</u>	
	<p>The Chair proposed that the item be deferred because the Committee had resolved to defer agenda item 7 Doncaster Children's Services Trust Limited update report.</p> <p><u>RESOLVED</u>: that the report, be deferred.</p>	
49	<u>DMBC FINANCE AND PERFORMANCE QUARTER 2 16/17.</u>	
	<p><u>Quarterly Finance and Performance</u></p> <p>The Committee considered the quarterly finance and performance report, with the following areas addressed by Directors when responding to Members questions:</p> <p><b>Director Finance and Corporate Services</b></p> <p><u>Value for money</u> – it was noted generally that some areas across the Council were achieving Value for Money but others not and these areas were being addressed by individual Directorates.</p> <p><u>Sickness</u> – it was noted that the Finance and Corporate Services Directorate was on target. In response to questions from Members it was noted that all Directors were being robustly challenged. Sickness return to work interviews were essential and if a person's sickness relates to a serious issue they are offered support from or automatically referred to Occupational Health. It was recognised staff needed to be supported, with, for example, more homeworking if that is what was required. It was noted that occasionally some managers did not apply the sickness policy, simply due to being so busy, but this only applied to a small number of teams and was being addressed. The costs associated with staff sickness, particularly when agency staff were</p>	

required to cover posts, was highlighted by the Committee.

The Committee also commented that a managers most valuable asset was staff and that if, for example 10 people were off sick, then they were concerned that the function would continue to run efficiently.

Internal Audit – It was reported that the Authority had changed banks from the Co-operative to Lloyds and associated issues relating to changes made and delivery of banking services for the Council.

The Director of Finance and Corporate Services concluded this section by highlighting that whilst services were performing well with 80% of Performance Indicators being on target there were a few that were showing concern. He highlighted the potential overspend in the Children's Trust, which could worsen and how the Council's reserves could be affected by this, issues relating to White Rose Way and the requirement to balance future budgets.

### **Director Adults Health and Well-being and Public Health**

Safeguarding referrals for people who had a separate referral in the preceding 12 months – it was explained that the figure was higher than the 10% target and work was being undertaken to understand why there had been an increase. Members were assured that officers were now far more proactive and the position was improving.

Care and support at home contract – it was noted that a joint management action plan had been provided to increase the take up of direct payment users. Members stressed there was a need to support service users who wish to receive a direct payment and become an employer.

Sickness – It was noted that the Adult Health and Well-being Management Team was working with managers to ensure expectations with regards to sickness management were clear. It was confirmed that sickness hotspots within the Directorate were actively being addressed. It was also noted that there were no major issues with regards to sickness in Public Health as the Directorate was a more administration based team that suffered more with people having bad backs and flu like symptoms.

Local targets (stretch and budget) – It was explained to Members why some indicators had a stretch target which is what the Directorate was aiming for, essentially setting itself a bigger challenge. With regard to measure no. 43 the number of people that were currently in long term care, the combination of the Transformation Programme initiatives and stretch targets reduced the number of people going into care and helped them to live at home longer.

Proportion of all in treatment who successfully completed drug treatment and did not re-present within 6 months – It was noted that there was the ambition to reach the 14% target which would result in being in the top 25% in the country. When the figures are broken down further it highlights whether people suffered from alcohol abuse or opiate users. With regard to alcohol 50% and over exit the programme successfully and do really well whereas those in treatment for opiate addiction struggle. When people use opiates, the Committee was reminded that often people have chaotic and complex lifestyles and require wrap around support to ensure successful rehabilitation. It was recognised that the long term trend was improving, particularly with the access to drug treatment services in Mexborough, Thorne and Bentley.

Hard to reach communities – After considering life expectancy in Doncaster being shorter than other areas due to heart disease and cancer, Members received assurances that people in all communities were being offered required services. Additionally chronic disability was an issue as this could make a person's life uncomfortable for some considerable time.

Health Needs Assessment – This was due to be forwarded to the Cabinet Member by the end of January, 2017. Over 200 different stories had been captured, including issues from within the BME community relating to access to health care in Doncaster.

### **Director Learning and Opportunities: Children and Young People**

Persistent Absence of Children in Care Secondary Schools – it was explained that absence of children in care from school was tracked on a daily basis to gain a greater understanding of whether children are persistently absent due to ill health, placed outside the school area or persistent absence due to a child having to deal with complex circumstances and needs. Good data will assist with reducing the absence percentage by putting the correct support mechanisms in place.

It was noted that the Peer Review had highlighted that a clearer pathway was required to expedite a child in care moving school, if required.

Action to improve the Fixed Term Exclusion figures and ultimately contribute toward improved persistent absence % within the Local Authority – The virtual school has developed a pilot project in partnership with two secondary academy collaboratives (a total of 8 schools).

The pilot is funded via Pupil Premium Plus funding and involves the use of each collaborative's learning centre to provide 'first day' provision (a venue) when a child is excluded and also to provide a member of staff to work with children to prevent exclusions and support



if a child is excluded.

The aim is that the child receives a consequence for behaviour which would ordinarily result in an exclusion; this is recorded as one day exclusion and then the child attends the learning centre. This means that the child is in learning and reduces pressure on the placement/home.

With regards to impact it was explained that this was a new pilot which would take place over the academic year and reviewed on a termly basis. An example was provided that a child who would have been permanently excluded pre the pilot starting, attended the Learning centre while a school placement was found for him. The current school placement was already under pressure and without this action, it would have added to this already difficult situation.

The committee noted that the data in the OSMC report includes authorised (e.g. for medical reasons) and unauthorised absences. An example of the latter was shared concerning a Year 11 child refusing to attend school. In cases like this the virtual school would work with the child to ensure they receive some form of education; this could include one to one tuition.

It was explained that the local authority did not permanently exclude children in care within Doncaster, but work alongside schools to find alternatives. Schools were challenged for the benefit of our children.

In respect of Managed school moves - it was explained that the local authority sometimes use this strategy, however, consistency and stability were important for children in care who would have experienced a move already. Therefore the Local Authority looks to schools to try to hold onto the child so that they know they are valued for who they are and not what they do.

Free School Meals – Children in care were not generally part of this cohort and it was explained that Pupil Premium Plus funding was managed by the virtual school, prior to this it was not clear how schools were using the funding to directly support children in care. The role of the Virtual School was to look at what schools plan in terms of interventions and support, to meet the child's needs.

Sickness – it was noted that the sickness in the Directorate was lower than average and on a downward trend.

### **Directorate Regeneration and Housing**

Fly Tipping – it was confirmed that the fly tipping collection within 5 days included weekends. It was noted that there had been an increase in fly tipping for the same quarter but this was thought to be due to better online and digital reporting mechanisms. It was stressed that Plans were in place to improve performance through better working

	<p>patterns and a focus on back alley clearances.</p> <p>It was also noted that a positive action and making a difference was the sign with eyes that implies that fly tippers were being watched, that had been erected in hot spot areas.</p> <p><u>Apprentices achieving a Level 3 qualification</u> – The current position was noted but it was requested if further information could be provided in future reports relating to those people who have left the scheme and gained employment prior to achieving their qualification.</p> <p><u>White Rose Way</u> – it was confirmed that because of the financial risk relating to White Rose Way, it be identified as a risk in future reports.</p> <p><u>Sickness</u> – the current position was disappointing and to address, stress management assessments were being undertaken, the physiotherapist was working 4 days per week due to the muscular skeletal sickness being a major issue. A tougher line was being taken and sickness figures were being investigated. It was noted that there had been a lot of long term sickness for example, cancer.</p> <p><u>Total of new FTE jobs created</u> – through the support of Business Doncaster the Directorate was confident that the performance indicator would be met. It was hoped that in 2017 work on investment for the site of the railway line for the inland port would commence.</p> <p><u>RESOLVED</u> that the report and discussion, be noted.</p>	
50	<p><u>ST LEGER HOMES OF DONCASTER FINANCE AND PERFORMANCE QUARTER 2 2016/17.</u></p>	
	<p>The Committee gave consideration to the St Leger Homes Finance and Performance report for quarter 2 and addressed the following areas:</p> <ul style="list-style-type: none"> <li>• Void rent loss was continuing to show dividends and void properties showed positive performance that were well within the year end target;</li> <li>• Sickness – the figures were currently below target but it was noted that had recently been a spate of flu and heavy cold symptoms;</li> <li>• The number of households maintaining or established independent living had slightly reduced below the contractual level and was being monitored; and</li> <li>• The 100% target of scheduled repairs had not quite been met but this was due to tenants not being home or the order of specialist parts did not arrive on time.</li> </ul> <p>To conclude the discussion the Chair announced that Susan Jordan, Chief Executive of St Leger Homes of Doncaster was retiring and</p>	

	<p>stated that it had been an honour to know her. He thanked her on behalf of the Committee for all her hard work and stated that she would be sadly missed and wished her all the best for a happy future.</p> <p><u>RESOLVED</u>: that the report and discussion, be noted.</p>	
51	<p><u>OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE WORK PLAN 2016/17 UPDATE</u></p>	
	<p>The Committee considered the Overview and Scrutiny work plan for 2016/17 and noted the content.</p> <p>Resolved that: the work plan be noted.</p>	

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DONCASTER METROPOLITAN BOROUGH COUNCIL  
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 19TH JANUARY, 2017

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on THURSDAY, 19TH JANUARY, 2017 at 10.00 AM

PRESENT:

Chair - Councillor John Mounsey

Councillors Neil Gethin, Richard A Jones, Jane Kidd and Paul Wray

ALSO IN ATTENDANCE:

Steve Mawson, Chief Financial Officer and Assistant Director of Finance  
Gill Gillies, Assistant Director Environment  
Dave Wilkinson, Assistant Director Trading Services and Assets  
Jennefer Holmes, Head of Skills and Enterprise  
Kim Curry, Director Adults, Health and Well-being  
Rupert Suckling, Director of Public Health  
Pat Higgs, Assistant Director Adult Social Care  
Patrick Birch, Programme Manager Commissioning and Contracts  
Jon Tomlinson, Interim Assistant Director Modernisation and Commissioning  
Damian Allen,  
Leanne Hornsby,

APOLOGIES:

Apologies for absence were received from Councillors Charlie Hogarth, Rachael Blake and John Cooke

		<u>ACTION</u>
52	<u>APOLOGIES FOR ABSENCE.</u>	
53	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	None	
54	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations made.	
55	<u>PUBLIC STATEMENTS.</u>	

	There were no public statements.	
56	<u>OVERVIEW AND SCRUTINY RESPONSE TO THE MAYOR'S BUDGET PROPOSALS 2017/18</u>	
	<p>Prior to consideration of the item, it was moved and seconded that because there was not a formal Overview and Scrutiny Management Committee meeting prior to the 14<sup>th</sup> February, Cabinet meeting that the Committee's final response to the Mayor's budget proposals be agreed by the Chair.</p> <p>The Committee considered the report detailing the Mayor's Budget Proposals 2017/18, with discussion focused on the following:</p> <p><u>Chief Financial Officer and Assistant Director Finance</u></p> <p>The Chief Financial Officer and Assistant Director Finance provided details of the Medium-term Financial Forecast for 2017/18 to 2020/21 and the Local Government Settlement. He outlined that following the Settlement announcement, the Mayor was working on the final version of the budget report to be considered by Cabinet on 14<sup>th</sup> February, which would be released prior to that date.</p> <p>New Homes Bonus scheme – Members acknowledged the grant confirmed to the Council for 2016/17 which was an additional £1.57m compared to 2015/16 mainly due to housing growth and a further small reduction to empty properties. It was noted that an evaluation of the New Homes Bonus (NHB) led by the DCLG concluded that the most negative impacts were seen in the north of England and Yorkshire and the Humber. Details of the estimated grant figures were set out in the report.</p> <p>Members noted the Government's consultation paper on the NHB reduced the amount of grant paid out, for example, by reducing the number of years for which the Bonus is paid from the current 6 to 4 years and introducing a national baseline for housing growth which had to be exceeded before any bonus became available.</p> <p>Council Tax Base – This had increased.</p> <p>Local Council Tax Support Scheme – 100% support had been retained and it was hoped this would remain for the next few years.</p> <p>Treasury Management function – additional income was expected due to lower borrowing required and reduced interest costs.</p> <p>2018/19 proposals – The Committee recognised the potential to achieve additional savings if all proposals came to fruition.</p> <p>Reserves – The Committee acknowledged the effectiveness of the</p>	

financial strategy in building up and utilising reserves in 2017/18 to spread the burden of the more significant pressures that arise during the year. The Committee also welcomed the recent announcement relating to the White Rose Way scheme, which reduced the risk on the reserves position.

Capital reserves – The Committee was reminded that Revenue costs could only be capitalised unique circumstances, for example, to capitalise the equal pay review. At the moment the Council does not have any unique circumstances.

Risks – The Committee noted that key risks to the delivery of the budget continued to be identified and effectively managed to make sure they did not adversely impact on the Council's ability to meet its savings target, in particular:-

- Possible non-delivery or delayed delivery of key projects/savings;
- Risks within Adult Social Care, for example, not managing demand and people leaving and not being able to recruit the right calibre of professionals; and
- Children's Trust financial overspend position. This was an ongoing concern, therefore the Overview and Scrutiny Management Committee was due to give consideration to the financial recovery plan on 15<sup>th</sup> February, 2017.

Mayor's Proposals and the extent they are in line with central government policy, pressure and directives, whilst bearing in mind Brexit – It was noted that the biggest risk was long term settlements, for example in 2020 there is no indication what the settlement would look like. With regard to House building, business rates and people in employment, the area was currently doing well. It was stressed that with the right economic condition and good infrastructure this would encourage people into the area.

Transformation Fund – its effectiveness was noted in assisting Directorate to achieve savings targets in a timely and well managed way, and fund any shortfall on planned programmes.

#### Assistant Directors Environment and Trading Services and Assets

Mayor's proposals and how will they ensure the Council is able to contribute to the outcomes set out in the Borough Strategy and Corporate Plan – with regard to the Regeneration and Environment Directorate it was noted that all the actions and objectives in the plans, linked to the to the Corporate Plan and the Mayor's promotion of growth for the borough. It was stressed there was a huge amount of skills in the area which were making the town more vibrant and prosperous.

Commissioning and Procurement – The Committee noted that good

progress was being made with waste collection with all legislation and procurement rules being followed. The high level of spend on the waste contract was noted however so was the lower off contract spend where services were bought locally, for example, the purchase of rose bushes. The service had undertaken a lot of work to “buy local”, which was preceded by an engagement event with local suppliers. Business Doncaster had played a key role to build the Council’s local supply chains.

Brexit – with regard to financial contract benefits when the country exits from Europe, it was noted that many discussions were required where a range of procurement rates would be developed. It was acknowledge that there would most likely be a change in regulations.

Confidence in delivering savings within timescales and capacity to deliver bearing in mind reduced resources – It was noted that the savings for the Directorate had been developed well to ensure what has been put forward was achievable. There had been a significant amount of investment in new technology for example in vehicles and equipment. The introduction of the 7 day service had improved efficiency and not had an impact on standards and service.

School Academisation - Some of the areas in the Directorate were income generation based with one risk being the outcome from school academisation, but the Directorate worked closely with Education to pre-empt and identify areas of concern.

Skills and Enterprise – It was noted that a large portion of this service was grant funded with work undertaken to ensure its continuation. A lot of work was being put into the apprenticeship levy to make sure it was implemented.

Waste Collection - With regard to capacity to deliver waste services the Directorate was working closely on succession planning, including apprenticeship opportunity and ensuring a dynamic workforce. New waste bins were currently out to tender with the possible option of glass segregation. The new waste contract was due to start at the end of the year.

In response to the a question from the Committee it was acknowledged that bringing the waste collection service back in-house had been investigated but at this time it was not financially feasible, but unaffordable. Some services/assets may be funded by the Local Authority and there were continued conversations with neighbouring authorities to deliver a joint service.

Faulty Fridge Collection – it was noted that free fridge collection would cease at the end of March as the service could not continue to be offered, due to disposal costs and significant regulations relating to electrical collection. Collection points have been established across



the Borough where residents could take their old fridges and other recycling free of charge.

Potholes – It was advised that an additional £389k had been received for pothole repair. The Directorate undertakes a full yearly assessment on the condition of roads, to prioritise repair and was currently investigating more efficiently sharing of equipment and resources.

#### Director Adults, Health and Well-being

In response to what extent the Mayor's proposals ensure that the Council was able to contribute to the outcomes set out in the Borough Strategy and Corporate Plan, the Director provided context to the budget discussion. It was explained that the Committee was fully aware of the progress made in the previous year from Q2 in 2015/16 and the significant challenges that remained for Adults, Health and Well-being.

Members noted that the total number of people in residential care at 8<sup>th</sup> January, was currently 1,429. This was made up of 1034 Council funded residents and 395 self-funding residents. This figure had reduced by 105 from 1,534 at the same point last year.

The average for Yorkshire and Humber was 1,115 with the average for England being 1,214 (as at 31/3/16). The Transformation Programme would reduce Doncaster's numbers in residential care further to reach the Yorkshire and Humber and England levels.

The total number of direct payment agreements currently in place was 565. This figure had increased by 112 from 453 at the same point last year. Doncaster's percentage of direct payments for 2015/16 was 15.6%, compared to 25.8% for Yorkshire and Humber and 28.1% for England. The current figure of 565 agreements equates to 20.3% which moved the Local Authority closer to comparators but still required to improve significantly.

At Q2 last year the Adults, Health and Well-Being projected overspend stood at £4.9M, at Q2 this year the projection was £0.9M which was a reduction of £4M. This had been achieved through improved commissioning, performance management and activity target setting along with the delivery of savings that had been submitted for 2015/2016 but not delivered by the previous management regime.

Directorate Overspend – In response to why the Directorate was overspent, it was explained that it was difficult to move people out of residential care. Assurances were provided that people were being carefully supported and worked with to ensure the correct care package was in place. It was noted that currently there were approximately 30 people going into care and 40 leaving, per month. It was hoped that this could be sustained over the next 12 months

therefore reducing the number of people in care.

Challenges – There were challenges from services that the Local Authority was not in control of, for example, discharge process from hospital which created a knock on effect within social care. The Directorate was working hard with the Foundation Trust on an integrated discharge process, but it was noted that there was always a default position of there being a bed at home, where care could be provided if appropriate. There was a joined up approach with the NHS relating to managing demand of people entering the system, managing the aging society, increasing numbers of people with dementia and improving services for carers.

Commissioning care and support at home – It was confirmed that timescales were being met and on target. Plans were being developed and implemented in the correct and most supportive way, using locally based providers to respond more flexibly to people's needs, ensuring they live at home as long as possible. It was stressed that there were also many technological support mechanisms in place through the Telecare system that were easy to use, with some that were voice and movement activated.

It was explained how places for people in care were financed and the committee noted that the Local Authority was able to request information on a person's income and finance, requests for which had gradually increased due to the amount of people entering the social care system. This information was used to develop a picture of how people have spent their money over the last 7 years.

The Director highlighted that the Local Authority's Benefit's Team was the most experienced she had worked with, who had good relations with many partners to undertake quality financial assessments.

Direct Payments – It was reported that there was positive feedback from Direct Payment recipients and the scheme was working really well. It was noted that services could be procured at a rate 15% cheaper through the Council than if sought privately.

Risks – These were highlighted as increasing expenditure in Adult Social Care, not managing demand and people leaving and not being able to recruit the right calibre of professionals.

Adult Social Care Levy – The Chief Financial Officer and Assistant Director of Finance announced that in terms of Council Tax, that the Government had created an option to increase the Adult Social Care Levy to 3%, however, it noted that the Mayor had confirmed the proposal was for it to remain at 2%, as this was consulted on.

Director Learning and Opportunities – Children and Young People

Children's Trust – the significant overspend was noted and again that the Committee would be considering the financial recovery plan report on 15<sup>th</sup> February.

Demonstrating that the results of any consultation, research or other evidence taken in to account for budget proposals – Any service provision or change was required to show how it works and impact for the children of the Borough.

Budget pressures – outside the Children's Trust this related mainly to demand-led placements that were out of authority for children with special educational needs and disabilities. It was noted that some children could not be removed from placements back to Doncaster due to complex issues, but this was an issue continually being addressed. Funding was available from NHS in certain complex need cases. It was noted that this in turn brought about challenge and appropriateness of placements in the Borough, and the requirement for the Inclusion review.

It was acknowledged that reductions with demand-led budgets should be achievable in the next financial year with appropriate measures already being put in place.

With regard to case law fines for a child's school attendance a reduction in income has occurred due to a moratorium being in place pending a Supreme Court Judgement. Any change in DfE policy would follow-on from this. In the meantime the Authority was now in a position to address income generation via other means such as the launch of a revised traded offer to schools.

Directorate Restructure – the Director advised the Committee of the Directorates restructure which had been completed on time and with the requisite full year savings for the next financial savings now available as well as some in-year savings having been made. Phase 2 addressing whole service reviews would commence in the new financial year. Service lead changes were now clear and in place and had been communicated.

Education and Skills Commission – a consultation event had been undertaken from October, recently concluding with teachers and the college. A Team Doncaster response would be produced on the recommendations from the consultation.

To conclude it was noted that Doncaster's Secondary Education performance had improved making it the 5<sup>th</sup> most improved at GCSE having increased by approximately 5 percentage points. It was noted that it could take an inadequate primary school 1 - 3 years to achieve good and longer for a secondary school. Team Doncaster projects were having an impact and assisting/supporting the Authority improvement.

	RESOLVED:- that the Mayor's draft budget proposals be accepted and the Chair undertakes to provide a formal written response.	
57	<u>OVERVIEW AND SCRUTINY WORK PLAN 2016/17 - UPDATE</u>	
	<p>The Committee considered the Scrutiny Work Plan, noted the current position and work to be undertaken by the Committee and Panel's for the remainder of the 2016/17 Civic Year.</p> <p><u>RESOLVED:</u> that the report, be noted.</p>	

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## DONCASTER METROPOLITAN BOROUGH COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

WEDNESDAY, 15TH FEBRUARY, 2017

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on WEDNESDAY, 15TH FEBRUARY, 2017 at 1.00 PM

#### PRESENT:

Chair - Councillor John Mounsey  
Vice Chair – Charlie Hogarth

Councillors Richard A Jones, Paul Wray and Jane Cox

#### ALSO IN ATTENDANCE:

Doncaster Children's Services Trust: -

Paul Moffatt – Chief Executive  
Mark Douglas – Chief Operating Officer  
Sue Greenhill - Head of Finance and Business Planning

DMBC: -

Simon Wiles – Director of Finance and Corporate Services  
Damian Allen – Director of Learning and Opportunities

#### APOLOGIES:

Apologies for absence were received from Councillors Rachael Blake, John Cooke, Neil Gethin, Jane Kidd and Cynthia Ransome

		<u>ACTION</u>
2	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	None	
3	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations of interest made.	
4	<u>PUBLIC STATEMENTS.</u>	

Mr. Brown thanked the Chair for providing him with the opportunity to present a public statement which he believed was part of his democratic right, he also noted that he was a taxpayer and a parent.

In relation to the Doncaster Children's Services Trust, Mr Brown commented that the services provided by the Trust impacted upon him, his family and the wider community. He stated that on reading the report, he felt that there was silence concerning the lack of information within paragraph 75. He stated that as a parent, this was of an immediate concern and that the Trust was commissioned to deliver a wide range of services and had a public equality sector duty. He continued to say that this would encourage articulating a sense of the differentials of the nine characteristics and an action plan towards it, but he didn't get that sense. Mr Brown added that he had a son and as a parent was currently deliberating whether his son should go to university, run up a debt or apply for an apprenticeship and would therefore ask to what extent children in Doncaster are achieving their GCSEs and 'A' levels. Mr Brown stated that in delivering a range of services there should be monitoring and a matrix towards what extent different groups, not just black, white and LGBT children are accessing services and Mr Brown also questioned what kind of experiences they were having in the care system and whether they were favouring equally to other children. Mr Brown commented that the BME health needs was 13 years old, that he has 2 children and therefore knows how their health has changed over 13 years and understands how it is a legal requirement for the local authority and its partners to undertake a health needs assessment. Mr Brown added that he was aware of hate crime and questioned why large institutions say yes to A and B and Doncaster Council could not be bothered to respond. Mr Brown gave credit to the Member of Parliament for Doncaster Central, how she acknowledged racism and racist acts to be abhorrent. Mr Brown also credited the previous Mayor who alluded to Mr Brown and his rights, and finally gave credit to a serving local Councillor who has also spoken out. Mr Brown concluded by stating that the Trust is a public organisation which should provide equality metrics, value for money and comply with the law.

It was noted that the Director of Public Health had stated that he would consult with BME groups and that Mr Brown would chase him up if he hadn't.

In response to comments made about the Trust, the Head of Finance and Business Planning stated that the report on the agenda was a financial and value for money report and therefore referred Mr Brown to the Trust's performance report on the agenda for the Children and Young People Overview and Scrutiny Panel meeting taking place on the 24th February 2017 which relates to monitoring.

The Director of Learning and Opportunities also added that points raised around performance had been considered at a previous meeting

	<p>of the Children and Young People Overview and Scrutiny Panel last September and that an update would be taken to the February meeting about performance on children within the Borough.</p> <p>It was added that the Health and Wellbeing Needs Assessment was part of the implementation of the Wellbeing Strategy and so is on record.</p>	
5	<p><u>DONCASTER CHILDREN'S SERVICES TRUST LIMITED UPDATE REPORT</u></p>	
	<p>A report and presentation was provided to the Committee which provided an update on the financial and operational strategy of the Doncaster Children's Services Trust.</p> <p>It was explained how the Trust had made significant progress in establishing a sufficiency strategy, which reflected the clear vision and strategy for placing children in care with a focus on achieving outcomes, permanency and a controlled exit whilst using money wisely to ensure financial sustainability.</p> <p>The Panel was reminded that some of the Trust's services had been judged as 'good' by Ofsted. It should be recognised that improvements cost money and that a range of challenges had existed. It was explained that moving forward it was about seeing standards rise and better outcomes for children being achieved as a result of positive investment.</p> <p>Following a presentation by the Trust, there was a comprehensive debate which raised the following areas;</p> <p><b>Staff</b></p> <p>Members were informed that staff turnover had reduced significantly. It was explained that working practices and culture were changing for the positive. Members were informed that a significant amount of time and money had been invested improving the quality of Social Worker practice.</p> <p>It was added that the Trust was now managing to attract and retain good staff with a greater number of applicants being received for advertised posts.</p> <p>In respect of agency staff, it was explained that the Trust was currently operating at approximately 10% and that significant progress had been made.</p> <p>It was added that a neighbouring authority were paying £10,000 more than Doncaster was for its Social Workers. It was viewed that it wasn't only about the financial package offered to staff but about having good</p>	

supervision and management and taking confidence in the local system, which was recognised as something that will not happen overnight. It was added that some issues were beyond the Trust's control, and that the Director of Learning and Opportunities at the Council and the Chief Executive of the Trust had met with Directors from neighbouring authorities to consider local South Yorkshire solutions in addressing this issue.

It was heard how sickness had improved and that overall sickness levels were at 4%, with 12 people on long term sick leave and average days lost currently costing approximately £223k per year.

One Member stated that they were encouraged by what they had listened to and recognised that there were issues that created uncertainty.

### **Gaps/Challenges**

It was stated that potential challenges may include rising demand across pathways. It was noted that further work needed to be undertaken in partnership with families and wider partners. It was clarified that the Trust has a good appropriate relation with colleagues from the Council as well as other key partners, such as the Police.

The Trust recognised that more work could be done around Early Help and Family Services. It was noted that the current early help strategy and local offer was a Council responsibility, that the Council lead on the strategy and that the Trust 'manages the front door'. It was commented that if there wasn't a sufficient local offer and robust response then the default position would be that children would be entered into targeted or statutory services delivered by the Trust. It was outlined that the Council had agreed to transfer the remainder of the Integrated Family Support team to focus on avoiding escalation into statutory care which would be costly.

In terms of being a financial risk, it was explained that there had been delays by health colleagues to release or identify appropriate staff. It was felt that there had been less clarity in respect of certain operational activities, for example, midwifery picking up Early Help assessments and contributing to the Early Help offer. Members were informed that the Director of Learning and Opportunities at the Council had met with the health partners and the police in respect of developing their position. It was commented that there had not been management drive from above and that there was more that could be done.

In respect of the future operating model for Early Help, Members were informed that there were openings to talk with neighbouring authorities and that there were potential opportunities in offering up support to other authorities and generating income.



### **Care Ladder and Opportunities Going Forward**

It was explained that rising demand generated additional cost which increased the higher up the scale you went. Members were informed that systems in Doncaster were much safer, more robust and children are being adequately protected. It was added that this had increased cost in some areas as children either became looked after to prevent significant harm or were afforded the protections of being deemed looked after where they had been placed with family members. Assurances were provided that there was more confidence in ensuring that the right children were in the right part of the system. It was added that the Children and Families Hub were currently very busy as it was focused on ensuring that clients get to the right place at the right time.

It was recognised that children shouldn't remain within the care system and where appropriate moved to different orders. Members were informed that all children's care plans had been reviewed which was beginning to have an impact. Members were informed that at the point of leaving care, the Trust would ideally be managing those down and this may include moving those children onto universal services with either the Trust or the Council.

It was clarified that in view of changing legislation, the Trust had ongoing responsibility for care leavers up to the age of 25; this would include the provision of advice and guidance and in exceptional circumstances financial support. Members were informed that in respect of housing benefits, has been undertaken with St Leger Homes Doncaster to ensure that no young person is made homeless or sanctioned for not turning up to an appointment.

### **Residential Offer**

Members were told that the remodelling of the in-house residential resource had been undertaken over 12 to 18 months and was nearing its end. It was recognised that at completion, the number of beds had increased and children would then be able to remain in Doncaster and prevent out of authority placements from having to take place.

It was advised that the remodelled provision will consist of five homes, plus Oaklands which will take children with more specialist needs. It was explained that the first of new homes would be open in March 2017 with 10 children ready to be transferred in-house to the remodelled provision. It was added that there would be an opportunity to further expand thus enabling children in Doncaster to retain their links and experience of a high provision of service.

In terms of individual homes, it was explained that Pinewood Avenue would be handed over at the end of March, and that Cromwell Drive and Amersall Drive had already been handed over. It was added that Amersall Drive would be a new resource. In respect of children with

disabilities, it was explained that since its refurbishment, Oaklands had been transferred to the Trust and would take children with specialist needs

In terms of successes, Members were informed that the Beechfield Contact Centre had resulted in costs being reduced over the last 2 years. It was added that steps had been taken to make it more efficient such as moving staff onto permanent contracts. Members were assured that although savings had been made with the Beechfield Centre, the provision of service is as good as it was. It was explained that changes had been made to work in practices, and improvements to the staffing structure.

Concerns were raised that the money for the refurbishments of the homes had been available for a while and not been used for its purpose. It was explained that the Trust had been going through the process of closing children's homes in order for the work to start. It was also explained that the Trust had gone through a lengthy business case with specifications which had to be agreed and deemed satisfactory with the Councils external process before they could proceed. It was commented that there was a lengthy process in place to assure that the money represented value for money and could not have been processed quickly.

In terms of targets set in the financial model, Members were informed that anything greater than 85% utilisation of the homes would be classed as an additional saving as it was recognised that placements could break down and therefore a 100% target would be difficult to achieve.

### **Financial Strategy**

It was explained that the Trust was currently encountering higher costs due to complexities of the following areas;

- Income – It was outlined that the contract with the council was a block contract with varying elements such as demand and inflation.
- Higher Outturn – The forecast outturn for the year shows the Trust is forecasting to exceed the current budget by £1.6m as at the end of quarter 3. The forecast exceeds budget due to placement volume and costs being higher than the contract for the year. Based upon the risk share agreement for 2017/18, this deficit would be shared £1.2m DMBC and £0.4m Trust.
- Overspends - The forecast outturn for the year shows that the Trust is forecasted to exceed its current budget by £1.6 million variation due to increases in demand. It was explained that this mainly relates to out of authority placements where the average

	<p>cost per child is higher. It was acknowledged that although the in-house option was better, no one had been successfully recruited at this time. It was acknowledged that the Trust did not have the ability in their budget to spread costs so therefore an increased demand and price variations were more apparent.</p> <ul style="list-style-type: none"> <li>• Financial Modelling – It was explained that this was something that had not previously existed and would give assurances of work going forward, could be used to predict and assess demand on a monthly basis. It was stated that it was about understanding and knowing about the children being looked after, what age they will leave the system and where they want to go by being able to make certain assumptions. It was commented that reductions were forecasted to take place over the next few years although additional money would be required initially. It was added that the models did not take in to account the Early Help offer.</li> <li>• Short Term - It was explained that agency staff were currently being used but steps were being taken to recruit as many permanent staff as possible. It was noted that this sometimes involved agency staff transferring over to fixed term contracts. As an example, Members were informed that there was the potential to save in the region of £10,000 to £12,000 per annum per Social Worker converting agency staff to permanent positions. Other avenues involved reviewing placements and considering what could be achieved through controls to budgets, transport, and mileage.</li> </ul> <p>It was explained that external barriers to making such savings included the 'Rotherham' factor (offering more money for its Social Workers) as well as the history and reputation of Doncaster. It had been acknowledged though that there had been an increased interest in working for Doncaster. It was added that agency staff were being paid more and converting to a permanent position would mean losing approximately 20% of their salary and adjusting to a change of lifestyle.</p> <ul style="list-style-type: none"> <li>• Medium Term – Members were informed that strategies and approaches were in place to reset care leavers and the terminology of where children were at different points of the system. It was reiterated that out of authority placements that required specialist support proved the most expensive. Members were informed that changes were being made over the next six months to ensure that children are in the right place with less at the top where it was more expensive.</li> <li>• Special Guardianship and Child Arrangement Order – It was explained that assuming small growth on the current contracted number of children would require an extra £1million. It was stated that Doncaster could be better in supporting families around</li> </ul>	
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	<p>fostering and adoption, Special Guardianship Order and reducing numbers for looked after children. Members were also informed that this also applied to children that applied under section 20 of the Children Act 1989. It was shared that this was a very volatile area and numbers had increased significantly with possibly even greater numbers that had been anticipated as this was an unknown entity that the Trust did not have not direct influence over.</p> <ul style="list-style-type: none"> <li>• Fostering and Adoption – It was stated that the goal was to increase the number of foster carers through different marketing and recruitment strategies. It was explained that this had come into place this year and the Trust was seeing the impact of this campaign which was evidenced through an increase in enquiries from people who were considering fostering. Members were assured that every stage of the process was robust and was considered to be better than that of local providers. It was advised that the Trust will bring in expertise to improve its offer with the purpose of increasing their success in the recruitment of foster carers. It was acknowledged by the Trust that they needed to improve visibility through their website and other social media avenues which would be taking place during the next 12 months.</li> <li>• Care Ladder – It was noted that difference in average price and reflected children in care who had been in care a long time were more complex with additional needs.</li> <li>• Cost Improvement – services were being considered and to make sure that they were in the right place.</li> <li>• Contract – that the contract reflected the Councils and Trusts mutual aspiration to discharge the risk/reward mechanism through building reserves. Members were informed that reductions were being sought in contracts and that working capital was needed without which would place more pressures on the Trust moving forward and seek investment through the Council.</li> <li>• Procurement and Commissioning - In terms of reducing expenditure through a review of procurement and commissioning, it was explained that part of the Trust was governed by the White Rose Framework and that the framework was coming to the end with contractors moving away. Members were informed that it was about understanding what the Trust could do in terms of negotiation. It was added that a recent benchmarking exercise commissioned by the Trust had indicated that an opportunity existed to reduce costs as well as ensuring the placement decisions were informed by available resources as well as quality.</li> </ul> <p>A Member commented that best value did not mean the cheapest</p>	
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	<p>option in the long term and questioned whether that had been taken into account. In response, it was felt that this was important although the Trust needed to look at what it was currently providing. An example was used that if the Trust was unable to deliver in-house fostering, they would need to consider an alternative model. It was explained that there was a need to compete with other fostering agencies so the Trust therefore needed an edge.</p> <p><b>Governance and Financial Arrangements of the Trust</b></p> <p>In respect of reporting mechanisms, the Committee was informed that monthly management account meetings and meetings with the Director of Finance and Corporate Services took place. Members were assured that there was a great deal of oversight and monitoring of the Trust in addition to the Trusts own Board and governing structure and arrangements.</p> <p>It was confirmed that there was a Financial Team in place which was fully staffed. It was explained that this operated on a business partnering approach and work had been undertaken with Heads of Service so that they understood expenditure and where it was being spent.</p> <p>It was acknowledged that historically some young people had not received a good standard of care and the Trust was now trying to work through that in addition to current and future challenges around demand coming through system. The Council added that there was an increased level of assurances from the Trust, with a tighter and more accurate view of the demand and reduction in budget pressure. It was viewed that the challenge for the Council was the degree of predictability in terms of its budget. It was acknowledged that since Quarter 2 the Trusts position had improved and that the challenge around demand would be agreed subject to negotiation and governance. Reference was also made to the work of the Children's and Families Strategic Board in respect of the Childrens Plan coming forward in April 2017.</p> <p>Members welcomed the information that had been provided and felt that they now had a greater understanding.</p> <p><b>ACTION:</b> An updated report from the Trust alongside the Council's own action plan to be brought back to the Council in 6 months as part of the 2017/18 workplan.</p> <p><b>RESOLVED</b> that the Committee notes the financial and operational strategy update report of the Doncaster Childrens Services Trust.</p>	<p>Senior Governance Officer</p>
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## To the Chair and members of the Overview & Scrutiny Management Panel

### Finance and Performance Improvement Report: 2016/17 Quarter 3

Relevant Cabinet Members	Relevant Overview and Scrutiny Panel	Wards Affected	Key Decision
Mayor Ros Jones	Overview & Scrutiny Management Committee	All	Yes

### EXECUTIVE SUMMARY

1. The Council and its partners ('Team Doncaster') are committed to building a strong local economy as the foundation for enabling all residents to achieve their full potential within progressive, healthy, safe and vibrant communities. This reports focuses on the latest financial and performance information that indicate our position towards the 2016/17 budget and progress towards outcomes set out in the corporate plan.

**Financial Position: £3.9m projected overspend**

**Performance Position: 86% of service measures at or close to target**

2. At quarter 3 the Council is forecasting a year-end overspend of £3.9m. This includes Regeneration & Environment £1.7m overspend, Adults, Heath & Wellbeing £1.7m overspend and Children's Trust £1.2m overspend. These overspends are offset by £0.6m one-off underspends in Finance & Corporate Services. The Treasury management underspend of £2.3m has been transferred to the Service Transformation Fund, as detailed in the 2016/17 budget report. The projection includes the expected delivery of £37.4m savings towards the £40.2m target, leaving a shortfall of circa £2.8m mainly from the Modern & Productive, Appropriate Assets and Digital Council programmes, the shortfall is included in the outturn figures shown above. Further details are provided in paragraphs 33 - 34 and Appendix A.
3. The overall performance of our service measures is good with 86% (38 out of 44) exceeding or close to local targets, this is an improvement on previous quarterly figure of 80%; more detail explaining this is provided in Appendix A. Doncaster is generally performing well and, in some cases, against the odds, is bucking regional and national trends. Doncaster currently is in top 10 cities for the fastest growth in private sector jobs and the number in employment remains at a level not seen for at least 12 years. Following last the 15 year high of house building in 15/16, Doncaster is on track to achieve the target of 920 net new homes in 16/17 this year with 78 affordable homes completed this year and 550 since 2014. 68% of the Council's spend is with local providers (exceeding the target of 66%). At the end of Quarter 3 investment into Doncaster stands at £77.6m this exceeds the Quarter 3 target level by over £30m. Also the number of new jobs created with the support of Business Doncaster is at 772 against a target of 500.
4. Admissions for residential care are lower this year than in previous years. Measures that are further from our local targets are Direct Payments, Care Leavers in employment, training or education, children's case file audit, and overall staff sickness levels; further detail is provided in Appendix A.

### EXEMPT REPORT

5. This report is not exempt

### RECOMMENDATIONS

6. That the the Chair and members of the Overview and Scrutiny Management Panel:: -
  - a) Note areas of performance and financial information;
  - b) Note the write-offs of outstanding debt detailed in paragraph 41;
  - c) Note the virements approved by the Chief Financial Officer and approve the virements over £0.5m for Cabinet, detailed in Appendix B;
  - d) Retrospectively approve the fees detailed in paragraph 43;
  - e) Note the new additions to the Capital Programme, as detailed in Appendix D

## AREAS PERFORMING WELL

**68%**



of the local authority spend is with local providers

(Target 66%)

Our Apprenticeship Profile shows



**1,138**

new apprenticeships have been created since 2013

(exceeding the Mayoral target of 750)

Overall Investment into and within Doncaster

**£77.6m**



(Target £46m)

**772**

New FTE job created with the support of

**Business Doncaster**



(Target 500)

**794**

new homes built this year



**and on track to achieve 2nd year target**

(council and private sector providers)

Private sector employment growth is above the national average



National Average 3%

**Doncaster 5.5%**



5 or more A\* to C grades including English and Maths at GCSE



**5th**

**most improved in the country**

Fuel Poverty in Doncaster has reduced to

**8.9%**

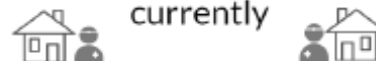


through a range of initiatives inc. solar panels, cladding etc.

(target 10%)

**"Helping more people to stay in their own homes"**

Admissions to residential care for over 65's is currently



**32 per month**

this is the lowest rate for 3 years

(47 per month in 2015/16)

## AREAS FOR IMPROVEMENT

**20.3%**

of people using social care who receive a direct payment



(against a target of 26.1%)

Sickness - Whole Authority

**9.98 days**



(against a target of 7.90%)



**37.5%**

Care Leavers in Employment Training & Education

(against a target of 45%)

Doncaster Childrens Trust projected overspend of



**£1.2m**

Due to additional cost of children placed in care

(Overall £3.6m overspend of which £2m contract variation agreed leaving £1.6m (75% Council liability £1.2m).)

