

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:** Council Chamber - Civic Office

**DATE:** Thursday, 20th July, 2017

**TIME:** 10.00 am

*Members of the public are welcome to attend*

#### Items for Discussion:

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. 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.]***

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

5. Doncaster Children's Services Trust Limited Update Report.  
(Pages 1 - 44)

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, 12th July, 2017

Senior Governance Officer  
for this meeting:

Christine Rothwell  
Tel. 01302 735682

6. Finance and Performance Improvement Report: 2016/17 Quarter 4  
(Pages 45 - 104)
7. St Leger Homes of Doncaster Performance & Delivery Update:  
2016/17 Quarter 4 (Pages 105 - 112)

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

Chair – Councillor Kevin Rodgers  
Vice-Chair – Councillor John Healy

Councillors Bev Chapman, Neil Gethin, Richard A Jones, Jane Kidd,  
Andrea Robinson and Paul Wray.

Invitees:

Paul O'Brien –UNITE.

Education Co-optees\*

John Hoare.  
Bernadette Nesbit.

\*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.

**20th July 2017**

**To the Chair and Members of the  
Management and Oversight Committee**

**Doncaster Children's Services Trust Limited Update Report**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
Councillor Nuala Fennelly Cabinet Member for Education and Skills and Lead Member for Children's Services	All	No

**EXECUTIVE SUMMARY**

1. This report provides an update on the financial and operational strategy of the Trust, following the 15<sup>th</sup> February 2017 Management and Oversight Committee (attached for reference at Appendix 1).

The Trust continues to make significant progress in establishing a sufficiency strategy, which reflects a 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. However, there continues to be significant pressure on fostering and residential provision due to local and national issues. The increase in demand for early help and statutory services that is reflected nationally means that despite an increase in the number of available in house placements the current demand exceeds the available resource.

The outturn for the financial year 2016/17 resulted in the Trust breaking even. This was achieved through a number of contract variations which reflected transfer of services, increased demand, price variation and changes to grants.

The Trust continues to have a clear commitment to review and adapt its operating model to ensure that the focus reflects service improvement, positive Ofsted judgements and financial sustainability. The Trust's financial strategy considers, reducing demand, expenditure and costs, whilst improving efficiency.

The Trust uses Looked After Child (LAC) forecast planning and trend analysis to inform budgets and forecast expenditure. Finance Business Partners advise, challenge and support operational staff with regard to budget setting and monitoring of activity through the year. A monthly management account is produced and reported to the Trust Board.

Longer term the Trust is committed to safely reducing the numbers of children in the looked after system. This can be achieved by preventing the need for children to become looked after or ensuring that the care plans for those who can be moved to alternative arrangements are progressed in a timely

manner. The Trust is developing strategies to support this work and ensure that only those children who need to be looked after remain within the system.

However, it must be noted that the commitment to reducing the looked after population is set within a national context of increasing numbers of children in care. The all party parliamentary group for children (no good options 2017) identified that the numbers of looked after children had seen an increase of almost 18% between 2011 and 2016 and that this trend was expected to continue. As at March 2016 the Doncaster rate for children in care was 75 per 10,000 which, whilst higher than the national rate of 60 per 10,000 was in line with our statistical neighbours (76 per 10,000).

The Trust operating model is designed to ensure a positive outcome in the forthcoming Ofsted full inspection of Doncaster's Children's Services. Work is currently underway to consider a future operating model that may release efficiencies whilst ensuring children are appropriately safeguarded and service standards can be maintained.

## **EXEMPT REPORT**

2. There are no exemptions.

## **RECOMMENDATIONS**

3. That Committee gives consideration to the financial and operational strategy update report.

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

4. Doncaster Children's Services Trust Limited was established on 1 October 2014 at the direction of the Secretary of State with the mandate to deliver improvements to children's social care. This report provides an update of progress achieved to date by the Trust.

## **BACKGROUND**

5. Doncaster Children's Services Trust Limited was created by the Department for Education and works under the direction of the Secretary of State, providing children's social care services for Doncaster Metropolitan Borough Council. The council retains its statutory duty and responsibility for the children of Doncaster. The Secretary of State for Education gave their commitment to local MPs that DMBC would not be required to bear the additional cost of delivering its social care services through the Trust. These additional costs related to setup and the on-going running costs – Trust senior management, VAT etc, which are subsequently funded by DfE.
6. The Trust's aim is to transform children services within Doncaster so that they significantly improve the outcome of the most vulnerable children and are recognised in Ofsted judgements as "Good" by October 2017 and "Outstanding" by October 2019.
7. It is acknowledged that in order to achieve this, the Trust's strategic priorities are to improve the quality of practice and outcomes for children, young

people and families, whilst using money wisely to ensure financial sustainability. This is referred to as the cost of improvement and should be considered within the context of additional costs borne by DMBC and other local authorities where services to protect children have previously failed.

## INTRODUCTION

8. The Trust presented to members of the Overview and Scrutiny Management Committee on 15<sup>th</sup> February 2017, explaining the financial and operational strategy of the Trust. Members welcomed the information that had been provided and felt that they now had a greater understanding of the role and responsibility of the Trust. The committee actioned 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 work plan.

## FINANCIAL OUTTURN 2016/17

9. The provisional outturn for the year shows that the Trust's income exceeded expenditure by £22.8k; this position is still subject to audit. A number of contract variations were agreed with DMBC during the year which adjusted the contract value as follows:

	Adjustment	Contract Value
<b>Opening Value for 2016-17</b>		<b>42,163,110</b>
<b>2016-17 in-year adjustments:</b>		
Transfer of CWD team	322,250	
Transfer of Oaklands & management recharge	542,510	
Reduction in Digital Council efficiency target	59,550	
Transfer of Staying Put grant	139,050	
Reductions in Youth Offending funding	-202,640	
Transfer of funding for Early Help Hub team manager	44,510	
Asylum seeker grant - controlling migration fund	9,800	
Oaklands lease adjustment	-7,500	
Health contribution to specialist foster care	25,250	
Additional UASC grant	161,000	
18+ restructure	26,380	
	1,120,160	
<b>In-year funding of cost / volume variations:</b>		
Additional funding to reflect activity levels – out of area	1,964,000	
Additional funding to reflect price variations – out of area	590,000	
Supplementary social worker resource	173,540	
Additional funding to reflect activity levels – fostering	668,000	
Additional funding to reflect price variations - fostering	78,000	
	3,473,540	
<b>Revised Value for 2016-17</b>		<b>46,756,810</b>

10. Additional funding, which sits outside of the contract sum has been agreed and relates to: Initial Improvement fund (Liquid Logic etc), Ofsted Improvement fund and Practice Improvement Programme. DMBC also agreed to fund the refurbishment of children's homes, which is separate to

the contract.

## CURRENT FINANCIAL YEAR

11. The contract value for 2017-18 between the Trust and DMBC has yet to be formally agreed however, the indicative value is £46.2m. The budget reflects the full year impact of those services that transferred to the Trust during 2016-17 (children with disabilities team and Oaklands), the transfer of family support services from April 2017 and inflation factors. In addition, £1.1m of growth has been provisionally agreed to reflect increased activity and costs within the care ladder (subject to formal contract variation). There was no requirement for the Trust to contribute to DMBC's financial plan and corporate savings for 2017-18, but notice has been given for £2m of efficiency savings from the Trust in each of the years 2018-21 (three years).
12. A balanced budget for 2017-18 has been established, matching the Trust's planned expenditure to income.

## FINANCIAL STRATEGY

13. The Trust continues to have a clear commitment to review and adapt its operating model to ensure that the focus reflects service improvement, positive Ofsted judgements and financial sustainability. The Trust's financial strategy considers, reducing demand, expenditure and costs, whilst improving efficiency.

### Reducing Demand:

14. **Early Help and Family Support:** The remaining element of the targeted family support service was successfully transferred from DMBC over to the Trust in April 2017. However, the strategic lead for early help, including universal and single agency responses has remained with the council. In order to impact on the number of referrals into the Trust's targeted family support service and statutory social care teams it is essential that the early help provision delivered by DMBC is effective.
15. An independent review was jointly commissioned by the Trust and Doncaster Children's Safeguarding Board (DCSB) to deliver an assessment of arrangements concerning the children's services 'front door' in Doncaster. The outcome of the review was broadly positive and shared many of Ofsted's recent conclusions such as the statement that the Trust knows itself well, is effectively managed and has been able to further progress the wider-agency understanding of the thresholds for social care intervention. Management decision making and the accompanying rationale has also improved, although there remain some challenges regarding the timeliness of the decision making due to the significant volumes of work being processed.
16. However, the review also identified a number of strategic challenges for both the Trust and partners in Doncaster, including DMBC who are responsible for the early help offer. The review found;  
*"The main issue of concern ..... is significant delay in providing the early help support required to children and their families..... cases reviewed had delays running into several months, both in the completion of EHAs and in services planned to be provided after that time. We saw several*

*references to the existence of ‘waiting lists’ for EH assessments..... and we also heard from managers that such delays have been and still are a considerable issue of concern in Doncaster.”*

17. An effective early help offer is critical to ensuring that children and families receive the appropriate support in a timely manner and to prevent the escalation of need. In addition, a robust early help offer will support the “step up” and “step down” of cases and therefore reduce the demand on statutory social care teams. The lack of a clear and robust early help offer is identified as an on-going challenge for Doncaster and the Trust and DMBC staff are working jointly to strengthen and improve the current arrangements.
18. **Edge of Care:** This service continues to be developed to reduce the number of children being admitted to care. To date the service have worked with 153 children to either prevent their admission to the looked after system or support their transition home. An effective edge of care service will support the broader strategy to reduce the number of looked after children within the context of a national increase of nearly 18%.