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## WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

### Outcome 1: All people in Doncaster benefit from a thriving and resilient economy

7. The Borough is in the top 10 cities for growth in private sector jobs in 2015 as reported by the Centre for Cities<sup>1</sup>. The number in employment remains at a level not seen for at least 12 years (140,000). The employment rate has increased steadily since April 2013 growing from 65.5% to 71.6% by the end of Quarter 2 2016/17. This consistent progress means that Doncaster is currently experiencing an employment rate very close to our eleven year high. However, a slight decrease across Quarter 1 and Quarter 2 this year has meant the gap between the Doncaster rate and Yorkshire and Humber (0.6%) and England (2.2%) rates has started to increase, and this is a trend that we will continue to target going forward.
8. Over 3,760 new full time equivalent jobs have been created since April 2013, with annual targets having been met each year. We have seen a boom in jobs over the last year, with 772 new jobs reported at the end of Quarter 3 higher than the original target of 500 for the whole year. The latest surge in investment/job creation is largely due to the major investments at Lakeside and in Thorne, which also contribute heavily to the wider economy.
9. There are more businesses too. Doncaster's Total Business Stock (Number of Enterprises in Doncaster) has risen from 6,405 in April 2013 to 9,195 in March 2016. This puts Doncaster in the top 10 fastest improving cities<sup>1</sup> for growth in business stock and start-ups. Since March 2015, the number has increased by 1,105, a rise of 13.7% that is bucking national trends by being significantly higher than comparators. The recently published PWC Inclusive growth<sup>2</sup> report highlights Doncaster as one of the top 4 most improving cities in delivering good growth.
10. There has been over £268m investment into Doncaster since April 2013, and this has surpassed even our ambitious expectations. A significant proportion of this investment has been achieved with the support of Business Doncaster, who has been instrumental in attracting over £100m in the last two years – significantly exceeding their target of £58m.
11. At Quarter 3 end, total investment for 2016/17 stands at £77.6m, an enormously positive result, especially as the original target for the whole financial year was £46m.
12. We are also making significant progress to enable local people to access economic opportunities. For example our apprenticeship programme has been hugely successful in helping young people access work and training opportunities, with 1138 new apprentice placements since 2013, greatly exceeding the mayoral target of 750. In addition, more young people are in work or training. 3.3% of young people are Not in Employment, Education or Training (NEET). Whilst there is more to do, we are well ahead of the 6.6% target.
13. In addition Department for Education measures of attainment in eight subjects shows that Doncaster made the fifth highest improvement in the country in 2015/16. Doncaster was also the 5<sup>th</sup> faster improver in the country for achievement at 5 A\*-C GCSE (including English & Maths) at 46.9%. Again there is more to do as Doncaster remains 3% points behind the national average of 49.9%. The number of Doncaster pupils accessing good or better education in our schools (as reported by Watchsted, which presents the very latest Ofsted inspection data regarding all local authority schools on line) has improved from 67.1% to 70%, but Doncaster remains towards the bottom of the national league table with regard to our young people attending good quality schools.
14. Quarter 3 saw the beginning of consultation with the wider partnership on the independent Education and Skills Commission report 'One Doncaster' which was published in October and makes a number of wide ranging proposals and recommendations for improving Education and Skills in the borough. The partnerships response was launched at the Ambassador Event on the 1st February. In addition to the exciting challenges raised by the report, Doncaster has been named as a 'Social Mobility Opportunity Area' by the Department for Education, which will result in extra funding to support improvements to social mobility in Doncaster.

15. We know we have more to do to improve the numbers of people who have higher level skills – particularly at level 4 + with the developments like the National College for High Speed Rail helping to do this. Implementation of the Commission's recommendations and continued focus on inward investment and business growth will contribute to increases in the percentage of residents in highly skilled occupations, which currently stands at 32.2%. This equates to approximately 47,900 residents aged 16+ in occupations like managers, directors, science, health, social care teaching, research, engineering, technology, business and media professionals. Although this is a reduction on the previous quarterly release of 34.1%, this is a survey measure and part of expected fluctuations between periods. Comparators are broadly unchanged – meaning that the reduction has widened the gap, to our nearest statistical neighbours: 36.6%, Yorkshire and Humber: 40.6%, England: 45.5%. As more jobs are created at higher skill levels there will be an anticipated increase in average wage rates which are currently just behind that of regional comparators.

## **Outcome 2: People will live safe, healthy, active and independent lives**

16. A major transformation for Adults, Health and Well-being is already underway, with seven longer term transformation plans being developed. We want local people to stay independent, healthy and safe in their home for longer, aiming to keep them out of residential care wherever possible. The number of admissions for residential care is already significantly lower this year than in previous years: in 2016/17 we placed on average 32 people per month compared to 47 per month in 2015/16. The reduction in admissions is having a marked impact on the overall number of people receiving residential care, which is now 1,443 and expected to decrease further in 2016/17. At the start of the financial year there were 1,509 people in residential care, with a target to reduce this number by 107 to 1,402. We are slightly behind this target at the end of Quarter 3, standing at 1,433 placements - 10 lower than our target figure of 1,443. The result of this is a slight overspend on long-stay of £0.3m, although performance is on track for the 2017/18 budget.
17. The Childrens Trust has reported improving performance since it came into operation in October 2014, but some key indicators are off track and there is an overall financial pressure of £3.6m identified, mainly on placements further details are provided in paragraph 30b and Appendix A. Quality of case file audits remains a high priority with the Trust currently reporting 87% of their audits at 'Good or Better' which is behind the 95% target. Audit findings and themes are closely monitored through the Quality Performance meeting.
18. The percentage of households in fuel poverty has fallen below 9% for the first time in over five years. Our target is being over-achieved by more than a percentage point, currently running at 8.9% against a target of 10%. This represents a drop of 2.5 percentage points from 11.4% in April 2012.

The following energy savings have already been made since April 2016:

- 149 homeowners and private tenants have received first time gas central heating;
- 376 St Leger Homes properties have received external wall insulation;
- 2 Big Power Switch campaigns have been completed since April,
- 158 household switching in July, saving a combined £48,190,
- 110 households switching in November, saving a combined £23,542

## **Outcome 3: People in Doncaster benefit from a high quality built and natural environment**

19. We have more new homes in Doncaster. The Borough is recovering well from the slump in the housing market caused by the recession and has taken a very proactive approach to supporting and encouraging development. Since April 2013, almost 3,400 additional homes have been provided. Doncaster has seen a year-on-year increase each year since 2012, with 2015/16 seeing the biggest delivery of housing in over fifteen years, an impressive 1,170 homes. More than 350 additional new homes were built in Quarter 3 alone, bringing the total for 2016/17 to date to 794 homes. Our 2016/17 total is 920 homes, so we are currently well on track to meet our annual housing target for the second year running

20. A total of 550 affordable homes have been delivered through a range of delivery programmes since April 2014. This includes new council houses, as well as homes provided through partnerships between the Council and other Registered Housing Providers and through private housing developers. Our targets for the last two years were exceeded, and we are on track to achieve and perhaps exceed this year's target also. An additional 44 affordable homes were completed in Quarter 3, giving a total of 78 to date. This number exceeds the running quarterly targets and is due to a combination of early delivery and additional S106 completions. A further 23 S106 units are expected in Q4 along with a number of profiled completions from established build programmes. The annual target of 120 affordable homes is expected to be achieved.
21. From a low of around 31% a few years ago, the recycling rate for household domestic waste has risen significantly and is now over achieving on our target. The rate now sits at 51.3% against a target of 43.9%, a major achievement and improvement
22. The percentage of fly-tipping investigated and removed within five days has improved significantly, rising from 60% at Quarter 2 to 83% in Quarter 3, and so is very close to our 85% target. This continued improvement is due in part to a long term improvement plan which includes service level agreements between teams – helping them deal more efficiently with an increase in activity resulting from increased, easier resident reporting via apps and online forms, etc

#### **Outcome 4: All families thrive**

23. The Expanded Stronger Families Programme provides early support to families with multiple needs. The programme works closely with families, with 458 positive outcomes achieved to date, particularly around reducing crimes and supporting people into work. We have identified 1,315 suitable families to date and are currently working with 744 but we need to do more. This will be helped by further work to gather families who are eligible from across the Team Doncaster partnership
24. Both the average number of days to process a new housing benefit claims and new council tax support applications both continue to achieve the target of 25 days. This has significantly improved in the past 3 years from a position in 2014/15 where the average number of days was over 34 days for Housing Benefit and 68 days for Council Tax Support. Improved working practices have seen digital enhancements to claim processing. Customers can complete on-line claim forms and paper forms are digitally captured which has reduced their processing time. The Benefits Section also has a dedicated team of staff dealing with new claims ensuring that they are prioritised. Also improved registration processes for Council Tax have speeded up the time to process Council Tax Support claims.
25. Latest published data regarding school persistent absence rates for autumn and spring terms 2015/16 saw a rise at both levels with 10.3% for Primary and 16.1% for Secondary level - both of which are higher than target levels and are above national averages. Our Care leavers in Employment Training and Education dropped to 37.5% and is one of the lowest regionally and nationally and behind the 45% target level – the Quarter 3 period generally sees a major drop in due to the ending of temporary seasonal employment in December.

#### **Outcome 5: Council services are modern and value for money**

26. Council Tax arrears reduced by just over £1.6m compared to a target of £1.4m and Business Rates arrears reduced by £0.8m well above the projected target of £0.85m. In the past couple of years changes to post liability order processes including automating moves between different recovery stages as well as improved working arrangements to monitor debt and the greater use of external Enforcement Agents has seen the level of reduction in Council Tax Arrears improve by more than 6% of the total level of arrears at the start of the year by the end of the 3<sup>rd</sup> quarter in 16/17 compared to 14/15. For Business Rates this is an even bigger level of improvement with the level of arrears reducing by more than 25% in 16/17 compared to the first 3 quarters of 14/15. All debt is actively pursued using all means available and chased as quickly as possible after arrears accrue.

27. Outcomes from this quarter's workforce digest have identified a number of continuing HR and OD risks, specifically organisational stability; performance management and additional workforce spend. Although there has been some slippage in performance, there are strong signs in some areas that action is being taken to address and mitigate these risks, and this remedial work is having a positive impact that needs to be sustained over the longer term.
28. Overall Council sickness is 9.98 days lost per full time employee, compared to a target of 7.9 for Quarter 3. This is an increase of 0.29 days from the last quarter (9.69 days), a downward trend which, if continued, could result in corporate reduction targets being missed for the first time in several years of continuous improvement.
30. The percentage of channel shift to on-line service is faring less well, and is currently 21% against a 55% target, with little movement since previous quarters despite comprehensive marketing. Not meeting our target may have an impact on our ability to achieve savings in this area in the future and the Digital Council Programme is currently projecting a £0.9m shortfall. However, 51% of transactional services are now available to access online and we anticipate this proportion to increase further in 2016-17, which should have a significant impact on take up and use.

#### **Outcome 6: Working with our partners we will provide strong leadership and governance**

31. Information security continues to be a high priority for the council; this has resulted in the fifth consecutive quarter that no data protection breaches have been reported by the Council.
32. A strategic risk has been profile around major cyber attacks. This is a new strategic risk proposed by the Council's Senior Information Risk Owner (SIRO) following best practice recommendations that it should be so due to the ever increasing risk based on incidents across local authorities and the private sector. A major attack can severely impact on critical service delivery and directly affect Doncaster citizens.

#### **FINANCIAL POSITION**

33. The projected outturn position for the Council is a £3.9m overspend. The main areas of overspend have been taken into account in the Mayor's 2017/18 budget proposals e.g. Regeneration & Environment £1.2m has been included to fund current on-going pressures identified. A summary of the outturn position is provided below: -

	<b>Gross Budget £m</b>	<b>Net Budget £m</b>	<b>Total Variance £m</b>
<b>Services</b>			
Adults Health and Wellbeing	147.1	82.5	1.7
Learning & Opportunities – Children & Young People	45.1	9.1	0
Children's Services Trust	42.2	38.3	1.2
Finance & Corporate Services	126.1	20.3	-0.6
Regeneration & Environment	126.5	39.3	1.7
<b>Total Service Budgets</b>	<b>487.0</b>	<b>189.5</b>	<b>4.0</b>
<b>Council Wide</b>			
General Financing / Treasury Management	7.7	7.7	0.0
Council-wide savings targets	-1.1	-1.1	1.1
Other Council-wide	-8.2	14.1	-1.2
<b>Subtotal</b>	<b>-1.6</b>	<b>20.7</b>	<b>-0.1</b>
Levying Bodies	18.0	18.0	0.0
Business Rates	0.0	-125.4	0.0
<b>Subtotal</b>	<b>18.0</b>	<b>-107.4</b>	<b>0.0</b>
<b>Total General Fund Services</b>	<b>503.4</b>	<b>102.8</b>	<b>3.9</b>

34. A summary of the major variances are provided below, with further details in Appendix A: -

- a. The Adults, Health and Wellbeing Directorate is currently developing a number of long term projects under the Transformation plan to modernise the service and deliver savings. In addition, the Directorate is working on a number of immediate business improvements that are delivering the changes required and substantially achieving the £5.0m savings target set for 2016/17. The forecast overspend for 2016/17 is £1.7m; which is an increase of £0.9m from quarter 2. The main points to note include:
  - i. Older People long stay residential – the number of placements is on target for the year end 1,218; currently slightly above at 1,250 against a forecast of 1,247. However, there is a one-off expenditure pressure in 2016/17 of £0.3m due to the profile of the reductions and a small number of higher cost packages.
  - ii. Short stay residential – the forecast overspend has increased by £0.5m this quarter; further work is progressing to understand the pressure which will be completed in preparation for the 2017/18 budget.
  - iii. Community Equipment budget – this is a joint budget with Doncaster Clinical Commissioning Group (CCG) and is under increasing pressure with a £0.5m forecast overspend for the year. This budget is a key enabler within the transformation programme for service users to lead independent lives. A review of spend will be undertaken with the CCG to reduce this pressure at year-end and manage the potential impact on the 2017/18 budget.
  - iv. Digital Council savings – it is expected that £0.2m one-off savings will be delivered towards the £0.7m target, leaving a balance of £0.5m. This is factored into the 2017/18 budget; where £0.7m on-going savings will be delivered as part of the transformation programme.
  - v. The above overspends are slightly mitigated by minor underspends across the service. Overall the Directorate has made significant progress, for instance, in making sure that individual's needs are being properly addressed as demonstrated by the reduction in the number of people 65 and over who are being admitted to residential and nursing settings, as detailed above. Savings have also been delivered in 2016/17 on the commissioning budgets £1.6m and learning disability supported living placements of £0.3m. The service will be focusing on the areas detailed above, with the aim of reducing spend for 2016/17 and preparing for the 2017/18 savings.
- b. Learning & Opportunities – CYP – Children's Trust have reported an unsustainable overspend of £3.6m; mainly relating to the care ladder placements due to increased volume in Out of Authority, external fostering and Special Guardianship Orders. A contract variation addressing placement volume increases has been agreed for £2.0m, which has been funded from the release of the insurance provision, detailed in the quarter 2 report. This leaves a balance of £1.6m, which based on the risk share means the Council is liable to fund £1.2m of the overspend. The Council is considering further contract variations submitted by the Trust to meet the majority of the remaining overspend. However the additional funding agreed for 2016/17 is one-off; therefore further actions are being undertaken to ensure that on-going pressures can be managed and a balanced budget achieved for 2017/18.
- c. Regeneration & Environment – £0.7m shortfall against the Appropriate Assets savings target of £2.4m in 2016/17. Construction Services is projected to overspend by £0.5m due to income targets not being achieved; further work is progressing on the planned restructure and additional funding will be provided in the 2017/18 budget to meet this on-going pressure.
- d. Council-Wide – Underspend on centrally held items of -£1.0m, these are mainly one-off items including -£0.4m release of the provision for the potential clawback of White Rose Way ERDF grant which has now been resolved, -£0.3m arising from £28m prepayment of pension deficit contributions and -£0.2m final distribution of

shareholder funds for Digital Region Limited. This is offset by a £1.1m shortfall on the Modern & Productive Workforce programme, which will be delivered in future years.

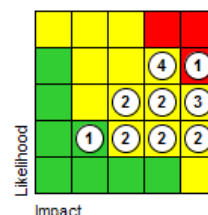
- e. The underspend on Treasury Management is £2.3m, of which £1.5m was highlighted in the Treasury Management Strategy 2016/17 to 2019/20 and a further £1.0m due to interest rates remaining lower than expected and lower borrowing for capital schemes. The savings in interest payments are partially offset by a projected shortfall of £0.2m on investment income due to reduced interest rates being available post Brexit. The £2.3m underspend has been transferred to the Service Transformation Fund per the 2016/17 budget report approved by Council on 1<sup>st</sup> March 2016.

## COUNCIL PRIORITIES – PERFORMANCE

35. Detailed information related to the progress against Corporate Plan outcomes is set out in Appendix A.

## STRATEGIC RISKS

36. There are 19 Strategic Risks and all have been updated as part of the Quarter 3 reporting process. The Heat Map shows a summary of the scores and a more detailed update is included in Appendix A.
37. No new risks have been identified as part of the challenge process and the following risk has been nominated for demotion: Health and social care services do not change fast enough, impacting on quality, accessibility and affordability of services for people who need them most.



## DONCASTER 2017 PROGRAMME

38. The Doncaster 2017 Programme is showing £2.8m projected slippage for 2016/17. This is the same overall position as reported at Quarter 2, however there have been some minor variances up/down within the programme. The slippage is mainly attributable to Digital Council £0.9m, Appropriate Assets £0.7m and Modern & Productive Workforce £1.1m; these figures have been included in the projected overall financial position for the Council for 2016/17 and addressed as part of the 2017/18 budget proposals. The pace of transformation for some of the projects is slow; use of one-off funding has been used to meet shortfalls and some projects will extend beyond 2016/17 in order to achieve their outcomes.
39. The current target and projected savings for this year are as follows:

	£m
<b>Target Savings</b>	
2016/17	8.74
Carried forward from 2015/16	7.62
<b>Total Target Savings</b>	<b>16.36</b>
<b>Projected Savings</b>	
On-going	10.86
One-Off	2.75
<b>Total Projected Savings</b>	<b>13.61</b>
<b>Slippage/Gap</b>	<b>2.75</b>
<b>(Slippage/Gap at Q2 £2.83m)</b>	

40. Key points on the programme are as follows:
  - The 2016/17 target includes a significant carry forward which comprises unmet savings and savings that were met by one-off funding in 2015/16.
  - The pace of the following projects sees them extending beyond 2016/17 - Appropriate Assets £2.2m projected to be achieved beyond 2016/17. Modern and Productive Workforce £2.1m to be delivered beyond 2016/17 reflecting the impact of

the agreed changes to terms and conditions. Early Help £1.4m savings profiled beyond 2016/17 reflecting the use of transitional funding before the full year effect of the restructure can be realised.

- The Digital Council programme has been extended to October 2017. It is recognised that Digital Council is a key enabler for transformation across the Council and therefore the digital strategy needs to be better embraced and embedded across the council to ensure the pace and successful delivery of projects within the programme and across the organisation as a whole. Although there is slippage on delivering the savings, the programme has delivered £2.0m savings to date, a further £1.3m is estimated for 2016/17 and 2017/18 giving an overall total of £3.3m at the end of the programme.

## **BUSINESS RATES, COUNCIL TAX AND RENT ARREARS**

41. Collection monitoring information, percentage collected in year and arrears, for Council Tax and Business Rates is detailed in the outcome 5 above and Appendix A Finance and Corporate Service performance indicators.
- a. The accumulated Council Tax Collection Fund surplus attributable to Doncaster as at 31<sup>st</sup> March, 2017 is estimated at £4.7m. The longer term collection rate since 1993 is 98.55 per cent. The accumulated Business Rates Collection Fund deficit attributable to Doncaster as at 31st March, 2017 is estimated at £0.49m. £410k of bad debts for Business Rates have been written off this quarter for dissolved companies.
  - b. Current rent arrears at quarter 3 are £2.0m (2.66% of rent debit); this is £0.11m increase from £1.89m at quarter 2 (2.51%). This performance is currently ahead to achieve the year end performance of 2.50%. At quarter 3 the amount of former tenants' arrears was £1.2m, a slight increase from quarter 2, write offs during the quarter were £28k.

## **VIREMENTS FOR APPROVAL**

42. The virements approved by the Chief Financial Officer and virements requiring Cabinet approval are detailed in Appendix B.

## **FEES & CHARGES**

43. The following changes have been approved by the Chief Financial Officer:
- a. Driving Assessments for Taxis and Private Hire Vehicles - The Council has introduced a charge for hackney carriage (taxi) or private hire vehicle (PHV) licences, which was endorsed by the Licensing Committee (15th December, 2016). It is expected to deliver c. £5k of additional income from within current resources; which will go towards the current Transport Services saving target. The proposed fees were implemented from October, 2017:
    - i. Driver assessment - £79.66
    - ii. Driver assessment with wheelchair assessment - £92.94
    - iii. Driver wheelchair assessment - £26.56
    - iv. Charges are exempt from VAT
  - b. At budget setting the Council set the fees and charges for all services including burials and cremations. Charges related to children were lower than those for adults (for example the agreed charges for children's and adult' burials were £440 and £965 respectively). At the request of the Mayor it has been decided, to no longer charge for burial or cremation of children under the age of 18. The exceptions to this are (a) where families wish to have a family grave additional charges will be applicable (for example a grave that is to be excavated for 3 people) and, (b) where costs are met by the NHS.

## **LEVEL OF RESERVES**

44. Current uncommitted general fund reserves are £16.7m; as detailed in this report up to £4m will be required for the 2016/17 overspend and it is planned that £2.1m will be utilised to balance the 2017/18 budget. This would leave an estimated balance, for use during 2017/18 and beyond, of circa £10.7m; the final balance available will be updated based on the actual outturn position for 2016/17. The Council needs to ensure that the level of reserves is sufficient to meet any potential future costs. It is important we increase the level of uncommitted reserves to deal with the future financial sustainability and improve the Council's capacity to respond to any future funding reductions.

## HOUSING REVENUE ACCOUNT

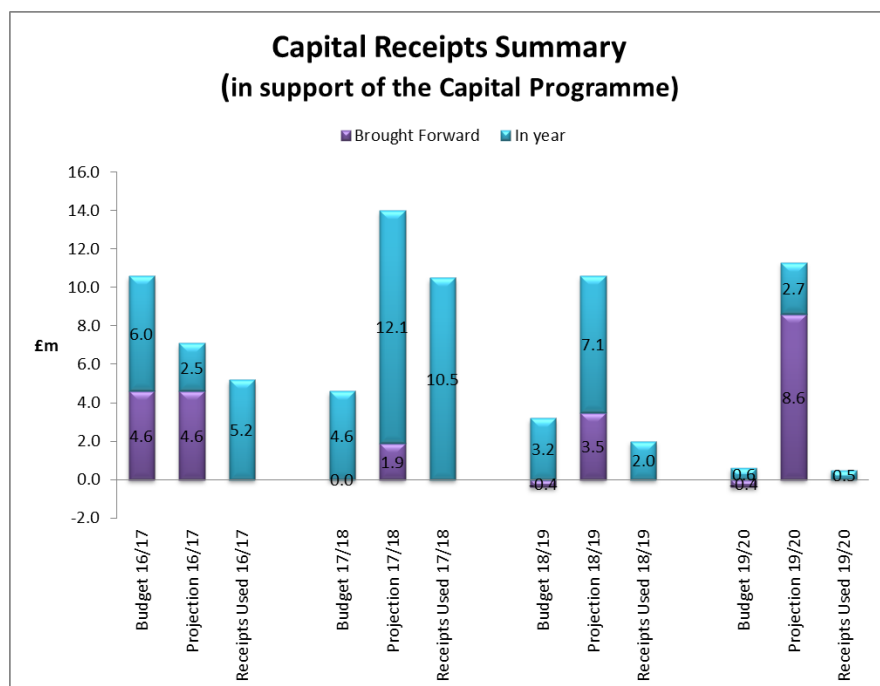
45. The 2016/17 HRA budget had a balanced budget which included a contribution of £3.2m from balances. The projection as at Quarter 3 is that there will be an underspend of £1.2m reducing the amount required from balances to £2.0m. The main variances are £0.5m projected underspend on overall management expenditure (a combination of savings on general management, SLHD fee and welfare reform fund), £0.6m additional rent income as a result of lower than budgeted void rent loss (budgeted 1.5%, actual 1.2%) and both average rent and property numbers are higher than budgeted, £0.1m additional other income from solar panels, £0.4m saving from loan charges due to lower interest rates and an increase in RCCO (revenue contribution to the capital programme) of £0.4m to fund additions and slippage in the capital programme.

## CAPITAL PROGRAMME

46. Capital expenditure totalled £40.5m as at quarter 3, with £99.7m projected for the year.

47. The Capital Receipts Summary chart shows the estimated position for General Fund capital receipts at quarter 4 2015/16 and the revised projections in 2016/17.

48. Capital receipts to be generated in year are estimated at £2.5m, which is below the budgeted £6m. However, due to the re-profiling of current scheme costs to future years, spend is covered in 2016/17 and there is a surplus of £1.9m in capital receipts. The surplus capital receipts currently in the four year programme will be used to fund capital schemes awaiting approval through the 2017/18 capital budget report.



49. There have been significant changes to several projects. Significant issues have materialised in relation to the DN7 Link Road project that have increased the quantified risk on project delivery; mitigation work is progressing to address the issues and the associated risks are being managed. This issues have caused delays resulting in £1.5m being re-profiled into 2017/18. Construction of the Rail College continues to progress well but relatively minor changes to timings mean £1m has been re-profiled into 2017/18. In order to achieve key milestones, some schemes (for example, DN7 and FARRRS phase 2) are now accumulating expenditure eligible to be funded by SCRIF allocations earmarked for those projects but in advance of final SCR approval. Conditions for approval are expected to be met, so the likelihood of any costs becoming abortive or resources having to be found in lieu of SCRIF is considered low. More detailed information is contained in Appendix A and new additions to the capital programme can be seen in Appendix D.



50. There is an addition of a capital scheme requiring approval this quarter which is Improvements to Public Open Space at Far field/Church Balk, Edenthorpe. The scheme is to undertake improvements to the public open space at Far field and Church Balk, Edenthorpe using Section 106 resources from developments within the Edenthorpe area. Initial improvements currently under consideration include the provision of children's play equipment, MUGA, additional allotment plots, community garden, car parking spaces, footpath improvements, street lighting improvements, outdoor gym equipment, fencing and seating. The scheme is included within Appendix D.

## OPTIONS CONSIDERED

51. Not applicable.

## REASONS FOR RECOMMENDED OPTION

52. Not applicable

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

Priority	Implications
<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Be a strong voice for our veterans</i></li> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	<p>Council budget and monitoring impacts on all priorities</p>
<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
<p>All families thrive.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	
<p>Council services are modern and value for money.</p>	
<p>Working with our partners we will provide strong leadership and governance.</p>	

## RISKS & ASSUMPTIONS

53. Specific risks and assumptions are included in the Performance Improvement Report at Appendix A. A strategic risk report is also prepared on a quarterly basis.

## LEGAL IMPLICATIONS

54. Whilst there are no legal implications arising out of this report, the individual components which make-up the finance and performance report will require specific and detailed legal advice as they develop further

## FINANCIAL IMPLICATIONS

55. Financial implications are contained in the body of the report.

## **HUMAN RESOURCE IMPLICATIONS**

56. There are no human resource implications arising from this report.

## **TECHNOLOGY IMPLICATIONS**

57. There are no technology implications arising from this report.

## **EQUALITY IMPLICATIONS**

58. In line with the corporate approach for compliance against the Equality Act 2011 due regard must be shown across all activity within the Council. As the performance report draws together a diverse range of activities at a strategic level a due regard statement is not required. All the individual components that make-up the finance and performance report will require a due regard statement to be completed and reported as and when appropriate.

59. The governance of the Corporate Equality and Inclusion Plan forms part of the quarterly reporting process, this information can be found at Appendix A.

## **CONSULTATION**

60. Consultation has taken place with key managers and Directors at the Directorate Finance & Performance Challenge meetings and Capital Monitoring meetings.

## **BACKGROUND PAPERS**

- Centre for Cities Report (<http://www.centreforcities.org/city/doncaster/>)
- PWC Inclusive Growth Report (<http://www.pwc.co.uk/industries/government-public-sector/good-growth.html>)

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### Quarter 3 2016/2017 - (1<sup>st</sup> October 2016 to 31<sup>st</sup> December 2016)

#### Detailed Performance Narrative by Outcome

##### Outcome 1: All people in Doncaster benefit from a thriving and resilient economy

*Where are we now...*

- a) The number in employment remains at a level not seen for at least 12 years (140,000) and the Borough in the top 10 cities for growth in private sector jobs in 2015 as reported by the Centre for Cities<sup>1</sup>. The total of new FTE jobs created through the support of Business Doncaster across Q1-3 stands at 772 which is significantly higher than the full year target of 500. At £77.6m, overall investment gained into Doncaster is well above the full year target of £46m, with a total of £268m investment into Doncaster since April 2013.
- b) Latest national data (2015) shows that at 5.5% our private sector employment growth looks positive, with 4,700 additional private sector jobs created between 2014 and 2015 across a range of sectors. This latest surge in investment/job creation is largely due to major investments at Lakeside and Thorne. Weekly wage rate at £479 is £16.6 higher than 5 years ago; but is £6.90 less than the average Yorkshire and Humber rate and £19.2 less than the national average. The number of residents in highly skilled occupations stands at 32.2%, equating to 47,900 residents, although slowly narrowing the gap, it is still behind the Yorkshire & Humber (41%) and the national average (45%), implementation of the recommendations from the Education & Skills Commission will help address this.
- c) Latest data shows Doncaster's Total Business Stock (Number of Enterprises in Doncaster) increased by 1,105 (13.7%) which is significantly higher than comparators, putting Doncaster in the top 10 fastest improving cities for growth in business stock and start-ups as highlighted in the Centre for Cities<sup>1</sup> report. However, 595 of these new businesses may be registered at the same address, for example as part of a Managed Service Company that represents many other businesses. It is not clear how many of these 595 businesses may actually be located in Doncaster; some, many, or all could be from anywhere across the country. However, even if all 595 are excluded from the analysis, this still leaves 510 (6.3%) which is a rate of growth greater than the England average (4.6%). It should also be noted that the data for other areas could potentially be affected by this scenario. New business start-ups increased by 42% (2,135) in 2015, which gave a net growth of 15%, but the same data caveat applies as for Total Business Stock indicator previously described. The recently published PWC Inclusion growth report highlights Doncaster as one of the top 4 most improving cities in delivering good growth.
- d) Doncaster's employment rate has reduced slightly (0.2 percentage points) to 71.6%; but is 1.4 percentage points higher than the same time last year. Doncaster's rate remains similar to the Yorkshire and Humber rate (72.4%); but a slight reduction in Quarter3 has meant the gap has increased. The gap with the England national average has also increased to 2.5% from 1.9% percentage points.

1. <http://www.centreforcities.org/city/doncaster/>

2. <http://www.pwc.co.uk/industries/government-public-sector/good-growth.html>

- e) 11.6% of 16-64 year olds claim out of work benefit claimants which is a 0.3 percentage points decrease since the February release. The Doncaster rate remains significantly higher than the Yorkshire and Humber rate of 10.0% and national average of 8.4%.
- f) There has been an improvement from 67.1% to 70% of Doncaster pupils accessing good or better education in our schools (as reported by Watchsted). Improvement is though limited as is dependent on Ofsted's programme of inspections. The newly released DfE measure of attainment in 8 subjects reported Doncaster at 46.8%, 3% points behind national levels and Doncaster was the 5<sup>th</sup> most improved in the country on 5 A\*-C GCSE including English and Maths. The number of 16-18 year olds who are not in employment, education or training (NEET) has fallen to 3.3% which exceeds the target of 6%, and our apprenticeship profile continues to exceed the mayoral target of 750 apprenticeship starts with 1,138 new apprentices created since 2013 and 53 of our internal apprentices have gained level 3 or above qualifications.
- g) Quarter 3 saw the wider partnership consultation on the independent Education and Skills Commission 'One Doncaster' report. A review which made recommendations to shape the future education and skills system for the businesses and people of Doncaster. The Partnership will present its response at the Ambassador Event on the 1<sup>st</sup> February 2017. In addition to the exciting challenges raised by the report, Doncaster has been named as an 'Opportunity Area' by the Department for Education, which will result in funding to support Doncaster to improve social mobility.

#### *Red measures*

- Number of Apprentices completing a level 3 or above qualification as part of the council's internal apprenticeship programme – this service performance measure needs to be reviewed once clarity is obtained on the apprenticeship levy. This is expected to take place in early 2017 with a clearly defined target identified and agreed to take forward from Q4 onwards.

#### *Next steps...*

- Develop implementation plans and Governance arrangements for Education & Skills Commission
- Renewed guidance and courses offered to schools for Ofsted preparedness

## **Outcome 2: People will live safe, healthy, active and independent lives**

#### *Where are we now...*

- a) Regarding transformation of Adults, Health and Wellbeing, good progress has been made on the Immediate Business Improvement projects, which have delivered service improvements and the savings needed by the directorate during 2016/17. A report outlining the future key components of the Adult Health and Well-Being Transformation Programme was taken to Cabinet in November 2016. These plans will help local people to stay independent, healthy and safe in their home for longer, aiming to keep them out of residential care wherever possible.
- b) Signs continue to be are really positive that there is now a strong grip on residential care admissions through a robust panel process. There has been an average of 32 admissions per month this year compared to 47 per month in 2015/16. If only those agreements where DMBC contribute financially are counted, then the total number of new agreements for the year to date is 178 or an average of 19 per month. There were an additional 110 full cost self-funders.
- c) The total number of long term residential agreements has reduced to 1,443 as at the end of quarter 3 2016/17 (from 1,470 at the end of quarter 2). The overall total can be broken down further in terms of supported by DMBC, 1047 individuals and self-funders costs met by

individuals 396. The latest information shows we are broadly similar to the budgetary targets, 1,433 but off track against the stretch target of 1,282

- d) At the end of December 2016, there were 565 ongoing direct payment agreements in place, up from 521 at the end of Quarter 2. A joint management action plan is being implemented to tackle this issue and further increase the take up of direct payments. The action plan is being led by the Reviewing Team Manager, together with the Direct Payment Support Service Manager, including working with direct payment champions in each team, refreshing the information and advice associated with direct payments, together with giving targets for all teams and individuals for take up of direct payments. These actions are starting to create momentum for increasing direct payments, ensuring this option is the default within assessment and care management. The commissioned care and support at home contract is also seeing individuals take on a direct payment to remain with their current provider of care and support, so the increase in direct payment will also be as a result of this tender award in November 2016.
- e) Overall the Childrens Trust continues to report performance within tolerance target levels on a number of measures. Monitoring review meetings between the council and the Trust focus on both performance and financial management, with quality of work and financial management as key priorities. 92% of children in need cases were reported as having an 'open/current' plan. The number of repeat referrals to Childrens Services remains constant with previous quarter's performance, this measure is indicative of the affectivity of the initial intervention received. See appendix A (page 30-35).
- f) The health outcomes of people in Doncaster are generally poorer than the national average. Performance measures on drug treatment performs under target which is due in part to a number of complex opiate cases which is being dealt with by specific provider action plans.
- g) We saw a further increase in the reported number of children living in households where domestic abuse occurs. In 12% of children and families assessments, domestic abuse is a factor.
- h) The percentage of households in fuel poverty has fallen below 9% for the first time in in over five years. Our target is being over achieved by more than a percentage point (8.9% against a target of 10%). This success has been brought about by a number of energy saving initiatives including wall insulation, gas central heating and Big Power Switch Campaigns.

#### *Red measures*

- Proportion of all in drug treatment who successfully completed treatment and did not re-present within 6 months (per cent).
- Proportion of people using social care who receive direct payments
- Permanent admissions to residential and nursing care homes per 100,000 population
- Percentage of Childrens case file audit rated 'requires improvement' or 'better'

#### *Next steps...*

- Monitor the provider action plan for Opiate exits.
- Develop quality business plans for the longer term transformation priorities for Adults and Health and Well Being.

### **Outcome 3: People in Doncaster benefit from a high quality built and natural environment**

#### *Where are we now...*

- a) Doncaster is recovering well from the slump in the Housing Market caused by the recession and is proactively supporting and encouraging housing development. More than 350

additional new homes were built in Quarter 3, bringing the total for the year so far (2016/17) to 794. Doncaster is therefore on track to meet its housing target for the second year running (target 920, 1170 achieved last year). An additional 44 affordable homes were completed in Quarter 3, giving a total of 78 to date, and a total of 550 since April 2014. This increase over target is due to a combination of early delivery and additional S106 completions. A further 23 S106 units are expected in Q4 along with a number of profiled completions from established build programmes. The annual target of 120 is expected to be achieved. The number of empty properties continues its gradual reduction, with the current rate being around 100-120 per year. The current figure is around 3400 (based on council tax figures).

- b) Household domestic recycling rates remain higher than previous years and above target at 51.3% (target 43.9%). Fly tipping collection within 5 days continues to see a significant improvement increasing from 60% at Quarter 2 to 83% in Quarter 3, and so is now only narrowly short of the 85% target. This continued improvement is due in part to a long term improvement plan which includes service level agreements between teams – to help deal more efficiently with an increase in activity resulting from easier resident reporting (e.g. apps, online etc.). There were over 3130 fly-tipping jobs in Q3, which is 334 more than the same period last year.
- c) 99.93% of collections were reported as complete on the schedule day for Quarter 3, which is in-line with the 99.9% target. This figure includes all waste collections (black, green, box, trade, trade recycling and clinical), which amounted to over 3.5 million collections in total over the last 3 months.
- d) There was no regular grass cutting for Quarter 3 due to a seasonal pause that starts in September and ends in February. During this time the service has managed to catch up on any areas that were behind schedule, as well as completing one-off works. Areas have been inspected and are of an acceptable standard. All outstanding work has been completed.
- e) Annually released data for 2016/17 regarding the condition of our principal and non-principal maintained roads remains good (98%) and exceeds the 96% targets. The quality of roads is determined by the industry standard SCANNER survey which assesses the surface condition / maintenance of our roads. It is our maintenance strategy to retain these road networks in the upper national performance quartile.

#### *Red measures*

None

#### *Next steps...*

- Development and approval of the Local Plan
- Continue the delivery of the 2015-18 Housing Development Strategy

### **Outcome 4: All families thrive**

#### *Where are we now...*

- a) The Expanded Stronger Families Programme continues to achieve positive outcomes with families, 468 positive outcomes have been achieved, particularly around reducing crime and supporting people out of worklessness and financial exclusion. This has dipped since Quarter 2 due in part to concentrating efforts on the claims process due in January 2017. To meet targets the programme needs to identify and engage with more families (we currently have identified 1,315 families and are working with 744) which will be helped by further work to gather families who are eligible from across the Team Doncaster partnership. We have a robust process, working alongside Internal Audit for making claims to Dept. Communities and Local Government which has allowed us to claim 34 full claims so far in 2016-17. Further work

with our partners so that we can demonstrate outcomes and also progress towards a case management system will be essential in improving this figure in the future.

- b) Primary school persistent absence to autumn and spring term 2015/16 was reported at 10.3% and Secondary level at 16.1% - both of which are higher than target levels and are above national levels. The majority of secondary schools buying additional Education Welfare Support at achieving national levels. The 9 schools categorised as below national and local authority average attendance do not access any additional local authority support.
- c) 100% of young people with learning or other disability had a final Education Health Care Plan within the target of 20 weeks from initial request. Percentage of children who are 'school ready' measured as part of the Early Years Foundation Stage continues its positive trend rising 5% on previous year to 70%. Biggest challenge is anticipated to be around children receiving Free School Meals where there is still a gap of c.20%.
- d) At 7.9%, the Children's Trust report a continuing improvement in the stability for our children in care, regarding number of placement moves, and has consistently remained within target level since transfer to the Trust. Percentage of care leavers in suitable accommodation dropped, but still exceeds its target of 85%, although there is concern about the level of care leavers in employment, training and education which is off track at 37.5%, a reduction nearly 4% on Quarter 2 position, and is in the lowest national quartile and one of the lowest regionally. The drop in December is attributed to the ending of seasonal/Christmas contract work. There is an Ofsted improvement action plan that the Trust and the council are work on with is aimed at strengthening the pathways for these vulnerable children. The Corporate Parenting Board maintains focus on both children in care and care leavers to improve positive life outcomes for children in care.
- e) Latest data available shows provisional results at 4% for 5 A\*-C GCSE (Including English and Maths) for children in care. Both attainment and persistent absence for our children in care, at secondary level are behind target/comparator levels and also remain a concern. Persistent absence for children in care at secondary level stands at 23%, indicating that 34 children in care at secondary level have high levels of school absence. Further analysis is underway regarding children in care attendance rates.
- f) The start of the school year in September reported that children with first choice school placements for reception and secondary levels, ranking Doncaster 3<sup>rd</sup> nationally at reception level (96.4%) and top 10% nationally at secondary level (95.7%).
- g) Early Help remains a key area of focus and development into 2016/17. Our Early Help Hub received 1367 enquiries in Quarter 3. This we expect to rise further as the process is embedded amongst partners.
- h) The average number of days to process a housing benefit claim is 24.23 against a target of 25. The average number of days to process a new claim for council tax support is 23.92; against a target of 25.

#### *Red measures*

None

#### *Next steps...*

- Ongoing embedding of the Early Help Hub
- Progress the implementation of the Stronger Families Case Management System

### **Outcome 5: Council services are modern and value for money**

#### *Where are we now...*



- a) In the third quarter of the year Council Tax arrears reduced by over £1.6m compared to a target of £1.4m. The reduction is more than double for the same period last year.
- b) Outcomes from this quarter's workforce digest have identified a number of continuing HR and OD risks; which are the same as the previous quarter, and relate to organisational stability; performance management and additional workforce spend. It can be reported that in some areas there are further signs that action is being taken to address and mitigate these risks, which are continuing to have a positive impact that now needs to be built upon and sustained. More detailed progress and next steps are set out at Appendix A of the report.
- c) Overall Council sickness is 9.98 days lost per full time employee, compared to a target of 7.9 for Quarter 3. This is a slight increase in the rate of absence from the last quarter (9.69 days) or 0.29 days which if continued would result in a projected annual rate that would exceed the corporate target of 7.9 days per FTE. Further information is provided in Appendix A.
- d) An average of 21 per cent of our customers contacted us on-line during quarter 3, this is a one per cent increase since quarter 2. The council telephone number, previously at the bottom of every web page, was removed on 5<sup>th</sup> January to see if this improves on-line uptake. 51 per cent of appropriate services are now delivered on-line, an increase of 26 per cent compared to the same quarter last year.
- e) Business Rates show a reduction of arrears in the third quarter of over £0.8m, which is well above the projected target of £850k. This quarter's reduction is well down on the £2.3m for the same time last year.
- f) Doncaster companies and suppliers are now used for 68 per cent of our total spend with third party providers. This is better than the 60 per cent target, and the highest percentage reported over the last 2 years.
- g) The percentage of invoices paid within 30 days is currently 97.2 per cent against a target of 95 per cent. This is the highest percentage reported since the performance indicator was developed (Quarter 1 2015/16).

#### *Red measures*

- Contracts procured in 2015/16 that have social value reflected in them

### **Outcome 6: Working with our partners we will provide strong leadership and governance**

#### *Where are we now...*

- a) There have been 11 data protection incidents by the council this quarter and 17 by Doncaster Children's Services Trust. None were serious enough to be recognised as breaches by the Information Commissioner's Office. E-learning modules have been launched and the Data Protection Officer continues to complete investigations and complete mitigating actions with high risk areas and where incidents occur.
- b) Mandatory training for elected members is currently at 86.6 per cent. This is slightly higher than the 83.6 per cent reported for the same time last year. Additional mandatory training sessions have been scheduled.
- c) There has been no increase in the number of our significant partners that have completed a partnership assessment. Work is underway to increase the number of assessments completed

- d) Of the lead officers and members appointed to represent the Council on partnership boards, 74.2 per cent have attended Partnership Training, just short of the 75 per cent target.

*Red measures*

- Significant partners that have had a completed partnership assessment




*Next steps...*

- Target partners that need to complete a partnership assessment;
- Continue to provide training and awareness on data protection, especially to areas where data protection incidents are reported;
- Ensure members who require mandatory training are aware of the training dates available and are encouraged to attend.





## Understanding the Quarter 3 Performance Report

Symbols are used within this report to give a visual representation of performance. These symbols, and what they represent, are detailed below.







### Governance Indicators

 on track	 mostly on track	 currently off track
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**Directorate Service Measures** - Performance indicators (PIs) have been structured on Covalent with red, amber and green thresholds being tailored for each PI

Performance		Finance
	<b>OK</b> – Performance on target	An underspend of less than 3% or an overspend of less than 0.5%
	<b>Warning</b> – Performance mostly on target	An underspend of less than 5% or an overspend between 0.5% and 1%
	<b>Alert</b> – Performance below target	An underspend of more than 5% or an overspend of more than 1%
	<b>Data Only</b> – These performance indicators do not have targets	
	<b>Unknown</b> – These performance indicators are unable to assess a traffic light rating due to missing data.	

**Direction of Travel** - The direction of travel looks at whether things have improved stayed the same or become worse when. The purple arrow is short trend and shows the current value compared to the previous quarter. The blue arrow is long trend and shows the current value compared over the last 3 years.

  improvement	  Same as last time	  getting worse
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**Strategic Risk Profiles** - Risks are profiled in line with the Corporate Risk Management Framework and the risk profile score determines the overall status.

 Low level risks with a score between 1 and 4	 Medium level risks with a score between 5 and 19	 High level risks with a score between 20 and 25
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## Council Wide - Governance Indicators

Sickness – Days per FTE		Value	Target	DoT	Traffic Light
Adults Health and Well-Being		13.85	9.50	↓	🔴
Finance and Corporate Services		5.93	5.75	↓	🟡
Learning and Opportunities CYP		6.59	7.75	↑	🟢
Regeneration and Environment		10.09	8.60	↓	🔴
81. (F&CS) Whole Authority Sickness		9.98	7.90	↓	🔴

PDR Completion - % of workforce with a PDR recorded		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	1069 out of 1102	94%	95%	↓	🟡
Finance and Corporate Services	630 out of 667	97%	95%	↓	🟢
Learning and Opportunities CYP -	413 out of 436	96%	95%	↑	🟢
Regeneration and Environment	1907 out of 2070	94%	95%	↓	🟡
82. (F&CS) Whole Authority	4019 out of 4275	94%	95%	↓	🟡

Internal Audit Recommendations - % completed that were due in period		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	0 out of 2	0%	100%	↓	🔴
Finance and Corporate Services	2 out of 2	100%	100%	↑	🟢
Learning and Opportunities CYP	1 out of 3	33%	100%	↓	🔴
Regeneration and Environment	0 out of 0	100%	100%	↓	🟢
Whole Authority	3 out of 7	43%	100%	↑	🔴

Data Protection breaches that had an initial assessment completed within 10 working days		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	2 incidents	100%	100%	▬	🟢
Finance and Corporate Services	5 incident	100%	100%	▬	🟢
Learning and Opportunities CYP	1 incidents	100%	100%	▬	🟢
Regeneration and Environment	3 incident	100%	100%	▬	🟢
Whole Authority	11 incidents	100%	100%	▬	🟢

Corporate Plan Updates Completed		Value	Target	DoT	Traffic Light
Adults Health and Well-being	20 out of 20	100%	100%	▬	🟢
Finance and Corporate Services	29 out of 29	100%	100%	▬	🟢
Learning and Opportunities CYP	33 out of 33	100%	100%	▬	🟢
Regeneration and Environment	34 out of 34	100%	100%	▬	🟢
Whole Authority	116 out of 116	100%	100%	↑	🟢



















## Adults Health and Well Being - Corporate Plan Performance Indicators and Finance

### Overall Performance against Directorate Service Measures



Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
23. (AH&W) Proportion of people using social care who receive direct payments	Q3 2016/17	↑	↑	20.3%	26.1%	⬇️
24. (AH&W) Permanent admissions to residential and nursing care homes, per 100,000 population (65+ Only)	Q3 2016/17	↑	↑	160.3	Budget: 172.5 Stretch: 104.5	⬇️*
25. (AH&W) The proportion of people who use services and carers who find it easy to find information about services - Service Users Only	2015/16	↑	↑	75%	74.5%	✅
26. (AH&W) The proportion of people who use services and carers who find it easy to find information about services - Carers Only	2014/15	↓	↓	71.9%	65.5%	✅
38.(AH&W) Proportion of repeat safeguarding referrals	Q3 2016/17	↑	↓	9.76%	10%	✅
39. (AH&W) Proportion of all in treatment, who successfully completed drug treatment and did not re-present within 6 months (PHOF 2.15i+2.15ii)	Q2 2016/17	↓	↑	11.3%	14%	⬇️
40. (AH&W) PHOF2.22iii Cumulative percentage of eligible population aged 40-74 who received an NHS Health Check	Q3 2016/17	↑	↑	10%	9.9%	✅
43. (AH&W) The number of people that are currently in long term care	Q3 2016/17	↑	↑	1,443	Stretch:1,282 Budget: 1,433	⬇️*
43a (AH&W) The number of people that are currently in long term care (DMBC COST)	Q3 2016/17	↑	▬	1,047	-	📊
43b (AH&W) The number of people that are currently in long term care (FULL COST)	Q3 2016/17	↓	▬	396	-	📊
44. (AH&W) Assistive technology installations per 100,000 population , aged 65 and over (average per month)	Q3 2016/17	↓	↑	564.46	444.2	✅

\*Stretch Target RAG rating

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
27. (AH&W) Number of repeat victims of Domestic Abuse	Q3 2016/17			791	825	-	-
30. (AH&W) Number of people participating at DCLT Leisure Centres per 1000 population(includes multiple visits)	Q2 2016/17			1827	1402	-	-
31. (AH&W) Infant deaths under 1 year of age per 1000 live births	2015			5.2	5	4	4.3
32. (AH&W) % Of children aged 10-11 that are classified as overweight or obese	2014/15			34.1%	32%	32.2%	33.3%
33. (AH&W) Percentage of adults achieving at least 150 minutes of physical activity per week (PHOF 2.13i)	2016			52.6%	56.1%	-	-
70. (AH&W) Number of positive outcomes achieved through the Expanded Stronger Families Programme	Q3 2016/17			458	600	-	-
71. (AH&W) Number of Families Engaged in the Expanded Stronger Families Programme	Q3 2016/17			744	1,231	-	-
72. (AH&W) HWBB3 Number of Families Identified as part of the Stronger Families Programme	Q3 2016/17			1,315	2,215	-	-
73. (AH&W) Number of family claims made to DCLG through the Expanded Stronger Families Programme	Q3 2016/17			34	123	-	-

#### PI commentary

**PI 23:** At the end of December 2016, there were 565 ongoing direct payment agreements in place, up from 521 at the end of Quarter 2. A joint management action plan is being implemented to tackle this issue and further increase the take up of direct payments. The action plan is being led by the Reviewing Team Manager, together with the Direct Payment Support Service Manager, including working with direct payment champions in each team, refreshing the information and advice associated with direct payments, together with giving targets for all teams and individuals for take up of direct payments. These actions are starting to create momentum for increasing direct payments, ensuring this option is the default within assessment and care management. The commissioned care and support at home contract is also seeing individuals take on a direct payment to remain with their current provider of care and support, so the increase in direct payment will also be as a result of this tender award in November 2016.







**PI 24:** Signs continue to be are really positive that there is now a strong grip on residential care admissions through a robust panel process. There have been an average of 32 admissions per month this year compared to 47 per month in 2015/16. If only those agreements where DMBC contribute financially are counted, then the total number of new agreements for the year to date is 178 or an average of 19 per month. There were an additional 110 full cost self-funders.

**PI 39:** The 14% target is an average of performance for Opiate and Non-Opiates. Quarter 2 saw a similar performance to 11.13% but is still behind target level. Non-Opiates are performing in the Top quartile range at 50.7% whereas the Opiate group is performing at 1.3% well below the Top quartile range. To improve performance we have a provider action plan in place for Opiate exits including linking 2.5% of the annual contract value for 2016/17 to performance and a new service model which delivers; single point of access, New Beginnings Inpatient Detox and Structured Day Programme, Social Space, Mentors as Volunteers and a Hub and Spoke model in Bentley, Thorne, Mexborough and Doncaster Town.





**PI 70-73:** The Expanded Stronger Families Programme continues to achieve positive outcomes with families, 468 positive outcomes have been achieved, particularly around reducing crime and supporting people out of worklessness and financial exclusion. This has dipped since Quarter 2 due in part to concentrating efforts on the claims process due in January 2017. To meet targets the programme needs to identify and engage with more families (we currently have identified 1,315 families and are working with 744) which will be helped by further work to gather families who are eligible from across the Team Doncaster partnership. We have a

robust process, working alongside Internal Audit for making claims to Dept. Communities and Local Government which has allowed us to claim 34 full claims so far in 2016-17. Further work with our partners so that we can demonstrate outcomes and also progress towards a case management system will be essential in improving this figure in the future.

## Adult Health and Well-Being Revenue

Traffic Light	Name	Quarter 3 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Adults Health &amp; Wellbeing Total Revenue Variance</b>	<b>147.117</b>	<b>82.524</b>	<b>1.683</b>
	<b>Adults Social Care Revenue Variance</b>	<b>21.834</b>	<b>14.526</b>	<b>0.097</b>
Adult Social Care is forecasting an overspend of £0.1m. This is made up of forecast overspends on Occupational Therapists £0.3m due to use of agency to fill vacancies, and staffing overspends of £0.2m on Area Teams.				
	<b>Communities Revenue Variance</b>	<b>11.908</b>	<b>6.972</b>	<b>-0.094</b>
The service is forecasting to break even.				
	<b>Director Of Adult Services Revenue Variance</b>	<b>1.835</b>	<b>1.835</b>	<b>0.563</b>
This is unallocated cuts relating to Digital Council savings of which it is forecast that £0.2m savings will be delivered against the £0.7m target, leaving £0.5m shortfall. There are proposals to meet the remainder of these savings from 2017/18 onwards through the introduction of a reconfigured service, aligned to a new community model which is being developed.				
	<b>Modernisation &amp; Commissioning Revenue Variance</b>	<b>90.890</b>	<b>58.645</b>	<b>1.117</b>
The main areas of overspend are:				
<ul style="list-style-type: none"> <li>Residential Services - The numbers of placements for long stay accommodation for 65 and over was 1,250 against a forecast 1,247 and the numbers forecast for the year end are likely to be around the target of 1,218. Although, the placements are on target for year-end there has been a slight worsening of the projection and an overspend of £0.3m is forecast. Of which, £0.1m is due to the profile of the reductions and £0.2m due to a small number of people who have entered in to the system with higher than average packages, these are mainly ex-CHC clients for whom the Council is now picking up the bill. The forecast overspend on short stay residential has increased by £0.4m, further work is progressing to understand the pressure which will be completed in preparation for the 2017/18 budget.</li> <li>Community Equipment – This is a joint budget with CCG and is forecast to overspend by £0.5m, which will be reviewed in partnership with the CCG. This will include a thorough review of all spend and funding, and focus on prescriber behaviour/ inputs into the system to ensure that the Council is getting best use of the purchasing power of its partner. This budget is a key enabler within the transformation programme for service users to lead independent lives.</li> <li>Forecast underspends include: Policy &amp; Commissioning (£0.3m) mainly on staffing, and unallocated Care Act Grant (£0.2m), this offsets the unfavourable swings detailed above.</li> </ul>				
	<b>Public Health Revenue Variance</b>	<b>20.650</b>	<b>0.546</b>	<b>0.000</b>
The Public Health service forecast to use earmarked reserves in year to break-even.				

## Adult Health and Well-Being Capital

Traffic Light	Programme Area	Q3 2016/17				
		Revised Base Budget £m	Q3 Projection (Full Year) £m	Revised Base Budget Future Years £m	Q3 Projection Future Years £m	Actual Spend £m
	<b>Adult, Health &amp; Well-Being Total</b>	<b>6.30</b>	<b>5.95</b>	<b>13.77</b>	<b>14.68</b>	<b>3.31</b>
The overall programme is on track at Quarter 3 with no significant issues.						
	<b>Adult Social Care</b>	<b>4.17</b>	<b>4.07</b>	<b>11.56</b>	<b>12.16</b>	<b>2.00</b>
The main areas of spend are Housing Adaptations and Disabled Facilities Grants (DFG) £4.1m. The decrease in anticipated expenditure from Q2 is mainly due to a decrease in expenditure on DFGs (£0.37) offset by an increase in the estimate for Adaptations (£0.27m).						
	<b>Communities</b>	<b>2.08</b>	<b>1.83</b>	<b>2.20</b>	<b>2.52</b>	<b>1.31</b>
The main areas of spend are the capital payment to DCLT £1.0m and Parks and Playing fields £0.4m. The decrease in anticipated expenditure from Q2 is mainly due to the reprofiling of some schemes into future years. The main ones are the Bentley Library scheme (£0.09m), Cantley Skate Park (£0.10m) and Safe Spaces Town Ward (£0.06m). This decrease is offset by the addition of the £0.06m S106 funded scheme.						
	<b>Modernisation &amp; Commissioning</b>	<b>0.05</b>	<b>0.05</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>















## Finance and Corporate Services - Corporate Plan Performance Indicators and Finance

### Overall Performance against Directorate Service Measures



Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
78. (F&CS) Housing Benefit - Average number of days to process a new claim	Q3 2016/17			24.23	25.00	
79. (F&CS) Council Tax Support Application - Average number of days to process new claims	Q3 2016/17			23.92	25	
80. (F&CS) Delivery of actions under 5 Core Themes of the People Strategy	Q3 2016/17			70	70	
84. (F&CS) % of services with a fully transactional on-line self service capability	Q3 2016/17			51	50	
85. (F&CS) % of invoices are paid within 30 days	Q3 2016/17			97.2	95	
88. (F&CS) % of Council Tax collected in the year	Q3 2016/17			94.14%	94.30%	
89. (F&CS) Percentage of Non-domestic Rates Collected	Q3 2016/17			96.40%	96.80%	
90. (F&CS) Deliver 2016/17 savings	Q2 2016/17			37.4	40.2	
91. (F&CS) Produce the budget for 2017/18 to 2020/21, including detailed savings for 2017/18	Q3 2016/17			22.9	24.4	
92. (F&CS) % of local authority spend with Doncaster companies/ suppliers (CORPP01)	Q3 2016/17			68	66	
93. (F&CS) % increase in contracts procured in 2015/16 that have Social Value reflected in them	Q3 2016/17			57%	74%	
94. (F&CS) Percentage of expenditure (revenue transactions over £25k) that is within the framework of a contract.	Q3 2016/17			90	88	
97. (F&CS) Percentage of Lead Officers/Members appointed representatives that have attended the 'Partnership' training	Q3 2016/17			74.2%	75%	
98. (F&CS) Number of data protection breaches	Q3 2016/17			0	0	
99. (F&CS) % Members attending mandatory training (GOVS 01)	Q3 2016/17			86.6%	95%	
100 (F&CS) Percentage of Head of Service planning templates completed	Q3 2016/17			100%	100%	



Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
81. (F&CS) Whole Authority Sickness	Q3 2016/17			9.98	7.90	-	-
82. (F&CS) Whole Authority PDRs	Q3 2016/17			94%	95%	-	-
83. (F&CS) % of channel shift to on-line services by Doncaster residents as a result of the delivery of the Digital Strategy	Q3 2016/17			21	55	-	-
86. (F&CS) Council Tax Arrears	Q3 2016/17			£5,619,970	£7,460,000	-	-
87. (F&CS) Business Rates Arrears	Q2 2016/17			100%	100%	-	-
95. (F&CS) Percentage of Theme Boards that have a Performance Management Framework in place and have reviewed Strategic Action Plans in place for 2016/17	Q3 2016/17			31.25%	75%	-	-
96. (F&CS) Percentage of significant partners that have had a completed partnership assessment	Q3 2016/17			9.98	7.90	-	-

PI commentary

**PI 93:** 108 contracts were let, of which 61 or 57% contained social value principles.

## Finance and Corporate Services Revenue

Traffic Light	Name	Quarter 3 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Finance &amp; Corporate Services Total Revenue Variance</b>	<b>126.087</b>	<b>20.314</b>	<b>-0.621</b>
	<b>Customers, Digital &amp; ICT Revenue Variance</b>	<b>8.538</b>	<b>6.245</b>	<b>0.125</b>
The service is projecting an overspend of £0.13m at the year end, due mainly to overspends from reduction in schools income £0.14m.				
	<b>Finance &amp; Corporate Director Revenue Variance</b>	<b>0.194</b>	<b>-0.052</b>	<b>-0.022</b>
Minor underspend				
	<b>Finance Revenue Variance</b>	<b>106.002</b>	<b>5.803</b>	<b>-0.386</b>
The service is projecting a total underspend of £0.39m, this is mainly salary underspends.				
	<b>HR, Comms &amp; Exec Office Revenue Variance</b>	<b>4.373</b>	<b>3.485</b>	<b>0.022</b>
Minor underspend				
	<b>Legal &amp; Democratic Services Revenue Variance</b>	<b>4.734</b>	<b>2.896</b>	<b>-0.360</b>
The service is projecting an underspend of £0.36m at the year end; this is mainly due to staffing underspends of £0.19m and additional registrars and coroners income £0.12m.				
	<b>Strategy And Performance Revenue Variance</b>	<b>2.246</b>	<b>1.936</b>	<b>0.000</b>
This service is projecting a break-even position.				

## Finance and Corporate Services Capital

Traffic Light	Programme Area	Q3 2016/17				
		Revised Base Budget £m	Q3 Projection (Full Year) £m	Revised Base Budget Future Years £m	Q3 Projection Future Years £m	Actual Spend £m
	<b>Finance and Corporate Services Total</b>	<b>10.77</b>	<b>3.41</b>	<b>36.75</b>	<b>22.94</b>	<b>0.88</b>
Spend has increased by £0.59m from quarter 2 but is 26% of the projected spend at this point in the year.						
	<b>Customers, Digital and ICT</b>	<b>3.14</b>	<b>1.91</b>	<b>3.52</b>	<b>3.17</b>	<b>0.59</b>
The main changes from quarter 2 are the return of £0.40m of Corporate Resources to the central pot, a new addition of £0.09m for asset management software and re-profiling £0.34m of spend into 17/18 following update delivery estimates. Spend has increased by £0.35m from quarter 2 but is 30% of the projection. ICT are confident of the delivery profile for the remainder of 2016/17 and expected to meet the projected spend. The largest elements of this programme are the Carefirst project (£0.45m) and the ICT Strategy 2014-2017 (£0.41m).						
	<b>Finance</b>	<b>7.63</b>	<b>1.30</b>	<b>33.23</b>	<b>19.43</b>	<b>0.30</b>
Two elements form this area of the programme, the Investment and Modernisation Fund (IMF) (£0.75m) and the ERP System development (£0.55m). The major change is moving £4.41m of the IMF to the Regeneration and Environment programme for the Herton Triangle. No concerns in this area at quarter 3.						
	<b>Legal &amp; Democratic Services</b>	<b>0.00</b>	<b>0.20</b>	<b>0.00</b>	<b>0.34</b>	<b>0.00</b>
No major concerns at quarter 3.						

## Learning and Opportunities - CYP Corporate Plan Performance Indicators and Finance

### Overall Performance against Directorate Service Measures



5



2



1



4

Traffic Light: Red 1 Amber 2 Green 5 Unknown 4

Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
34. (L&O:CYP) A4. Percentage of Child Protection visits in timescale where child was seen by their Social Worker (Childrens Trust)	Q3 2016/17	↑	↑	89.13%	80%	✓
35. (L&O:CYP) A3. Percentage of Case File Audits rated Requires Improvement or better CT Contract Measure	Q3 2016/17	↓	↓	87.31%	95%	✗
36. (L&O:CYP) A8 Percentage of Children in Need with an open and current plan CYP (Childrens Trust)	Q3 2016/17	↑	↑	89.78%	95%	△
37. (L&O:CYP) A1. Referrals to Children's Services that are repeat referrals within 12 mths (KIGS CH142) (Childrens Trust)	Q3 2016/17	↓	↑	25.38%	24%	△
62. (L&O:CYP) B10. Stability of placements of looked after children: number of moves 3 or more (BV49 NI_062 PAF CF/A1) (Childrens Trust)	Q3 2016/17	↑	↑	7.9%	9.0%	✓
67. (L&O:CYP) % of young people with learning or other disability who have a final Education Health Care Plan within 20 weeks of initial request (new requests)	Q3 2016/17	▬	▬	100%	100%	✓
68. (L&O:CYP) % of children with first choice school placement in Reception	2016/17	↑	↑	96.4%	94%	✓
69. (L&O:CYP) % of children with first choice school placement in Secondary	2016/17	↑	↑	95.7%	95%	✓
74. (L&O:CYP) Contacts to the Early Help hub from social care	Q3 2016/17	↓	↓	29	-	📊
75. (L&O:CYP) Number of enquires to Early Help Hub	Q3 2016/17	↑	↑	1,367	-	📊
76. (L&O:CYP) Percentage of contracts to Social Care which do not meet the threshold for statutory intervention	Q3 2016/17	↑	↑	18%	-	📊
77. (L&O:CYP) Percentage of enquires to the Early Help Hub for children pre-birth to five years of age	Q3 2016/17	↑	↑	32%	-	📊

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
16. (L&O:CYP) Percentage of pupils accessing good or better education (Primary and Secondary settings)	Q3 2016/17	↑	↑	70%	-	85.1%	80.3%
17. (L&O:CYP) Achievement of a Level 2 qualification by the age of 19	2014/15	↓	↑	79.9%	79.9%	-	-
18. (L&O:CYP) Achievement of a Level 3 qualification by the age of 19	2014/15	↓	↑	46.8%	58.0%	-	-
19. (L&O:CYP) National measure of attainment in 8 subjects	2015/16	-	-	46.6	-	Data not yet avail	
20. (L&O:CYP) National measure of progress in 8 subjects	2015/16	-	-	-0.21	-	Data not yet avail	
28.(L&O:CYP) Children with CP Plan per 10,000 pop aged U18 as at end of month (Childrens Trust)	Q2 2016/17	▬	▬	61.96	-	-	-
29. (L&O:CYP) Number of children living in households where reported domestic abuse occurs	Q2 2016/17	↑	↑	655	-	-	-
57. (L&O:CYP) Persistent Absence of Children in Care Primary schools (Absenteeism 10%)	Q1 2016/17	↓	↓	5%	3.8%	-	-
58. (L&O:CYP) Persistent Absence of Children in Care Secondary Schools (Absenteeism 10%)	Q1 2016/17	↓	↓	23%	6.9%	-	-
59. (L&O:CYP) Percentage of Care Leavers in suitable accommodation (age 19-21 years) (Childrens Trust)	Q3 2016/17	↓	↓	87.39%	85%	-	-
60. (L&O:CYP) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years) (Childrens Trust)	Q3 2016/17	↓	↓	37.5%	45%	-	-
61. (L&O:CYP) Achievement of 5 or more A*- C grades at GCSE or equivalent for Children in Care (incl. English & Maths)	2015/16	↓	↓	4%	23.4%	14.4%	13.7%
63. (L&O:CYP) Proportion of children attending early education programmes (including 2,3&4 year old entitlement)	2015/16	↑	↑	89%	80%	-	-
64. (L&O:CYP) Primary schools persistent absent rate (10% absenteeism)	Q3 2016/17	↑	↑	10.3%	9%	9%	-
65. (L&O:CYP) Secondary schools persistent absent rate (10% Absenteeism)	Q3 2016/17	↓	↓	16.1%	12.1%	12.1%	-
66. (L&O:CYP) % of children who are 'school ready' as measured by the Early Years Foundation Stage Profile	2015/16	↑	↑	70%	63%	66.3%	64.6%

### PI commentary








**PI35 A3** Percentage of Case File Audits rated Requires Improvement or better CT Contract Measure – All cases identified as inadequate are re-audited within 6 months. Information on audit themes is provided through the quarterly audit report which is submitted to the Quality Performance Meeting

## APPENDIX A Doncaster Childrens Trust Contract Measures Year 2 2016/17

Latest Result for Q3 as of November 2016

Traffic Light: Red 4 Amber 4 Green 9 Data Only 1 Unknown 4

Directorate Service Measure	Last Update	D.O.T (6 Month Trend)	Value	Local Target	** RAG
(L&O:CYP) A2. Percentage of Single Assessments completed within 45 days (YTD cumulative) CT Contract Measure	Q3 2016/17	Improving	88.2%	92%	
(L&O:CYP) A06. Percentage of children currently on a child protection plan for 2 years or more (Childrens Trust)	Q3 2016/17	Stable	2.71%	3%	
(L&O:CYP) A09. Percentage becoming the subject of a Child Protection Plan for a second or subsequent time within a 2 year period (Childrens Trust)	Q3 2016/17	Increasing	12.1%	16%	
(L&O:CYP) B9. Stability of placements of looked after children: length of placement >2 years (NI_063) CT Contract Measure	Q3 2016/17	Stable	72.3%	70.0%	
(L&O: CYP) B8. Average length of Care Proceedings (Number of Weeks) CT Contract Measure	Q3 2016/17	Stable	24wks	26wks	
(L&O:CYP) C14. Number of FTE Posts covered by agency staff (Social Care) CT Contract Measure	Q3 2016/17	Improving	9.45%	8%	
(L&O:CYP) C15. Staff Turnover (leavers in month expressed as % of FTE) CT Contract Measure	December 2016	Stable	1.00%	-	
(L&O:CYP) C16. Percentage front line Staff Receiving Supervisions in Timescale in Accordance with Policy CT Contract Measure	Q3 2016/17	Improving	78.97%	90%	
(L&O:CYP) D17. Gross Expenditure v Plan CT Contract measure	Information available at the end of the Quarter Provided from the Finance Service.				
(L&O:CYP) D22. Cash flow measure detailing 6 month cash flow, highlighting any drawdown need in line with contract (Childrens Trust)					
(L&O:CYP) D23. Separate spend against plan figure for each funding streams additional to annual contract agreement (Childrens Trust)					
(L&O:CYP) D24. Breakdown of forecast variances over £250k (Childrens Trust)					
(L&O:CYP) F01. Youth Offending Services - % Cohort currently EET (Childrens Trust)	Q3 2016/17	Volatile	77.78%	75%	
(L&O:CYP) F02. Youth Offending Services - Reoffending rate after 12 months	Oct 2016 (Latest Data)	Improving	30.3%	32%	
(L&O:CYP) F03. Youth Offending Services	Q3 2016/17	Improving	0.44	0.42	

- Custody rates (Childrens Trust)					
34. (L&O:CYP) A4. Percentage of Child Protection visits in timescale where child was seen by their Social Worker (Childrens Trust)	Q3 2016/17	Stable	89.1%	80%	
35. (L&O:CYP) A3. Percentage of Case File Audits rated Requires Improvement or better CT Contract Measure	Q3 2016/17	Stable	87.31%	95%	
36. (L&O:CYP) A8 Percentage of Children in Need with an open and current plan CYP CT	Q3 2016/17	Improving	89.78%	95%	
37. (L&O:CYP) A1. Referrals to Children's Services that are repeat referrals within 12 mths (KIGS CH142) CT Contract Measure	Q3 2016/17	Increasing	25.38%	24%	
59. (L&O:CYP) Percentage of Care Leavers in suitable accommodation (age 19-21 years) (Childrens Trust)	Q3 2016/17	Stable	87.39%	85%	
60. (L&O:CYP) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years) (Childrens Trust)	Q3 2016/17	Volatile	37.5%	45%	
62. (L&O:CYP) B10. Stability of placements of looked after children: number of moves 3 or more (BV49 NI_062 PAF CF/A1) CT Contract Measure	Q3 2016/17	Stable	7.9%	9.0%	

## PI commentary – As at November 2016

The revised suite of performance indicators arising from the Yr 2 Annual Contract Review are into their third quarter. The following information is based on the Trust's Q3 2016/17 Performance Report. The majority of measures are within tolerance or at/above; four measures are Red RAG rated and a further four measures have remained within contract tolerance (Amber rated).

The following issues are outside of target or tolerance and actions and actions have been identified through performance monitoring and challenge to address:

### A2- Timeliness of Single Assessments

Assessment timeliness is indicative of demand pressures / caseloads. The Trust has to balance efficiency of its process with assurance as to safety and is mindful of this. The Council has received assurance that the Trust is addressing the issue and Q3 has shown some positive improvement. The Council is maintaining a monitoring brief and whilst performance generally remains above the 83.4% national average; the Council will nonetheless continue to challenge this performance, should it fail to show sustained improvement.

The Trust has been requested to provide the analysis of complexity impacts on timescale and the proportion of access which could be resolved around 20 days and which are being achieved at or around 55 days. Time taken to define No Further Action has been an issue.

### C16 -Percentage Frontline Staff Receiving Supervisions in Timescale in Accordance with Policy

Performance although has shown improvement continues to be within tolerance. This is an indicator for non-case work. The Trust identified there is largely a recording issue as supervisions are taking place. Actions identified with managers which should feed through in early 2017 reporting.

### A3 -Percentage of Case File Audits rated Requires Improvement or better CT Contract Measure

Performance has dipped this month with an increase in 'inadequate' cases and is now outside of tolerance. A Trust Action Plan is in place to review and address areas of poor performance, progress to be monitored. This measure is being carefully monitored as the Quarter 2 improvement has not been sustained, that said the general trajectory has been good. Noting that one quarter's figure does not constitute a 'trend' and small sample sizes can have an impact as well as very strict thresholds, which are higher than Ofsted requirements.

#### PI 60 - B14 Percentage of Care Leavers in Employment, Training and Education (19-21 yrs)

Performance has dipped this quarter and is now outside of tolerance. 38% is below comparator figures, compared against the National average of 49% and regional average of 52%. The Trust reports that this is a data issue in that some children have been recorded who care leavers weren't and work is underway to correct this.

Opportunities are being explored by DCST and strategies implemented which have demonstrated improvement in this measure which is being taken forward by the newly established care leavers steering group. Doncaster has been among the worst performers in the region (albeit small cohorts which is reflected in seasonal variations).

#### C14 - % of FTE Posts Covered by Agency Staff

Performance is within tolerance and not a cause for concern at current levels. There will always be a core of agency staff due to the nature of the labour market. but remains a challenge to the authority due to the highly competitive market and pressures from competing providers and will continue to be monitored. Figures are not unhealthy though.

#### F03 –Youth Offending Services – Custody Rates

Quarterly data is reported in arrears from the national youth justice system. Performance data is showing improvement with the latest quarter's data, 10 young people received custodial sentences, compared to 37 for the same quarter in 2014,

#### PI 36 - A8 Percentage Children in Need with Open and Current Plan

Performance has demonstrated positive improvement and is now within tolerance. The annual contract review has agreed an amendment to the PI definition to include draft plans, in order to capture the reality of CIN status and a more realistic assurance as to oversight. Quarter 3 figures show welcome improvement, challenge has revealed assurance that all CIN have a plan and figures support the Trusts' response that there is no drift and delay.



#### A1 - Referrals to Children's Services that are repeat referrals within 12 mths

A slight and unusual dip in performance since Quarter 2 and compared with longer term trends, but still within tolerance. Monitoring will continue to check the impact of high demand levels on this measure. The Trust state effectiveness of front door has had an impact with more referrals going into EH.

Additionally issues with the way that re-referrals are measured and that they are trying to be much more rigorous with step down work.

Current performance (26%), compared to the 2015-2016 outturns: worse than the national average (22%), slightly above the Statistical Neighbour average (24.2%) better than the regional average (30%)

## Learning and Opportunities; CYP Revenue

Traffic Light	Name	Quarter 3 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning & Opportunities CYP Total Revenue Variance	87.343	47.429	1.225
	Centrally Managed Revenue Variance	10.567	-0.699	-0.162


The underspend relates to the utilisation of the Service Transformation Fund (STF) for LOCYP Change & Transformation Programmes, which are progressing as planned. The STF funding also included funding to address in-year spending pressures, whilst changes to services were progressed. The Digital Council target is £0.35m, which has been met mainly from one-off vacancy management savings. Work on delivering permanent digital council savings is progressing and is also being picked up as part of directorates (phase 2) service review.

Dedicated Schools Grant (DSG) for 2016/17 is showing an in-year uncommitted underspend of £0.27m, made up mainly from expected underspends on High Needs Contingency £0.61m, Growth & Falling Roll Funds £0.39m and ASD provision £0.19m, offset by £1.13m further LA projects approved by School Forum in December 2016.

Funding committed for projects totalling £4.965m (£3.837m & £1.128m) will carry forward into the following financial year, where unspent, as approved by Schools Forum.

	Commissioning & Opportunities Revenue Variance	7.308	4.189	0.033
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The overspend is mainly due to additional short break and sessional support activity in the Aiming High Service.

	Learning & Achievement Revenue Variance	27.309	5.569	0.129
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The overspend mainly relates to increased demand for children with disability placements of £0.33m, which has built up from previous years. This is off-set by staff vacancies of (£0.21m), which is being managed in the lead up to the restructuring of services including transfer of Standards and Effectiveness function PIL.





The Doncaster Children's Services Trust quarter 3 monitoring report shows a projected overspend of £3.6m, an increase from quarter 2 of £0.17m. The Trust's overspend relates to care ladder placements due to increased volume in OOA, external fostering and SGO/CAO as well as non delivery of reduction targets. A contract variation addressing placement volume increases has been agreed for £1.96m leaving a balance of £1.63m. The 75/25 risk share mechanism agreement for 2016/17 means the Council are liable to fund the Trust for £1.23m of the overspend; the Council are considering the contract variations provided. The Council is receiving financial updates but continues to have significant concerns over this level of overspend and the ability of the Trust to reduce spend within the budget. Further discussions are progressing to achieve a balanced budget for 2017/18.

## Learning and Opportunities; CYP Capital

Traffic Light	Programme Area	Q3 2016/17				Actual Spend
		Revised Base Budget	Q3 Projection (Full Year)	Revised Base Budget Future Years	Q3 Projection Future Years	
		£m	£m	£m	£m	
	<b>Learning &amp; Opportunities - CYP Total</b>	<b>8.74</b>	<b>8.34</b>	<b>24.14</b>	<b>21.79</b>	<b>3.48</b>
The overall programme is on track at Quarter 3 with no significant issues.						
	<b>Centrally Managed</b>	0.20	0.20	0.75	0.75	0.00
£0.2m budget set aside for emerging schemes, to be used for various small overspends (school places & school conditions)						
	<b>Commissioning &amp; Opportunities</b>	0.56	0.66	0.81	0.83	0.02
The budget includes work on Early Help hubs (Starting Well Service) £0.6m, however, this has now been re-profiled for spend in 2017-18. Childrens Residential Home Trust bid has increased to £0.54m to £0.6m relating to additional work at Cromwell Drive. The whole scheme is being funded from corporate resources.						
	<b>Learning &amp; Achievement</b>	7.71	7.48	22.58	20.21	3.46
Total expected spend relates to Additional School Places £3.6m, Schools Condition Programme £1.8m, School Roof Programme £0.6m and devolved schemes funded and spent directly by Schools £0.6m. The slippage from quarter 2 mainly relates to less spend on the Safeguarding and Access schemes than expected						



# Regeneration and Environment - Corporate Plan Performance Indicators and Finance

## Overall Performance against Directorate Service Measures



Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
07. (R&E) No. of people previously on JSA now in sustained employment (26 weeks +) as a result of the Ambition Programme	2016/17	↑	↑	75	34	✓
08. (R&E) Number of Apprentices completing a Level 3 or above qualification as part of the Council's Internal apprenticeship Programme	2016/17	↑	↑	53	-	📊
09. (R&E) Total new, FTE jobs, created through Business Doncaster, which have a life expectancy of at least 1 year.	2016/17	↑	↓	772	500	✓
14. (R&E) Overall Investment gained (into and within Doncaster) with the support of Business Doncaster	2016/17	↑	↑	£55.49m	£23m	✓
22. (R&E) Cumulative total number of new apprenticeships created since April 2013 (Mayoral Target).	2016/17	↑	↑	1,138	750	✓
45. (R&E) Big Power Switch - £s saved	Q1 2016/17	↓	↓	£34,485.00	£29,000.00	✓
47. (R&E) Recycling rate for household domestic waste	Q2 2016/17	↓	↑	51.3%	43.9%	✓
48. (R&E) Percentage of land and highways that are assessed as having deposits of litter and detritus at the required standards	Q3 2016/17	↑	↑	86.41%	80%	✓
49. (R&E) Percentage of fly tips investigated and removed within 5 days from public areas	Q3 2016/17	↑	↑	82.9%	85%	⚠
50. (R&E) % Completed collections at any participating address	Q3 2016/17	↑	↑	99.93%	99.9%	✓
51. (R&E) percentage of grass cutting works completed against programme	Q3 2016/17	↑	↑	95%	95%	✓
52. (R&E) Principal classified roads that are maintained	2016/17	▬	▬	98%	96%	✓
53. (R&E) Non-principal classified roads that are maintained	2016/17	▬	↑	97%	96%	✓

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
01. (R&E) Employment Rate in comparison to national average	Q2 2016/17	↓	↑	71.6%	72.4%	74.1%	72.4%
02. (R&E) Out of work benefit claimants (16-64) - Proportion/ Rate	Q1 2016/17	↑	↑	11.6%	10%	8.4%	10 %
03. (R&E) % residents in highly skilled occupations	Q2 2016/17	↓	↓	32.2%	36.6%	45.5%	40.6%
04. (R&E) Doncaster working age	2015/16	↑	↑	45%	46.7%	55.6%	51.3%






Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
population with qualification at NVQ 3 and above (%)							
05. (R&E) Private sector employment growth.	2015/16	↓	↑	5.5%	-	3%	2.7%
06. (R&E) Wage rates (weekly full time - resident based)	2016/17	↑	↑	£479.10	£486	£544.70	£498.30
10. (R&E) Overall Investment Gained (into and within Doncaster)	2016/17	↑	↓	£77.6m	£46m	-	-
11. (R&E) Percentage of retail and retail service units occupied in the core area	Q3 2016/17	↑	↑	88.8%	89%	-	-
12. (R&E) Total Doncaster Business Stock (Number of Enterprises in Doncaster)	2015/16	↑	↑	9,195	-	-	-
13. (R&E) New business Start-Ups in Doncaster	2015/16	↑	↑	2,135	-	-	-
15. (R&E) 16 to 18 year olds who are not in education, employment or training	Q3 2016/17	↓	↑	3.30%	6.00%	-	-
21. (R&E) Total Apprenticeships in Doncaster (all organisations & companies)	2015/16	↑	↑	4,140	-	-	-
41. (R&E) The % households in fuel poverty (i.e. fuel costs are above the national median level and spending that amount would leave a residual income below the official poverty line)	2015/16	↑	↑	8.9%	10%	-	-
42. (R&E) 5 Year rolling average of all people killed or seriously injured (KS1) on the roads	2016/17	▬	▬	118	119	-	-
46. (R&E) CO2 Emissions (per capita)	2014/15	↑	↑	7.1 tonnes	-	6 tonnes	7.3 tonnes
54. (R&E) Net additional homes provided (Council and private sector provider/build)	Q3 2016/17	↑	↑	350	-	-	-
55. (R&E & SLHD) Total number of empty homes, as determined from Council Tax records 5	Q3 2016/17	↑	↑	3,413	-	-	-
56. (R&E & SLHD) Number of affordable homes provided (Council, and private sector provider/build)	2016/17	↓	↓	66	22	-	-

#### PI commentary



**PI08 - Number of Apprentices completing a Level 3 or above qualification as part of the Council's Internal Apprenticeship Programme** – this service performance measure needs to be reviewed once clarity is obtained on the apprenticeship levy. This is expected to take place in early 2017 with a clearly defined target identified and agreed to take forward from Q4 onwards.

**PI49 - Fly tip clear-up within 5 days** fell short of its Quarter 3 target. However, a significant improvement has been achieved from the 60% achieved in Quarter2 such that the service is now only 2 percentage points off its target (82% vs target 85%). This comes at a time of a larger jobs volumes being identified via improved customer access options (e.g. app, online etc). There were over 3130 fly-tipping jobs in Quarter 3, which is 334 more than the same period last year.

## Regeneration & Environmental Revenue

Traffic Light	Name	Quarter 3 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Regeneration &amp; Environment Total Revenue Variance</b>	<b>126.477</b>	<b>39.331</b>	<b>1.738</b>
	<b>Development Revenue Variance</b>	<b>10.580</b>	<b>3.371</b>	<b>-0.103</b>
This mainly relates to Transport Strategic Design & Infrastructure.				
	<b>Director Of Regen &amp; Environment Revenue Variance</b>	<b>-0.323</b>	<b>-0.375</b>	<b>0.089</b>
Minor overspend.				
	<b>Environment Revenue Variance</b>	<b>65.019</b>	<b>32.785</b>	<b>0.385</b>
Street Scene is projected to overspend by £0.15m due to transport overspends and income shortfalls. Parking Development is projected to overspend by £0.13m due to fines income shortfall this will be addressed in the 17/18 budget. Highways Operations has an overall underspend of £0.14m which is mainly due to staffing costs and street lighting. Digital Council savings are expected to be £0.14m short of their targets.				
	<b>Trading &amp; Assets Revenue Variance</b>	<b>51.201</b>	<b>3.550</b>	<b>1.367</b>
The largest overspend relates to slippage against the Assets savings target £0.7m due to disposals not taking place as soon as planned. Other factors are overspends in Passenger Transport £0.17m, Construction Services £0.47m, Markets £0.27m and underspends against Public Buildings Maintenance £0.16m and Fleet £0.14m. Action has resulted in an improved position but including general limits on expenditure remain in place.				