### **Reducing Expenditure:**

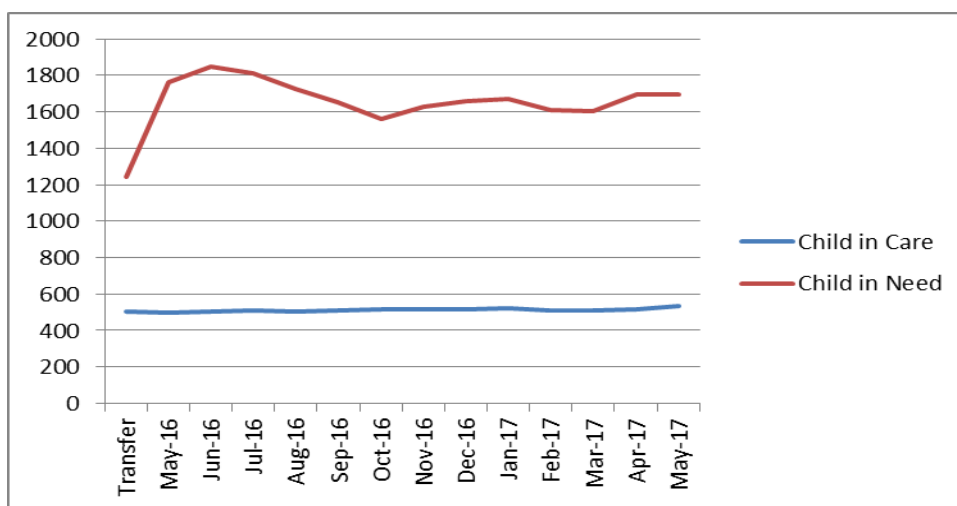
19. **Procurement and Commissioning:** Approximately 50% of the Trust’s expenditure is spent externally and it is acknowledged that sound management of this expenditure is critical.
20. Effective procurement and commissioning can ensure that the services delivered by providers are in line with service users’ needs, are affordable and are of the necessary quality standard. Improved commissioning practices will assist in alleviating the immediate financial pressures and pave the way for longer term options for growth and integrated services.
21. The Trust has undertaken a review which indicated that there is an opportunity to consider the commissioning process as there is scope for improvement in terms of understanding demand, market engagement, the information available before and after procurement, the decision making process and contract management.
22. Benefits will arise predominantly from reduced placement costs and developing commissioning approaches that ensure money is spent to support the long term outcomes for each child. A strong commissioning function would also create wider economic benefits whilst there is recognition that the market for children’s services is volatile and under developed. Improved commissioning with a better understanding of future need would encourage suppliers to invest and grow the market. Improved certainty could lead to a reduction in costs which will benefit all those who purchase services.
23. The project team, led by a Trust non-executive board member, has been established which is considering the difference between procurement and commissioning, review the “end to end” process and consider procurement across Team Doncaster to provide efficiencies in both resource and costs. It is thought that it should be possible to generate 10% savings off current placement spend by 2019/20.

## **Reducing Costs:**

### **PLACEMENTS**

24. The overall numbers of children in care appear to have remained relatively stable since the Trust was established although the movement of children in and out of the system is masked as a result of the proper application of the care planning regulations. This means the Trust, and DMBC as the commissioner, are legally compliant with necessary regulations and children who should be afforded the protection of a looked after status are appropriately recognised within the system.
25. However, the numbers of children assessed as being in need have been volatile over the same period but have generally followed the national trend of increasing demand. As with the numbers of looked after children the national trend in relation to children in need has also seen a steady increase.
26. The graph below shows that following the transfer to the Trust and the application of appropriate thresholds the numbers of children identified as requiring social care support has risen. These children in need cases all require a suitably qualified and experienced social worker and have also contributed to increased expenditure against the staffing budget.
27. The increasing numbers of children assessed as being in need since the establishment of the Trust is as a result of a combination of factors including improved social work assessments, better identification of children with additional needs and importantly the lack of a robust early help offer. Families who require additional support are being referred through to statutory services or their needs are escalating to the point where they are deemed to be children in need. Work is being undertaken to improve the early help offer but this has not yet had a positive impact on the overall numbers.
28. Of the Child in Need cohort, 12% are identified as BME, an increase from 10% in 2015/16. This is lower than the national average, which stands around 26%. However, the population of Doncaster is less diverse than other areas, with 14% of the school population recorded as BME compared to a national figure of 30%. Therefore the BME representation within the Child in Need cohort, matches the total population of children across the Borough.
29. Within the looked after cohort, 14% are recorded as BME, again reflecting the Borough-wide cohort. This is an increase from 10% in 2015/16.