## Regeneration & Environment Capital

Traffic Light	Programme Area	Q3 2016/17			
		Revised Base Budget	Q3 Projection (Full Year)	Revised Base Budget Future Years	Q3 Projection Future Years
		£m	£m	£m	£m
	<b>Regeneration &amp; Environment Total</b>	<b>87.95</b>	<b>82.02</b>	<b>151.00</b>	<b>170.42</b>
Significant issues have materialised in relation to the DN7 Link Road project that have increased the quantified risk on project delivery; mitigation work is progressing to address the issues and the associated risks are being managed. In order to achieve key milestones, some schemes are now accumulating expenditure eligible to be funded by SCRIF allocations earmarked for those projects but in advance of final SCR approval. Conditions for approval are expected to be met, so the likelihood of any costs becoming abortive or resources having to be found in lieu of SCRIF is considered low. Overall forecast expenditure has reduced from Q2 mainly due to re-profiling of various schemes. The re-profiling is part of the risk management enabling time for the issues to be resolved without missing key milestones. With continued progress, the issues are expected to be resolved.					
	<b>Development - Non Housing</b>	<b>30.60</b>	<b>25.19</b>	<b>60.50</b>	<b>61.82</b>
Main areas of spend include High Speed Rail college (£15.8m), DN7 Unity Link Road (£1.9m), FARRRS Extension (£2.4m), St Sepulchre Gate/Station Forecourt (£1.0m) and Minor Transport Schemes (£1.7m). The 2016/17 programme has reduced by £5.4m from Quarter 2 mainly due to the re-profiling of schemes as outlined below.					
<b>Rail College</b> - The latest profile received from the contractor means £1.0m re-profiled to later years. This is largely due to timing of work and payments, with the overall completion date and value unaffected.					
<b>FARRRS Phase 1</b> costs have increased by a further £0.1m from quarter 2; mainly from the final land cost being more than expected and other compensation events payable to the contractor. This contributes towards on overall funding shortfall of £0.5m; funding for this still needs to be identified.					
<b>FARRRS Phase 2</b> - Objections to Compulsory Purchase Orders have been received; the current profile assumes that objections can be dealt with swiftly and a public inquiry avoided. The project has exceeded the £1.385m secured Council funding and is currently spending SCRIF monies in advance of formal approval, which is conditional on securing the CPO. It is estimated that a minimum of £0.7m expenditure will be at risk before SCRIF conditions are satisfied - the funding strategy will need to be reviewed in the event of a public inquiry.					
<b>DN7</b> – A number of issues involving third parties have accumulated relating to Network Rail ransom demands for shared value from the planning gain and issues with the developer agreement regarding risk ownership around guarantees on the contributions for cash and fill from the developer. Progress is being made into mitigating these risks but the situation has resulted in delays in the project and the negotiation of the funding agreement with the developer; which, in turn, has led to					

£1.5m being re-profiled to 2017/18. The project has also exceeded the £1.3m secured Council funding and is currently spending SCRIF monies in advance of formal approval - it is estimated that £0.4m expenditure will be at risk before SCRIF is expected to be approved, with that approval being conditional on signing the link road funding agreement with the developer. Once the funding agreement is secured through final approval the funding gap will be retrospectively funded from the SCRIF grant.

**Urban Centre St Sepulchre Gate / Station Forecourt** - This has increased in 2016/17 by £1.0m due to further provisional SCRIF funding being awarded for demolitions. The Council will only be able to fund expenditure defrayed by 31st March 2017 with any funds remaining from the £1.0m having to be returned to the SCR. The Council has provisionally set aside £0.6m of its own resources to fund the demolitions; these monies may be required for any costs incurred after 31st March 2017, otherwise they would become available for re-prioritisation elsewhere. In order to maximise expenditure before this date work has already commenced; however, this is prior to full approval of the FBC by the SCR and subsequent negotiation of claw back provisions in the ensuing funding agreement.

**Urban Centre Waterfront West** - £0.8m re-profiled to 2017/18 mainly due to delays in negotiating the chain of funding agreements between SCR, the Council and Network Rail.


**Robin Hood Airport Business Park Development** - £0.7m re-profiled to 2017/18 mainly due to delays in negotiating the chain of funding agreements between SCR, the Council and Robin Hood Airports Development Ltd.

	<b>Development - Housing</b>	<b>38.00</b>	<b>37.58</b>	<b>73.90</b>	<b>80.39</b>	<b>17.32</b>
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The main areas of forecast spend are:- Planned Maintenance to HRA properties (£15.7m), Council House New Build (£10.4m) and Thermal Efficiency Works (£4.9m). The £0.4m swing in forecast expenditure from the previous quarter is due to a reduction in the planned maintenance to HRA properties (£0.25m) and a re-profiling of the Council house new build programme (£0.15m).

	<b>Environment</b>	<b>11.71</b>	<b>12.70</b>	<b>13.10</b>	<b>16.98</b>	<b>1.31</b>
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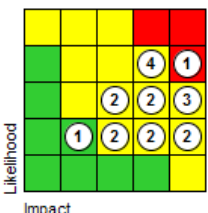
Main areas of spend are Smartlight Phases 1 & 2 £6.9m and Transport Schemes £5.7m. The 2016/17 programme has increased by £1.0m from Quarter 2 mainly due to the new addition of Smartlight Phase 2.

	<b>Trading &amp; Assets</b>	<b>7.64</b>	<b>6.54</b>	<b>3.50</b>	<b>11.23</b>	<b>1.82</b>
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Main items of spend are Main Fleet Purchase £1.7m and the Property Investment Fund £2.1m. The 2016/17 programme has reduced by £1.1m from Quarter 2 mainly due to the re-profiling of schemes as outlined below:

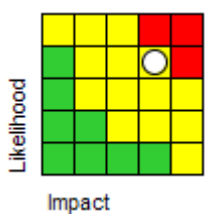
- **Main Fleet Replacement Programme** - This is to be completely remodelled to ensure that there are sufficient funds available and to reflect both the vehicles required and the new IMF procedure. £0.5m has been re-profiled to be spent in 2017/18, funded through IMF.
- **Street Scene & Grounds Maintenance Fleet Purchases** - Tranches 1 and 2 ordered and received by the service leaving £0.59m of this allocation uncommitted. StreetScene are currently in the process of identifying their requirements for this remaining amount so £0.5m has been re-profiled to 2017/18, funded through IMF.
- **North Bridge Depot Modernisation Phase 2** - £0.3m re-profiled to 2017/18 due delay in start on site from changing the contractor from external provider to PBM. The end date should be unaffected.

## Strategic Risks

Current Risk	There are 19 Strategic Risks and all have been updated as part of the Quarter 3 reporting process. The Heat Map shows a summary of the scores.
	<p>No new risks have been highlight during the challenge process.</p> <p>The following risk has been nominated for demotion: Health and social care services do not change fast enough , impacting on quality, accessibility and affordability of services for people who need them most</p>

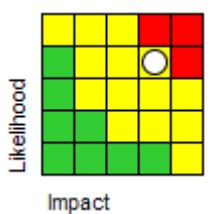
### The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation

Simon Wiles

Current Risk	<p><b>16</b></p> 
	<p><b>CURRENT POSITION:</b> The government have spoken about the importance of economic policy working for all places and social mobility. There is the launch of the industrial strategy, which is an initial positive marker for future direction for economic growth in the UK. However with the UK exiting the EU and the potential uncertainties that could bring to the national and local economy could impact this risk in the future.</p> <p>Doncaster has been named as an 'Opportunity Area' by the Dept. of Education which is an allocation of funding due to Doncaster being a social mobility coldspot. This along with the continued focus of the anti-poverty steering group give a good basis for future strategic capacity to decrease poverty in the future.</p> <p><b>MITIGATING ACTIONS:</b> Continued development of the Anti-Poverty Action plan and monitoring throughout the rest of 2016-17 will help and the start-up of the opportunity area status should allow us to improve social mobility and begin to tackle long standing issues. Furthermore our approach to inclusive growth (ensuring local people get opportunities as a result of economic growth) is being shaped and along with increasing investment in the borough should support more people out of poverty.</p> <p><b>TARGET RISK PROFILE:</b> Impact 5 x Likelihood 3 = 15</p>

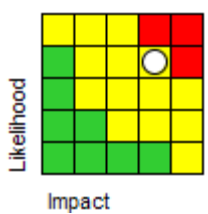
### Failure to improve Data Quality will prevent us from ensuring that data relating to key Council and Borough priorities is robust and valid.

Simon Wiles

Current Risk	<p><b>16</b></p> 
	<p><b>CURRENT POSITION:</b> Following the formal agreement of the Data Quality Strategy 2016/17 – 2020/21, a working group has now been established to drive forward the activity for the remainder of the 2016/17 plan. Key Activity due to take place during Quarter 4 includes: Action plans to be completed for all key measures/ returns that have been assessed via the self-assessment toolkit as at risk Promote and implement the LLPG as the default look up for address data as part of the data quality standards Implementation of the single customer record as the “Golden Record” across key council systems Complete and show compliance to Level 2 of the IG Toolkit Using systems approach to quality assurance identify current systems and prioritise for analysis, cleansing, establishing validation and monitoring via the model</p> <p><b>MITIGATING ACTIONS:</b> Progress against the planned activity will be governed by the Business Intelligence Board. It is acknowledged that there remains much to do to fully embed the data quality principles across the organisation and that good data quality can only be achieved by continual assessment and monitoring and therefore reflects the need to refresh the action plan on an annual basis throughout the four year strategy.</p> <p><b>TARGET RISK PROFILE:</b> Impact 4 x Likelihood 2 = 8</p>

### Children and Young People do not achieve in line with national expectation

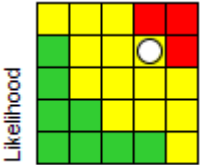
Damian Allen

Current Risk	<p><b>16</b></p> 
	<p><b>CURRENT POSITION:</b> The rapid improvement strategy is continuing and in addition to this a new reading strategy is now in place as an additional focus in this area. A new Raising Achievement Strategy has also been developed in draft form.</p> <p>National data for GCSE results is due to be released on January 19th and an update on these results will be provided next quarter. It is intended that the provision of an Ofsted Leadership Network will facilitate schools having an increased understanding of the Ofsted framework. A Secondary Teaching School Alliance has also been commissioned to deliver a Key Stage 4 Secondary Improvement Strategy</p> <p><b>MITIGATING ACTIONS:</b></p> <ul style="list-style-type: none"> <li>Continue to deliver School Improvement 3 year Post Ofsted action plan, which has now been signed off by HMI</li> </ul>

- Challenge Schools Commissioner and Sponsors of Academies on underperformance
  - The School Improvement Strategy is being delivered and a revision is due out in January
  - Improve pupil attendance via enhanced early help
  - Deliver the aspects of the report of the education and skills commission (full response to be published in February) to include:
    - KS2 and KS4 improvement initiatives
  - Academy exploration and growth strategy for schools at risk of decline and those wishing to join Multi-Academy Trusts
  - Revision support in the community for students and parents
  - Leadership succession and recruitment support initiatives in partnership with the Teaching School Alliance
- TARGET RISK SCORE:** Impact - 4, Likelihood - Possible 3 = 12

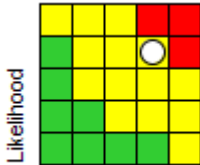
**Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal**

**Peter Dale**

Current Risk	
<p><b>16</b></p> 	<p><b>CURRENT POSITION:</b> There are a number of deliberations both nationally and regionally that include the emergence of the concept of a metro Mayor at a special level that includes the whole of Yorkshire, coupled with the outcome of the judicial review with Chesterfield; the importance of shaping devolution has never been more important for Doncaster. Officers and Members collectively are at the forefront of discussions ensuring any devolution deals represent the best interests of Doncaster.</p> <p><b>MITIGATING ACTIONS:</b> Officers, the Executive and Members from Doncaster Council are at the forefront of deliberations both at a national and regional level on issues relating to devolution, assurances are provided through our strategic and operational role with the SY Combined Authority, in addition to representations on the numerous executive boards supporting the City Region.</p> <p><b>TARGET RISK PROFILE:</b> Impact 4 x Likelihood 4 = 16</p>

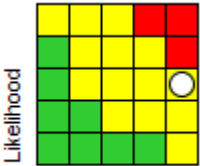
**As a result of the decision for the UK to leave the European Union there is increased uncertainty across a number of policy and funding areas that could lead to disruptions in funding and/or projects locally in Doncaster.**

**Simon Wiles**

Current Risk	
<p><b>16</b></p> 	<p><b>CURRENT POSITION:</b> There still remains a certain degree of uncertainty regarding the impact of the UK exiting the European Union. Article 50 of the Lisbon treaty is to be triggered before the end of March 2017 leading to a two year negotiating period prior to a formal exit from the union. The Chancellor Philip Hammond has pledged that local areas with existing EU funding agreements signed off by the time we exit the EU would receive replacement funding and it is likely that a 'repeal' act that would enshrine EU law into UK law may be part of the next parliamentary session. It is estimated that around half of the regulations applicable to local government originate from the EU. There remain some significant issues relating to the value of sterling and the uncertainty of EU national workers and their status after the two year negotiating period, particularly for businesses with high proportion of their staff from EU countries.</p> <p><b>MITIGATING ACTIONS:</b> The potential disruption of exiting the EU may impact on a number of areas of council business. We continue to discuss this with colleagues across our partnerships both locally and nationally working with the LGA who have 5 priority areas; Local government's position post-Brexit EU funding Developing a new legal base for local government Community cohesion Place-based impact. We will need to be agile enough to respond as new information is provided and as opportunities become available, lobby government on the things that matter most to us.</p> <p><b>TARGET RISK PROFILE:</b> Impact 3 x Likelihood 2 = 6</p>

**Failure by the Council and the Trust to agree and set a realistic annual budget target**

**Damian Allen**

Current Risk	
<p><b>15</b></p> 	<p><b>CURRENT POSITION:</b> The 2017/18 annual budget for the Trust has been agreed and the Annual Review report has been submitted to the DfE in December 2016 as scheduled. The report sets out that there were a number of budget items that were still subject to confirmation and would be addressed via contract variation once they are resolved, for example, increase in care ladder volumes and prices, the transfer of the Family Support Service, any changes to service level agreements and increased costs relating to unaccompanied (migrant) asylum seeking children. A contingency has been set aside.</p> <p><b>MITIGATING ACTIONS:</b> The Trust's quarter 3 financial report will present a forecast outturn overspend for 2016/17 of £3.2m. The key pressure continues to be cost of children placed in care. The Trust submitted a contract variation for £1.9m relating to volume increases mainly within residential and special</p>



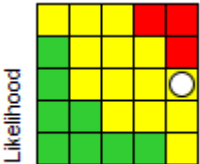
guardianship placements, which has been agreed and reduces the overspend to £1.3m. Under the risk share mechanism (75/25) the Council will be due to fund £999k of the balance with the Trust responsible for £333k. The Council is receiving financial updates but continues to have significant concerns over this level of overspend and the ability of the Trust to reduce spend within the budget. The Trust is tasked with producing a sustainable operating model/recovery plan. The Trust has £49k held in reserves, which will not cover its risk share.

The Trust is due to attend OSMC in February 2017.

**TARGET RISK PROFILE:** Impact 5 x Likelihood 2 = 10

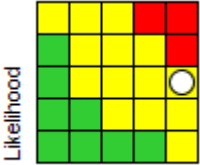
## Failure to successfully prevent a major cyber attack

Simon Wiles

Current Risk	
<p>15</p>  <p>Likelihood</p> <p>Impact</p>	<p><b>CURRENT POSITION:</b> This is a new strategic risk proposed by the Council's Senior Information Risk Owner (SIRO) following best practice recommendations that it should be so due to the ever increasing risk based on incidents across local authorities and the private sector. A major attack can severely impact on critical service delivery and directly affect Doncaster citizens. The mitigating actions include the measures constantly taken. The current situation is that we have just had our annual external security health check in readiness for our assessment and are working through the extra actions we need to take to ensure compliance. Due to the ever changing and evolving technology we use as an organisation, this is an essential piece of work every year and within every implementation we undertake. This is not always appreciated by all especially when they see an app they would like to implement so this is also being further embedded within the ICT Governance process that kicks in every time a technology requirement is highlighted</p> <p><b>MITIGATING ACTIONS:</b> Annual ICT Security Audit. Annual Cabinet Office PSN ICT Security Assessment with rating outcome to gain accreditation. ICT Security considered in every ICT project and implementation. Appropriate softwares to monitor and block inappropriate cyber activity. A 6 weekly ICT Security report to the SIRO Board by the ICT Security Compliance Officer. A Cyber Incident Response Team primed to deal with and resolve any incidents minimising business disruption.</p> <p><b>TARGET RISK PROFILE:</b> Impact 3 x Likelihood 2 = 6</p>

## Failure to obtain assurance as to the safeguarding of children in the borough Failure to meet children's safeguarding performance requirements which could lead to an 'inadequate' inspection judgement by Ofsted

Damian Allen

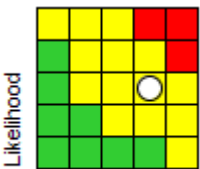
Current Risk	
<p>15</p>  <p>Likelihood</p> <p>Impact</p>	<p><b>CURRENT POSITION:</b> The formal arrangements to monitor and review the effectiveness and input of services to children provided by the Trust are believed to provide assurance to this risk and go beyond contractual requirements. Overall the safeguarding indicators specific to children are now performing better than last year. Ofsted did not raise any concerns as to the safety of children in the borough, but did recommend improvements to social work practice which are being addressed through the Ofsted Improvement Plan. This is regularly challenged with the Trust and at individual HoS level. The first Ofsted Monitoring visit took place in August 2016 and concentrated on management of demand at the front door and quality of practice and found that significant progress is being made to improved services for children and that no children were deemed to be at risk of significant harm. The quality of provision was found to be better and that prompt and appropriate action is taken to address safeguarding concerns this is evident in the quality of assessments and ensuring children are seen alone and their views heard. However, there remain inconsistent quality of assessments and timeliness is deemed variable. In addition, more work is needed to ensure that thresholds for social care intervention are understood across the partnership. The Quarter 2 monitoring visit took place in October 2016 with a focus on quality of practice in particular the quality and effectiveness of plans for CIN of help and protection reviews and work to reduce risk to this cohort; the quality of pre – proceedings work. The conclusion of the visit was that the Trust had made 'significant progress' in improving the quality of work since the inspection in November 2015. Inspectors highlighted the continued pace of improvement and reaffirmed the conclusion of the previous visit that no children were found to be in situations of unassessed, unmanaged or unacceptable risk. The next monitoring visit is expected in Spring 2017.</p> <p><b>MITIGATING ACTIONS:</b> Social work practice is challenged with the Trust at each meeting and at individual HoS level. The Joint strategic Inspection Group regularly reviews the Improvement Plan as to actions required to improve quality of practice and attendant progress. The High level challenge meetings review specific audits and all challenge meetings review the basket of contractual PIs, which include bellwether</p>

Pls in respect of CIN plans; the care pathway – especially front door management; assessment completion and quality of audits. In addition, reference is made to volumetric measures and the wider context in order to provide reassurance as to caseload management; geographical / team pressures; deployment of staffing resources etc. DMBC is clear that the two most pressing impediments to this risk remain demand management and quality of practice and is pleased that Ofsted is addressing this via the Inspection monitoring visits. DMBC focus continues to be to ensure that quality of practice and assessment completion is more consistent and embedded and that a sustainable financial and operating model is in place.

**TARGET RISK SCORE:** 5 (Impact) x 2(Likelihood) = 10

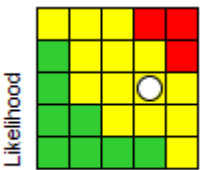
**Failure to deliver the actions identified in the Equality and Inclusion action plan may impact our ability to effectively embed and delivery the equality agenda which could result in the council being exposed to public 'due regard' challenge**

**Simon Wiles**

Current Risk	
<p><b>12</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>CURRENT POSITION:</b> The progress against our YR2 action plan has been reviewed, along with the production of our Annual Equality, Diversity and Inclusion report. These have both been published on the internet. A number of actions in the YR2 plan have not been completed, including the production of a community engagement plan, better understanding of our community profiles and ensuring communities have a voice.</p> <p><b>MITIGATING ACTIONS:</b> We are working in partnership with the LGA to review the corporate approach to equality, diversity and inclusion and produce our plan for 2017 -21. Activity identified in Yr 2 and Yr 3 of our previous plan that have not been fully completed are being reviewed as part of our revised approach and, where relevant, will be part of our future priorities. The review is embedded within the current refresh of the Corporate Plan and will highlight how equality, diversity and inclusion underpins the corporate priorities and drives improvement across the borough.</p> <p><b>TARGET RISK PROFILE:</b> Impact 4 x Likelihood 2</p>

**Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of children's services across the wider partnership system**

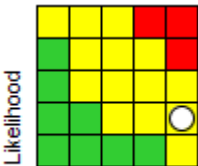
**Damian Allen**

Current Risk	
<p><b>12</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>CURRENT POSITION:</b> The Children and Families Partnership Board is the forum for the arrangements to discharge the S10 statutory responsibility which is now led by a new core group of leading partner members - the Interim Executive Group which is driving forward the actions needed with pace and direction, which had hitherto been lacking. For future development – need to recognise contribution to Stronger Families Programme, financial and reputational risk of failing to deliver against this, which presents an emerging risk.</p> <p><b>MITIGATING ACTIONS:</b> The IEG is directing implementation of the Governance review so that an appropriate number and remit of sub groups will be established to support the Board including a new Chairs' group. The IEG is also directing the development of a new JSNA which will be a more dynamic document and a consequential Children's plan for 2017-2020, as well as significant development of participation and engagement of CYP. The publication of the three key documents JSNA; CYPP and P&amp;E strategy will considerably mitigate this risk as well as the implementation of a fit for purpose governance structure both underpinning the board and laterally in relationship to other strategic boards ,which will enhance the functionality of the Children and Families Partnership Board as the keystone in the oversight and management of the children's strategic partnership across the entire 'estate'. The Governance sub structure to be aligned with and reflect CYPP is on track for the Feb 2017 CFPB. A new Participation &amp; engagement sub group has been in place since Dec 2016. Consultation events with children, families &amp; partners arranged for February and March 2017.</p> <p><b>TARGET RISK PROFILE:</b> 4 (Impact) x 2(Likelihood) = 8</p>



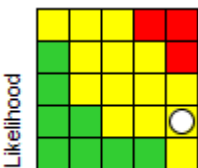
The agreed standards and policies are not adequately understood and implemented by practitioners who work with vulnerable adults increasing the risk of vulnerable people experiencing harm or abuse

Kim Curry

Current Risk	
<p><b>10</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>CURRENT POSITION:</b> A peer review action plan has been developed and endorsed by the Doncaster Safeguarding Adults Board and significant progress has been made implementing this. The safeguarding adults hub is now in place and has been operational since 4/4/16 to manage all safeguarding cases and clarify safeguarding pathways. A follow-up of the peer review has now been undertaken by Dr Adi Cooper on 29.9.16 which has resulted in positive findings for both operational safeguarding services and the Board. In response to the review report the Board have developed a multi-agency action plan which will be monitored through to completion. The board continues to provide a multi-agency training programme to support staff to deliver safeguarding in line with South Yorkshire Procedures and the Care Act 2014.</p> <p><b>MITIGATING ACTIONS:</b> A multi-agency guidance document has been developed and was launched on 20th September to provide clear guidance on when the criteria for a safeguarding concern has been reached. This will enable independent providers to make decisions on actions with areas of concern with a view to reducing inappropriate referrals to the Safeguarding adults hub. The Council is currently working to develop local safeguarding policies, aligned to South Yorkshire procedures, which will be accompanied by a mandatory training programme for key staff.</p> <p><b>TARGET RISK PROFILE:</b> Impact 5 x Likelihood 2 =10</p>

Health and social care services do not change fast enough , impacting on quality, accessibility and affordability of services for people who need them most

Kim Curry

Current Risk	
<p><b>10</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>CURRENT POSITION:</b> This strategic risk was raised in the summer of 2015, in an environment where there was sufficient evidence to suggest that adult social care services would not transform quickly enough. At that time there was no clear plan in place and no evidence of performance or financial improvement. Since that time a comprehensive Transformation Programme has been put in place with clear objectives and timescales, both to improve services and ensure that the most vulnerable people are able to access them. In addition, good progress has been made on a range of Immediate Business Improvement (IBI) projects that have stabilised the financial position and improved key areas such as residential care, safeguarding and homecare. The robust future plans and the transformation that has happened in the past year suggest that this risk can now be demoted from the strategic register.</p> <p><b>MITIGATION ACTIONS:</b> The Adults Health and Well-being Transformation Programme was supported by Cabinet in March and November 2016. The programme is now entering the mobilisation phase and the IBI projects continue to deliver improvements. Project Initiation Documents are currently being developed that will contain a range of actions to make sure that the agreed outcomes of the programme are fully delivered within required timescales. A Transformation Board will oversee the key portfolios of work and govern the transformation process, challenging appropriately where necessary. In future risks associated with the programme will be managed via the Transformation Board.</p> <p><b>TARGET RISK PROFILE:</b> Impact 5 (Critical) and Likelihood 3 (Possible) = 15</p>

Risk Title (Risks with a score of less than 10)	Risk Score	Owner
Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk.	9	Damian Allen
Failure to adequately address a sufficient number of Children's Trust PIs (as defined in the service delivery contract)	9	Damian Allen
Failure to respond adequately to borough emergencies or mitigate effectively against the effects of extreme weather conditions e.g. flooding.	8	Peter Dale
Failure to identify and manage Health and Safety risks	8	Peter Dale

Failure to achieve the budget targets for 2016/17 and 17/18	6	Simon Wiles
Failure to implement the Council's key borough objectives in partnership	6	Simon Wiles
Failure to set robust assumptions on pensions deficit recovery and future contribution rate for the 2016 valuation	4	Simon Wiles

## Equality, Inclusion & Diversity

### Equality, Diversity and Inclusion

continues to underpin the work and ethos of the Council at all levels. The following highlights are just a sample of the varied achievements and activity that took place during Quarter3.

We have invited the Local Government Association to work with us to help shape our next Equality, Inclusion and Diversity Framework, build on our strengths and learn from best practice. We are in the process of implementing early recommendations made by the LGA including developing a network of members and staff EDI Champions

The newly established Doncaster Virtual School for Gypsy, Roma and Traveller children started working alongside schools and settings to improve access to and engagement in education, to ensure ascribed GRT children and young people in Doncaster receive the best educational provision. One of the key aims of this new team is to raise the attainment of these vulnerable groups, enhancing access to life opportunities and promoting equality. This is in line with article 29 of the United Nations Convention on the Rights of the Child namely that "Children's education should develop each child's personality, talents and abilities to the full. It should encourage children to respect human rights as well as respect for their parents, their own and other cultures and the environment."



We published our Annual Equality Report for 2015/16. This is available on the Councils webpage

Approximately 100 delegates have attended at least one of the 12 different Special Educational Needs and Disabilities (SEND) Intervention Awareness Sessions hosted by Doncaster schools in the school autumn term.

These sessions covered topics including parent engagement, social and emotional development, motor skills, reading, precision teaching and communication / interaction strategies for pupils with SEND.



Doncaster, for the first time, supported the 'Rainbow Laces' Campaign. In addition, during National Anti-Bullying Week (Nov 2016) schools celebrated with Sam and Sammie (our attendance mascots) achievements in gaining the Doncaster Children and Young Peoples Anti Bullying Charter Mark.



Doncaster was officially ranked 13<sup>th</sup> out of 49 Local Authorities for our work supporting the Stonewall Education Index. The Stonewall Education Index celebrates difference and focuses on preventing and tackling homophobic, biphobic and transphobic bullying in Britain's schools

The Council held 4 workforce 'awareness days':

- Domestic Violence Abuse Day
- National Stress Awareness Day
- World Mental Health Day
- International Day of persons with disabilities

DMBC has demonstrated via a self-assessment process against a set of statements that the organisation is taking positive action to attract, recruit and retain disabled people. As a result of this we have been awarded the Level 2: Disability Confident Employer.



## Workforce Digest

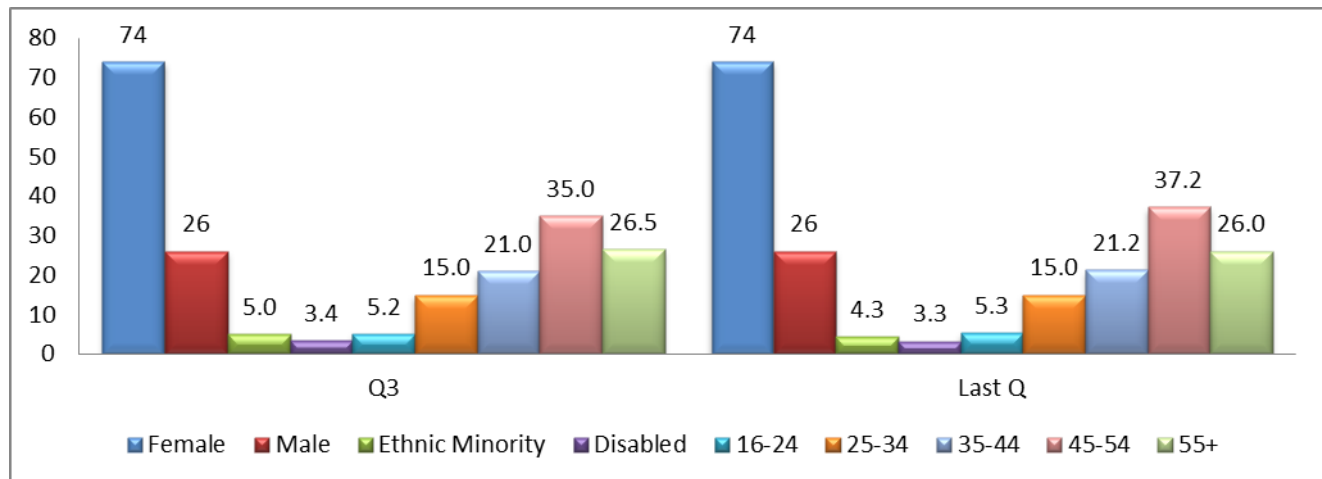
An accurate and up to date picture of the workforce information, trends and risks is essential to achieving the cultural aspirations that the Council has set out in the People Strategy and Team Doncaster Charter to achieve better people management, engagement and communication and to help develop and deploy people better for the benefit of the whole organisation.

### Top 3 Priority Risk Areas

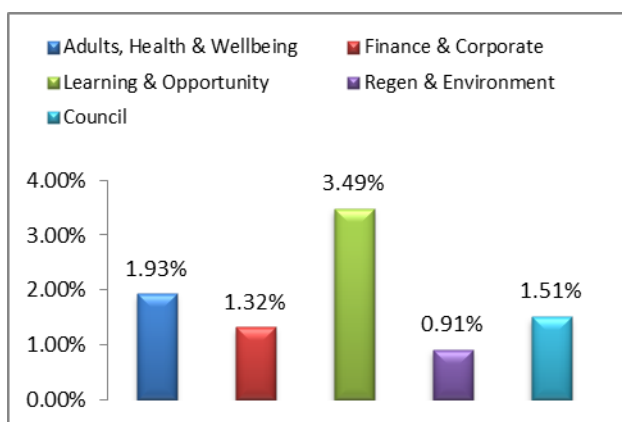
In the last report a number of major and emerging HR and OD risks were identified. These continue to be the same in this quarter. However in some areas there are further signs that action is being taken which is having a positive impact and this needs to continue to be built upon and sustained.

1. **Organisation Stability:** The continued stability as shown in the low turnover (1.67% for the quarter compared nationally at 11% pa) and high retention rates (95% with 1 years' service, 83% with 3 and 77% with 5 years) continues to present the council with significant risks. Although these are normally associated with risk to organisational renewal capacity they are also likely to present a significant risk to the Council's transformation and change agendas, limiting the ability to affect change in the equalities profile, succession planning and meeting future skills needs. There is opportunity to address this at both a strategic level and service level. Areas with an ageing workforce also have the opportunity to integrate this into their workforce plans and should be considering succession. Opportunities also exist for the creation of apprenticeship posts from entry level through to professional and degree levels and these should now be considered in any organisational restructuring.

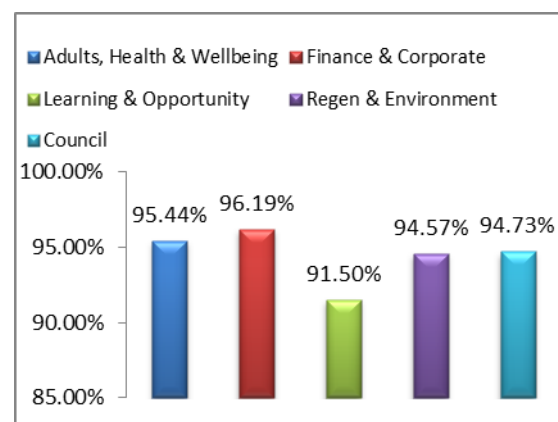
Council Workforce Profile compared to last quarter shown as %



Turnover Rate By Directorate %



One Year - Retention Rate by Directorate %

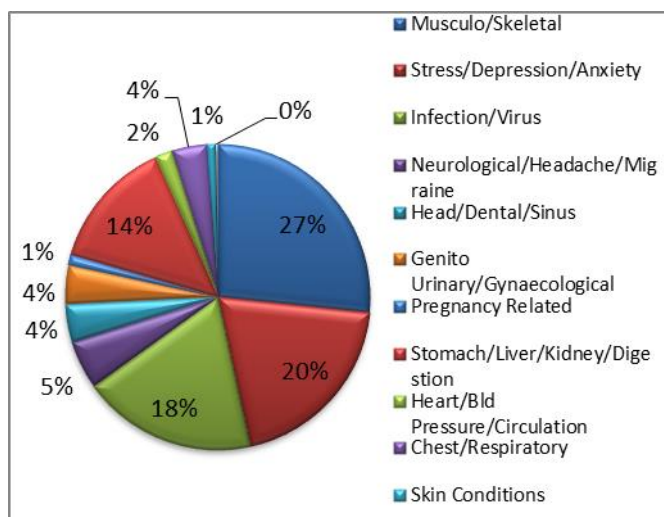


2. **Performance Management:** There has been a slight increase in the number of employee capability cases however overall the continued low level of cases being recorded as managed is a concern. As is the drop in the level of completion of PDRs which are now just below the corporate target at 94% in this quarter. This is mainly

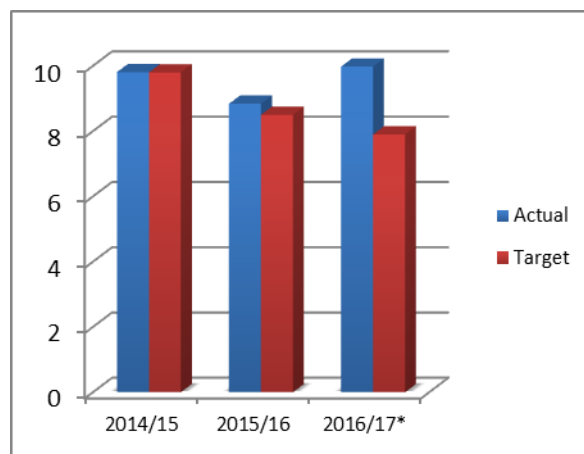
due to managers not undertaking a PDR when employees return from long term sickness or maternity leave absence. Continued high levels on conduct resulting in advisory cautions, or no case to answer, may also indicate a need to ensure that managers do communicate and reinforce the standards required. Directorates need to ensure that the emphasis on performance management is sustained and that effective arrangements are in place for new employees and those returning from periods of absence. In addition, to ensure that all development and performance improvement plans for those assessed at level 4 and 5 are in place.

There has been a further increase in the rate of sickness absence from the last quarter particularly short term absence (2.19 days to 2.24 days). The cumulate rate is now at 6.87 days per FTE which means that achievement of the corporate target of 7.9 days per FTE is unlikely. This remains a concern, and the overall on-going reduction and downward trend year on year, may now not be sustained. The quarter has also seen a reduction in the number of sickness triggers actioned, however where attendance is being formally managed there has been an increase in the number of staff returning to work. HR and OD continue to support services in high areas with absence clinics which, together with increased support for attendance management casework, should only be for short term transformation and not be a substitute for developing effective management capacity in this area. Rates of non-attendance on training courses have improved, as have completion levels of mandatory training for managers but compliance needs to continue as in some areas completion rates are below the targets required. Improvement in this area can be seen from the increasing demand for management development, capability and other people management development activity which does give some assurance that some areas are being addressed.

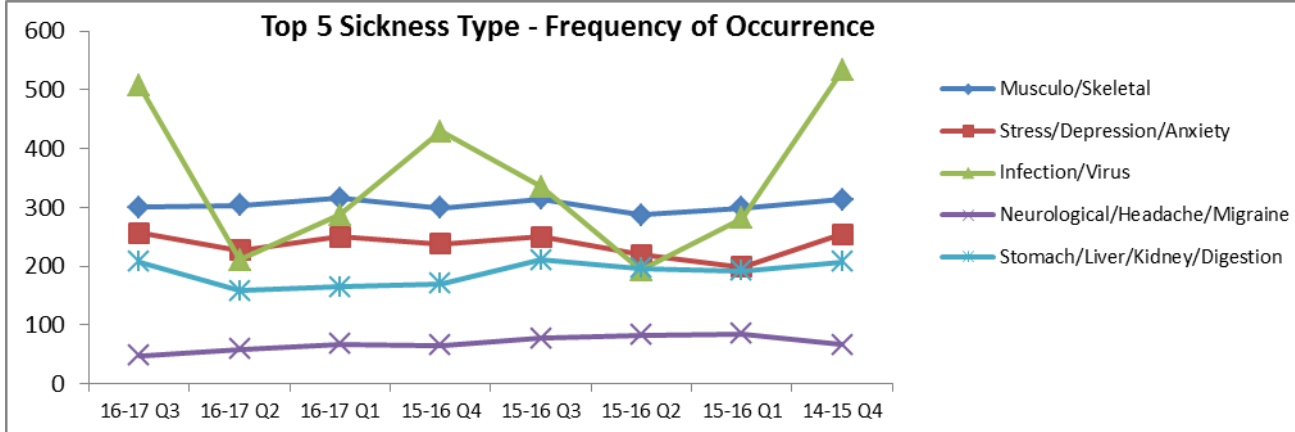
### % Type of Sickness Occurring



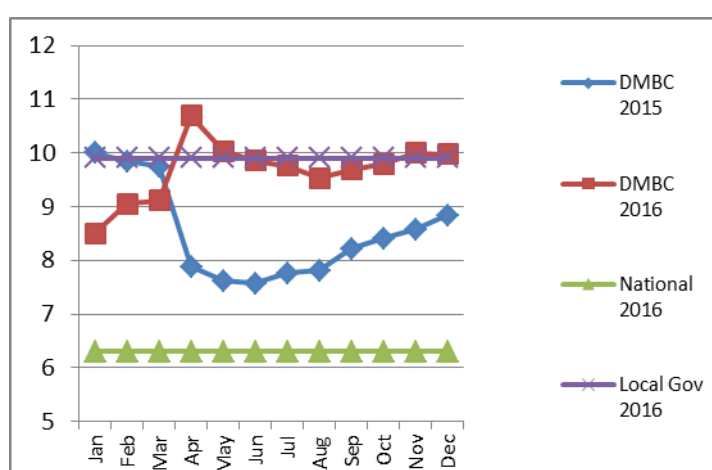
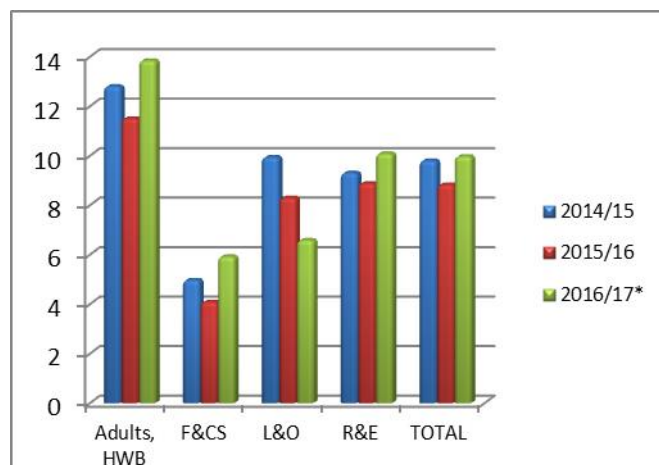
### Sickness Days Lost /FTE (\* projected)



### Top 5 Sickness Type - Frequency of Occurrence



## Sickness Days Lost Per FTE (\* projected)



the local government average 9.9 days / FTE but has now outturn in 2015.

2016 so our increase is not in line with this trend - although employee.

minor illness like infection / virus is the main cause of short musculoskeletal including back pain is the second highest stress mental health and then musculoskeletal increase in stress over the last year and 2/3 an increase in sector

3. **Additional Workforce Spend:** There has been a 13% increase in the levels of agency spend this quarter, and a slight increase in the number of assignments. This together with the overall level of spend on agency, casual workers, additional hours and overtime having increased from 8.4% to 10.79% means this area remains a key risk until there is a sustained reduction.

There has been a slight reduction on spend for casuals, additional hours and overtime as a result of the implementation of the Modern and Productive Workforce collective agreement changes. Whilst this reduction does give some assurance that this issue is starting to be addressed, the overall levels of spend still appear to indicate problems with the balance between the core and temporary workforce, and in changing ways of working. A greater emphasis on workforce planning, supported by the implementation of the corporate workforce planning framework will assist with this. Directorates also need to ensure that they are complying with Modern and Productive Workforce changes and working time provisions to address this risk.

The combination of these 3 risk areas could indicate a culture where workforce management and performance has not been a priority and where change is not effectively achieved at pace. However, in this quarter, progress is continuing to be made in some areas and this needs to be built upon and slippage addressed to achieve sustained improvement along with enhancing the capacity for the organisation to manage change.

4. **Actions to address and mitigate these risks:** In the last report a number of actions were identified to mitigate against risk and the focus on these need to be sustained.

- Corporate development and roll out of a strategic toolkit for workforce and succession planning; improving use of workforce data to assist with longer term workforce planning, budget reductions and non-contract spend particularly in areas with an ageing workforce, including creating apprenticeship roles, supporting secondments and talent spotting to develop staff; monitoring of turnover and stability rates to ensure workforce renewal and to inform decisions regarding the skills and qualifications required for the future workforce and addressing any gaps.
- Further training and development for managers to deal more effectively and consistently with standards of employee performance; the introduction of a people manager induction for new managers including interims; continued targeting of staff hitting sickness triggers; a focus more on modern and efficient ways of working to



support a digitalised council during restructures; continued focus on performance management, management of non-compliance and improving the quality of supervision. Corporate training and development support on emotional intelligence, personal resilience and the impact on other people.

- Better monitoring of agency assignments in particular longer term assignments that are not cost effective. Use of casual workers and targeting those workers with regular or excessive work patterns and employing on a more appropriate balance of temporary and permanent contracts or introducing other types of contract including annualised hours and peripatetic workers.

## **5. Actions taken by each directorate following outcomes from quarter 2 performance**

### **Adults Health and Wellbeing**

Strategic workforce planning has been undertaken with the Directorate Leadership Team (DLT) and a further session to look at leadership and management development requirements for transformation is planned for the Extended Leadership Team on the 25<sup>th</sup> January.

Work is underway to reduce non contract spend including:

- Sourcing a recruitment partner to assist with recruiting to vacancies including those temporarily required for transformation. It is anticipated that recruitment will commence in March.
- Monitoring and reviewing of rotas and contracts to reduce reliance on additional hours. Some areas are to be addressed as and when restructures are completed and new rotas are introduced.
- Increasing the use of annualised hours contracts to replace casual contracts for more irregular work
- Monitoring of overtime and honorarium payments

Significant work on PDRs resulted in an increase of those undertaken in Quarter 2 which has been sustained into Quarter 3. Managers will be reminded of the need to complete PDRs for those returning to work after sickness and maternity leave. Development plans are in place for those assessed at level 4 and 5.