## CARE LADDER

30. The contract is based upon the assumption of the care ladder, with in-house fostering offering the most cost effective option. It is the increased number of external residential placements against contract levels and the switch between in-house fostering and IFA placements that places significant pressure on the placement budget. The position as at May is:

PLACEMENT TYPE	2017-18				
	Contract	May Actual	Forecast Average	Variance f'cast to contract	Variance f'cast spend to contract £'000
OOA	21	33	29	8	1,673
Independent Fostering Agencies	197	194	182	-15	-308
In-House Fostering	154	182	188	34	317
In-House Residential	18	11	18	0	0
18+ Accommodation	34	27	32	-2	240
CIC Transition Accommodation	22	39	40	18	76
UASC	3	7	6	3	144
Secure/Remand Beds (YOS)	0	0	0	0	0
Adoption Allowances	106	97	99	-7	-88
Independent Adoption (Agencies)	11	11	11	0	0
Child Arrangement Order	149	147	149	0	45
Special Guardianship Orders	257	254	272	15	200
<b>TOTAL</b>	<b>972</b>	<b>1,002</b>	<b>1,026</b>	<b>54</b>	<b>2,298</b>

31. The remodelling of the in-house residential resource has increased the number of beds available - rising from nine beds in April 2016 to 21 by the end of July - and will ensure that the Trust looks after Doncaster children within the borough. However, the refurbishment and registration of the homes has been delayed by a combination of factors, including slippage on the building schedule and the time taken by Ofsted to register new homes. This has meant delays in returning children to Doncaster from more costly out of borough placements which has impacted on the financial projections.

32. The Trust continues to build upon its management information to assist with demand forecasting, allowing meaningful and mature discussions with DMBC with regard to contract numbers and contract price. The model takes account of children's assessed care plans and possible changes over the next financial year to better predict future costs incurred through placements, transferring out of the system through age progression, Special Guardianship and Child Arrangement Orders.
33. The Trust regularly reviews the care ladder to ensure that children and young people receive appropriate and cost effective care.

## **OUT OF AREA PLACEMENTS**

34. There were 34 out of area placements as at the end of March, which was a higher starting point than was assumed in the financial model and reflects the approval of six new, unanticipated placements towards the end of the year. It should be noted that some are short term arrangements or the extension of existing placements beyond assumptions factored into the model. The number of out of area placements as at the end of the quarter was 33 and the forecast reflects:
  - The movement of four young people into our own residential homes by the end of July;
  - Plans for four other placements to end in the first half of the year; and
  - Growth of four young people not currently in the looked after children cohort requiring out of area placements during the year.

Work is on-going to understand the threshold for health contributions and how / where the Trust submits cases to secure funding for our complex children.

## **INDEPENDENT FOSTERING AGENCY**

35. The Trust reduced the number of young people in independent fostering placements at the end of 2016-17, through greater utilisation of in-house placements. During the year the Trust is assuming the transfer of 10 IFA placements to in-house fostering and the conversion of 10 IFA placements to permanence arrangements through Special Guardianship Orders. Growth in this area has been factored into the forecast, but this may prove to be overstated given more recent patterns of placement.

## **IN-HOUSE FOSTERING**

36. There continues to be a national decline in the number of individuals seeking to become or remain as foster carers. However, despite this national decline the Trust continues to make progress in the recruitment of foster carers and the number of children placed with in-house foster carers rose steadily during 2016-17. The number of children with in-house foster carers at the start of the financial year was 23 higher than assumed in the financial modelling, reflecting, in the main, higher utilisation of existing carers. The forecast also reflects the assumed transfer of 10 placements from IFA arrangements and growth of four. Should the transfer of IFA placements come to fruition this would redress the balance between private and in-house fostering.

37. Recruitment of foster carers remains a high priority for the Trust; we have rebranded our approach as “Trust Fostering”, conducted a number of innovative recruitment campaigns and are expanding the Mockingbird model to ensure foster carers are appropriately supported. The number of enquiries from prospective carers continues to increase however the impact in overall numbers is offset by the loss of available carers due to the “staying put” entitlement, foster carers seeking to adopt children and deregistration due to age or quality issues.
38. A new progression scheme has now been applied with the support of DMBC, which allows the Trust to pay level 3 foster carers an enhanced allowance for more complex children and which will ensure the service is able to compete in a highly competitive market for professional experienced carers.
39. The Trust acknowledges that there is a continued need to recruit foster carers to meet the needs of children of all ages although providing placements for older children and sibling groups continues to be a challenge. Recent fostering campaigns have therefore focused on placements of sibling groups and older children/teenagers and have shown some early success.