Staff have participated in resilience and change management training including bespoke team sessions and further development to support transformation is being planned. Digital council projects continue with change management support.

Sickness continues to increase in the directorate and whilst it is recognised that some of this is due to the transformational changes currently taking place, it is also acknowledged that some further robust challenge is required to increase management accountability. Therefore sickness absence challenge clinics are to commence with effect from the 23<sup>rd</sup> February. In addition two development sessions focusing on managing people effectively are being arranged.

The increase in the cost of agency staff is a cause for concern and additional analysis of this area is being undertaken. It is anticipated that the move to fixed term contracts for the transformation posts and recruitment to the vacant Occupational Therapist posts will alleviate this to some extent. However, it is important for workforce planning to be embedded throughout the directorate going forward.

### **Learning, Opportunities and Skills**

A leadership development session took place on the 20<sup>th</sup> January with the new Extended Leadership Team. A core training offer is being looked at for all managers across the directorate to ensure employees can be managed effectively and risk areas can be minimised.

Work is underway to reduce non contract spend including:

- Challenging additional hours and overtime that does not, or is not projected to meet the Modern and Productive Workforce requirements. Issues are now being addressed following completion of current restructures and options are being considered to address the workforce profile i.e. use of apprenticeships.
- Continual review of agency assignments to ensure there is a legitimate business case for using agency workers. Ensuring vacancies are recruited to as soon as possible to minimise the numbers of agency workers.

Sickness continues to be monitored and hot spots and long term sickness targeted. An action plan is in place and this will be addressed with all managers in the directorate. Those managers with un-actioned triggers are being contacted by HR to ensure members of staff are being effectively managed and the Managing Attendance policy is being followed.

Work is being undertaken on PDR levels that were assessed at level 4 and 5 to ensure development plans are in place.

Mandatory training requirements are being addressed with all Heads of Service and have been added to PDRs which have improved significantly from this time last year.

### **Regeneration and Environment**

Strategic workforce planning has been undertaken with the Directorate Leadership Team (DLT) and Extended DLT and further sessions have been held in each Assistant Director service area. Additional apprenticeship posts are being created to support succession planning and the workforce profile continues to be monitored.

Work is underway to reduce non contract spend including:

- Changes to recruitment processes have been made to ensure vacancies are filled quicker
- Reviewing the use of temporary contracts
- Increasing the use of peripatetic contracts to provide cover rather than have relief contracts
- Monitoring of overtime and additional hours and a number of business cases for exemption have been developed.
- The requirements for all agency workers have been reviewed and the overall usage and cost has reduced

Performance management action plans are in place for all on level 4 and 5 assessments. HR have provided bespoke training in Highways and Street Scene to support new people managers following the restructure and to support the modernisation and transformation of the service.

Managing attendance well continues to be a priority. The directorate's action plan is regularly reviewed and updated. Hot spots like Highways and Street Scene are being targeted with additional resources including wellbeing initiatives. Sickness challenge meetings continue to be held in Assistant Director service areas where compliance with the policy and action plan is examined and non-attendance at Occupational Health appointments is challenged. Sickness is managed systematically in areas with high levels and further support and training is offered across the directorate. The directorate is piloting a new assessment tool to support stress and resilience workshops continue to be held.

There has been an increase in disciplinary cases; however, plans are in place to ensure they are dealt with efficiently.

### **Finance and Corporate Services**

A strategic workforce planning session took place with the Directorate Leadership Team (DLT) during Q3. Monitoring of the workforce profile continues and a number of actions have been undertaken.

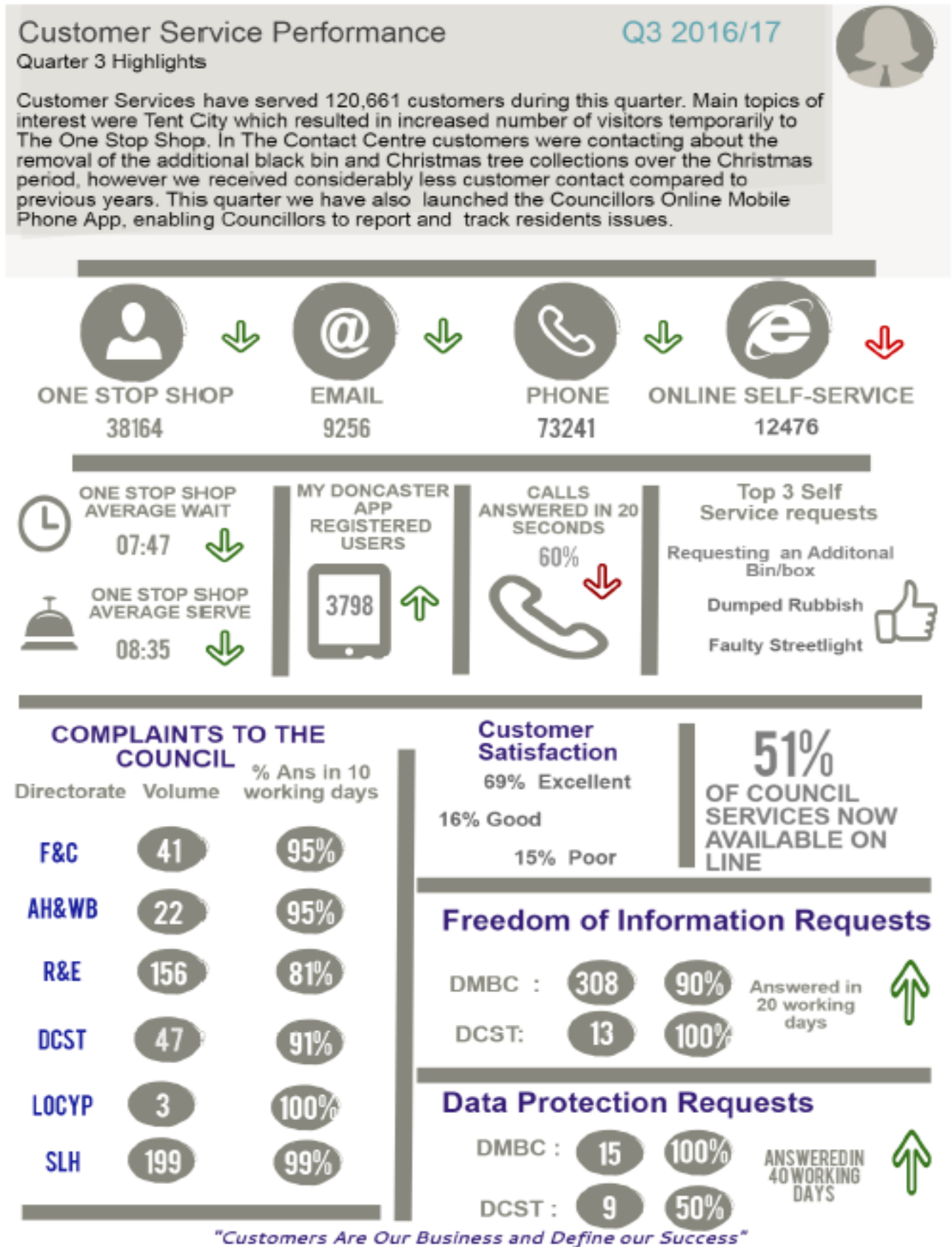
Non contract spend is relatively small but is kept under review by DLT. HR discuss any areas of concern with relevant managers to identify solutions.

DLT monitors sickness absence and support is provided to managers to deal more effectively and consistently with standards of employee performance:

- Managers with un-actioned sickness trigger points are contacted by HR, as are managers who have actioned triggers but comments entered on the portal give cause for concern about how they are managing absence.
- DLT are monitoring performance on absence levels across the directorate and HR offer targeted support to those service areas who are performing above the directorate target.
- Assistant Directors have been provided with details of all staff who were assessed at level 4 on their PDR to ensure development plans are in place.



## Customer Services



## Complaint Trends

Q3 : 2016/17



### Regen & Environment

Waste & Recycling - Number of complaints has reduced .

Highways & Street Lighting - Issues with smart lights,time taken to fix lights.

Street Cleaning - Length of time for litter to be picked up, Timescales not met

### Finance & Corporate

Benefits - Length of time waiting for claims to be processed and calls to be answered

### Adults Health & W. Being

Attitudes and action of staff

### L&O: Children & Young People

School Admissions - Waiting times for phones & claims



## Compliments

"Customer called to say thank you for his Blue Badge that arrived today, he had an assessment in The One Stop Shop and thought the Occupational Therapist was very nice & thanked the team for sending the badge so efficiently"

"The new lighting has made a big difference to the area, its safer to walk and there are less shadowy patches on the street. Thank You"

"Customer would like to compliment the team who have cut back the trees and bushes. They have done a fantastic job."

"Customer would like to pass on her thanks to the Waste & Recycling Team who collect her black bin/recycle box, she has recently been put on the assisted pull out and she said it is a very good service"

"Mrs K would like to compliment the team who have collected the gas bottle that was left in the alley behind her house this morning. She only reported it yesterday and is very impressed that they collected it so quickly"

"Customer would like to compliment The One Stop Shop Digital Assistants, he comes in frequently and finds them always really helpful"

"Customer would like to thank everyone at Armthorpe Waste & Recycling Centre for being so lovely with her and for being very helpful"



## What are our customers enquiring about this quarter ?

### One Stop Shop

- Housing & Council Tax Benefit
- St Leger Homes
- Council Tax
- Licensing
- Residential Parking Permits

### Contact Centre

- Bins, Recycling & Waste
- School Admissions
- Blue Badges
- Street Lighting
- Highways

*"Customers Are Our Business and Define our Success"*

## Appendix B - Virements in Quarter 3

Reason		Directorate	2016/17 £
<b>Amounts approved by Chief Financial Officer up to £0.10m</b>			
1	Children with Disabilities Digital Council saving to be met from the Council-Wide Budget.	CWB LOCYP	(44,260) 44,260
2	Additional Senior Management costs funded from contingency.	CWB AHWB	(62,800) 62,800
3	Carefirst non-staffing budget moved from AHWB to F&CS.	AHWB F&CS	(1,410) 1,410
4	Correction of procurement saving for uniforms from F&CS to R&E	R&E F&CS	17,340 (17,340)
5	Re-alignment of Digital Council Savings for Post and Paper and Channel Shift based on printer usage	AHWB LOCYP F&CS R&E	6,890 (6,170) (22,650) 21,930
6	Public health growth for ASD pathway to be transferred back to AHWB from LOCYP; funded from the Public Health Grant.	AHWB  LOCYP	(100,000) 100,000  (100,000) 100,000
<b>Amounts approved by Chief Executive £0.10m to £0.25m</b>			
	None this quarter		
<b>Amounts approved by Portfolio Holder £0.25m to £0.5m</b>			
	None this quarter		
<b>Amounts for Cabinet approval greater than £0.5m</b>			
1	One-off release of Insurance provision not required to fund the initial Doncaster Childrens Service Trust contract variation	CWB LOCYP	(1,964,000) 1,964,000
2	Transfer £2.3m Treasury Management underspend to the Service Transformation Fund; approved in the 2016/17 budget report, Council 1 <sup>st</sup> March 2016.	Council-Wide Service Transformation Fund	2,274,000 (2,274,000)

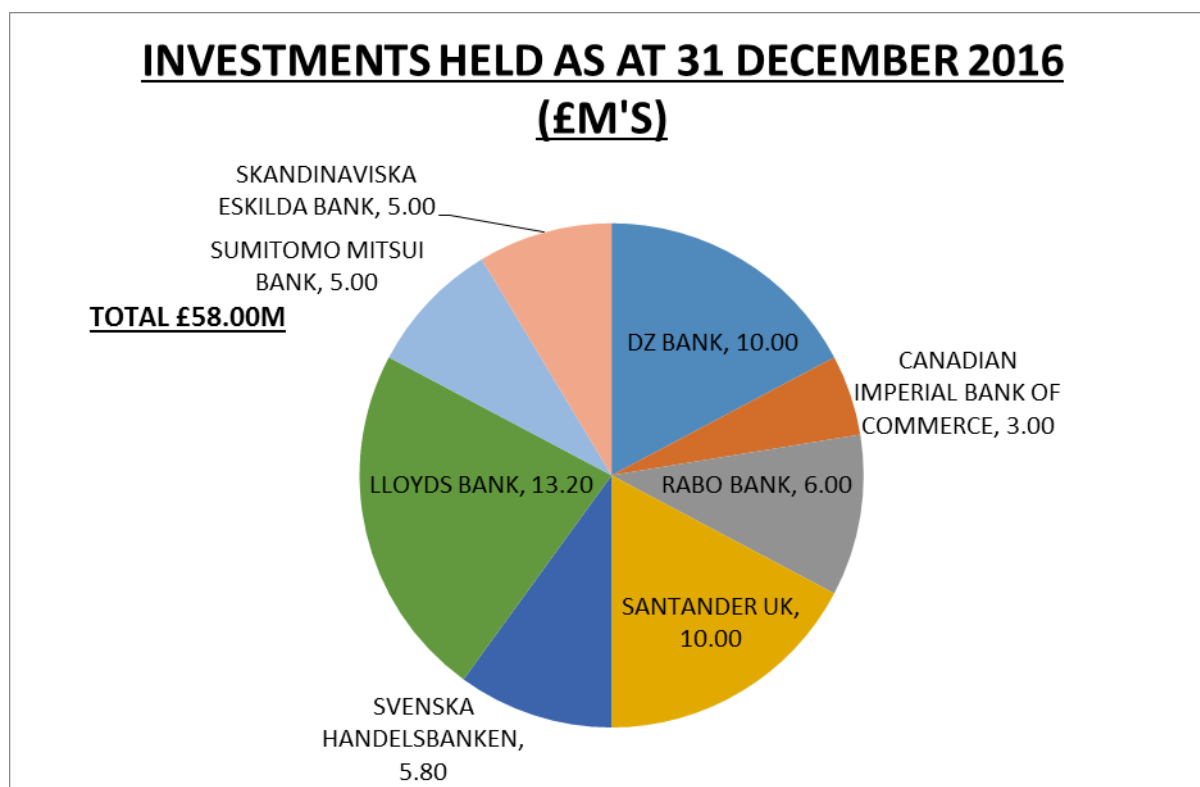
## Appendix C - Treasury Management Update - Quarter 3 2016/17

1. The forecast outturn for Treasury Management is an underspend of £2.3m, as detailed in the report. This has reduced slightly due to higher interest rates on the borrowing taken during the quarter, than previously forecast.
2. Speculation around what Brexit will look like continues to dominate the money markets. Recent data releases have been mainly positive around global growth, but there could still be a few shocks to come. Sterling fell 16% against the US Dollar during 2016 and there is a wide range of politicians, economists and institutions expressing varying views as to the probable outcome for the UK, over the short and long term. Theresa May hasn't yet fired the starting gun (Article 50) but she has confirmed that it will be before the end of March 2017, which will start a potentially 2 year period of negotiations with the EU and the rest of the world around trade agreements. The only certainty at the moment is that there will remain a considerable amount of uncertainty over the next few years and it is the role of the UK Government and Bank of England to steer the country successfully through. There are risks and opportunities at this time, which are outlined below.

### Investment

3. The investment portfolio, which currently stands at £58m, can be seen in Figure 1. The investments are a mixture of call accounts for liquidity, fixed rate investments and certificates of deposit. The current average investment rate is 0.70%, against a benchmark rate of 0.12%. However this includes fixed rate investments which we will only be able to re-invest at lower rates when they mature. This will reduce the average rate further slightly.
4. Having already reduced the bank base rate to 0.25% in August, the Bank of England forecasts included a further reduction to 0.1% in November, which did not happen due to the better than expected data results being seen. Effectively the financial markets priced in the further reduction in interest rates of 0.15% for this financial year, but this was reversed during the quarter leading to slightly higher borrowing rates. However, there are still many unknown factors that could require the Bank of England to take more/or less monetary policy easing as the various pieces of data that show the direction of travel of the UK economy are released.

Figure 1: The following chart summarises the Council's investment portfolio as at 31<sup>st</sup> December 2016.



5. Officers can report that no investment limits have been breached during the financial year 2016/17.

## **Borrowing**

**Figure 2: The following table summarises the Councils forecast Debt Portfolio as at 31st December 2016.**

<b>DMBC Debt Portfolio and Maturity Profile as at 31st December 2016</b>				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	3.12	14,204
12 to 24 Months	50	0	3.77	17,187
24 Months to 5 Years	50	0	11.69	53,247
5 Years to 10 Years	75	0	7.71	35,101
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			73.71	335,561
40 Years to 50 Years				
50 Years and above				
<b>TOTAL</b>			<b>100.00</b>	<b>455,300</b>

6. During the 2016/17 financial year the Council originally had a borrowing requirement of £35.5m which has since reduced to a borrowing requirement of £31.3m. £8.1m in new external borrowing to support the Capital Programme (reduced from £13.1m in Q2) and £23.2m to replace loans which are maturing during the year. £32.5m has been borrowed during the year based on the initial figure.
7. Historically low interest rates does provide an opportunity to reverse the under borrowed position but this would come at an additional budget cost, and based on forecast interest rates remaining low for the foreseeable future (50 year borrowing rates forecast to increase from 2.7% to 3.2% between now and March 2020) there is no real need to do so immediately.
8. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 1st March, 2016, have been breached during this financial year.

## **Risks**

9. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 1st March, 2016.
10. The low interest rate and heightened investment risk environment will make it difficult to place surplus funds successfully and it is therefore appropriate at this time to remain under borrowed and minimise the cost of holding funds until they are required.

## **General Banking**

11. Lloyds Banking Group was awarded the contract to provide DMBC with general banking facilities from 1st January, 2016. The majority of accounts have now been successfully transferred to Lloyds Bank. It is planned that all Coop Bank accounts will be closed by end March 2017 (mainly waiting for cheques to be presented and customers changing the payment details on their accounts). In the meantime Cooperative Bank are continuing to provide basic support.

## Appendix D – Capital Programme New Additions Quarter 3 2016/17

	Funding Source	New Addition 2016/17 £m	New Addition Total £m
<b>Adults, Health &amp; Wellbeing</b>			
Highfields Country Park and CCTV - Improvements at Highfield's Country Park and the purchase of CCTV cameras to protect the improvements that are funded as well as the wider area.	Section 106	0.06	0.06
To undertake improvements to the public open space at Far field and Church Balk, Edenthorpe using Section 106 resources from developments within the Edenthorpe area. Initial improvements currently under consideration include the provision of children's play equipment, MUGA, additional allotment plots, community garden, car parking spaces, footpath improvements, street lighting improvements, outdoor gym equipment, fencing and seating	Section 106	0.00	0.33
<b>Total Adults, Health &amp; Wellbeing</b>		<b>0.06</b>	<b>0.39</b>

<b>Finance and Corporate Services</b>			
IT Service Management Software – replacement of Hornbill software to support case management, process design and reporting functionality	Corporate Resources	0.03	0.07
Software Asset Management (SNOW) – inventory of devices and licences of all PCs, laptops and other mobile devices	Earmarked Reserved	0.09	0.09
<b>Total Finance and Corporate Services</b>		<b>0.12</b>	<b>0.16</b>

<b>Learning &amp; Opportunities: Children &amp; Young People</b>			
1 new school safeguarding scheme at Barnburgh Primary for work totalling £25k; draw down on the block safeguarding allocation of £80k	LOCYP Resources	0.03	0.03
Early Years 3 & 4 Years additional places. The DfE has agreed to part fund the delivery of new places at Little Oaks Carcroft, Scawsby Saltersgate, Bentley High Street and Thorne Green Top. Expenditure of £2.5m is expected from Jan 17 to Aug 17 with £1.873m provided by the DfE leaving a 'match funding' requirement from the Council of £0.625m. A bid of £0.3m was submitted as part of the 17/18 budget setting process leaving a gap of £0.325 to be resolved. From the matched contribution, £0.025m is estimated to be required in 16/17.	LOCYP Resources	0.03	0.03
<b>Total Learning &amp; Opportunities: Children &amp; Young People</b>		<b>0.06</b>	<b>0.06</b>

<b>Regeneration &amp; Environment</b>			
<b>Housing</b>			
Stair lifts – Funding earmarked for the replacement of existing stair lifts in HRA properties.	Major Repairs Reserve		0.3
<b>Environment</b>			
Smartlight Phase 2 – intended to deliver energy savings by replacing main road, subway, high mast light fittings with LEDs. The project will also replace belisha beacon internal lamps with LEDs and install telecell where assets can be managed by the CMS system implemented as part of Smartlight Phase 1. Approved by IMF board and Cabinet.	IMF Prudential Borrowing	1.40	5.25
<b>Trading &amp; Assets</b>			
Herten Triangle - A scheme involving the development of restaurants, pubs and coffee houses. Full approval is conditional on 75% of pre-lets being in place.	IMF Prudential Borrowing	0.34	6.00
Allocation of Property Investment Fund block budget to specific asset			

	Funding Source	New Addition 2016/17 £m	New Addition Total £m
purchases meeting the approved criteria: -	Corporate Resources	0.61	0.61
13-14 Market Place		1.47	1.47
Unit 6A Thorne Park		-2.08	-2.08
Corresponding decrease in block budget			
<b>Total Regeneration &amp; Environment</b>		<b>1.74</b>	<b>11.55</b>

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**To the Chair and Members of the  
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE**

**SLHD Performance & Delivery Update: 2016/17 Quarter Three**

**EXECUTIVE SUMMARY**

1. As part of the Management Agreement and governance arrangements for St. Leger Homes of Doncaster (SLHD) an Annual Development Plan is produced in agreement with DMBC officers, the Housing Portfolio holder and the Mayor. This Annual Development Plan identified the key deliverables, outcomes, milestones and the measures by which performance is assessed. There is an agreed governance framework part of which is a quarterly report of key performance indicators to Overview and Scrutiny Management Committee.
2. This report provides an opportunity to feedback on performance successes and issues against the suite of 2016/17 key performance indicators.

**EXEMPT REPORT**

3. This report is not exempt

**RECOMMENDATIONS**

4. That Overview and Scrutiny Management Committee note the progress of SLHD performance outcomes and the contribution SLHD makes to supporting DMBC strategic priorities.

**WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

5. As this report includes the current progress on the St. Leger Homes Performance indicators the implications of the contents may ultimately affect the delivery of services to the people of Doncaster.

**BACKGROUND**

6. Appendix A contains the SLHD 2016/17 Quarter 3 (October to December) Performance Management Report.

7. Key elements to note are:
- six of the ten key performance indicators are on target (green),
  - two are within acceptable tolerance levels (amber), and
  - two are below target (red).

Performance has slipped compared to Quarter 2, when there were eight on target (green), two within acceptable tolerance (amber) and none below target (red). Further details explaining notable areas of performance is provided below. Commentary covering the performance against all ten indicators is provided at Appendix A.

**8. Notable areas of performance:**

**8.1 Performance measure:** Void Rent Loss – Percentage of rent loss through vacant dwellings (performing well against target – green)

At 0.97% for the year to date (£545,169), performance continues to be well within the end of year target of 1.19%.

The performance for the year continues the improving trend from the latter part of 2015/16. Rent loss to the end of December in 2015/16 was 1.41% (£797,049), meaning performance this year has been over £250,000 better.

The North and East areas of the Borough continue to perform well, and the South West continues to show the highest percentage of void rent loss. The average overall turnaround times for void properties, which includes major works, remains steady at 48 days, which is the same as at the end of Quarter one and Quarter two. This is disappointing but is an improvement compared with 56 days at the end of 2015/16. The new voids standard and process, which was piloted last year in the North, has been fully rolled out across the Borough on schedule. This new approach has delivered a better quality product for tenants and a more predictable turnaround time.

**8.2 Performance measure:** Percentage of Current Rent Arrears against Annual Debit (performing well against target – green)

Quarter three (2.66%) showed an increase in rent arrears compared to Quarter two (2.51%). This follows the usual seasonal trend, but remains within the profiled target (2.78%). This continues the positive trend from 2015/16 and is considered a good achievement bearing in mind the numbers of tenants impacted by the under-occupation charge and the recent introduction of Universal Credit. We are expecting this positive trend to continue, which would result in achieving the year-end target of 2.50%

The number of evictions is similar to last year, with 42 at the end of Quarter three compared to 43 at the same point last year. Fewer evictions reduces former tenant arrears and void costs. The number of tenants with serious rent arrears (over £1,500) has increased to 165 cases having been 138 cases at the end of Quarter two and 143 at the end of Quarter one.

An increasing number of tenants are choosing to pay their rent via direct debit, with over 500 more paying this way than at the same time last year. Systems and processes to make direct-debit sign-up a paperless process

are now in place, and this is helping to encourage more tenants to choose direct debit payments.

- 8.3 **Performance measure:** Gas servicing % of programme completed against plan (performing well against target – green)

The annual Gas Servicing programme started in April 2016 and completed during Quarter three. Almost 19,500 properties due to receive a gas service have. Similarly, the Solid Fuel Servicing programme is complete with all of the 168 solid fuel properties receiving their required service.

- 8.4 **Performance measure:** Scheduled repairs % of promises kept (near target - amber)

A total of 2,619 repair jobs were raised during Quarter 3, of which 22 were not completed within the target timeframe, meaning performance for the Quarter was 99.62% against a target of 100%, which is worse than Quarter 2 (99.75%). Although considered amber, this performance is an improvement on the 2015/16 year end position of 98.85% of promises kept.

Year to date performance is 99.62% or 31 out of 8,120 jobs not complete on target. Because of the way this KPI is calculated it is not possible to achieve the year-end target of 100%.

Close monitoring and management of this KPI will continue. Detailed analysis is undertaken to ascertain the reason why repair promises have not been made. These are discussed with the Service Manager and Team Leaders to aid learning and improvement. In Quarter 3, the Christmas period is a factor with some tenants preferring not to have work carried out.

- 8.5 **Performance measure:** Number and % of households maintaining or established independent living (near target - amber)

This indicator is taken as a snap-shot at the end of the Quarter when there were 38 households supported to maintain or establish independent living. This is the same level as at the end of Quarter 2. Our contractual target for the service is 40 households, which was met in October (40) and close to target in November (37) and December (38).

Staffing within this area of the business has been challenging due to short term pressures linked to 'Tent City' and long-term sickness and vacancies to be filled, though these issues are being addressed by seconding staff from related teams.

- 8.6 **Performance measure:** Number of households in temporary accommodation (below target – red)

There was a significant effect on the numbers entering temporary accommodation during November and December as a result of 'Tent City' and the focus on homelessness in the town centre over recent months. The number of people moving into temporary accommodation increased to 50 during Quarter 3. The number of households who remained in temporary accommodation at the end of Quarter 3 was 21, considerably higher than the 10 households at the end of Quarter 2.

The ability for staff to move cases on from temporary accommodation was also affected. Additional monitoring has been introduced to ensure we understand the time it takes between homeless applications and decision dates, and the amount of time people are spending in temporary accommodation.

Work is underway with Team Doncaster partners to ensure additional and complementary support is provided to those who need it most, so that they are able to establish and maintain independent living. Procedures and working practices continue to be under review to ensure an effective service is being provided.

The events surrounding 'Tent City' have led to a reconsideration of how the use of temporary accommodation is targeted, specifically whether targeting a low number of households in temporary accommodation is an appropriate measure for the future and driving the right behaviours. Joint consideration is being given to alternative measures of the pathway from homeless to sustainable tenancy. It may be that a more useful indicator of the impact of services in reducing homelessness can be established and reported on in the future.

**8.7 Performance measure:** Days Lost to Sickness per Full Time Equivalent (below target – red)

Having improved in Quarter 2, sickness levels have deteriorated in Quarter 3, with performance worse than target for each of the three months. The year to date performance is 6.14 days lost per full time equivalent employee (FTE), which is worse than the same point last year (6.07 days) and we are now forecasting an end of year performance of 8.18 days per FTE against the target of 7.9 days per FTE.

November saw particularly high sickness levels compared to recent months, mainly short-term sickness, and although the situation improved in December, sickness levels were still worse than target.

The top reasons for both long and short term absence continue to be musculo/skeletal and stress/depression/anxiety, although infection/virus cases accounted for more absence during Quarter 3 than in previous months.

## **OPTIONS CONSIDERED**

9. Not applicable

## **REASONS FOR RECOMMENDED OPTION**

10. Not applicable

## **IMPACT ON THE COUNCIL'S KEY PRIORITIES**

11.

	<b>Outcomes</b>	<b>Implications</b>
--	-----------------	---------------------

	<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Be a strong voice for our veterans</i></li> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	<p>Work of St. Leger Homes of Doncaster impacts on Council key priorities, with implications on the quality of life for Doncaster Council's tenants and other residents and the communities they live in.</p>
	<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
	<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
	<p>All families thrive.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	
	<p>Council services are modern and value for money.</p>	
	<p>Working with our partners we will provide strong leadership and governance.</p>	

## RISKS AND ASSUMPTIONS

12. Specific risks and assumptions are included in the performance management report at Appendix A.

## LEGAL IMPLICATIONS

13. There are no legal implications of this report.

## FINANCIAL IMPLICATIONS

14. In 2016/17 St. Leger Homes received a management fee of £28.445m from DMBC. This is made up of £27.452m from the Housing Revenue Account and £0.993m from the General Fund to pay for the general fund services managed by SLHD.

## **HUMAN RESOURCES IMPLICATIONS**

15. There are no Human Resource Implications for this report.

## **EQUALITY IMPLICATIONS**

16. Equality implications are considered in line with the Equality Act 2011 for the delivery of all St. Leger Homes services.

## **CONSULTATION**

17. Consultation has taken place with key managers within St. Leger Homes, the Lead Member for Housing and Senior Officers within the Council.

## **BACKGROUND PAPERS**

18. Appendix A – SLHD 2016-17 Quarter 3 Performance Management Report

## **REPORT AUTHOR & CONTRIBUTORS**

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## **Appendices Table of Contents**

Appendix A – SLHD 2016-17 Quarter 3 Performance Management Report

# Appendix A - SLHD 2016-17 Quarter 3 Performance Management Report

Cumulative performance April to end of December 2016

## Areas Performing Well

% Rent Arrears Against  
Annual Debit



2.66% (£1.99  
million)

End of year target  
of 2.50%

Void Rent Loss



0.97%  
(£545,169)

End of year  
target of 1.19%

Complaints - % of  
Service Failure and  
Dissatisfaction



19% against a  
target of 20%



Right First Time



98.12%

End of year  
target of 98%

Gas Servicing And Solid  
Fuel



100% End of year target  
100%

% of Invoices Paid  
within 30 Days



97.25%  
against a  
target of 95%

## Areas Near to Target

Number of Households Maintaining or  
Established Independent Living



38

End of year target of 40

Scheduled Repairs -  
Promises Kept



99.62%

End of year target of  
100%

## Requiring Improvement

Number of Households in  
Temporary Accommodation



21

End of year target of 10

Days Lost Through Sickness per  
Full Time Equivalent



6.14 days

End of year target of 7.90  
days

## St. Leger Homes Key Performance Indicator Summary

Direction of travel is against previous Quarter performance.

### Key Performance Indicator 1

Percentage of current rent arrears against annual debit

Direction of Travel - ↓

Traffic Light 



At the end of Quarter three, performance was 2.66% (£1.99m), well within the profiled target of 2.78%. In monetary terms, this was an increase of £108,841 against Quarter two. Additionally, the number of tenants paying by direct debit is still increasing with almost 500 more tenants paying by Direct Debit than this time last year. The number of evictions at the end of Quarter three stands at 42 compared to 43 for the same period last year.

### Key Performance Indicator 2

Void rent loss (lettable voids)

Direction of Travel - ↑

Traffic Light 



There has been a big reduction of 0.44% in void rent loss in Quarter three compared to the same time last year from 1.41% (£797,049) in December 2015/16 to 0.97% (£545,169) in December 2016/17. This is well within the end of year target of 1.19%.

### Key Performance Indicator 3

Number of households in temporary accommodation

Direction of Travel - ↓

Traffic Light 



The number of people moving into temporary accommodation throughout the Quarter has increased since last Quarter to 50. The snapshot of people in temporary accommodation at the end of the Quarter has also increased significantly from 10 to 21. The circumstances surrounding the situation deemed 'Tent City' has had a big impact on this service area.

### Key Performance Indicator 4

Number and % of households maintaining or established independent living

Direction of Travel - ↔

Traffic Light 



The number we are supporting has remained the same at the end of Quarter three at 38 which is just slightly below our contractual level of 40. This is a snapshot at the end of the period and the number fluctuates throughout the Quarter.

### Key Performance Indicator 5

Analysis of complaints received (month in arrears)

Direction of Travel - ↓

Traffic Light 



Performance in this area remains positive. 78 complaints were logged in November; this is 6 less than were logged in November 2015. Year to date service failure levels is at 19% and currently meets the year-end target of 20%. 16 of the complaints received in November were assessed as service failure.



**Key Performance Indicator 6**

Right first time

Direction of Travel - ↓

Traffic Light 

Performance this Quarter is slightly above the 98% target at 98.12%. This is 0.33% better than the same time last year.

**Key Performance Indicator 7**

Scheduled repairs - % of promises kept

Direction of Travel - ↓


Traffic Light 

This indicator has been amended to include a tolerance level of 5 working days at the end of each month. This Quarter performance was 99.62%. A total of 8,120 jobs have been raised up to the end of Quarter three and of these, 31 were not completed within target.

**Key Performance Indicator 8**

Gas servicing - % of programme completed against plan

Direction of Travel - ↔

Traffic Light 

The yearly Gas Servicing programme commenced in April 2016. All of the 19,428 properties due to receive a gas service in this financial year have and the programme is complete.

**Key Performance Indicator 8a**

Solid Fuel Servicing

The Solid Fuel Servicing programme is now complete and all 168 properties have received a solid fuel service.

**Key Performance Indicator 9**

Days lost through sickness per FTE

Direction of Travel - ↓

Traffic Light 

The year to date performance for Quarter three is 6.14 days lost per FTE. This is an increase of 0.07 days compared to Quarter three last year (6.07 days).

December's performance saw an increase in days lost per FTE in both long term and short term sickness cases compared to September. Long term sickness increased from 0.28 days in September to 0.36 days in December, and short term sickness increased from 0.24 days in September to 0.36 days in December.

End of year straight line projection currently stands at 8.18 days, slightly above the end of year target of 7.90 days, but an improvement on the 2015/16 outturn of 8.40 days.

**Key Performance Indicator 10**

Percentage of invoices paid within 30 days

Direction of Travel - ↑

Traffic Light 

Performance at Quarter three remains positive at 97.25% against a target of 95%.

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## To the Chair and Members of the Overview and Scrutiny Management Committee

### EQUALITY, DIVERSITY & INCLUSION UPDATE

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Glyn Jones, Cabinet Member for Adult Social Care and Equalities	All	None

### EXECUTIVE SUMMARY

1. The purpose of this item through information presented at the meeting is to provide Members with an overview of the Council's Equality, Diversity and Inclusion journey over the last three years and our draft proposals for the future.

### EXEMPT REPORT

2. There is no exempt information contained in the report.

### RECOMMENDATIONS

3. That the Scrutiny Panel considers the information presented at the meeting.

### WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy.

### BACKGROUND

5. Our purpose is to ensure that all people in Doncaster thrive. This can only happen by ensuring that we have a clear plan for embedding equality, diversity and inclusion into everything we do. The Council's outlines its commitment to equalities, inclusion and diversity in the Equality Plan 2014-17, this is in place until the end of March 2017.
6. We are working in partnership with The Local Government Association to review the Council's approach to equality, inclusion and diversity and develop our future plan(s). The presentation will show or equality journey over the last few years and introduce our draft approach for the coming years.

## OPTIONS CONSIDERED

There are no alternative options within this report.

## REASONS FOR RECOMMENDED OPTION

This is not applicable.

## IMPACT ON THE COUNCIL'S KEY PRIORITIES

7.

Outcomes	Implications
All people in Doncaster benefit from a thriving and resilient economy. <ul style="list-style-type: none"><li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li><li>• <i>Mayoral Priority: Be a strong voice for our veterans</i></li><li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li></ul>	Equality, Inclusion and Diversity underpins all activities and outcomes across all the Council's key priorities.
People live safe, healthy, active and independent lives. <ul style="list-style-type: none"><li>• <i>Mayoral Priority: Safeguarding our Communities</i></li><li>• <i>Mayoral Priority: Bringing down the cost of living</i></li></ul>	
People in Doncaster benefit from a high quality built and natural environment. <ul style="list-style-type: none"><li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li><li>• <i>Mayoral Priority: Safeguarding our Communities</i></li><li>• <i>Mayoral Priority: Bringing down the cost of living</i></li></ul>	
All families thrive. <ul style="list-style-type: none"><li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li></ul>	
Council services are modern and value for money.	
Working with our partners we will provide strong leadership and governance.	

## RISKS AND ASSUMPTIONS

8. There are no specific risks associated with this report.

## LEGAL IMPLICATIONS

9. There are no specific legal implications arising directly from this report.

#### **FINANCIAL IMPLICATIONS**

10. There are no specific financial implications arising from the recommendations detailed in this report.

#### **HUMAN RESOURCES IMPLICATIONS**

11. There are no specific human resource implications arising directly from this report.

#### **TECHNOLOGY IMPLICATIONS**

12. There are no technology implications arising from this report.

#### **EQUALITY IMPLICATIONS**

13. There are no significant equality implications associated with this report. Within its programme of work Overview and Scrutiny gives due consideration to the extent to which the Council has complied with its Public Equality Duty and given due regard to the need to eliminate discrimination, promote equality of opportunity and foster good relations between different communities.

#### **CONSULTATION**

14. There is no consultation required for this report.

#### **BACKGROUND PAPERS**

15. None

#### **REPORT AUTHOR & CONTRIBUTORS**

Sennette Wroot, Senior Strategy and Performance Manager

**Simon Wiles**  
**Director Finance and Corporate Services**

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23<sup>rd</sup> March, 2017

To the Chair and Members of the Overview and Scrutiny Management Committee

## REGENERATION AND HOUSING OVERVIEW AND SCRUTINY HOMELESSNESS REVIEW

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Jane Nightingale Cabinet Member for Housing	All	None

### EXECUTIVE SUMMARY

1. The purpose of this report is to present the summary of discussions and recommendations of the Regeneration and Housing Overview and Scrutiny Panel review into Homelessness.

### EXEMPT REPORT

2. There is no exempt information contained in the report.

### RECOMMENDATIONS

3. It is recommended that the Panel comment on and agree the recommendations in the attached report.

### WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy.

### BACKGROUND

5. The Regeneration and Housing Overview and Scrutiny Panel chose, as an area for review, Homelessness and undertook the work between November 2016 and January 2017. The recommendations included in the review report at Appendix A are based on information and evidence heard during the meetings.

### OPTIONS CONSIDERED AND REASONS FOR RECOMMENDED OPTION

6. There are no alternative options within this report as the intention is to provide the Committee an opportunity to consider the findings and recommendations of the Panel

## IMPACT ON THE COUNCIL'S KEY PRIORITIES

Outcomes	Implications
<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Be a strong voice for our veterans</i></li> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	<p>The work of Overview a Scrutiny has the potential to have an impact on all the Council's key objective</p>
<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
<p>All families thrive.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	
<p>Council services are modern and value for money.</p>	
<p>Working with our partners we will provide strong leadership and governance.</p>	



## **RISKS AND ASSUMPTIONS**

12. There are no specific risks associated with this report. The Committee may wish to consider the extent to which the recommendations should be consistent with and have been developed from the research arising from Members' investigations.

## **LEGAL IMPLICATIONS**

13. Section 1 of the Localism Act 2011 provides the Council with the power to do anything that an individual may do.

Part 7 of the Housing Act 1996 places a number of obligations on the Council in relation to homelessness, however the Homelessness Reduction Bill, when passed will make amendments to Part 7 of the Housing Act 1996.

Once passed, the Council will need to review and amend its homelessness strategy, such amendments are to be overseen by the Regeneration and Housing Overview and Scrutiny Panel.

Further legal advice and assistance may be required to respond to any changes made to the homelessness strategy.

Legal advice and assistance will be required in relation to the receipt of £400.000 funding from central government to ensure compliance with any conditions set.

## **FINANCIAL IMPLICATIONS**

14. There are no specific financial implications arising from the recommendations detailed in this report. Any financial implications relating to recommendations made will need to be considered if any proposals are brought forward.

## **HUMAN RESOURCES IMPLICATIONS**

15. There are no specific human resource implications arising directly from this report.

## **TECHNOLOGY IMPLICATIONS**

16. There are no technology implications arising from this report.

## **EQUALITY IMPLICATIONS**

17. There are no significant equality implications associated with this report. Within its programme of work Overview and Scrutiny gives due consideration to the extent to which the Council has complied with its Public Equality Duty and given due regard to the need to eliminate discrimination, promote equality of opportunity and foster good relations between different communities.

## **CONSULTATION**

18. Information and evidence was heard at the review meetings which were attended by relevant Council officers.

## **BACKGROUND PAPERS**

19. None

## **REPORT AUTHOR & CONTRIBUTORS**

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**Director Regeneration and Housing**

# REGENERATION AND HOUSING OVERVIEW AND SCRUTINY PANEL

## HOMELESSNESS REVIEW

NOVEMBER 2016 TO JANUARY 2017

### **FOREWORD**

At a meeting of the Regeneration and Housing Overview and Scrutiny Panel in November 2016, the Panel was provided with a report which gave an overview of Homelessness across the Borough.

As a result of the information received, the Panel agreed to look further at support mechanisms in place to address the issue.

I am therefore delighted to present the findings of this recent scrutiny review which includes recommendations made by the Panel.

The Panel would like to thank everyone who contributed to the review including Councillors, Local Authority officers, partners, stakeholders and individuals who gave up their time to support the work of this group and who are very much appreciated.

Members look forward to receiving the response to our findings and recommendations made.



**Councillor Paul Wray**  
**Chair of the**  
**Regeneration and Housing Overview and Scrutiny Panel**

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## EXECUTIVE SUMMARY AND RECOMMENDATIONS

1. The following recommendations were made by the Regeneration and Housing Overview and Scrutiny Panel following a review undertaken between November 2016 and January 2017 into Homelessness. The reasons for the recommendations are set out below and additional information is provided throughout the report.
2. The Panel's recommendations are therefore that consideration is given to the following: -
  - i. That the Homelessness Strategy be added to the Panel's work plan in 2017/18.

**REASON:** The Local Authority has a duty to publish a Homelessness Strategy and consult other local or public authorities, or voluntary organisations before adopting or modifying the Strategy. The Local Authority has a valid Strategy in place until 2018/19 but its revision will not be undertaken until there is more clarification from the Homeless Reduction Bill. The main thrust of the Bill is to refocus English local authorities efforts to prevent homeless and seeks to amend Part 7 of the Housing Act 1996. Its measures include:

- An extension of the period during which an authority should treat someone as threatened with homelessness from 28 to 56 days.
  - Clarification of the action an authority should take when someone applies for assistance having been served with a section 8 or section 21 notice of intention to seek possession from an assured shorthold tenancy.
  - A new duty to prevent homelessness for all eligible applicants threatened with homelessness.
  - A new duty to relieve homelessness for all eligible homeless applicants.
- ii. That an update on the successful funding bid from Central Government be provided to the Panel during 2017/18.