## **ADOPTION**

40. There are 45 children who are subject of a placement order, but who have not yet been adopted. Of these children 18 currently have adoption applications before the court and a further 9 have been matched with prospective adopters. Funding for inter-agency adoption is available but applies only to children or sibling groups where one child has been waiting to be placed with a family for 18 months or longer. Doncaster continues to offer adoptive placements to children with complex needs, older children and sibling groups. This means that there will always been a number of children with placement orders waiting to be matched with prospective adopters.
41. The Trust is the host for the South Yorkshire regionalisation of adoption agency. The Trust continues to work with Rotherham, Barnsley and Sheffield with regard to financial and performance modelling and has the support of a Department for Education coach. A report has been prepared and shared with all DCS's and the Chief Executive of the Trust with a provisional timeline for full service integration of 1 April 2018. Operational work to align services continues and all partners acknowledge early benefits from this approach. These benefits include:
  - Increased enquiries from prospective adopters as a result of the One Adoption campaign;
  - Improved early permanence offer; and
  - Improved tracking, which will drive down timescales.

## **CARE ORDERS**

42. There are 13 children currently subject to placement with parent regulations and work has commenced to discharge the care orders. There are currently no costs attached to these placements, however until the care orders have been discharged the Trust is required to allocate qualified social workers and other support staff.

## SPECIAL GUARDIANSHIP AND CHILD ARRANGEMENT ORDERS

43. Although placing children in this way is financially more cost effective, the Trust continues to see increases in numbers, above planned activity levels.

	2014/15		2015/16		2016/17		2017/18		2018/19	2019/20
	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Current forecast	Forecast	Forecast
Child Arrangement	129	140	129	149	152	148	149	149	155	154
SGO	133	177	133	217	175	235	257	272	293	324
Total	262	317	262	366	327	383	406	421	448	478

44. Reviews of all children subject to SGOs and CAOs are due to take place during 2017. The re-assessment of carers' financial standing is being undertaken by DMBC and is due to be finished by end of July. Revised payment terms will then be issued accordingly. The implications of the review have been factored into the demand model and coupled with the expected transfer of IFA placements to SGO will save the Trust £340k in the first full year of operation, with a further £270k and £200k for the following two years.

## RESIDENTIAL HOMES

45. The Trust continues to draw on best practice with regard to the management of our homes. The maximum capacity is 21 young people however the budget is based upon a working assumption of 85%, which equates to 18 young people. At the end of May utilisation was as follows:

	Number of young people	Utilisation
Cromwell	4	100%
Morrison	3	75%
Tickhill	6	120%
Pinewood	2	50%
Amersall	Operational July	0%
<b>Total</b>	<b>15</b>	

46. At the end of May, Tickhill had six young people in place, reflecting the urgent need to house a young person, when a private provider gave very limited notice of the termination of a placement and no alternative external provision was available. This resulted in the Trust logging a variation order with Ofsted to register an additional bed within the home. This is considered a temporary solution and a permanent solution is being sought.
47. There have been delays to the refurbishment of two residential homes which has resulted in lower utilisation than planned. Pinewood re-opened in May, however, delays in securing Ofsted registration for Amersall means that this home will not be operational until July and four young people have been identified to move into the home. The contract with DMBC is based upon 85% utilisation; current average utilisation is 69%, the Trust is aiming to bring the utilisation back in line for year end, by ensuring that the homes operate at higher utilisation levels than planned.

## TRANSITION/18+

48. The numbers of young people being supported with accommodation is higher than had been anticipated during contract negotiations. This increased demand reflects the level and complexity of the young people's needs as a result of their experiences in the care system. The Trust has reviewed the responsibilities for managing transition of young people in care to independence and is taking action to ensure better preparation and planning to support young people. Work is also being carried out to ensure that young people are pursuing all appropriate benefits, including housing benefit.

NB: Please note that at the end June utilisation was 100% for all homes with Tickhill Square having 120% utilisation. 120% utilisation is only possible for a very short period in an emergency where all other options have been exhausted.

## UNACCOMPANIED ASSLUYM SEEKER CHILD (UASC)

49. The Trust receives additional grant to cover UASC, however, it should be noted that current grant levels do not cover the full cost of UASC support. As at the end of May there were 7 young people whose asylum seeker status had been accepted as meeting the Home Office criteria.

## PAY / RESOURCE

50. The Trust continues to experience a challenging recruitment market, due to the financial pull of neighbouring authorities, but the numbers appointed continue to show that the improved reputation of the service in Doncaster is beginning to have a positive impact.

FTE	Apr	May
Permanent	522	546
Agency	32	35
Total	553	581
<b>Budget</b>	<b>633</b>	<b>633</b>
Vacancy level	79	52

51. Posts recruited during April relate to:

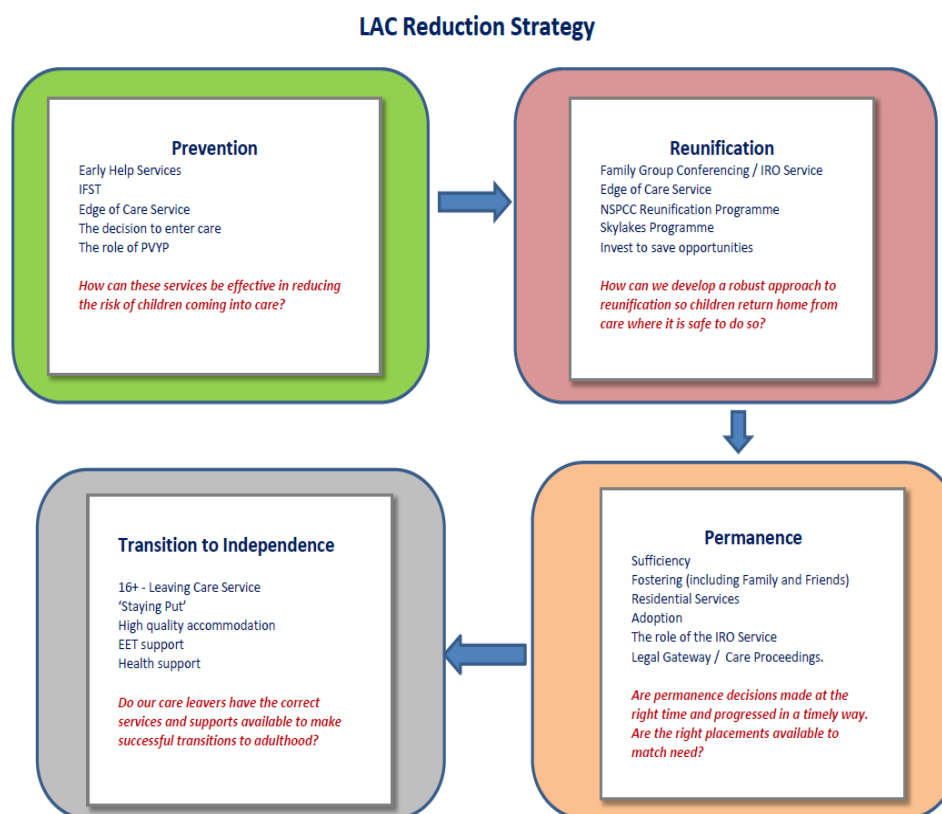
- Head of Business Development
- Practice Development Social Worker
- Team Managers
- Parenting Support Worker
- Children's homes posts
- Contact Centre Worker
- Workforce Development Officer
- Business Support posts

52. **Structure:** The current Trust operating model was designed to ensure a positive outcome in the forthcoming Ofsted full inspection of Doncaster's Children's Services. It provides a locality based structure with sufficient levels of management scrutiny to ensure that compliance and quality of services are

good or better. Work is currently underway to consider a future operating model that may release efficiencies whilst ensuring children are appropriately safeguarded and service standards can be maintained. Any efficiency would not be released until 2018/19 and would be premised on maintaining or reducing the current level of demand through improved partnership working, including a robust early help offer and improved social work practice.

## Reducing Costs: Longer Term

53. **Re-profiling the Looked After Population:** In order to reduce the cost base of the Trust it will be necessary to safely reduce the numbers of children in the looked after system. This can be achieved by preventing the need for children to become looked after or ensuring that the care plans for those who can be moved to alternative arrangements are progressed in a timely manner. The Trust is developing strategies to support this work and ensure that only those children who need to be looked after remain within the system. Below is an overview of the different strands of the strategy:



54. **Comprehensive Spending Review:** The annual report submitted to the Department for Education made reference to the Comprehensive Spending Review and the need to achieve a balanced budget. DMBC have therefore proposed a £2m efficiency saving target for the years 2018/19, 2019/20 and 2020/21. The level of Trust contribution to the efficiency target has not yet been agreed. A number of discussions have been held with DMBC regarding the Trust's contribution to future efficiencies and despite assurances that a formal written proposal will be provided this has not yet been received. Negotiations are to take place between the Trust's Chief Executive and DMBC's Finance Director. Any efficiency saving will need to be approved by Department for Education.