**REASON:** The Panel was pleased to receive notification that £400,000 had been secured from the funding bid to Central Government to address homelessness and rough sleeping in the region. Members wished to receive an update on the proposals, including:

- How the reduction and flow of new rough sleepers to the street, through more targeted prevention activity, is being achieved.

- Ensure that people have a safe place to stay while services work with them to resolve the homelessness crisis.

-1-

- Help new rough sleepers off the street and into independence, through more rapid crisis interventions and support to access and sustain move-on accommodation.

iii. That support be given to the Principle of Housing First and an update be provided to the Panel in 2017/18.

**REASON:** At the Homelessness Summit, Housing First was addressed by Helen Keats, former DCLG national advisor outlining best practice. The Panel was aware of the difficulties associated with addressing people who were homeless with chaotic lifestyles, and if the provision of the housing first model was found by the local authority to be the most strategic, effective and have positive outcomes, then it be supported.

## **FOCUS OF THE REVIEW**

3. The remit of the review was to address challenges, gaps and consider how the system is working with the mechanisms in place to address Homelessness.

## **METHOD OF INVESTIGATION**

4. The Regeneration and Housing Overview and Scrutiny Panel agreed that a review should be undertaken through a series of informal meetings addressing:
  - Key issues homeless people face
  - Effectiveness of Wrap-around services
  - Key challenges for the Local Authority and St Leger Homes of Doncaster

## **MEMBERSHIP**

5. Membership of the Regeneration and Housing Overview and Scrutiny Panel is as follows: -

Councillor Paul Wray – Chair  
Councillor Sue Knowles  
Councillor Sandra Holland  
Councillor James Hart  
Councillor Clive Stone

Councillor Majid Khan – Vice Chair  
Councillor Eva Hughes  
Councillor John Healy  
Councillor Alan Smith

## **TIMESCALE AND MEETINGS**

6. It was agreed by the Regeneration and Housing Overview and Scrutiny Panel that the review would be undertaken over two meetings on:

28<sup>th</sup> November, 2016; and  
18<sup>th</sup> January, 2017

## **CONTRIBUTORS**

7. During the review, the following individuals have kindly provided their time and expertise to enable Members to receive a broad range of information: -

Susan Jordan, Chief Executive St Leger Homes of Doncaster  
Steve Waddington, Director of Housing, St Leger Homes of Doncaster  
Councillor Jane Nightingale, Cabinet Member for Housing  
Adam Goldsmith, Head of Service (Local Investment Planning) Regeneration and Housing

## BACKGROUND

8. The Panel considered information that set the scene for discussion. Members learnt that there was nationally a significant increase in number of homeless people and Doncaster was no different. There was also an increasing number of people with complex needs for example, with drug and alcohol abuse, who find it incredibly difficult to work with support services and vice versa.
9. Areas Members addressed:
10. The Legal Framework and duties Placed on Local Authorities;
  - The Housing (Homeless Persons) Act 1977 placed a duty on local housing authorities to secure permanent accommodation for unintentionally homeless people and households in priority needs. Duties toward homeless people are now contained in the Housing Act 1996. Authorities are under a general duty to ensure that advice and information about homelessness and preventing homelessness, is available to everyone in their district free of charge.
  - The Local Authority has a duty to carry out a review of homelessness and publish a homelessness strategy. Doncaster currently has a valid strategy in place until 2018/19 but due to changes in legislation the production of the new strategy was paused at the time of the review.
11. Duties to carry out Inquiries on people presenting themselves as homeless and should seek to establish:
  - Whether an applicant is eligible for assistance (this is related to the applicant's immigration status).
  - Whether the applicant is homeless or threatened with homelessness.
  - Whether or not they or someone in their household is in priority need – with domestic violence being categorised as “any other vulnerability” with cases addressed on an individual basis ensuring the long term future is considered.
  - Whether or not they are intentionally homeless - There was a need to understanding an individual's circumstances eg. choosing not to pay rent, not able to afford to pay the rent or mortgage. Mortgage companies welcomed discussions with people who are struggling with repayments, to try and resolve the position.
  - Does the Local Authority have an interim duty to provide accommodation.



## 12. The Doncaster Context

### 13. Breakdown of homeless in Doncaster and rough sleeping

14. To address helping people who have found themselves with real complex issues for example, dependencies, family breakdown or mental health, was exceptionally difficult. When homeless people present themselves to the authority or partners, their main focus is immediate accommodation and somewhere safe to go. These individuals need as much help and intervention as possible to ensure they actively function and live independently, but, without support then a person's change in behaviour will fail.

### 15. Reason for Homelessness

	2013/14	2014/15	2015/16
Family Licence Termination (parental exclusions)	4	20	9
Family Licence Termination (other)	10	10	14
Relationship breakdown (violent)	18	36	29
Relationship breakdown (other)	6	11	3
Mortgage arrears repossessions	1	17	5
Rent arrears	3	5	2
Loss of Assured Short hold Tenancy	10	25	43
Loss of other rented accommodation incl. NASS	5	10	9
Other inc left institution or care, emergency, return from abroad, sleeping rough, hostel violence/harrassment	11	39	17
Total	68	173	131

### 16. Reasons for Priority Need Acceptance

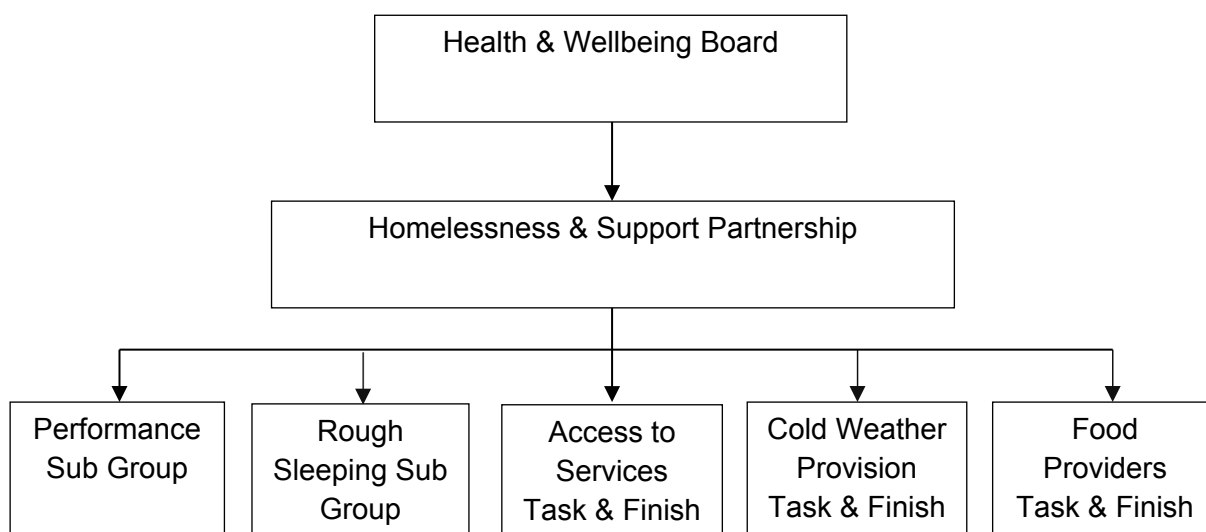
	2013/14	2014/15	2015/16
Households with children or pregnant	49	110	95
16/17 year olds/vulnerable young people	1	2	1
Old age	6	9	1
Households with physical illness or disability	11	22	18
Households with mental health illness	8	14	13
Domestic abuse	7	7	6
Asylum seekers	0	0	0
Emergency/other	1	3	4
Total	83	167	138

17. The Homeless and Support Partnership - was at the time of the review addressing its terms of reference to ensure systems could respond to current behaviours. There is already a lot of good provision in communities but gaps required identifying and changes to the system made, to ensure all services sit together and work smoothly. Clear pathways and personal support plans required developing for each homeless individual with support removed or added, as required, to ensure is person as receiving maximum backing and encouragement.

18. Five specific sub/task and finish groups are being established by the Partnership:

- Performance
- Access to Services (including Single / Joint Assessment)
- Cold Weather Provision
- Rough Sleeping
- Food Providers

19. The following table shows the proposed governance structure for the Partnership.



20. It is envisaged that the sub groups will be a permanent part of the governance structure and the task groups will be time limited and brought together as and when necessary to reflect a specific issue.

21. Work around the cold weather provision had already started prior to the refresh of the Partnership leading up to the winter period. As a result of this work a new protocol has been produced.

22. Rough sleeping count

23. A snapshot count was undertaken across the Borough, with the verified number collated at 2am. The Local Authority was not required to undertake a verified count each year. There were a lot of hidden homeless people, for example, those sofa surfing and not everyone in the town centre who was begging or behaving in an unsociable manner was homeless. Members challenged Doncaster's homeless figures compared to South Yorkshire, but it was noted that circumstances could be different every night. One of the challenges Doncaster faced is, it has a lot of services to offer that other Authorities don't, so those sleeping rough may not have an historic connection with Doncaster but travel here for support.

24. Rough sleeping grant funding

25. Doncaster has been successful in the South Yorkshire bid joining up with Sheffield, Barnsley and Rotherham receiving the maximum amount of £400,000 over a 2 year period. This will fund a Co-ordination Manager and a team of three navigators to help those new to the streets or experiencing hidden forms of homelessness to get the emergency accommodation and support they need.

26. The three navigators will target those at risk of homelessness and rough sleeping.

27. The Co-ordination Manager's role will involve partners in the voluntary, statutory and health services to provide outreach at the right time in the right place.

28. The funding will also contribute to the development of a "sit up" service to ensure that places of safety are available and this will link into a multi-agency response to address individual needs, focusing particularly on mental health, substance misuse and offending. The "sit up" service will give professionals time to undertake comprehensive assessments of need and agree with the service user, support required.

29. Initial developments of the service were scheduled for January and February, 2017, including how the service be commissioned.

30. It is intended that South Yorkshire partners will develop a plan to:

- Reduce the flow of new rough sleepers to the street, through more targeted prevention activity.
- Ensure that people have a safe place to stay while services work with them to resolve the homelessness crisis.
- Help new rough sleepers off the street and into independence, through more rapid crisis interventions and support to access and sustain move-on accommodation.

31. Ex-prisoners – leaving Doncaster’s prisons should generally be resettled in their home town but some people wish to remain in Doncaster. Funding for the ex-prisoners, “Out of the Gate” service has been removed, where historically people were collected from the prison gates and taken to accommodation. Whereas it is now each individuals responsibility to make their own arrangements. Returning to family and friends could be difficult, in these circumstances as issues at home may have led to a person initially committing a crime.
32. Distrust of Establishment - Some people may not wish to engage with services and could lead to a distrust of the establishment, particularly if they had been failed in any way in the past.
33. Food Providers (Update from the Cabinet Member for Housing) – In October 2016, work began to engage with four volunteer food providers in Doncaster Market Place. It was noted that the providers were feeding many people who had fallen on hard times, not just homeless people. The purpose of the engagement was to build a positive relationship with both food providers and the people using the kitchens to address a number of concerns that existed in and around the market. The food kitchens are an important source of help to vulnerable people, but they were also enabling more unseemly behaviour to manifest in the town centre.
34. Progress was quickly made to relocate the food providers from the Market Place to an indoor location in partnership with Changing Lives, a national charity providing support for vulnerable people and families. Changing Lives offered, free of charge, an indoor location for the food kitchens in their new premises scheduled to open in Princes Street in February 2017. Interim indoor locations have been provided by the United Reformed Church, Hallgate and St James Church on St Sepulchre Gate West.
35. Having premises for food providers to work from also gives the opportunity to provide an outreach service and begin the process of wrapping around support for people with complex needs. The food providers meet regularly with statutory agencies and are developing the service they provide to work alongside agencies. Working in this was identified that some individuals find it very difficult to navigate their way around the wide range services, often resulting in further dis-engagement and falling further behind in their personal circumstances.
36. A multi-agency outreach and triage team (from the communities area team, St Leger Homes, adult social care, Aspire drug and alcohol service and Riverside housing support) was therefore established to support people in a more systematic way and focus on individuals with complex needs in the town centre. The triage team can actively seek out homeless and destitute individuals ensuring people can tell their story only once and receive help and support to change their circumstances for the better.

37. Temporary Accommodation available in Doncaster/length of stay – one of the current challenges faced is collating information on the percentage take up, with some providers full and others not. With regard to the length of stay in temporary accommodation some people were staying in the system too long and can, in some circumstances, be upwards of 2 years. It was stressed that a settlement pathway should be put in place for a 10 month period on average. There needed to be a good understanding of people's needs to ensure a solid independent life.

38. Homelessness Summit/Housing First

39. Helen Keats DCLG national advisor attended the Homelessness summit outlining best practice to assist people who were homeless with chaotic lifestyles. It was outlined that accommodation was the anchor to turning a difficult lifestyle around, with added services provided.

40. There was a need for commitment from the service user to engage voluntarily with support offered. If not, door knocking would be used to encourage the person to be involved with the programme. This could take time and evidence showed that ultimately this high supportive mechanism worked. This process was intensive upfront, but with regards to costs this pathway proved to be cheaper over time. If people are not given intensive support costs to all partners including health service and the Police, could result in being much higher.

41. One of the clear frustrations was if someone was adamant, unwilling to engage with professionals and partners and continued to choose a chaotic lifestyle, could lead to links with the person being lost.

42. Street Doctors Surgery – this was provided in Doncaster in November 2016 enabling easy access people who would not generally or voluntarily go to see a doctor. When people engage with this service there is the opportunity to provide effective treatment and also cost save long term by providing positive support. On occasions this service has saved lives.

43. Ex-servicemen – sometimes local authorities are presented with people who are homeless following exit from the services. They become institutionalised and can find it difficult living a life without regime and structure. People in this category are prioritised and the figures are recorded.

44. Tent City (update by the Cabinet Member for Housing)

45. Tent city is an encampment of rough sleepers with the intention of highlighting a perceived lack of action by councils/agencies to tackle homelessness. It is a national campaign that has seen tented encampments established in several towns and cities across the country.

46. The organisers of Tent City had two objectives:

- i. Raising awareness and whether this is acceptable
- ii. Provide safe haven rather than sleep rough on the street

46. The encampment was established by project organisers on Saturday 19 November 2016. Initially, only five tents were pitched and over the period of two/three weeks this number grew to over 30. The local authority did not support the idea of a tented site as an effective way of tackling homelessness or resolving the challenge of being able to engage with people who have a range of complicated problems. However, it does recognise the issue of homelessness must be addressed. It undertook an approach to engage with the project organisers and use the newly established outreach and triage to assess and help those who are homeless or threatened with homelessness.

47. The number of people who were occupying the tents was difficult to establish because people did come and go but there were between 45 and 50 people who had some association with the gathering. It was evident that not everyone was homeless but the team worked with all people present. The outreach team did engage with 86 people across the town centre who presented as homeless.

- 86 - people engaged
- 72 - people assessed
- 14 - people did not take up offer of assessment
- 61 - people assessed received an offer of accommodation
- 46 - accepted accommodation
- 15 - refused the offer of accommodation
- 11 - people not homeless
- 2 – people required repatriation to their own country

48. Assessments found that the majority of people were already known to Services with some already provided with accommodation but asked to leave due to unacceptable behaviour eg. taking drugs or being aggressive.

49. Meetings with the organisers of Tent City had identified that Doncaster was already providing what the people were protesting for.

49. Engagement was difficult at first with an initial reluctance of the project organisers to engage and a fair degree of unsubstantiated criticism of services. This quickly changed and developed into a very positive relationship between services and project organisers. The result was joint working to assess people who are notoriously difficult to engage and with a deep aversion to authority.

50. The accommodation offered ranged from hostels, temporary accommodation, shared accommodation or own tenancy.

51. Part of the engagement with the project organisers included creating an exit strategy to voluntarily disband tent city. The organisers were advised that if the encampment wasn't voluntarily disbanded the Local Authority would consider legal options available to remove the occupiers from site. All tents were voluntarily removed by 17<sup>th</sup> December before there was a need for an Eviction Order to come into force.

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23 March, 2017

**To the Chair and Members of the Overview and Scrutiny Management Committee**

## **COMMUNITIES AND ENVIRONMENT OVERVIEW AND SCRUTINY – DOMESTIC ABUSE REVIEW**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
Councillor Chris McGuinness, Portfolio holder for Communities, the Voluntary Sector and Environment	All	None

### **EXECUTIVE SUMMARY**

1. The purpose of this report is to present the summary of discussions and recommendations of the Communities and Environment Overview and Scrutiny Panel review into Domestic Abuse. The remit of the review was to address and consider challenges, gaps, how things were working since the last domestic abuse review was undertaken in 2014/15 and what were key partners and organisations roles within this agenda. The Panel also had the opportunity to consider the revised Domestic Abuse Strategy in its draft form as part of the consultation and supported its direction and focus.

### **EXEMPT REPORT**

2. There is no exempt information contained in the report.

### **RECOMMENDATIONS**

3. It is recommended that the Panel comment on and agree the recommendations in the attached report.

### **WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

4. The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy.

### **BACKGROUND**

5. The Communities and Environment Overview and Scrutiny Panel chose, as an area for review, Domestic Abuse and undertook the work between August 2016 and January 2017. The recommendations included in the review report at Appendix A are based on information and evidence heard during the meetings.

## OPTIONS CONSIDERED AND REASONS FOR RECOMMENDED OPTION

6. There are no alternative options within this report as the intention is to provide the Committee an opportunity to consider the findings and recommendations of the Panel

## IMPACT ON THE COUNCIL'S KEY PRIORITIES

Outcomes	Implications
<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Be a strong voice for our veterans</i></li> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	<p>The work of Overview a Scrutiny has the potential to have an impact on all the Council's key objective</p>
<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
<p>All families thrive.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	
<p>Council services are modern and value for money.</p>	
<p>Working with our partners we will provide strong leadership and governance.</p>	

## **RISKS AND ASSUMPTIONS**

12. There are no specific risks associated with this report. The Committee may wish to consider the extent to which the recommendations should be consistent with and have been developed from the research arising from Members' investigations.

## **LEGAL IMPLICATIONS**

13. A Local Authority has general duties towards adults and children in need. S17 of the Children Act 1989 provides that it shall be the general duty of every local authority to safeguard and promote the welfare of children within their area who are in need; and so far as is consistent with that duty, to promote the upbringing of such children by their families, by providing a range and level of services appropriate to those children's needs. Section 47 of the Children Act 1989 places a duty on LAs to investigate and make inquiries into the circumstances of children considered to be at risk of 'significant harm' and, where these inquiries indicate the need, to decide what action, if any, it may need to take to safeguard and promote the child's welfare. The Care Act 2014 sets out a clear legal framework for how local authorities and other parts of the system should protect adults at risk of abuse or neglect.
14. Specific legal implications relating to recommendations made will need to be considered if any proposals are brought forward. This will include our public sector equality duty in s149 of the Equality Act 2010 which requires public authorities when exercising their functions to have due regard to the need to eliminate discrimination, harassment and victimization; advance equality of opportunity; and foster good relations between people who share relevant protected characteristics and those who do not.

## **FINANCIAL IMPLICATIONS**

14. There are no specific financial implications arising from the recommendations detailed in the attached report. Any financial implications relating to recommendations made will need to be considered if any proposals are brought forward.

## **HUMAN RESOURCES IMPLICATIONS**

15. There are no specific human resource implications arising directly from this report. Any human resource implications relating to recommendations made will need to be considered if any proposals are brought forward.

## **TECHNOLOGY IMPLICATIONS**

16. There are no technology implications arising from this report. Any technology implications relating to recommendations made will need to be considered if any proposals are brought forward.

## **EQUALITY IMPLICATIONS**

17. Within its programme of work Overview and Scrutiny gives due consideration to the extent to which the Council has complied with its Public Equality Duty and given due regard to the need to eliminate discrimination, promote equality of opportunity and foster good relations between different communities. Any specific equality implications relating to recommendations made will need to be considered if any proposals are brought forward.

## **CONSULTATION**

18. Information and evidence was heard at the review meetings which were attended by relevant Council officers.

## **BACKGROUND PAPERS**

19. None

## **REPORT AUTHOR & CONTRIBUTORS**

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**Kim Curry**  
**Director Adults, Health and Wellbeing**

## **Communities and Environment Overview and Scrutiny Panel**

# **DOMESTIC ABUSE REVIEW**

**March 2017**



## **Foreword by the Chair of the Communities and Environment Overview and Scrutiny Panel**

Domestic Abuse continues to be one of the biggest challenges faced by the Safer Stronger Doncaster Partnership. A great deal is known about the dreadful effects it has on individuals, their families and the wider community. It is recognised that a great deal of work has been undertaken to respond appropriately and effectively to reports of domestic abuse. Over the last few years there has been a significant improvement in Doncaster's response and we are starting to see the positive impact of the work that is being done.

The Adults and Communities Overview and Scrutiny Panel previously undertook an in-depth domestic abuse review during 2014/15. Due to the continuing importance of this matter, the Communities and Environment Overview and Scrutiny Panel made the decision as part of their 2016/17 workplan to revisit that information and look at what progress has been made taking this agenda forward. The Panel agreed to focus on identifying the challenges and gaps that currently existed and look at how well processes were working. The current review also looked to investigate key partners and organisations roles within the domestic abuse agenda. Members of the Panel also had the opportunity be involved in the consultation for the recently revised Domestic Abuse Strategy.

We are therefore delighted to present the findings of this recent scrutiny review which includes recommendations made by the Panel.

We would like to thank everyone who contributed to the review including Councillors, Local Authority officers, partners, stakeholders and those individuals affected by abuse, who all gave up their time to support the work of this group and are very much appreciated.

We look forward to receiving the response to our findings and recommendations made.

**Councillor Jane Kidd**  
**Chair of Communities and Environment Overview and Scrutiny**  
**Panel**

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## **EXECUTIVE SUMMARY**

The following recommendations were made by the Communities and Environment Overview and Scrutiny Panel following a review looking at Domestic Abuse that took place between July 2016 and February 2017. The reasons for the recommendations are detailed at the end in the report within Conclusions and Recommendations on Pages 34 to 40.

The Panel's recommendations are therefore that consideration is given to the following: -

### **Commissioning**

1. Embedding domestic abuse into all aspects of commissioning where possible.
2. Ensuring that where services are commissioned, qualitative outcomes are the main driver as well as being value for money.

### **Referral Process**

3. Reviewing the referral process and the single point of contact for partner organisations and victims of domestic abuse.
4. Ensuring that the referral pathway is publicised with workers on the peripheries of the Department of Work and Pensions (DWP), being provided with free training on domestic abuse issues and the referral process.

### **Sharing Information**

5. Ensure that information is shared within the remit of the Data Protection Act and that all services work towards shared protocols and the same goal.

### **Changes in policy**

6. That all policies ensure that the needs of victims of domestic abuse are responded to immediately.

### **GP Service**

7. The consideration is given to GPs or staff at GPs premises providing further assistance to enable domestic abuse victims to access services.

### **Support Services – Post Domestic Abuse**

8. After Care - That the provision of aftercare support for low and medium risk victims be reviewed.
9. Counselling and Therapeutic Services - Review the sufficiency of counselling and therapeutic services currently available and whether it meets the increasing needs of domestic abuse victims and their children.



### **Networking, Training and Raising Awareness**

10. That arrangements for front line workers to meet as regularly as possible are supported, to ensure that training is regularly undertaken and raising awareness is promoted.
11. Continuation of partnership events to be held on domestic abuse

### **Gaps**

12. Ensure that gaps in Domestic Abuse services are identified and addressed.
13. That consideration is given in respect of funding gaps, as whilst the Council and other partners have signed up to the strategy there are still major funding gaps with many services being at risk now and in the near future.

### **School Involvement**

14. Ensuring that support be given to the cultural and behavioural changes made from a young age, through strengthening school involvement and building upon the work currently being undertaken.

### **Elected Members Role**

15. Councillors be provided with a crib sheet and further training to help them report Domestic Violence

### **Monitoring - Reviewing Recommendations**

16. That the Panel reviews progress on recommendations and issues raised as part of the 2017/18 workplan.

### **Concern – Recruitment and Retention of Staff**

17. The Panel also wished to highlight their concern regarding the difficulties in Partners recruiting and retaining good quality frontline staff through addressing issues such as differences in salary.

## **FOCUS OF THE REVIEW**

1. The remit of the review was to address and consider challenges, gaps, how things were working since the last domestic abuse review was undertaken in 2014/15 and what were key partners and organisations roles within this agenda. The Panel also had the opportunity to consider the revised Domestic Abuse Strategy in its draft form as part of the consultation and supported its direction and focus.

## **METHOD OF INVESTIGATION**

2. The Communities and Environment Overview and Scrutiny Panel agreed that a review should be undertaken through a series of informal meetings alongside the development of the Domestic Abuse Strategy, with Contributors detailed on Page 7 and 8.

Three set questions were posed to partner organisations.

- What part do you play in the response to Domestic Abuse?
- What are the key challenges for your organisation in delivery services?
- Will your organisation need to change to facilitate effective whole family working, if so, what are the challenges?

## **MEMBERSHIP**

3. The Members of the Communities and Environment Overview and Scrutiny Panel include the following: -
  - Councillor Jane Kidd (Chair)
  - Councillor Jane Cox (Vice Chair)
  - Councillor Susan Durant
  - Councillor Iris Beech
  - Councillor Ken Keegan
  - Councillor Craig Sahman
  - Councillor Austen White
  - Councillor Cynthia Ransome
  - Councillor Clive Stone  
  - Invitees: Tom Fent, Unison Representative

## **TIMESCALE**

4. It was agreed by the Communities and Environment Overview and Scrutiny Panel that the review would be undertaken mainly over a two day period including a separate meeting with victims of domestic abuse and a site visit to the refuge, the Chair and Vice Chair also attended a national Domestic Abuse

seminar. All meetings were undertaken between July 2016 and February 2017 and the final report to be sent to the Executive in March 2017.

## MEETINGS

5. The Panel or Chair and Vice Chair undertook the following meetings as part of the review: -

	<b>Date</b>	<b>Meeting</b>
1.	28 <sup>th</sup> July 2016	Site Visit To Housing Refuge (Riverside)
2.	11 <sup>th</sup> August 2016	Full Day Meeting With Officers And Partners
3.	3 <sup>rd</sup> October 2016	Meeting With Domestic Abuse Victims Recommendations Meeting
4	14 <sup>th</sup> December 2016	Domestic Abuse Seminar
5.	10 <sup>th</sup> January 2017	Meeting With Panel And St Leger – Review Of Recommendations (Part 1)
6.	17 <sup>th</sup> January 2017	Meeting With Panel And St Leger – Review Of Recommendations (Part 2)

## CONTRIBUTORS

6. During the review, the following individuals have kindly provided their time and expertise to enable Members to receive a broad range of information: -

### **DMBC;**

#### Cabinet Members

Councillor Chris McGuinness - Portfolio holder for Communities, the Voluntary Sector and Environment

#### Officers;

Bill Hotchkiss – Head of Service (Community Safety)

Sandra Norburn – Domestic and Sexual Abuse Theme Manager

Judith Vickress – Knowledge Hub Team (Safelives)

### **EXTERNAL;**

Phil Hayden – Interim Project Manager, Performance and Business Improvement – Children's Trust

Cheryl-Henry Leech – Operational Manager, Performance and Business Improvement – Children's Trust

Andrea Parkinson – Service Manager - Riverside

Debbie McKinney – Service Manager – Changing Lives

Hannah MacKay-Christie - Business Development Manager – Changing Lives

Rebecca Newcombe - Senior Business Developer- Doncaster Rape and Sexual Abuse Counselling Service

Nikeisha Bragger – Project Manager - Foundation for Change  
Paul Hardman - Development and Communications Director - Foundation for Change  
Karen Hockley - Detective Inspector Karen Hockley – South Yorkshire Police  
Julie Wells - Service Delivery Manager  
Vespa Rying – Former Doncaster Women’s Aid Employee  
Julie Jablonski - Housing Safeguarding Partnership Manager (St Leger)  
Two victims who has been affected by domestic abuse.

DRAFT

## BACKGROUND

### 7. Key facts:

- Upwards of 27,060 of women and girls aged 15 to 59 in Doncaster have experienced an incident of abuse or sexual assault in their life;
- The overall wider public cost of domestic abuse in all cases for Doncaster is estimated to be over £56m;
- The cost of support for children and young people known to Children's social care is calculated at £7.5m;
- Since services to support people affected by domestic abuse were launched there has been a 10.25% reduction over the 2 years which is not reflected in the rest of South Yorkshire, this suggests that the Council and its partners are having an impact;
- Police incidents have flattened over the last three years against a continued increase in South Yorkshire;
- Familial links – now seeking a second generation going through the Multi Agency Risk Assessment Conference (MARAC) programme. Some children grow up with domestic abuse as 'normal' and go on to have abusive adult relationships;
- Domestic Homicide Reviews – these are management reviews and as from 2011 are statutorily required if there is a death following domestic violence. They are chaired by an independent person with the process managed by DMBC Community Safety Team. There have been 4 reviews in Doncaster, the recommendations of which have been fed into the Domestic Abuse Strategy. It was noted that none of the victims had been engaged with support services although all had made a least one call to the police about domestic abuse.
- Commonly find a combination of issues present in a domestic abuse environment, for example, mental health, substance misuse, poverty, disability, parenting and worklessness.

### 8. Services for victims (both men and women) of Domestic Abuse

- Free Domestic Abuse Helpline 0800 4701505 (Riverside);
- Refuge, housing provision and floating support where people need to move (Riverside);
- 3 Domestic Abuse Caseworkers (DAC) including one based at Doncaster Royal Infirmary and two targeting GPs (DMBC Community Safety). They focus on preventing escalation of risk, supporting victims at lower levels with their intervention looking to reduce repeat incidents.

- 4 Independent Domestic Violence Advocates (IDVAs) supporting high risk victims as part of the Multi Agency Risk Assessment Conference (MARAC) managing high risk cases, including 1 specialist for young victims aged 13 to 19. It was recognised that due to the high abuse in teenagers a specialist for this age range was required;
- Multi Agency Risk Assessment Conference (MARAC) managing high risk cases and managed by DMBC;
- Domestic Abuse Navigators (DANs) (Doncaster Childrens Services Trust) support recovery of children and young people.

9. Services for people using abusive behaviour:

- Foundation – a voluntary programme offering support to change behaviour. This was the only facility in South Yorkshire and will be evaluated by Sheffield University with a report expected in 2017.
- Police response – new tools such as Domestic Violence Protection Notice and Order (DVPN/O's), Clare's Law and new coercive control law;
- Intensive management and monitoring of high risk offenders through joint work with Police and Probation;

10. Domestic Abuse Strategy

Following a partner development day the vision and core principle of practice emerged as:

“In Doncaster people no longer experience Domestic Abuse”

The vision was aspirational and was for a Doncaster where domestic violence and abuse is recognised as unacceptable, and people live safe and happy lives free from abuse.

11. Strategic Outcomes and Key Objectives:

- Outcome 1 – Communities and families no longer accept or experience domestic abuse.
- Outcome 2 – Families who are vulnerable or experience domestic abuse are identified earlier and receive effective support to stay safe; reduce repeat victimisation and recover.
- Outcome 3 – People who use abusive behaviour are challenged and provided with effective support to change or face the consequences of their actions.

## 12. Consultation

Consultation on the Strategy had been undertaken but further consultation was required through the summer with opportunities to contact young people through Growing Futures. Some of the comments following consultation included the requirement for a cultural change particularly in small close knit communities, particularly working with several generations where there has been abuse. Further consultation was required with service users and residents which would be continuing up to September 2016.

It was thought through consultation that the Strategy was easy to understand which all front facing organisations within Team Doncaster and partners would be able to implement.

It was recognised that Doncaster required a whole system and place approach including all residents, staff from any partner or agency and that domestic abuse was not “just the way of life”.

## 13. Prevention and Education

There was a need to educate people to report incidents to receive support and avoid repeat incidents.

It was stressed that there was a change in culture required, particularly in families where domestic abuse had been present in a number of generations with education in communities and schools to change acceptability of the problem.

There was currently delivery of awareness sessions in school for teenagers and a programme was being developed for primary age children.

The delivery of free multi-agency training for workers in all partner agencies was being undertaken to give people skills to recognise and respond to disclosures of domestic abuse.

## 14. Early Intervention and Promoting Recovery

It was essential to have good partnership working to provide the whole family approach with a single lead professional co-ordinating work. This ensures effective sharing of information to protect those at risk;

There was a lot of emphasis on making a referral if someone suffered or suspected domestic abuse which raised that people had to have the confidence to firstly make the referral,

To aid recovery therapeutic and educational programmes are delivered to help victims recover from the impact of living with domestic abuse.

15. Management of risk of serious harm

A Multi-Agency Risk Assessment Conference (MARAC) is held every 2 weeks where 20-25 cases are discussed. In 2015/16 there were 442 high risk cases – 43% repeat cases and 151 from April to June 2016.

Domestic Abuse, Stalking and 'Honour' based violence (DASH) to manage the risk of serious harm, it is vital to make an accurate and fast assessment of the danger people are in, so they can get the right help as quickly as possible. The DASH risk checklist is a tried and tested way to understand risk.

16. Doncaster Children's Services Trust

Growing Futures – outlined that it was a long term way of thinking and working differently together as partners with families not just a project with Key Objectives as follows, whilst informing Doncaster's DVA strategic approach and mainstream practice:

- Reduce emotional harm caused by domestic abuse to children;
- Directly support recovery from abuse for victims and their children;
- Reduce repeat victimisation;
- Challenge acceptance of domestic abuse and violence by families and whole communities; and
- Break the pattern of abuse as it re-presents itself in children and young people.

Headlines:

- Work intensively with around 240 high risk families per year (350 children) cohort 1;
- Work intensively with 350 medium risk families per year (500 children) – cohort 2;
- Reduce repeat cases to Multi-Agency Risk Assessment Conferences (MARAC) by 25% in year 1;
- 30% reduction of repeat referrals to social care where domestic abuse is a factor;
- Reduction of children admitted to care resulting from 10% reduction in children in need where domestic abuse is a factor.

17. Raising awareness - Key areas to raise awareness and consult with were partner agencies, practitioners, communities and families (adults and children/young people) through changing how agencies think and practice, communications strategy, research.

18. Achieving Impact - Domestic Abuse Navigators are at the heart of the practice to effect change for children and support the transformation of domestic violence abuse (DVA) practice. 8 Domestic Abuse Navigators (DANs) work on high risk cases through Multi-Agency Risk Assessment Conferences (MARAC) currently with 164 cases being worked and 58 concluded. Re-referral is



currently 12.3% compared with 24% in other cases. The approach is based on early intervention and prevention with the view that this would reduce the need later through children's social care by avoiding the need for child protection plans or children going into care). The service model provides flexibility and a differentiated approach to address individual children's needs, recognising children and young people will experience and be affected by DVA in different ways for example, 3 children at different ages in the same family could require different support whether it be therapeutic or support discussions. It was noted that there was currently a short waiting list which was being managed through Domestic Abuse Navigators (DANs) co-working or mentoring other professionals currently working with these families.

It was also acknowledged that very few services nationally provide recovery for children living with domestic violence or abuse. Doncaster was therefore leading the way in rethinking practice through a whole family approach by working with or ensuring work with the adult victim; the abuser and the children within a family at the same time.

To support the development of direct practice and support transformation of services through other agencies Domestic Abuse Navigators (DANs):

- Undertake direct casework the high risk families (50%);
- Mentoring and modelling practice in casework;
- Group work with children and young people
- Delivering the Getting on Programme (Teen to Parent abuse);
- Workforce Training Programme and seminars;
- Project development including action learning and external evaluation;

19. Outcomes and Impact – success of the programme is being evaluated by an appointed external evaluator through a range of indicators. The external evaluation is focused on the following key questions:

- what impact has Growing Futures had on families experiencing DVA?
- what impact has Growing Futures had on systems, protocols and professional practice within services dealing with cases of DVA?
- has there been a reduction in repeat referrals to Multi-Agency Risk Assessment Conferences (MARAC) over the course of the project?
- has there been a change in the vulnerability status of children (that is, children in Need, Children with Child Protection Plans, and Looked After Children) as recorded on the social care IT system?
- what challenges have Growing Futures faced in achieving its objectives?
- what has enabled Growing Futures to achieve its objectives?

20. Challenges – Members recognised the intensive work required with victims; perpetrators and children; as well as taking a whole family approach. This is further complicated by:

- Difficulty recruiting specialists (Mental ill health and drugs and alcohol) as agencies restructure and reduce capacity reluctant to take on innovation short term funded work;
- Workers drawn to this work could have lived experience of domestic abuse or only worked in the past with aspects of domestic abuse (not whole family) which poses potential burn out, it is therefore vital to have clinical supervision;
- Changing practices (thinking and working differently) takes time and requires consistent leadership;
- Limited or poor understanding of the types or typology of domestic violence and abuse alongside other multiple needs;
- Reluctance of some workers across the partnership to engage and work with abusers – this is their current competency; confidence or not seen as their role;
- Domestic Abuse, Stalking and 'Honour' based violence (DASH) risk assessment not routinely used across the partnership by agencies to understand the level of risk and referring to Multi-Agency Risk Assessment Conferences (MARAC).

## 21. **Safelives**

The representative stated that Members must be proud of what workers were trying to achieve in Doncaster, particularly good practice ideas that were now being used elsewhere in the country. Nationally they wished to see more referrals from partner agencies not just the Police. It was learnt that some organisations dare not ask the question "is it domestic abuse" for fear of the answer, therefore there was a need to enable people to disclose and identify the issue.

- Since 2005, SafeLives, a national charity formally known as CAADA, has found new ways to help victims at risk of murder or serious injury. It pioneered the use of the Domestic Abuse, Stalking and 'Honour' based violence (DASH) Risk Assessments; trained more than 1800 IDVAS (specialists who help victims become safe) and enabled professionals to work together to cut domestic abuse, setting up over 285 Multi-Agency Risk Assessment Conferences (MARACs) in the England, Wales, Scotland and Northern Ireland.
- Frontline services are not delivered but work is undertaken to support others to implement, develop and sustain Multi-Agency Risk Assessment Conference (MARAC) processes, training. Expertise is also provided through the Knowledge Hub team all of whom scour the country to see what works and disseminate good practice.
- In 2015, SafeLives was developed with a mission to make every family safe. It is delivering pilots to work with perpetrators and a new One Front Door model which will assess the risk to every family member. It was felt that unless information is shared at the earliest opportunity, domestic abuse victims and their children will remain at risk of serious harm and murder.

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## EVIDENCE GATHERED – WHAT MEMBERS LEARNT

### Riverside – Andrea Parkinson

#### What part do you play in the response to Domestic Abuse?

##### 22. Refuge

- A safe 24-hour access accommodation (if police or Social Care referral), comprising of 2 self-contained flats and 5 shared accommodation.
- Referrals are made from all agencies and self-referrals to [victoriahouseservices@riverside.org.uk](mailto:victoriahouseservices@riverside.org.uk) or 01302 883599.
- Supports women to overcome language barriers and cultural barriers.
- Capacity to accommodate 7 women and up to 15 children.
- Within 24 hours a comprehensive needs and risk assessment will be completed to identify key priorities for intervention.
- A pre-CAF (Common Assessment Framework) will be completed for all the children within 5 days of arrival.
- Specific work undertaken with women to identify needs; Safety, Accommodation, Benefits, Parenting, Health and Counselling.
- Promote independent living through encouraging self-esteem and empowerment. 28 day stay (contracted but there's leeway depending on the individual).

##### 23. Dispersed Service

- There are 8 units of dispersed housing.
- Suitable for both men and women fleeing domestic abuse, if refuge is not suitable or moving on from the refuge.
- Safety measures; house tagged, alarms installed.
- Maximum length of support will be up to 6 months.

##### 24. Helpline

- Provided for public and professionals to make initial contact for support and advice about domestic abuse. Tel: 0800 4701505.
- Immediate response and assessment of needs and risks over the telephone – 7.30am to 10.30pm – calls will go to voicemail outside the core hours and will be addressed at 7.30am the following day.
- Signposts and provide information identifying support available.
- Available to both men and women experiencing domestic abuse.

##### 25. Floating support service

- Tenancy related support for males and females (16+) who have or are experiencing domestic abuse.
- Supports 50 individual clients/families to make choices, manage risks and recover from domestic abuse.
- Assist with accessing education/employment opportunities, mental health issues, substance misuse, counselling, budgeting, debt advice and tenancy issues.

- Service delivered in clients own home or with agreement can take place at alternative venues.
- Service operated flexibly to meet the individual's needs.

#### 26. Freedom Programme

- Available to anyone experiencing or have experienced domestic abuse.
- Develops an understanding of the dynamics of domestic abuse and to recognise abusive behaviours to recognise the impact of domestic abuse on themselves and children.
- Warning signs and how to protect themselves from further abuse.
- To gain self-esteem, confidence, improve quality of life and live free from abuse.
- To meet other people who have had similar experiences.
- Sessions delivered 1 day a week over 6 consecutive weeks.
- Starting new course around healthy relationships.

#### 27. Children's Services

- Supports families to understand how domestic abuse may have affected them and their children, by offering courses such as; "You and Me, Mum".
- Promotes healthy and non-violent relationships by raising confidence and empowering both mother and child/children.
- A detailed support plan is completed for each child and reviewed every six months to ensure the child's individual needs are met.
- Offers one-to-one support sessions with the child or with the whole family to help them communicate difficult issues through therapeutic play.
- Offers safety support for children to encourage personal safety and identify risks.
- Support is delivered in the refuge, in clients own homes or at an external venue.

#### 28. You and Me, Mum Programme

- Develops an understanding of how domestic abuse affects parenting.
- Empowers mothers to gain a better understanding of their role as a parent by addressing the needs of children and young people who have lived with domestic abuse.
- Promotes effective communication skills with parents, children and young people.
- Explores key protective behaviour messages and strategies for keeping mothers, children and young people safe.
- Course participants can self-refer to the programme or can be referred by external agencies.
- Sessions are delivered for 2 hours a week over a 6 week period

All sessions open to males apart from refuge and they employ males as well.