## GOVERNANCE

55. Financial and Operational performance is reviewed at a number of meetings internally and between the Trust and DMBC:

### Internally:

- A **management account** is produced monthly, which shows income & expenditure and risks & opportunities. Pay and placement costs are tracked month by month, with variances to budget and changes to forecast clearly explained and justified. Average annual placement costs are calculated and tracked. Analysis down to cost centre level is also produced. The management account is reviewed by the Chief Executive's Senior Leadership Team, prior to it being presented to the Trust's Finance and Infrastructure Committee, Trust Board and Executive Task Committee;
- The **Annual Report and Account** is produced in line with IFRS 102, externally audited and filed on Company's House. The Trust's Audit, Assurance and Risk Committee also review the accounts;
- The **Resource Panel** ensures all decisions about placements and resources to support children in placements are made with full consideration of all aspects of the care plan including education and health needs, resource implications, appropriate partner contributions and value for money decisions;
- The Trust's **Corporate Governance Framework and Scheme of Delegation** has been reviewed and agreed by the Trust Board. Both documents allow responsibility to clearly delegated to senior leadership and staff of the Trust. The framework sets out the matters reserved to the Board and Members of the Trust either explicitly or implied through the Articles of Association. The Scheme of delegation defines delegated powers to specific staff and all parts of the Trust relating to such areas as: Board; Finance; Procurement & Commissioning; Property, HR; and Operational delegations; and
- **Internal Audit's** role is to provide assurance to the Accounting Officer that all key risks are being managed effectively. A forward plan is agreed and reviewed at the Trust's Audit, Risk and Assurance Committee.

## With DMBC

- **The *Annual Review*** process considers funding and strategic priorities and reports to the Secretary of State for Education on progress made during the year and priorities and notifiable changes to the contract.
- ***Quarterly Monitoring Performance Meeting*** which is attended by Chief Executives from both organisations, along with representation from Trust Board, The Trust's Chief Operating Officer and Director of Performance Quality and Innovation, and Officers with Finance and Performance Management responsibility from both organisations.
- ***Monthly Financial Monitoring Group*** principally reviews the financial position of the Trust as it relates to the contract with the Council, the delivery of savings, and considers options to address budget pressures.
- ***Monthly Operational Progress Group*** details key performance indicators and is accompanied by explanatory narrative. Meetings are attended by Assistant Director: Commissioning and Opportunities (DMBC), Director of Operations (Trust) and Heads of Performance from both organisations.

## OPTIONS CONSIDERED

56. Not applicable

## REASONS FOR RECOMMENDED OPTION

57. Not applicable

## IMPACT ON THE COUNCIL'S KEY PRIORITIES

	Priority	Implications
	<p>We will support a strong economy where businesses can locate, grow and employ local people.</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 Trust has been established with a mandate to continue delivering improvements in children's social care. The formal contract with DMBC details a requirement for future Ofsted inspection judgements to be:</p> <ul style="list-style-type: none"> <li>- 'Requires improvement' or better by April 2016</li> <li>- Good or better by October 2017</li> <li>- And that overall the service should be Outstanding by October 2019</li> </ul> <p>The Contract with the Trust relates to the delivery of services to children in need of help and protection, and therefore has an implication for the priorities relating</p>
	<p>We will help people to 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>We will make Doncaster a better place to live, with cleaner, more sustainable communities.</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>to safeguarding our communities.</p> <p>The Trust is also a key strategic partner in delivering children's services, and therefore an effective partnership is critical to improving outcomes for the Children and Young People of Doncaster.</p>
	<p>We will support all families to thrive.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	<p>The Contract includes a budget for delivering services and therefore an expectation that the Trust will deliver value for money.</p>
	<p>We will deliver modern value for money services.</p>	
	<p>We will provide strong leadership and governance, working in partnership.</p>	

## **RISKS AND ASSUMPTIONS**

58. There are no specific risks associated with this report

## **LEGAL IMPLICATIONS**

59. In September 2014, the Secretary of State for Education issued a Direction transferring various children's services to Doncaster Children's Trust Limited ("the Trust"). Although the Trust performs Services on behalf of the Council, the legal powers and duties in relation to safeguarding children remain with the Council and court proceedings continue to be brought in the name of the Council.
60. On 30th September 2014, the Council entered into a contract with the Trust governing the provision of services by the Trust. The contract with the Trust contains various monitoring powers so that that the Council can assure itself that Services are being delivered correctly.

## **FINANCIAL IMPLICATIONS**

61. See above

## **HUMAN RESOURCES IMPLICATIONS**

62. Considered through recruitment and retention policies.

## **EQUALITY IMPLICATIONS**

63. Ethnicity split of children in need cohort as at March 2017:

<b>Ethnic Origin</b>	<b>Number</b>	<b>%</b>
Asian or Asian British	52	2.04%
Black or Black British	26	1.02%
Mixed	91	3.57%
Other Ethnic groups	40	1.57%
White	2164	84.93%
Not Recorded	175	6.87%

64. Ethnicity split of children in care cohort as at March 2017:

<b>Ethnic Origin</b>	<b>Number</b>	<b>%</b>
Asian or Asian British	6	1.17%
Black or Black British	2	0.39%
Mixed	30	5.86%
Other Ethnic groups	9	1.76%
White	460	89.84%
Not Recorded	5	0.98%