## **What are the key challenges for your organisation in delivery services?**

Members were informed of the following challenges;

29. Lack of housing – Members were informed that there was a 28 day period to remain at the refuge with three main aspects including 1. safety, 2. health and safety of whole family and 3. maximising benefits. Members heard that when it came to looking at where the client would be moving onto, there could be a backlog in getting people moved and settled. It was explained that appropriate privately rented accommodation were used and that work is being undertaken with landlords to find ones that can move quickly.
30. Refuge building not fit for purpose – It was explained that the refuge used was not a purpose built refuge and therefore had its limitations. The building was described as a lovely residential home rather than a purpose built refuge as it was dark, with small rooms and shared accommodation. It was explained that there were issues with families sharing a kitchen and problems such as food stealing and money being borrowed and owed. It was outlined that there were often complex needs which can't all be resolved. Members were informed that there were health and safety and safeguarding issues such as discarding needles with children and residential substance misuse.
31. No recourse to public funds – Members were informed that there were a lot of immigrations issues with visas causing complications when applying for benefits. It was explained that Riverside will signpost clients as well as those with no recourse to public funds accordingly
32. Befriending services – Members were informed that although befriending services could be very beneficial and could become a comfort blanket for the emotional issues, there was not a lot available in Doncaster.
33. Children slipping through the net – It was identified that children moving from one place to another could slip through the net especially in terms of education as well as instability and creating emotional issues. It was explained that it was not always easy to get children into the local school when they were constantly moving about. Also, difficulties with social services such as with transportation children to schools (when it is 2 to 3 bus rides away) were more complicated when there was more than one child.
34. Grants/resources to move on – Money and finances play an important role for many victims when considering whether to leave an abusive relationship. Members were informed how there was limited money available to help survivors build financial independence and that the processes could be quite confusing.
35. Need to change – Members were informed that Riverside was bound by agreement with the local authorities and held regular meetings with commissioners when they discussed outcomes, difficulties and gaps and how issues could be addressed in a flexible way. It was recognised that the service was dealing with individual people with different needs and that one size did not fit all. Members were informed that Riverside's contract was stringently audited and that there were lots of systems they have to work with. It was added that

monthly and weekly reports were produced and Key Performance Indicators (KPIs) were of a high standard that needed to be met.

36. Honour based violence on the rise – it was explained that this was a complex issue and difficult to understand and address as all cultures were different.

**Will your organisation need to change to facilitate effective whole family working, if so, what are the challenges?**

37. It was felt that there could be more involvement with other social care teams across the country but with only a small transition team this could be difficult.

### **Changing Lives – Debbie McKinney (Women’s Centres)**

**What part do you play in the response to Domestic Abuse?**

38. Changing Lives is a national charity which provides specialist support services to vulnerable people and their families. Originally a homeless charity dating back to 1970 (formerly Tyneside Cyrenians), Changing Lives now operates nationally. There is a Head Office and significant presence in the North East, also delivering across Yorkshire and Humberside, East and West Midlands and the North West.
39. Services are specifically designed and delivered for the most vulnerable and disadvantaged in communities, including homeless accommodation and longer term housing solutions; addictions and recovery services; social prescribing and employment. There are also women’s services, support for women and girls to achieve more through holistic one-stop-shop women’s centres, such as the Doncaster Women’s Centre as well as specialist services including support for women exposed to sexual exploitation, survivors of domestic abuse and women in the Criminal Justice System. There are family services to work with parents and carers providing practical, positive solutions for adults and children experiencing family breakdown in partnerships with Children’s Services and the Troubled Families agenda.
40. Its projects are supported by the successful social enterprise, Homelife where previously empty homes are purchased, refurbished and rented out to those in need. Approximately, one quarter of the staff team of nearly 400 are previous users of our services as experts by experience.

### **Changing Lives in Doncaster**

41. Changing Lives Women’s Centre in Doncaster provides tailored support to help women and girls achieve more whether through accredited training programmes, counselling, confidence building work or specialist services for women experiencing domestic abuse, involved in the Criminal Justice System and those involved in street sex work. A vibrant multi-cultural community centre is run in the heart of the town, working with approximately 2000 girls and women per year of all ages. Work is currently undertaken with 46 different nationalities. An Ofsted registered crèche is provided for mothers and carers accessing the services.

## Changing Lives response to Domestic Abuse

42. Changing Lives provide a number of services for women, men, children and families whose lives are impacted by domestic abuse across the North of England as follows:

- The refuge and Independent Domestic Violence Advocates (IDVAs) service in Halton runs a psychologically informed environment and outreach service for both male and female survivors.
- Changing Lives are partners of a newly commissioned service in Newcastle upon Tyne, managing staff within a new-build refuge and run an integrated IDVA/Independent Sexual Violence Advocacy (ISVA) service across the City.
- Their commissioned IDVA service in Blackburn with Darwen is established to reach out to medium and high risk victims in the community. This team is located within the city centre, with staff also based in multi-agency safeguarding hub, accident and emergency and local maternity units. The Outreach Team deliver recovery group work to adult survivors, and young people who have witnessed domestic abuse in the family home. They engage children in schools and deliver a voluntary perpetrator programme.
- Changing Lives have recently been funded by a significant Big Lottery Reaching Communities grant to develop an exciting new project in Blackburn with Darwen. This project will seek to address a significant gap around early intervention work for women experiencing domestic abuse which minimises the likelihood of harm escalating and repeat victimisation. The team will engage families with additional complexities due to their intention to stay together; women with multiple needs where violence and abuse can be normalised; women in employment; and BAMER women. This new approach will be fully evaluated with learning shared with all stakeholders nationally.

43. Changing Lives also have considerable experience working directly with families who may be impacted by domestic abuse:

- The Knowsley Families Project is linked closely to the Troubled Families team as a 'step-down' service supporting all family members to address their needs, including domestic abuse, social exclusion, mental health and poverty.
- Ridley Villas in Newcastle and Gateshead provides abstinence-based supported accommodation for women with children who are at significant risk of being removed into the care of the Local Authority. Almost all the families engaged with in this capacity are at risk as a result of domestic abuse and the team is highly trained to safeguard children whilst working with families to stay together.



- Changing Lives in Doncaster is commissioned by The Children's Trust Growing Futures programme to deliver a range of domestic abuse recovery group work programmes to break the cycle of repeat victimisation. Work includes engaging with young people who have witnessed domestic abuse in the family home as has been shown from service user consultation in Doncaster Women's Centre that so often this increases likelihood of domestic abuse in early intimate relationships and ongoing into adulthood.
  - The Women's Centre in Doncaster is well known as a central point of contact for all women and girls to access with an open door policy, receiving advice and guidance, signposting and support. A number of those people who drop in to the Centre do so to seek support for domestic abuse and we have local Solicitors offering free legal advice attending weekly to enhance the service we can offer. Women and girls can access counselling and therapeutic group work as well as more practical opportunities to address these needs. Partnerships across the City are essential to ensure women and girls can access the most appropriate and seamless advice and we engage with the Multi-Agency Risk Assessment Conference (MARAC) process as required.
44. The provision has a Town Centre location which is very accessible and provides a first point of call for women presenting and asking for help. Women are referred through the Growing Futures initiative or by presenting directly at the Centre or via another service addressing other needs.
45. Added value through the Changing Lives offer and plays a role in the long term recovery of domestic abuse. Other Changing Lives services individuals impacted by domestic abuse may present include:
- Amber Project – support for women with experience of sex work, survival sex and sexual exploitation in Doncaster. The majority of clients have experience of domestic abuse.
  - Positive Mental Health – the team supports women with low level mental health by delivering a number of therapeutic groups, one to ones and counselling.
  - Young People – support for 18 – 25 year olds to get back into training or work, breaking down barriers to employment via Talent Match.
  - Women in the Criminal Justice System – structured group work, drop in and one-to-one support for women subject to community supervision and on release from custody, commissioned by South Yorkshire CRC and NOMS.
46. It was outlined that Doncaster women's centre receives 20 referrals per week for counselling; and through the DMBC programme there are 300 to 400 counselling sessions per year. This may meet the needs of young people (particularly young men) who may not engage well with group work. It was noted that some clients attended such sessions whilst in a relationship with the perpetrator.

47. Changing Lives understand that a co-ordinated community response to domestic abuse is important, and that their services are just one element of a wide range of services and interventions. As an organisation they ensure that all their staff are able to consider the whole family at all times as so often these attachments are an integral element of recovery and resilience.

**What are the key challenges for your organisation in delivery services?**

48. Our challenge is to continue building partnerships and working in collaboration to provide the best support available for a person's support plan. Our hope is that this would contribute to a single point of contact that co-ordinates the process through. The provision of aftercare support when required to prevent reoccurring problems is key in the process and a challenge is to balance resources enabling a team to be fully effective and supportive for people accessing the service. This form of aftercare could be strengthened to reduce the number of clients returning back into treatment and empowering people to move in their lives.
49. It was added that clients of domestic abuse and from the Amber project were in and out of hospital and many agencies were involved. This resulted in information not being communicated effectively.

**Will your organisation need to change to facilitate effective whole family working, if so what are the challenges?**

50. Changing Lives expressed a desire to see the development of fully integrated partnerships across Doncaster including early intervention to break the cycle of abuse before it escalates family support and a holistic offer for everyone in the community through a genuinely co-ordinated community response.
51. As an organisation, they have worked in close partnership with The Children's Trust to develop a Whole Family model, moving away from the 'parallel planets' of children, adults and offender services towards a genuinely integrated approach.

**Doncaster Rape and Sexual Abuse Counselling Services (DRASACS) - Rebecca Newcombe**

**What part do you play in the response to Domestic Abuse?**

52. It was explained that DRASACS delivers counselling and the services of Independent Sexual Violence Advocacy (ISVA) to men, women and children of all ages who have suffered any form of sexual violence, at any time in their life.
53. Many of the clients DRASACS work with in the counselling service have suffered sexual violence within a domestic setting. DRASACS were able to offer specialist counselling to support clients in coping with the emotional impact of sexual violence, working on empowerment and supporting them to live a life free from the legacy of abuse. Support is extended to family

members who have also been impacted by the abuse suffered by a loved one.

54. DRASACS also runs the Doncaster Independent Sexual Violence Advocacy (ISVA) service and can support clients, practically, who have suffered sexual violence within a domestic setting. ISVAs work in close partnership with the Criminal Justice System. It was explained that ISVAs can go with an independent perspective with the client to make sure that their needs are maintained and that this relationship can last around 18 months to 2 years. It was noted that the ISVA role is to keep the client up-to-date, explain police jargon and decisions and undertake pre-trial visits to court.
55. It was reported that over 500 Doncaster residents were seen in a year with the youngest being 6 months of age and counselling being provided to children from as young as 3 years old.
56. Members were informed that the aim of the organisation was the wellbeing of clients and keeping them engaged in the process, it was noted that once the ISVA had become involved then the client was more likely to stay engaged.
57. It was reported that there was a waiting list for counselling although the service provided by ISVAs was more immediate. In relation to Mental Health services, it was acknowledged that they were in high demand and it was difficult for people to feel confident enough to speak out.
58. It was explained that DRASACS was a specialised organisation and worked in partnership with other charities and projects such as Changing Lives and Victim Support. It was noted that the Police and Crime Commission was looking to make this provision more consistent across South Yorkshire.

**What are the key challenges for your organisation in delivering services?**

59. Funding - DRASACS is in a strong funding position, however, many of the funding pots available are for a maximum 3 year period, with some only being for a 12 month period, creating an ongoing need for funding to be sought and secured.
60. Relationship with Agencies – It was commented that DRASACs had a good relationship with agencies but that it was only as good as the length of time people remained post and that when those people left they took away valuable knowledge and expertise.
61. Referrals - It was stated that referrals escalated significantly following the Jimmy Saville enquiry.

**Will your organisation need to change to facilitate effective whole family working, if so what are the challenges?**

62. DRASACS currently delivers family working through the support provided to family members. The counselling effectively utilises the limited resources

available to accommodate whole families attending for individual 1-2-1 counselling, at the same time to reduce cost of travel and time for the clients.

63. It was added that the Independent Sexual Violence Advocacy (ISVA) service support extends to whole family throughout the duration of the engagement with the client.

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## **Foundation 4 Change – Nikeisha Bragger**

### **What part do you play in the response to Domestic Abuse?**

64. Foundation is a charitable organisation with over 30 years' experience of providing a range of housing and complementary services to vulnerable and socially excluded groups. It delivers tailored support to help customers reduce social isolation and build rewarding futures through recognising people's strengths, championing their voices and working in partnership to deliver excellent services.
65. Foundation provides a range of support services including working with adults to prevent and tackle homelessness, domestic abuse and substance misuse. They also work with young people to support them with housing and resettlement, leaving care and offending. They provide practical, financial and emotional support, offering advice and guidance and deliver services for both victims and perpetrators of Domestic Abuse whilst working in partnership with external agencies.
66. It was explained that the service started 2 years ago offering something slightly different with shorter term interventions for more low and medium risk perpetrators who family had not had any interventions at that point. It was explained that it was an 8 week voluntary programme delivered in Doncaster. For this course, a needs and risk assessment of individuals needed to be undertaken for a pathway to be chosen for them. It was outlined that the programme was on average 5-6 months all together with signposting to other agencies to address other needs.
67. In 2015-2016, Foundation supported 4584 customers across their services and undertook 56,000 face to face contacts; this excludes an increasing number of customers who access the triage service for short term focused interventions. 2610 customers left the services which was a planned outcome for 83% of these customers.
68. In Doncaster, Foundation currently deliver three services; CLASS our Care Leaver Accommodation Support Service to support 16-18 year old care leavers who want to live independently, Foundation our voluntary perpetrator programme and Working Towards Change delivered in partnership with Growing Futures to offer support to perpetrators who's families are supported by Domestic Abuse Navigators and individuals who are arrested for Domestic Abuse offences.
69. Foundation is commissioned until March 2017 and is funded by the Police and Crime Commission (PCC) and DMBC (Public Health).
70. Foundation was developed as an early intervention, preventative model for perpetrators of domestic abuse. The service is available to all individuals aged 16 and over, who live in Doncaster, who are committed and motivated to change their abusive behaviour and provide consent to sharing information

and working with victim services to ensure the safety and wellbeing of victims and children.

71. The aims of the service are:

- To reduce harm caused to families by domestic abuse;
- To challenge the acceptance of abusive behaviour;
- To change the behaviour of individual perpetrators of domestic abuse; and;
- To provide early intervention to prevent abusive behaviour occurring in the future or escalating.

72. The purpose of the service is to:

- Increase the safety of victims and children;
- To offer all individuals displaying abusive behaviour towards partners or family members the opportunity to recognise, acknowledge and change their behaviour; and
- Target all levels of abuse and offer early intervention.

73. The support provided includes group based interventions, 1:1 work and assesses the needs of the individual. Their approach is holistic so they work closely with other agencies throughout Doncaster to provide tailored services to suit the individual ensuring the best for its customers.

74. Progress so far - Since Foundation started they have received 425 referrals with 227 customers placed on a programme of support. They have developed a drop in service and 51 customers have accessed this additional support service on completion of the programme.

75. It was reported to Members that there had been a good success rate, high number of referrals and self-referrals (which was seen as positive that clients were actively seeking out the service as the programme would not work if client was made to come).

76. On completion of the programme, 90% of customers said they have been able to address their abusive behaviours, 88% reported positive changes in their relationships and 96% said they have a better understanding of the consequences of their behaviour on others.

77. Services are flexible to work around the needs of the customers. Many customers are in full-time employment so they offer evening and weekend appointments to make sure that the service is inclusive. A total of 94% of customers said they were able to fit the service around their personal commitments and were therefore able to complete the programme.

78. They are a key partner in Doncaster for Domestic Abuse perpetrators and work closely with a number of other agencies such as social services and the police to address this issue.

79. In terms of support for young people, the following has been undertaken;

- Care Leaver Accommodation Support — option for young people aged 16 to 18 years old to get their own accommodation, they rent on their behalf then when they turn 18 then hand them over to that property.
- Budgeting – work undertaken with young people on package of support hours and assess needs – good outcomes have been achieved from care leavers service.

The University of Sheffield (School of Health and Related Research) are currently evaluating Foundation and will report on their findings in March 2017.

**What are the key challenges for your organisation in delivering services?**

80. They include the following: -

- Intentions of commissioners/longevity of services - it is not clear what will happen to Foundation post March 2017 and this creates a degree of uncertainty within the team. It was reported that retention of staff is often difficult when the organisation doesn't have a clear picture of what will happen to the funding and therefore staff may look to leave for more stability.
- Recruiting and retaining the right level of staff to work with this challenging customer group, with the right level of experience and skills and a salary to reflect the specialist service. Commissioned services often focus on volume rather than quality and more work needs to be done about measuring impact and return on social investment. The organisation is aiming to achieve this with the University evaluation.
- Varied roles and salaries between local organisations, for example, Doncaster Childrens Services Trust are paying for Domestic Abuse Navigators who's role profile appears to require similar skills and experience. This can result in problems with recruitment and a lack of co-ordination between local providers is evident. It was felt that the reward level needs to be more appropriate and for all commissioners to be aware of difficulties of job and how long it takes to change such behaviour. It was added that if the pay level is inconsistent with the market, it makes it difficult to retain staff therefore commissioners need to be more co-ordinated and consistent.
- High turnover of staff in key partner agencies such as Social Services so professionals are not always aware of services available to make referrals. It was reported that it was therefore difficult to keep on top of this as it was time consuming to attend meetings etc.

- Lack of confidence/awareness of other professionals not directly working with domestic abuse on how to deal with issues, challenge behaviour, encourage participation and therefore better training required.
- Information sharing varies between organisations - it was reported that it would help all services if clear information and shared protocols were in place between all partners who were all ultimately working towards the same goal. It was stressed that the work that is being undertaken by the organisation was the outcome even though the work is with the perpetrator. It was commented that in respect of data protection that there is a culture issue that people tend to use it as a first line of defence not to do something, for example, legislation was being used to drive risk averse behaviour. Reference was also made to similar statements made within the Independent Inquiry into Child Sexual Exploitation in Rotherham (1997 – 2013).

**Will your organisation need to change to facilitate effective whole family working, if so what are the challenges?**

81. The following was raised;

- Foundation offer individually focused support packages tailored to the needs of the customer. The focus initially is to work with the customer across all services.
- Foundation already works in partnership with other agencies that support partners and children to ensure support for all the family is in place; and will signpost where relevant. It is a voluntary service but customers are informed at the start of support that they work in partnership with Domestic Abuse Caseworkers and as part of the service, all partners (if applicable) will be offered a support service. This is a combined effort with partners to ensure that support is in place for the whole family.
- Foundation do not see their role as the lead professional but certainly as a member of the team to provide support and advocate for our customers.
- Data Sharing is a key part of being able to effectively work in a coordinated whole family approach. There have been incidences of professionals stating that they can't share data but under the Data Protection Act 1998 can if the purpose is to prevent crime. The organisation views their role being to prevent domestic abuse but challenges are created by varied procedures in other organisations.
- Working with Schools – The organisation would like to undertake more work with schools and with young people at an earlier stage.
- Commissioners looking at volume rather than quality – It was suggested that this pre-supposes you know what you are acquiring and if you are not clear or if you have never purchased such a thing before then more pre discussion is required around what you are buying and what will you do.



It was added that working with perpetrators, it is challenging to identify outcomes for measuring changes in behaviour.

- Funding – It was spoken how there was no indication what will happen after funding ends, and suggested that a county wide approach would be more effective. It was proposed that it would be useful to get partners from within the South Yorkshire region to deliver it with one lead and satellite offices.

**South Yorkshire Police (Protecting Vulnerable People - PVP Unit) – Detective Inspector Karen Hockley – Manager of Safeguarding Adult Team (SAT) for Doncaster and Barnsley**

**What part do you play in the response to Domestic Abuse?**

82. The South Yorkshire Police Safeguarding Adult Team (SAT) structure within Doncaster, is co-located with partners at the Mary Woollett Centre in Doncaster. The SAT supports district Police Officers and staff, with high-risk issues and investigations.
83. The SAT commenced in Doncaster in 2015 and forms part of a Hub, together with Barnsley. In place are 16 Detectives/Trainee Investigators, three Civilian Investigation Officer and two Sergeants that cover the Doncaster area. There are additional resources based in Barnsley. The team provide 7 day week cover between the hours of 0800 hrs and 2200 hrs and there is also a South Yorkshire night cover between 2100hrs and 0500hrs.
84. The SAT terms of reference includes the following;
  - Manage all high-risk domestic abuse cases, including safeguarding and child protection;
  - Domestic Abuse Disclosure Scheme Applications (DADS) and Domestic Violence Protection Orders (DVPO's);
  - Manage high-risk domestic related harassments and non-domestic stalking;
  - Investigate allegations of rape and assault by penetration from victims 18 years old and above;
  - Incidents of Forced Marriage and Honour Based Abuse (HBA);
  - Investigate allegation of human trafficking and modern slavery for purposes of sexual exploitation;
  - Serious and complex investigations where adult safeguarding issues exist and a lack of care/neglect forms a major part of the offence.
85. As part of the discussion, it was acknowledged that the main role of the police was about: -
  - Protection of life, prevention and detection and investigation of crime;

- Early intervention by alerting partner agencies of concerns and DADS/DVPO's;
  - Attendance at case conferences, chairing and attendance at Multi Agency Risk Assessment Conferences (MARAC), safeguarding plans with victims and referrals for perpetrator programmes;
  - Work within specialist crime services;
  - Become involved with other interventions; and
  - Forming action plan with all partners.
86. Members heard that although there were police briefings, multi-agency briefings did not occur. However, it was reported that partnership working and communications were working well. It was acknowledged that there were very clear processes in place, including management meetings to look at domestic arrests. Members were informed that officers on the ground were made aware of serial perpetrators of domestic abuse. It was commented that there were a high rate of victims retracting statements and questioned whether extra support was needed. It was explained that the police are measured on performance although demand can't always be predicted.
87. In respect in getting help, reference was made to contacting the helpline or ultimately ringing 10. It was shared that referrals could be made to any agency depending upon the severity of the case and wishes of the victim. It was viewed that it is important to ensure that staff have access or know about all support agencies for domestic abuse. In relation to emergency accommodation, Members were informed that people are placed in hotels if necessary to ensure that they were kept safe.
88. It was stated that emphasis should be based on early intervention and prevention to avoid missed opportunities as opposed to reactive responses in a crisis.

### **What are the key challenges for your organisation in delivering services?**

89. The following was identified as key challenges;
- Whilst commitment to safeguarding all areas was a priority, challenges in delivering such a service (for example resourcing uniformed officers) had been difficult due to high demands elsewhere (breach of high risk repeats and restraining orders). Other influential factors included officers leaving or not being at work due to sickness, career breaks, being attached onto other enquiries and not being replaced;
  - Communication between agencies to ensure awareness of roles and responsibilities, especially with relatively new initiatives i.e. Growing Futures, Domestic Abuse Navigator's and Foundation. It was advised that these could always be improved and there be a better appreciation of the different roles, responsibilities and restrictions. Finally, it was felt that there could be more consistency when referring to different schemes and organisations;

- Maintaining adequately trained workforce;
- Ensuring that information sharing protocols are in place, especially with non-statutory agencies;
- Encouraging victims to continue with a prosecution to court.
- Responding to changes in service (users/demographics) and victim profiles, for example, Honour Based Abuse/Female Genital Mutilation.

**Will your organisation need to change to facilitate effective whole family working, if so what are the challenges?**

90. The following was identified as key challenges;

- Shared IT Solutions – It was commented that these are required between partners, to record all activity and coordinate to prevent duplication/missed opportunities. It was suggested that benefits would be gained from improved IT solutions that would remove duplication and issues with data sharing. It was added that sharing information was considered not as big as an issue as it once was. It was commented that improved systems could inform people who the Case Worker is etc. In terms of early intervention, better IT solution would help with what opportunities are there before the point the abuse reaches the Police.
- Additional training/awareness would be required for officers and staff. It was commented that it was essential to ensure that workers are skilled up to respond and that this should be undertaken jointly.

**Victim Support – Julie Shaw**

**What part do you play in the response to Domestic Abuse?**

91. Victim Care Unit - The Victim Care Unit is based in Wakefield and receives referrals directly from the police daily via automatic data transfer of all supported crime types. In the previous year we received 1582 referrals of recorded crime incidents relating to domestic violence against residents in Doncaster. They also receive self and other agency referrals. Try to keep that risk at standard, interventions in there quite often there is a housing issue and can help them out.
92. Victim Care Officers attempt to contact all referrals to offer immediate emotional support, complete needs assessments and will complete Domestic Abuse, Stalking and 'Honour' based violence (DASH) risk assessments where appropriate. They will refer high risk onto Multi-Agency Risk Assessment Conference (MARAC), Independent Domestic Violence Advocates (IDVAs) and safeguarding. Standard risk victims identified as needing further support are passed to the Town Centre Community Office to deliver services.
93. Doncaster Branch Community Service - Branch staffs take referrals direct from the public or other agencies and offer a range of interventions which can be just a single contact or ongoing support over a long period of time. Office based in

Waterdale and outreach service in local library, so victims do not have to travel too far.

94. Their services can be broadly split into 5 categories;

1. Emotional Support – Confidential face to face appointments or telephone support allowing victims to talk to someone who is non-judgmental and understands the impact of domestic abuse whilst having knowledge of the Criminal Justice System. Attendance at court.
2. Practical Support – Target hardening services, assistance in completing Criminal Injuries compensation claims, free provision of security items including security lighting, dummy cameras, and door and window alarms.
3. Onward Referral – to specialist services such as the refuge, Independent Domestic Violence Advocates (IDVAs), Independent Sexual Violence Advocacy (ISVA) service, DRASACs, vulnerable victims project, Changing Lives and alcohol services.
4. Advocacy – with the police, housing and health etc.
5. Information – about Court Justice System, local services, leaflets and signposting.

#### **What are the key challenges for your organisation?**

95. The key challenges include;

- Commissioning, short contracts and uncertainties in funding
- Loss of commissioned services funding
- New agencies being commissioned to deliver services. (knowing exactly what these services offer and trusting that they will deliver)

96. Repeat victims and those that don't get to Multi-Agency Risk Assessment Conference (MARAC) – It was stressed that there was a need to work with repeat victims and that as much resources should be put in as possible. It was felt from experience that the work should start at the very first report even if it the victim doesn't appear to be a high risk case. It was observed that everyone deserves the same standard of treatment (although the work of MARAC was acknowledged and respected). It was continued that aftercare with victims was not necessarily being referred back down the process or followed up.

97. Clarification was sought as to how high risk victims were referred to Multi-Agency Risk Assessment Conference (MARAC), and it was explained that every agency can refer to that body. Concern was raised that there was a number of bodies with information of individuals but did not know what to do with it. It was suggested that a simple flow chart/list of contact numbers would be useful.

98. Victims who have been referred a number of times – it was noted that these clients were very reluctant to be engaged with (and have knowledge of how the system works). It was recognised that these clients were very frightened and that further work with them was undertaken to help them.

99. Challenge of short term contracts – It was commented that the organisation was more comfortable referring to agencies with whom they have had a long term relationship.
100. It was explained that Victim Support provide a befriending service – Referrals can be made but not many are. An example was used of working with a female client who suffered from very bad domestic abuse, with whom it had taken 2 years of support. Staff were now confident that this client will not go back to the perpetrator although it was recognised that such support will need to continue as she still has a number of problems that need to be addressed.

**Will your organisation need to change to facilitate effective whole family working, if so what are the challenges?**

101. The organisations services are currently available to family members affected by domestic violence and they have a specialist project to support children and vulnerable victims required to attend court providing support to cope and recover the impact of crime. They would continue to refer on to specialist children's and therapeutic service.
102. An assessment is made on the needs of the whole family, including housing, finances, impact on children, and impact on other family members. Support will be put in place to meet those needs, including referral on or liaising with partners to best meet those needs.
103. In terms of identifying gaps, domestic violence victims have a higher rate of repeat victimisation than any other crime. This is something that everyone needs to work towards to reduce it. It was further added that when a case has been to Multi-Agency Risk Assessment Conference (MARAC) and it is then deemed to have had a significant reduction in risk, support should be referred on (with the victims consent) for continued support to partners who deal with standard risk, who can regularly monitor and needs asses, deliver support with a view to reducing repeat incidents.

**Vesta Ryng – Former Employee of Doncaster Women's Aid**

104. Background - It was explained that before it closed, Women's Aid ran training programmes, an advice service, provided escorts, advocacy and helpline through a whole family approach.
105. In terms of domestic abuse services, it was explained that the Doncaster Women's Aid held an accreditation for domestic abuse and a programme for male victims had also been developed. In terms of an advice helpline there was a Freephone number provided which involved ongoing cases and repeat cases. Doncaster Women's Aid also ran a refuge.
106. It was stated benefits provided by Doncaster Women's Aid included:
- Being part of an extensive network and being trusted.

- Providing co-ordinated services under one roof being delivered on a day-to-day basis (as opposed to different organisations providing different ones separately).
- Provision of certain specialist areas.
- Viewed as being independent, it was commented that some clients preferred to use a non-statutory organisation.
- Members of staff who had long term working histories there.
- Acting as a Member of the Women's Aid Federation of England demonstrating how well services were regulated and audited with access to refuges online and legal updates.

107. During a brief discussion, it was commented that smaller organisations were losing out to larger organisations. It was queried what was the social return on investment within commissioning and how this was evaluated.

## CONCLUSIONS AND RECOMMENDATIONS

108. The Panel's recommendations are therefore that consideration is given to the following: -

### Commissioning

1. **Embedding domestic abuse into all aspects of commissioning where possible.**

**REASON:** It was felt that domestic abuse should be made a part of the Council's commissioning process. It was believed that the Council should take a lead on such an approach with a view that others may follow.

2. **Ensuring that where services are commissioned, qualitative outcomes are the main drivers as well as services being value for money.**

**REASON:** Concern was raised that commissioned services often focused on volume rather than quality and therefore more work was required to look at measuring impact and the return on social investment. Members were informed by Foundation that they were aiming to undertake a University evaluation in the future.

### Referral Process

3. **Reviewing the referral process and the single point of contact for partner organisations and victims of domestic abuse.**

**REASON:** Members were made aware that a number of partners and organisations play a part regarding domestic abuse. Partner representatives stated that Members should be proud of what workers were trying to achieve in Doncaster, particularly with good practice ideas that were now being used elsewhere in the country.

One of the challenges was recognised as there being no effective single point of contact that could expertly deal with a call, signpost appropriately, co-ordinate the process through to the end and provide aftercare to check if it's a reoccurring problem. Members considered different ways this could be achieved such as officers like IDVAs who are knowledgeable in this area, responding to calls based on rota system. Members were of the opinion that not everyone had a clear understanding of which number to ring and felt that there needed to be a simpler operational pathway with no overlaps. It was added that individual partners should take responsibility and ensure that staff members are aware and undertake the necessary training.

It was stated that nationally partners wished to see more referrals from a range of partner agencies. In respect in getting help, reference was made to contacting the helpline or worst case to ring 101.

Some partners stated that due to a high turnover of staff in key partner agencies such as Social Services, professionals were not always aware of

which services were available to make referrals. It was reported that it was therefore difficult to keep on top of approved processes. Members were of the opinion that there were potential overlaps where IDVAs, DACS and DANs were involved with the same family. It was felt that processes needed to be joined together more and duplication reduced.

It was expressed that when a victim is brave enough to seek support, that the response is the right one and information is disseminated in the most appropriate way. It was stressed that every individual who requests advice and discloses domestic abuse should complete a Domestic Abuse, Stalking and 'Honour' based violence (DASH) risk assessment, as this would then feed into important statistics and data) such as those for low to medium cases.

Members also felt that there should be more of an emphasis on early intervention and prevention, how we can do things earlier and avoid missed opportunities as opposed to reactive responses in crisis.

It was felt that more could be done to publicise the domestic abuse number and website (which could have links also to other relevant websites) and include what's available in terms of free training and information to partners and professionals.

4. **Ensuring that the referral pathway is publicised with workers on the peripheries of the Department of Work and Pensions (DWP), being provided with free training on domestic abuse issues and the referral process.**

**REASON:** Members learnt that people need to report domestic abuse with confidence. It was highlighted that there were no referrals from the Department for Work and Pensions as people were not sure where to report to. It was felt that an embedded referral pathway was essential so people can use it with confidence. It was suggested that workers in periphery areas, for example, job centre workers are provided with training, as vulnerable people become attached to such advisers and feel able to share problems.

## **Sharing Information**

5. **Ensure that information is shared within the remit of the Data Protection Act and that all services work towards shared protocols and the same goal.**

**REASON:** Partners reported that it would help all services if clear information and shared protocols were in place between all partners who ultimately worked towards the same goal.

It was commented that in respect of data protection, there was a culture issue where people tended to use it as a first line of defence not to do something and such legislation was seen as being used to drive risk adverse behaviour.



It was added that clients of domestic abuse were sometimes in and out of hospital and many agencies became involved. This resulted in information not being communicated properly and joint services not being effectively provided.

### **Changes in policy**

6. **That all policies ensure that the needs of victims of domestic abuse are responded to immediately.**

**REASON:** It was felt that there was little in place to prioritise domestic abuse victims when setting up new living arrangements which could act as a deterrent. It was believed that it would be useful if more could be done, in particular with Housing Benefits and Council Tax to reach these individuals quicker, more effectively and be less bureaucratic. Concern was raised over the length of time it could take to put in place new arrangements and Members felt that there should be some provision that would identify the claimant when they are a domestic abuse victim. Other areas of concern included the lack of social housing available and good quality private landlords. It was also recognised that finding a bond could create an issue and deter victims from leaving their current situation. It was felt that victims of domestic abuse should be treated as a protected characteristic and that this should be taken into consideration when developing policies.

### **GPs**

7. **The consideration is given to GPs or staff at GPs premises providing further assistance to enable domestic abuse victims to access services.**

**REASON:** When Members listened to stories told by survivors of domestic abuse, they learnt how important GPs could be to them. It became apparent that often victims of domestic abuse had received support from a third party when making the first call to seek support. Members learnt that with one survivor, the referral process had begun during a visit to the doctors who had given her a leaflet that included what number to call. It was explained how the victims daughter called the emergency number herself as her mother would never have made the call without such help. The second victim recalled how difficult it was to make the call to report the abuse and in the end, it was her mother who had also made the call.

It was felt that it would have been easier to report incidents of domestic abuse if there had been a dedicated person at a GP practice to help them make the first phone call. Members heard that there was a Housing Options Officer based in Accident and Emergency who worked and supported individuals presenting or fleeing from domestic abuse.

### **Support Services – Post Domestic Abuse**

8. **After Care - That the provision of aftercare support for low and medium risk victims be reviewed.**

**REASON:** The work of Multi-Agency Risk Assessment Conference (MARAC) was acknowledged and respected. However, the aftercare work with low and medium risk repeat victims and the number of low and medium risk victims that went on to become high risk was raised as a concern. It was observed that everyone deserved the same standard of treatment. It was also stressed that a wider range of statistical information should be kept with information from completed risk assessments being fed into a central system.

It was stressed that there was a need to work with repeat victims and that as many resources as possible should be used. Partners stressed that from experience, work should start at the very first report even if it the victim didn't appear to be a high risk case.

As stated before, in respect of having a single point of contact, concern was raised that there was no one area that co-ordinated the process from beginning to the end and provided aftercare to check if there was a reoccurring problem. It was felt that aftercare could be strengthened to avoid clients returning for further assistance.

9. **Counselling and Therapeutic Services - Review the sufficiency of counselling and therapeutic services currently available and whether it meets the increasing needs of domestic abuse victims and their children.**

**REASON:** Bearing in mind limited resources and budget efficiencies, Members learnt about the increasing demands on counselling and therapeutic services on partners. Concern was therefore raised whether what was available was sufficient to meet these increasing demands.

Members heard about the importance of Early Intervention and Promoting Recovery which aids recovery through therapeutic and educational programmes delivered to help victims recover from the impact of living with domestic abuse. Members also learnt that there was a whole spectrum of need for children and young people, for example, three children at different ages could require different support whether it be therapeutic or support discussions. It was noted that there was currently a waiting list and that very few services provide recovery to children living with domestic abuse and Doncaster was leading with the whole family working approach not just based on parents.

Examples of issues raised by partners included the following;

- Changing Lives – reported that there were 20 referrals per week for counselling and that through the Growing Futures programme 300 to 400 counselling sessions were provided per year.
- Doncaster Rape and Sexual Abuse Counselling Service (DRASACS) reported that there was a waiting list for counselling, although the service provided by Independent Sexual Violence Advisors was more immediate. In relation to Mental Health services, it was acknowledged that this was in high demand.

Members also raised concern regarding how effective services were in addressing where multiple issues are present such as mental health and drug abuse.

## **Networking, Training and Raising Awareness**

### **10. That arrangements for front line workers to meet as regularly as possible are supported, to ensure that training is regularly undertaken and raising awareness is promoted.**

**REASON:** It was noted that partners at management level met regularly, however, front line officers generally worked in isolation and had all had recently just met for the first time. It was heard how meeting in this way had helped for them to discuss issues they faced on a daily basis and assisted with problem solving and general colleague support.

Members also heard how important training was in providing key personnel and frontline services with the correct knowledge and information to be able to signpost and advise effectively. They learnt from the Domestic Abuse Strategy that the delivery of free multi-agency training for workers in all partner agencies was being undertaken to give people skills to recognise and respond to disclosures of domestic abuse.

In respect of raising awareness and better communication, partners raised the following issues:

- Foundation – Felt that there was a lack of confidence/awareness of other professionals not directly working with domestic abuse on how to deal with issues, challenge behaviour, encourage participation and therefore better training required.
- Doncaster Children's Services Trust – Emphasised the need to raise awareness and consult with partner agencies, practitioners, communities and families (adults and children/young people) through changing how agencies think and practice, communications strategy, research.
- South Yorkshire Police – Noted that there could be more effective communication between agencies to ensure awareness and better appreciation of the different roles, responsibilities and restrictions especially with relatively new initiatives. Finally, it was felt that there could be more consistency when referring to different schemes and organisations in place.

### **11. Continuation of partnership events to be held on domestic abuse**

It was felt that this would enhance networking opportunities and raise awareness of what other partners and agencies were doing within this area as discussed under Recommendation 10 above.

## Gaps

- 12. Ensure that gaps in Domestic Abuse services are identified and addressed.**

**REASON:** Members questioned the gaps in service provision that needed support and believed that there were areas of concern with regard to support for men who are suffering from domestic abuse, members of the BME community and victims from vulnerable groups and Members.

Members also raised concerns about the ability for the Council and partners to respond to changes in service (users/demographics) and victim profiles, for example, Honour Based Abuse and Female Genital Mutilation in addition to the above. It was felt that there is a potential role for the voluntary sector as it can be difficult for victims to make contact with a statutory service.

- 13. That consideration is given in respect of funding gaps, as whilst the Council and other partners have signed up to the strategy there are still major funding gaps with many services being at risk now and in the near future.**

It was raised that funding remains to be one of the key challenges with many funding pots being only available sometimes for 12 months and a maximum of 3 year periods. It was felt that this created an ongoing need for funding to be sought and secured. It was recognised that lack of long term secured funding creates a degree of uncertainty within organisations. It was reported by some organisations that retention of staff was often difficult when the organisation doesn't have a clear picture of what will happen to the funding and therefore staff may look to leave for more stability.

It was generally felt that having to secure funding year on year was a challenge. It was stressed that key partners should aim to contribute enabling all bodies to undertake their roles and functions more effectively. It was hoped that more certainty of funding would lead to more time available to work with victims and perpetrators.

## School Involvement

- 14. Ensuring that support be given to the cultural and behavioural changes made from a young age, through strengthening school involvement and building upon the work currently being undertaken.**

**REASON:** Through the Domestic Abuse Strategy - Prevention and Education strand, Members discovered that there was a need to educate people to report incidents to receive support and avoid repeat incidents. It was stressed that there was a change in culture required, particularly in families where domestic abuse had been present throughout a number of generations with education in communities and by schools changing acceptability of the problem.

Members were told about delivery of awareness sessions in schools for teenagers and a programme was being developed for primary age children.

Members recognised that there were various initiatives and programmes already underway such as through Changing Lives engaging with children in schools and delivering a voluntary perpetrator programme. They also heard from organisations that they would like to undertake more work with schools and work with young people at an earlier stage.

### **Elected Members Role**

#### **15. Councillors be provided with a crib sheet and further training to help them report Domestic Violence**

**REASON:** Discussion highlighted that Councillors in attendance were not aware of how to report or recognise domestic violence and that, to assist with their work in communities, required further training and an understanding of the reporting pathway, for example, through a flowchart.

### **Monitoring - Reviewing Recommendations -**

#### **16. That the Panel reviews progress on recommendations and issues raised as part of the 2017/18 workplan.**

**REASON:** The Panel would like a progress report to be within the next 12 months on each of the above recommendations including what impact has been made as a result.

### **Concerns**

#### **17. The Panel also wished to highlight their concern regarding the difficulties in recruiting and retaining good quality frontline staff through addressing issues such as differences in salary.**

## ACKNOWLEDGEMENTS

The Communities and Environment Overview and Scrutiny Panel would like to thank, for their time and information, the following people:

DMBC;

Cabinet Members

Councillor Chris McGuinness - Portfolio holder for Communities, the Voluntary Sector and Environment

Officers;

Bill Hotchkiss – Head of Service (Community Safety)

Sandra Norburn – Domestic and Sexual Abuse Theme Manager

Judith Vickress – Knowledge Hub Team (Safelives)

External:

Phil Hayden – Interim Project Manager, Performance and Business Improvement – Children's Trust

Cheryl Henry-Leech – Operational Manager, Performance and Business Improvement – Children's Trust

Andrea Parkinson – Service Manager - Riverside

Debbie McKinney – Service Manager – Changing Lives

Hannah MacKay-Christie - Business Development Manager – Changing Lives

Rebecca Newcombe - Senior Business Developer- Doncaster Rape and Sexual Abuse Counselling Service

Nikeisha Bragger – Project Manager - Foundation for Change

Paul Hardman - Development and Communications Director - Foundation for Change

Karen Hockley - Detective Inspector Karen Hockley – South Yorkshire Police

Julie Wells - Service Delivery Manager

Vespa Ryng – Former Doncaster Women's Aid Employee

Julie Jablonski - Housing Safeguarding Partnership Manager (St Leger)

Two victims who has been affected by domestic abuse

23rd March, 2017

**To the Chair and Members of the Overview and Scrutiny Management Committee**

## **OVERVIEW AND SCRUTINY WORK PLAN 2016/2017 UPDATE**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
The Mayor	All	None

### **EXECUTIVE SUMMARY**

1. The Committee is asked to consider the Overview and Scrutiny work programme for 2016/17, receive an update on progress and consider any future items for the Overview and Scrutiny Workplan 2017/18.

### **EXEMPT REPORT**

2. The report does not contain exempt information.

### **RECOMMENDATIONS**

3. The Committee is asked to;
  - a) Review the list of unresolved issues on the Overview and Scrutiny Management Committee work plan attached at Appendix A and discuss any items for consideration for the 2017/18 workplan;
  - b) To note correspondence between the Committee and the Executive in respect of the Overview and Scrutiny's Response to the Mayor's Budget Proposals 2017/18 and the Corporate Plan Update 2017/18 in Appendix B to F.
  - c) Receive a verbal update from the Scrutiny Panel Chairs or Vice Chairs on the work of their Panels.

### **WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

4. Regular review of the overview and scrutiny work plan enables the Committee to ensure it remains relevant and is responding to important issues for citizens and the borough. The work plan update helps support openness, transparency and accountability as it summarises outcomes from overview and scrutiny activities. Citizens are able to contribute to the work of overview and scrutiny by attending meetings or contributing to reviews.

## BACKGROUND

5. Overview and Scrutiny has a number of key roles which focus on:

- Holding decision makers to account
- Policy development and review
- Monitoring performance (both financial and non-financial)
- Considering issues of wider public concern.

### Correspondence between OSMC and the Executive

6. **Corporate Plan/Budget Proposals 17/18** - The Committee held two Corporate Plan 17/18 Update review meetings on the 2<sup>nd</sup> and 15<sup>th</sup> February 2017 and three sessions around the Budget Proposals 17/18 on the 12<sup>th</sup> August, 13<sup>th</sup> December 2016 and the 19<sup>th</sup> January 2017. As a result of these meetings, a range of comments and views were provided to the Executive. The correspondence between OSMC and the Executive are shown in Appendices B – F.

### Monitoring the Work Programme

6. Members will recall that the work plan is considered at each OSMC meeting and a copy is attached for further consideration for Chairs of Panels to verbally update at the meeting (Appendix A). The Committee is asked to consider at each meeting any unresolved issues in the appendix and agree when items should be programmed or removed from the list. It should be noted that the work plan highlights those items that have been considered up to end of March, 2017 and those that are planned at the time this agenda is published.

## OPTIONS CONSIDERED

7. There are no specific options to consider within this report as it provides an opportunity for the Committee to develop a work plan for 2016/17.

## REASONS FOR RECOMMENDED OPTION

8. This report provides the committee with an opportunity to monitor and develop the 2016/17 work plan.

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

9.

	Outcomes	Implications
	All people in Doncaster benefit from a thriving and resilient economy. <ul style="list-style-type: none"><li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li><li>• <i>Mayoral Priority: Be a strong voice for our veterans</i></li></ul>	The Overview and Scrutiny function has the potential to impact upon all of the council's key objectives by holding decision makers to account, reviewing performance and developing policy through robust recommendations, monitoring performance of council



	<ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	and external partners services and reviewing issues outside the remit of the council that have an impact on the residents of the borough.
	<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
	<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
	<p>All families thrive.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	
	<p>Council services are modern and value for money.</p>	
	<p>Working with our partners we will provide strong leadership and governance.</p>	

## RISKS AND ASSUMPTIONS

10. To maximise the effectiveness of the Overview and Scrutiny function, it is important that the work plan is manageable and that it accurately reflects the broad range of issues within its remit. Failure to achieve this can reduce the overall impact of the function. National research has identified that over ambitious work plans that include too many items are a common cause of frustration for Scrutiny Members as they fail to achieve any outcomes. The work plan is reviewed at each ordinary meeting giving officers the opportunity to advise on the capacity available to undertake any additional work. This provides an opportunity to ensure work plans are regularly monitored and reviewed.

## LEGAL IMPLICATIONS

11. The Council's Constitution states that subject to matters being referred to it by the Full Council, or the Executive and any timetables laid down by those references Overview and Scrutiny Management Committee will determine its own Work Programme (Overview and Scrutiny Procedure Rule 6a).
12. Specific legal implications and advice will be given with any reports when Overview and Scrutiny have received them as items for consideration.

## **FINANCIAL IMPLICATIONS**

13. There are no specific financial implications associated with this report.

## **HUMAN RESOURCES IMPLICATIONS**

14. There are no specific human resources issues associated with this report.

## **TECHNOLOGY IMPLICATIONS**

15. There are no specific technological implications resources issues associated with this report.

## **EQUALITY IMPLICATIONS**

16. There are no specific equality implications associated with this report. Equality issues are considered by Overview and Scrutiny when it considers individual work plan issues.

## **CONSULTATION**

17. During May and June 2016, OSMC and the standing Panels held work planning sessions to identify issues for consideration during 2016/2017.

## **BACKGROUND PAPERS**

18. None

## **REPORT AUTHOR & CONTRIBUTORS**

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**Simon Wiles**  
**Director of Finance & Corporate Services**

**Schedule of Overview & Scrutiny Meetings**

OSMC		H&SAC O&S	CYP O&S	R&H O&S	C&E O&S
May	Fri, 20 <sup>th</sup> May 2016, 11am – Chamber (CR)	Mon, 23 <sup>rd</sup> May 2016, 2pm – Sheffield (CR)		Wed, 25 <sup>th</sup> May 2016, 1:30pm Rm 209 (CM)	
	<ul style="list-style-type: none"><li>Commission Care &amp; Support (FP)</li></ul>	Regional Health Scrutiny; <ul style="list-style-type: none"><li>Working Together Programme</li></ul>		<ul style="list-style-type: none"><li>Work planning – R&amp;H O&amp;S</li></ul>	
June	Fri, 10 <sup>th</sup> June 2016 at 9am – Chamber (CM)	Mon 6 <sup>th</sup> June 2016, 10am - Rm 410 (CR)	Thurs 2 <sup>nd</sup> June 2016, 9am – Rm 210 (CM)		Wed, 1 <sup>st</sup> June 2016, 3:30pm Rm 210 (CR)
	<ul style="list-style-type: none"><li>Work planning - OSMC</li></ul>	<ul style="list-style-type: none"><li>Work planning – HASC O&amp;S</li></ul>	<ul style="list-style-type: none"><li>Work planning – CYP O&amp;S</li></ul>		<ul style="list-style-type: none"><li>Work planning – C&amp;E O&amp; S</li></ul>
	Fri, 10 <sup>h</sup> June 2016, 10am – Chamber (CM)				
	<ul style="list-style-type: none"><li>O&amp;S Draft Work Plans</li></ul>				
	<ul style="list-style-type: none"><li>O&amp;S Membership</li></ul>				
	Mon, 27 <sup>th</sup> June 2016 – Rm 209 (CR)				
<ul style="list-style-type: none"><li>Corporate Plan (Refresh)</li></ul>					
July	Thurs, 7 <sup>th</sup> July 2016, 10am – Chamber (CM)	Wed 6 <sup>th</sup> July 2016, 10am – Rm 409 (CM)	Mon, 11 <sup>th</sup> July 2016, 10am – Chamber (CR)		
	<ul style="list-style-type: none"><li>DMBC Finance &amp; Performance Qtr 4 15/16</li><li>SLHD Finance &amp; Performance Qtr 4 15/16</li><li>Youth Justice Plan</li></ul>	<ul style="list-style-type: none"><li>Intermediate Care – changes to current service</li></ul>	<ul style="list-style-type: none"><li>Education White Paper Update – Implications for Doncaster</li><li>Accountability Arrangements</li><li>Childrens Trust Update Qtr 4 1516</li></ul>		
Aug	Friday 12 <sup>th</sup> August, 2016 at 10am - (CM)	Mon, 8 <sup>th</sup> August, 2016– 3:30pm (CR)			Thurs 11 <sup>th</sup> August 2016 – All Day, Rm 210 (CM & CR)
	<ul style="list-style-type: none"><li>Budget discussion</li></ul>	Regional Health Scrutiny; <ul style="list-style-type: none"><li>Working Together Programme (Doncaster supporting this meeting).</li></ul>			Domestic Abuse (one day review)  1. Strategy 2. Meet Victims 3. Meet with Partners: <ul style="list-style-type: none"><li>Growing Futures</li><li>Perpetrator Programme – Foundation for Change</li><li>Changing Lives</li></ul>

	OSMC	H&SAC O&S	CYP O&S	R&H O&S	C&E O&S
					<ul style="list-style-type: none"> <li>Police (Safeguarding Adults Team)</li> <li>Riverside</li> <li>DMBC Officers Sandra Norburn/Bill Hotchkiss</li> </ul> <p>4. Refuge Visit (separate session) – two members only</p> <p><b>Wed 17<sup>th</sup> August 2016 – 2:30pm, Council Chamber (CM)</b></p> <ul style="list-style-type: none"> <li>Isle of Axholme Strategy - including Hydraulic Modelling. Meeting with the Environment agency</li> </ul>
Sept	<b>Thurs, 1<sup>st</sup> Sept. 2016, 2pm – Chamber (CR)</b>	<b>Wed, 21<sup>st</sup> Sept. 2016, 10am – Rm 008 (CM)</b>	<b>Tues, 27<sup>th</sup> Sept. 2016, 10am – Chamber (CM)</b>		
	Core annual 'define & deliver' cycle	<p>Health Inequalities. Incl.</p> <ul style="list-style-type: none"> <li>description of overall approach</li> <li>focus on the health needs of BME populations</li> <li>plans to update the assessment</li> <li>Veterans</li> </ul> <p>Information session to follow:</p> <ul style="list-style-type: none"> <li>Health Watch - Chair</li> </ul>	<ul style="list-style-type: none"> <li>Childrens Trust Update – Split Screen report</li> <li>DFE Achievements of Children</li> <li>Inspections Framework SEN</li> <li>School Results (by pyramid/sub-groups)</li> </ul>		
Page 170 Oct	<b>Thurs, 6<sup>th</sup> October 2016, 10am – Chamber (CR)</b>			<b>10<sup>th</sup> October, 2016, 9am – Room 008 (CM)</b>	<b>Mon, 3<sup>rd</sup> October 2016, 10am – 3pm, 410 (CM)</b>
	<ul style="list-style-type: none"> <li>DMBC Finance &amp; Performance Qtr 1 16/17</li> <li>SLHD Finance &amp; Performance Qtr 1 16/17</li> </ul>			<ul style="list-style-type: none"> <li>Economic Plan – Outline</li> <li>Place Marketing – update</li> <li>Additional Housing Update</li> </ul>	<p>Domestic Abuse Review continued:</p> <ul style="list-style-type: none"> <li>10am – meeting with victims who have experienced domestic abuse and been supported.</li> </ul>

Please note dates of meeting, rooms, support may change					
Nov	Weds, 2 <sup>nd</sup> Nov 2016, 1pm – Chamber (CM)	21 <sup>st</sup> Nov 2016, 3.30pm Oak House Junc 1 M18 (CM)		Mon, 28th November 2016, 9.30am - Room 409 (CR)	Friday 25 <sup>th</sup> November, 2016 at 9.30a, room 410 (CR)
	• Call-In	CWT Joint Scrutiny Wed, 23 <sup>rd</sup> Nov 2016, 10am – 007b (CM)			
	Thurs, 10 <sup>th</sup> Nov 2016, 10am – Chamber (CR)	• Adult Safeguarding Report • Doncaster Immediate Care - Changes to Current Services – Update • STP (Sustainability and Transformation Plan) • Health and Care Local Place Plan		• Homelessness across the Borough	Domestic Abuse Review - Strategy and review recommendations
	• Stronger Families Update				
Dec	13 <sup>th</sup> Dec 2016, 11am - (CM)		Tues, 6 <sup>th</sup> Dec 2016, 10am – Chamber (CM)		
	• Budget (informal)		• Childrens Trust Update (DMBC) • Education & Skills Commission (Standards & Strategy) • Chair Children’s Safeguarding Board: – a) Annual report b) CSE Update c) Outline and Function of the Performance Account Board (PAB) • CIC – Virtual School		
	Thurs, 15 <sup>th</sup> Dec 2016, 1pm – Chamber (CR)				
	• Progress on Digital Council • Children’s Trust Recovery Plan • DMBC Finance & Performance Qtr 2 16/17 • SLHD Finance & Performance Qtr 2 16/17				
Page 71	Thurs, 19 <sup>th</sup> Jan 2017, 10am – Chamber (CR)			Wed 18 <sup>th</sup> Jan 2017 9.30am – Council Chamber (CR)	10 <sup>th</sup> & 17 <sup>th</sup> January 2017 (CM)
	• Budget (formal)			Homelessness Strategy • Update on Homelessness Summit • Progress with the Homelessness Partnership • Details on length of stay in temporary accommodation; and • Doncaster’s and neighbouring authority homeless figures.	Domestic Abuse Review - Strategy – further review meetings

Feb	<b>2<sup>nd</sup> Feb 2017, 9am – Chamber (CM)</b>	<b>2<sup>nd</sup> Feb 2017, 12:30pm – 007b (CR) (Was 25<sup>th</sup> Jan)</b>	<b>H&amp;ASC/CYP O&amp;S - Invite</b> <b>2<sup>nd</sup> Feb 2017, 12:30pm – 007b (Was 25<sup>th</sup> Jan)</b>		<b>Mon, 13<sup>th</sup> Feb 2017, 10am – 007b (CR)</b>
	• Corporate Plan Update		CYP O&S Invite for the following; • Mental Health within Children's Services		<ul style="list-style-type: none"> <li>• Crime &amp; Disorder Meeting <ul style="list-style-type: none"> <li>○ Performance &amp; Update on Priorities</li> <li>○ Community Safety Strategy</li> </ul> </li> <li>• Fly Tipping – Enforcement</li> <li>• Hate Crime</li> </ul>
	<b>15<sup>th</sup> Feb 2017, 1pm – Chamber (CM)</b>		<b>Fri, 24<sup>th</sup> Feb 2017, 10am Chamber (CR) (Was Mon, 27<sup>th</sup> Feb)</b>		
	• DCST Financial Recovery Plan		<ul style="list-style-type: none"> <li>• Children's Trust Update split screen report</li> <li>• Children's Trust Annual report</li> <li>• Annual Complaints - DCST</li> <li>• Exam Results (&amp; update on actions from E&amp;SC)</li> <li>• Council's response to the Education &amp; Skills Commission</li> <li>• Effectiveness of Pupil Premium across Doncaster</li> <li>• Youth Council Overview</li> </ul>		
Mar	<b>Thurs, 23<sup>rd</sup> March 2017, 10am – Chamber (CM)</b>	<b>15<sup>th</sup> March 2017, 10am – 007b (CM)</b>			<b>H&amp;ASC O&amp;S - Invite</b> <b>15<sup>th</sup> March 2017, 10am – 007b - invite</b>
	<ul style="list-style-type: none"> <li>• DMBC Finance &amp; Performance Qtr 3 16/17</li> <li>• SLHD Finance &amp; Performance Qtr 3 16/17</li> <li>• Approach to Equalities and Future Direction – Action Plan</li> <li>• O&amp;S Review &amp; Recommendations – Domestic Abuse</li> <li>• O&amp;S Review &amp; Recommendations - Homelessness</li> </ul>	<ul style="list-style-type: none"> <li>• Public Health Protection Responsibilities (annual) to include: <ul style="list-style-type: none"> <li>- Vaccinations – how is data on reactions used</li> <li>- Air Pollution (performance targets/impact on public health)</li> </ul> </li> <li>• Intermediate Care – changes to current service – NHS CCG</li> <li>• “Your Life Local” Community led support –</li> </ul>			C&E O&S Invite for the following; <ul style="list-style-type: none"> <li>• Public Health Protection Responsibilities (annual) : <ul style="list-style-type: none"> <li>- Air Pollution (performance targets/impact on public health)</li> </ul> </li> </ul>

		discussion and assistive technology			
<b>Other potential issues to be considered and confirmed</b>					
<u>Ongoing annual list of Council Plans</u>  Council Plans: <ul style="list-style-type: none"> <li>Corporate Plan Refresh - 27<sup>th</sup> June 2016, 2<sup>nd</sup> and 15<sup>th</sup> Feb 2017.</li> </ul> Statutory Plans: - <ul style="list-style-type: none"> <li>Local Transport Plan – TBC</li> <li>Community Safety Plan (known as Crime and Disorder Reduction Strategy – Refresh 2016/New Plan 2017) – Referred to Crime and Disorder Committee 13<sup>th</sup> Feb 2017</li> <li>Health and Well-being Strategy - not required 2016</li> <li>Local Plan (Development Plan) – TBC 2017 Maybe carried to 2017/18 work plan</li> </ul> Other: <ul style="list-style-type: none"> <li>Library/Training/Museum/Cultural Centre (FP Item) - 2017/18 work plan.</li> <li>Borough Strategy (Sustainable Community Strategy no longer obliged to have as a Statutory Plan)</li> <li>Community Engagement Strategy – TBC</li> <li>Devolution (was 9<sup>th</sup> Nov) – deferred.</li> </ul>	Transformation Programme – 7 key projects – ongoing: <ul style="list-style-type: none"> <li>IAG (Information Advice and Guidance)</li> <li>Community Led Support</li> <li>Learning Disability part of the commissioning key project</li> <li>Commissioning</li> </ul> Other: <ul style="list-style-type: none"> <li>Quality Accounts (annual) – when produced by partners</li> <li>Updates e.g. NHS England, CCG, H&amp;WB – when approached by partners</li> <li>CWT Joint Scrutiny final proposals (TBC)</li> </ul> Areas to be transferred for possible consideration in 2017/18: <ul style="list-style-type: none"> <li>District Nurse Access</li> <li>Review - Developing an Age Friendly Doncaster</li> </ul>	Other TBC: - <ul style="list-style-type: none"> <li>ETE Opportunities for CIC – Career Advice &amp; Guidance (possible CYP O&amp;S Members involvement)</li> </ul>	Other TBC: - <ul style="list-style-type: none"> <li>Economic Plan Refresh – to consult with the Panel - first meeting 10<sup>th</sup> October and to be programmed further when available.</li> </ul>	Other TBC:- <ul style="list-style-type: none"> <li>Vol/Com Strategy – update and impacts of the new grant scheme.</li> </ul>	

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Mayor Ros Jones  
Floor 4  
Civic Office  
Waterdale  
Doncaster  
DN1 3BU

Councillor John Mounsey, Adwick and Carcroft Ward

**Home Tel:** 01302 710814  
**E-Mail:** [john.mounsey@doncaster.gov.uk](mailto:john.mounsey@doncaster.gov.uk)  
**Date:** 20<sup>th</sup> January 2017

Dear Ros

### **Overview and Scrutiny's Response to the Mayor's Budget Proposals 2017/18**

I am writing to confirm the Overview and Scrutiny Management Committee's (OSMC) response to your Budget Proposals 2017/18 that were agreed at its meeting on the 19<sup>th</sup> January 2017.

Following publication of your budget proposals, OSMC Members initially reviewed your details at a budget review session on the 13<sup>th</sup> December, 2016.

At both meetings the Committee used the following lines of enquiry to help develop its response:-

The four key areas for consideration are:

- i. To what extent are the Mayor's proposals in line with central government policy, pressures and directives?
- ii. To what extent will the Mayor's proposal ensure that the Council is able to contribute to the outcomes set out in the Borough Strategy, Corporate Plan bearing in mind the constraints detailed at i. above and Medium Term Financial Forecast?
- iii. To what extent do the Mayor's proposals demonstrate that the results of any consultation, research or other evidence have been taken into account?
- iv. To what extent are the challenges in delivering the savings within the timescales and the capacity to deliver services with reduced resources being addressed?

Having taken account of the information provided at both meetings the Committee was supportive of the proposals. The Committee's response is attached to this letter and I would welcome the opportunity to present this to your Cabinet meeting on 14<sup>th</sup> February 2017. I would also be grateful if you could take account of OSMC's response when you present your final proposals to Council on the 2<sup>nd</sup> March 2017.

Finally, on behalf of the Committee, I would like to thank the Directors and Assistant Directors for attending our budget review sessions, answering questions and providing clarification on issues raised by the Overview and Scrutiny Management Committee.

Yours sincerely

A handwritten signature in black ink, appearing to read 'J Mounsey', written in a cursive style.

**Councillor John Mounsey**  
**Chair of the Overview and Scrutiny Management Committee**

cc OSMC Members  
Cabinet Members  
Jo Miller, Directors and BAs.  
Simon Wiles  
Steve Mawson  
Scott Fawcus

## **APPENDIX A**

### **OVERVIEW AND SCRUTINY BUDGET REVIEW OUTCOMES**

#### **In respect of the Mayor's budget proposals, OSMC:**

1. Recognised the difficulties in setting a balanced budget that delivers £23.5M savings in 2017/18 and seeks to protect services delivered to the most vulnerable in the Borough. Additionally the delivery and implementation of the proposals, once agreed are crucial to delivering a balanced budget.
2. Welcomed its early involvement in the budget process and particularly the opportunity to review the proposals to meet the future funding gap. The Committee wish this early involvement to continue in future years. The Committee also requested that it continue to receive regular updates on the implementation of the key budget proposals and how any slippage or key risks are being addressed.
3. Acknowledged the effectiveness of the financial strategy in building up and utilising reserves in 2017/18 to spread the burden of the more significant pressures that arise during the year. The Committee also welcomed the recent announcement relating to the White Rose Way scheme, which reduces the risk on the reserves position.
4. Noted that the effectiveness of the Service Transformation Fund in assisting Directorates to achieve savings targets in a timely and well managed way, and fund any shortfall on planned programmes.
5. Accepted, in terms of Council Tax, that the Government had created an option to increase the Adult Social Care Levy to 3%, however, it noted that the Mayor had confirmed the proposal was for it to remain at 2%, as this was consulted on.
6. Recognised the ongoing positive and commendable work undertaken to address budget pressures in Adult Social Care whilst ensuring improved outcomes for adults. It was noted for this to continue, effective plans needed to be in place to reduce overspends in Adult Social Care and to control the amount of spend over coming years by redesigning services and modernising. The Committee accepted the need to balance support for vulnerable people through prevention and early intervention.
7. Noted that key risks to the delivery of the budget continued to be identified and effectively managed to make sure they did not adversely impact on the Council's ability to meet its savings target, in particular:-
  - Possible non-delivery or delayed delivery of key projects/savings;
  - Risks within Adult Social Care, for example, not managing demand and people leaving and not being able to recruit the right calibre of professionals; and
  - Children's Trust financial overspend position. This is an ongoing concern, therefore the Overview and Scrutiny Management Committee is due to give consideration to the financial recovery plan on 15<sup>th</sup> February, 2017.

8. Acknowledged that when developing and agreeing savings targets, consideration should be given to how the delivery of services will impact on the most vulnerable residents in the Borough. Members therefore support a continued approach to meaningful robust consultation and engagement with the wider public and other stakeholders where major service transformation is taking place, to ensure any decisions are well informed.
9. Recognised that Directorates were regularly responding to and monitoring the constant change in landscape and identifying how services could be enhanced in future years. With regards to being confident in delivering services, making savings and generating income, Members recognised the need for continued relationship building, more joined up ways of working and particularly the importance of the Team Doncaster approach.

Councillor J Mounsey  
Chair  
Overview & Scrutiny  
Management Committee  
Floor 2  
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**Mayor of Doncaster**

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9<sup>th</sup> February 2017

Dear John

Thank you for your letter dated 20<sup>th</sup> January 2017, received in my office on 31<sup>st</sup> January, and for providing me with OSMC's response to my budget proposals.

I agree that we must protect the most vulnerable in the borough, and I can confirm that these proposals are in line with that position. As you know, I am also very keen to ensure that we consult with our residents on the way forward, and where applicable, I can assure you we will be carrying out consultation on the budget proposals.

It has been very important to me to ensure early involvement of these proposals, which is why I published them in November so we could all engage in more meaningful discussions. As you know, informal consultation/discussions commenced in August, and I published a medium term financial plan in August 2014.

I totally agree that we should utilise our one-off reserves to manage the changes in the Council, which is why I established the Service Transformation Fund in 2013. As you may also remember, general reserves were at only £6m when I became Mayor, and they are now at £16.7m, which means we are able to respond to difficult positions, such as this budget.

I share your concerns on the risks highlighted and I will ensure that these are regularly monitored and reported to Cabinet and OSMC, via the quarterly finance and performance reports.

Finally, I am happy for you to attend the Cabinet meeting on 14<sup>th</sup> February to formally present the Committee's response.

I trust the above is helpful, and thank you once again for providing OSMC's comments.

Yours sincerely

**Ros Jones**  
**Mayor of Doncaster**

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Mayor Ros Jones  
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Councillor Charlie Hogarth, Bentley Ward

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**Date:** 3rd February, 2017

Dear Ros

### **CORPORATE PLAN 17-18 UPDATE**

The Overview and Scrutiny Management Committee held an informal session on the 2<sup>nd</sup> February, 2017 to consider the Corporate Plan which has been updated as part of the annual 'Define and Deliver' cycle. Members provided their support to the Corporate Plan 17-18 and provided comment on whether the priorities in the Plan will direct the Councils collective efforts to ensure that Doncaster and its people thrive. I would be grateful if you could take account of the suggestions when presenting the Plan to Full Council.-

- Concern was raised over the phrase '**value for money**' as Members were of the opinion that because something was the cheapest option did not make it any better value. It was recognised that the Council needs to act in a cost effective manner within its available finances but it was felt that there should be more emphasis on money being spent to present better outcomes and to consider the social value.
- **Building Community Resilience and Self-Reliance** – Concern was raised about the ability to deliver this when there may be less community assets in the future. The Committee recognised that this was about identifying what the community needed and maximising what was available to achieve it.
- **Working with our Partners to provide effective leadership and governance** – Members commented that the model the Council is working to may change in the future as a result of devolution. It was suggested that this objective include reference to stakeholders and/or residents. In respect of indicators, it was asked that this be made clearer explaining how the gap would be narrowed. Members were of the opinion that that the Council should be considering narrowing the gap with national averages as well as local ones as it should look at striving to be more successful in a national setting.

- **Doncaster Working** – Members suggested that this be strengthened by including Doncaster residents as a named partner. It was also put forward that there should be more emphasis on achieving this through a combination of private/public sector working.
- **Doncaster Caring** – Members suggested that residents should be a named partner as it would not be possible to deliver this objective without enabling them to do so. Regarding indicators, it was felt that they should include the number of people volunteering and community groups set up. There was also a discussion about including outcome measures on ‘how satisfied people are with their care’. Comments were also raised about engaging and supporting carers. It was put forward that we need to look at the policies of our key partners such as the police in how they address care in the community so we can ensure that we undertake a more joined up approach. Finally, concern was raised over older children with more complex needs that may fall through gaps in the system. It was acknowledged that there was a cross over between Doncaster Learning and Doncaster Caring but it was believed that this aspect should be strengthened.
- **Doncaster Living** – Views were expressed that the wording should reflect that this was about villages as well as town centres. It was also suggested that ‘citizens’ should be replaced with ‘residents’ to make the plan more consistent. In respect of more shops becoming occupied, it was proposed that the wording should state that it is about creating more shops ‘that support the Councils ambitions’ to ensure that there are no conflicts with what the Council is trying to achieve, for example, reducing obesity. Reference was also made to the prominence of green spaces as it was felt that this was something that could have a significant positive impact on the lives of residents. It was added that neighbourhood plans seek to protect green spaces and therefore a reference to those could address this. In respect of active lives, there was a discussion about how the Council could make it easier for residents to become more physically active. Comments were raised about the potential and benefits of developing cycle paths and walking routes perhaps by extending the Trans Pennine trail to link and improve access to Doncaster’s villages and popular local destinations such as the Dome. Finally, it was commented that more should be added about celebrating our rich heritage and on this basis it was suggested that Doncaster Cast should be identified as a named partner.



- **Capable Council Fit For the Future** – Members questioned if the wording around buying more from local providers could be more specific to incorporate ‘commission’ and the ‘VolCom sector’. They were informed however, that clarification needed to be sought on whether this could be considered due to clear rules in purchasing. In respect of key partners it was suggested that Town and Parish Councils be added along with the ‘workforce’. Members expressed disappointment that a Community Engagement Strategy still needed to be developed and felt that it was essential in achieving the Councils ambitions. In respect of the strapline, it was questioned whether ‘capable’ was the most suitable word and other suggestions including ‘ambitious’, ‘modern’ and ‘connected’ were proposed as alternatives. In terms of benchmarking, it was recognised that it was always valuable to consider what others are undertaking although acknowledged that what may work elsewhere would not necessarily work in Doncaster

Members felt that the updated Corporate Plan was excellent, more succinct and read well especially by being broken down into different sections and headings. I would also like to take this opportunity to thank Allan Wiltshire for outlining in detail the information contained in the Corporate Plan. I would be grateful for a response by no later than the 4<sup>th</sup> March 2017.

Kind regards,



**pp. Councillor Charlie Hogarth**  
**Vice-Chair of the Overview and Scrutiny Management Committee**

cc OSMC Members  
Cabinet Members  
Jo Miller, Chief Executive  
Directors  
Lee Tillman, Assistant Director, Strategy and Performance  
Allan Wiltshire, Head of Policy and Partnerships

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Councillor John Mounsey, Adwick and Carcroft Ward

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**E-Mail:** [john.mounsey@doncaster.gov.uk](mailto:john.mounsey@doncaster.gov.uk)  
**Date:** 15<sup>th</sup> February 2016

Dear Ros

### **CORPORATE PLAN 17-18 UPDATE – FURTHER RESPONSE**

The Overview and Scrutiny Management Committee held an additional review session on the 15<sup>th</sup> February, 2017 to consider the Corporate Plan which has been updated as part of the annual 'Define and Deliver' cycle. Members provided their support to the Corporate Plan 17-18 and provided comment on whether the priorities in the Plan will direct the Councils collective efforts to ensure that Doncaster and its people thrive.

Members spoke about the potential Doncaster has in terms of its network and transport system and recognised how the Corporate Plan will be able to take it in the right direction. I would therefore be grateful if you could take account of these additional comments and suggestions when presenting the Plan to Full Council.-

- That reference to the Great Yorkshire Way and the development of the Robin Hood Airport Doncaster is strengthened as these are viewed as key priorities for Doncaster as well as the Local Enterprise Partnership (LEP).
- Doncaster Living;
  - Concern was raised that current housing policies were not developing housing for the future that were 'fit for purpose'. An example was mentioned that houses on new developments were built with parking spaces in front for only one and a half spaces or small garages that are not enough wider enough for a large family car. It was felt that links to planning needed to be further improved and developed, although we acknowledge the Corporate Plan should not go into the detail of specific planning issues.
- Doncaster Learning;
  - It was felt that there needed to be more emphasis on older people being able to access training and development to allow them to make beneficial changes to their lives or consider employment opportunities. Concern was raised about cost being a barrier to learning.

It was recognised that this linked into the Corporate Plans objective that “learning and creativity is supported through a whole person, whole life focus” and that avenues may be presented through the Councils response to the Education Skills Commission.

- Members were pleased to hear that proposals for an Institute of Technology and a University Technical College were being taken. It was acknowledged that these would provide additional technical routes into well paid, skilled jobs and enhance what the High Speed Rail College will be able to bring to Doncaster, something Members felt was much needed.

Members acknowledged that further to the Corporate Plan being agreed at Council on the 2<sup>nd</sup> March 2017, additional work would be done to consider the detail that would achieve the plans objectives and outcomes. Concern was raised regarding how the Council planned to effectively engage with partners in order to get them on board and help deliver the Corporate Plan. It was requested that an update is brought back to the Committee in approximately 6 months to see how the Corporate Plan is progressing.

It was also felt that there needed to more opportunities for Members to understand the reasoning behind key performance areas and selected performance indicators.

I would also like to take this opportunity to thank Allan Wiltshire, Head of Policy and Partnerships, for outlining in detail the information contained in the Corporate Plan. I would be grateful for a response by no later than the 15<sup>th</sup> March 2017.

Kind regards,



**Councillor John Mounsey**  
**Chair of the Overview and Scrutiny Management Committee**

cc OSMC Members  
Cabinet Members  
Jo Miller, Chief Executive  
Directors  
Lee Tillman, Assistant Director, Strategy and Performance  
Allan Wiltshire, Head of Policy and Partnerships

Councillors J Mounsey and C Hogarth  
Chair and Vice-Chair  
Overview & Scrutiny  
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**Mayor of Doncaster**

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20<sup>th</sup> February 2017

Dear John and Charlie

## UPDATED CORPORATE PLAN 2017-18

Thank you for your letters dated 3<sup>rd</sup> and 15<sup>th</sup> February expressing Overview and Scrutiny Management Committee's support for the 2017/18 Corporate Plan. Several amendments have been made to the Plan in response to the constructive feedback provided by OSMC, and I believe it is an even better quality document as a result.

Please see the table below for my responses to OSMC's specific feedback:

	OSMC Feedback	The Mayor's Response
1.	Concern was raised over the phrase ' <b>value for money</b> ' as Members were of the opinion that because something was the cheapest option did not make it any better value. It was recognised that the Council needs to act in a cost effective manner within its available finances but it was felt that there should be more emphasis on money being spent to present better outcomes and to consider the social value.	<p>I very much agree that the achievement of value for money requires more than a focus on saving money, even with the significant budget reductions we continue to face. Using our resources effectively, to deliver better outcomes for residents, must be the overriding objective. Overall, I do believe the updated Corporate Plan strikes the right balance, for example, as reflected in this sentence on page 3 it will reflect both the financial imperatives and the focus on outcomes:</p> <p>'The next stage in our improvement journey will require a greater focus on the things that matter most for Doncaster and the actions that will have the greatest impact'.</p> <p>Ensuring value for money is at the heart of everything we do should remain a key part of our overall purpose as a Council, but as OSMC point out, it should not be narrowly defined.</p>

2.	<p><b>Building Community Resilience and Self-Reliance</b> - Concern was raised about the ability to deliver this when there may be less community assets in the future. The Committee recognised that this was about identifying what the community needed and maximising what was available to achieve it.</p>	<p>I agree that this presents a challenge, given that the Council has significantly less resources. However, as my budget proposals show, the Council will continue to invest in Doncaster's assets, for example, by delivering improvements to schools, public leisure centres, cultural amenities and roads.</p> <p>As the Committee recognises, there are also many opportunities. We need to have a better understanding of what we already have, the untapped community potential and how to make the best use of it. We need to support communities to connect and direct their strengths and assets to where they are most needed and where they can have an impact.</p> <p>Over the next year, the Council and its partners in Team Doncaster will develop, in more detail, the work to build community resilience and self-reliance.</p>
3.	<p><b>Working with our Partners to provide effective leadership and governance</b> – Members commented that the model the Council is working to may change in the future as a result of devolution.</p> <p>It was suggested that this objective include reference to stakeholders and/or residents.</p> <p>In respect of indicators, it was asked that this be made clearer explaining how the gap would be narrowed. Members were of the opinion that that the Council should be considering narrowing the gap with national averages as well as local ones as it should look at striving to be more successful in a national setting.</p>	<p>There may certainly be changes over forthcoming years which affect the Council's governance arrangements. The Council is working with its partners in Team Doncaster, across the region, and with Government, to ensure we are on the front foot in ensuring Devolution benefits Doncaster and its residents.</p> <p>The objective has been reworded to include residents:</p> <p>'Working with our partners and residents to provide effective leadership and governance'</p> <p>Indicators aimed at narrowing the gap now also include reference to narrowing the gap with national averages, (where relevant), for example:</p> <p>'The gap between different groups and the rate of people that claim out of work benefits compared to the Doncaster and national averages narrows'</p> <p>Over the next year, the Council and its partners in Team Doncaster will develop in more detail the actions to narrow the gaps in quality of life.</p>
4.	<p><b>Doncaster Working</b> – Members suggested that this be strengthened by including Doncaster residents as a named partner. It was also put forward that there should be more emphasis on achieving this through a combination of private/public sector working.</p>	<p>All of the Themes on pages 6-10 now include residents in 'The partners who can help us' sections.</p> <p>On page 7 under 'Our ambition' it now states:</p> <p>'The local economy will continue to grow through inward investment, the growth of existing firms and excellent partnership working between the public and private sector.'</p>

<p>5.</p>	<p><b>Doncaster Caring</b> – Members suggested that residents should be a named partner as it would not be possible to deliver this objective without enabling them to do so.</p> <p>Regarding indicators, it was felt that they should include the number of people volunteering and community groups set up.</p> <p>There was also a discussion about including outcome measures on 'how satisfied people are with their care'. Comments were also raised about engaging and supporting carers. It was put forward that we need to look at the policies of our key partners such as the police in how they address care in the community so we can ensure that we undertake a more joined up approach.</p> <p>Finally, concern was raised over older children with more complex needs that may fall through gaps in the system. It was acknowledged that there was a cross over between Doncaster Learning and Doncaster Caring but it was believed that this aspect should be strengthened.</p>	<p>Residents are now named as partners.</p> <p>I agree with the second point and page 8 of the Corporate Plan rightly states:</p> <p>'Doncaster's adults and children's health and social care services, and how we support our most at risk and vulnerable people, will be focused on prevention, early intervention and enabling people to be safe, healthy and independent at home and in their communities'.</p> <p>Work is underway to ensure Team Doncaster has a clearer understanding of the current scale and potential of volunteering and community group activity in Doncaster. To achieve this, the Strategy &amp; Performance Team are currently drafting a Volunteering Strategy which will include a range of indicators needed to support Team Doncaster's objectives.</p> <p>The following indicator has now been included:</p> <p>'How satisfied people are with their care'</p> <p>I agree that a co-ordinated Team Doncaster approach is needed to more effectively engage and support carers. The further development of the joint framework of priorities, outcomes and programmes of activity, as summarised on page 12 of the Corporate Plan, will be key to achieving this and the many other quality of life improvements we are working in partnership to deliver.</p> <p>The above point also applies to the concern raised by the Committee regarding older children. I would add that it is essential that we make the links within and between the priority themes in the Corporate Plan. This includes how different services and interventions relate to each other, and support each other.</p>
<p>6.</p>	<p><b>Doncaster Living</b> - Views were expressed that the wording should reflect that this was about villages as well as town centres.</p> <p>It was also suggested that 'citizens' should be replaced with 'residents' to make the plan more consistent.</p>	<p>The relevant sentence on page 9 under 'Our Ambition' has been reworded:</p> <p>'Our ambition for 2017-18 will include the re-shaping of services across the partnership to improve our town centres and villages.</p> <p>'Citizens' now replaced with 'residents'</p>

	<p>In respect of more shops becoming occupied, it was proposed that the wording should state that it is about creating more shops 'that support the Councils ambitions' to ensure that there are no conflicts with what the Council is trying to achieve, for example, reducing obesity.</p> <p>Reference was also made to the prominence of green spaces as it was felt that this was something that could have a significant positive impact on the lives of residents.</p> <p>It was added that neighbourhood plans seek to protect green spaces and therefore a reference to those could address this.</p> <p>In respect of active lives, there was a discussion about how the Council could make it easier for residents to become more physically active. Comments were raised about the potential and benefits of developing cycle paths and walking routes perhaps by extending the Trans Pennine trail to link and improve access to Doncaster's villages and popular local destinations such as the Dome.</p> <p>Finally, it was commented that more should be added about celebrating our rich heritage and on this basis it was suggested that Doncaster Cast should be identified as a named partner.</p>	<p>The Indicator on page 9 has now been amended to:</p> <p><b>'More people visit our town centres'</b></p> <p>This is to reflect that the actions to achieve this will need to cover more than empty shops, and also that there are wider policy considerations, for example, obesity.</p> <p>The Plan now better reflects the importance of both green spaces and heritage. This paragraph is included on page 9 under 'Why':</p> <p><b>'...When combined with our significant green space, heritage, space for economic development and excellent transport connections, we already have a significant amount to be proud of.'</b></p> <p>Whilst Neighbourhood Plans are not specifically referenced in the Corporate Plan, they will continue to be developed alongside the Local Plan, which is one of the key plans which will help to deliver outcomes in the Corporate Plan, for example 'a thriving and resilient economy' and a 'thriving, resilient and inclusive place to live, work and visit'.</p> <p>Over the next year, the Council and its partners in Team Doncaster will refresh the Physical Activity and Sport Strategy and set out in more detail the actions needed to support residents to become more physically active, including relating to walking and cycling. We have just commenced a review of Cycling Strategy which will consider the infrastructure for cycling across Doncaster.</p> <p>CAST has now been added as a partner.</p>
7.	<p><b>Capable Council Fit For the Future</b> – Members questioned if the wording around buying more from local providers could be more specific to incorporate 'commission' and the 'VolCom sector'. They were informed however, that clarification needed to be sought on whether this could be considered due to clear rules in purchasing.</p>	<p>For reasons alluded to in the Committee's feedback, the indicator has not been changed. However, as mentioned above, work is underway to ensure Team Doncaster has a clearer understanding of the current scale and potential of volunteering and community group activity in Doncaster.</p>



	<p>In respect of key partners it was suggested that Town and Parish Councils be added along with the 'workforce'.</p> <p>Members expressed disappointment that a Community Engagement Strategy still needed to be developed and felt that it was essential in achieving the Councils ambitions.</p> <p>In respect of the strapline, it was questioned whether 'capable' was the most suitable word and other suggestions including 'ambitious', 'modern' and 'connected' were proposed as alternatives. In terms of benchmarking, it was recognised that it was always valuable to consider what others are undertaking although acknowledged that what may work elsewhere would not necessarily work in Doncaster</p>	<p>Town and Parish Councils have been added, along with Council staff.</p> <p>Ensuring we engage with the residents and communities effectively is key to achieving what we have set out in the Corporate Plan. The approach to engaging with communities will be developed in conjunction with stakeholders in 2017-18.</p> <p>'Capable Council' now amended to 'Connected Council'.</p>
8.	<p>That reference to the Great Yorkshire Way and the development of the Robin Hood Airport Doncaster is strengthened as these are viewed as key priorities for Doncaster as well as the Local Enterprise Partnership (LEP).</p>	<p>This has now been strengthened by the inclusion of this paragraph on page 4:</p> <p>'The further development of the Great Yorkshire Way will encourage more companies to invest in Doncaster to create jobs and prosperity for residents, attract more visitors, and support growth at the airport. To further support growth at the airport we are also seeking to connect it to the rail network.'</p>
9.	<p><b>Doncaster Living</b> - Concern was raised that current housing policies were not developing housing for the future that were 'fit for purpose'. An example was mentioned that houses on new developments were built with parking spaces in front for only one and a half spaces or small garages that are not enough wider enough for a large family car. It was felt that links to planning needed to be further improved and developed, although we acknowledge the Corporate Plan should not go into the detail of specific planning issues.</p>	<p>Whilst acknowledging the importance of planning policy, and the impact it can have on the quality of life of our residents, I agree with the Committee that the Corporate Plan should not go into the detail of specific planning policy issues.</p>

10.	<b>Doncaster Learning</b> - It was felt that there needed to be more emphasis on older people being able to access training and development to allow them to make beneficial changes to their lives or consider employment opportunities. Concern was raised about cost being a barrier to learning. It was recognised that this linked into the Corporate Plans objective that "learning and creativity is supported through a whole person, whole life focus" and avenues may be presented through the Councils response to the Education and Skills Commission.	I am glad the Committee recognises the importance of a 'whole person, whole life' focus to learning, which means all residents are able to access the learning opportunities they require. This is being developed as part of our response to the independent commission on Education and Skills in Doncaster.
11.	Members were pleased to hear that proposals for an Institute of Technology and a University Technical College were being taken. It was acknowledged that these would provide additional technical routes into well paid, skilled jobs and enhance what the High Speed Rail College will be able to bring to Doncaster, something Members felt was much needed.	I agree with the committee that the opening of the National College for High Speed Rail in Doncaster presents excellent opportunities for local people.  Proposals for a University Technical College and an Institute for Technology in Doncaster seek to further enhance our technical learning assets to position Doncaster as a centre for vocational excellence.

I am pleased that Members felt that the updated Corporate Plan was excellent, succinct and reads well, especially by being broken down into different sections. I would also welcome OSMC involvement in any subsequent reviews and monitoring of the Corporate Plan.

Yours sincerely



**Ros Jones**  
**Mayor of Doncaster**