65. Gender split of the workforce, including the Board, as at March 2017:

	<b>Female</b>	<b>Male</b>	<b>Total</b>
Trust Board	5	6	11
Senior Leadership Team	8	5	13
Others	479	92	571
<b>Total Headcount</b>	<b>492</b>	<b>103</b>	<b>595</b>
<b>%</b>	<b>83%</b>	<b>17%</b>	<b>100%</b>

66. Ethnic categories for the workforce, excluding the Board, as at March 2017;

<b>Ethnic Origin</b>	<b>Headcount</b>	<b>%</b>
Asian or Asian British	3	1%
Black or Black British	6	1%
Multiple Heritage	7	1%
Other Ethnic Group	3	1%
White	421	72%
Unknown	144	25%
<b>Total Headcount</b>	<b>584</b>	<b>100%</b>

## CONSULTATION

67. Not applicable

## BACKGROUND PAPERS

68. None.

## REPORT AUTHORS & CONTRIBUTORS

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**Paul Moffatt**

**Chief Executive, Doncaster Children's Services Trust Limited**

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

**Doncaster Children's Services Trust Limited Update Report**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
Councillor Nuala Fennelly Cabinet Member for Education and Skills and Lead Member for Children's Services	All	No

**EXECUTIVE SUMMARY**

1. This report provides an update on the financial and operational strategy of the Trust.

The Trust has made significant progress in establishing a sufficiency strategy, which reflects a 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

The Trust has faced a number of challenges since its setup on October 2014 and has produced a number of strategies to overcome these going forward.

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. A further contract variation totalling £0.8m has been submitted and agreed in principal, this would reduce the current forecast outturn to £0.8m, under the risk share agreement this would split £0.6m DMBC and £0.2m Trust.

The Trust has a clear commitment to review and adapt its operating model to ensure that the focus reflects service improvement, positive Ofsted judgements and financially sustainability The Trust's financial strategy considers, reducing demand, expenditure and costs.

A number of measures have already been implemented by the Trust which shows a clear commitment to reduce costs and improve efficiency.

The Trust has developed Looked After Child (LAC) forecast planning and trend analysis which has been used to inform budgets and forecast expenditure. Finance business partners have been introduced to engage operational staff in budget setting and on-going monitoring of activity and budgets through the year. A monthly management account is produced and reported to the Trust Board.

Longer term the Trust is committed to safely reduce the numbers of children in the looked after system. This can be achieved by preventing the need for children to become looked after or ensuring that the care plans for those who can be moved to alternative arrangements are progressed in a timely manner. The Trust is developing strategies to support this work and ensure that only those children who need to be looked after remain within the system.

The current Trust operating model was designed to ensure a positive outcome in the forthcoming Ofsted full inspection of Doncaster's Children's Services. Work is currently underway to consider a future operating model that may release efficiencies whilst ensuring children are appropriately safeguarded and service standards can be maintained.

Finally, the Trust will consider opportunities to diversify the service offering and grow the trading opportunities available to the Trust.

## **EXEMPT REPORT**

2. There are no exemptions.

## **RECOMMENDATIONS**

3. That Committee gives consideration to the financial and operational strategy update report.

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

4. Doncaster Children's Services Trust Limited was established on 1 October 2014 at the direction of the Secretary of State with the mandate to deliver improvements to children's social care. This report provides an update of progress achieved to date by the Trust.

## **BACKGROUND**

5. Doncaster Children's Services Trust Limited was the first children's services trust in the UK and was created by the Department of Education as an independent company, limited by guarantee with a Board of up to 11 directors. The Trust works under the direction of the Secretary of State for Education, providing children's social care services for Doncaster Metropolitan Borough Council. The council retains its statutory duty and responsibility for the children of Doncaster. The Secretary of State for Education give their commitment to local MPs that DMBC would not be required to bear the additional cost of delivering its social care services through the Trust. These additional costs related to setup and the on-going running costs – Trust senior management, VAT etc, and these costs are subsequently funded by DfE.
6. The Trust's aim is to transform children services within Doncaster so that they significantly improve the outcome of the most vulnerable children and are recognised in Ofsted judgements as "Good" by October 2017 and "Outstanding" by October 2019.

7. It is acknowledged that in order to achieve this, the Trust's strategic priorities are to improve the quality of practice and outcomes for children, young people and families, whilst using money wisely to ensure financial sustainability. This is referred to as the cost of improvement.



8. The Trust was established with no financial reserves to support its operation and the contract acknowledges that there is a significant degree of uncertainty around the exact requirement for services and therefore demand. As a result of these uncertainties the risk/reward mechanism was agreed as part of the initial contract.

	DMBC	The Trust
<b>2014/15</b>	90%	10%
<b>2015/16</b>	80%	20%
<b>2016/17</b>	75%	25%
<b>2017/18</b>	70%	30%

9. The contract reflects the Council's and the Trust's mutual aspiration to discharge the risk/reward mechanism, through building reserves.
10. The annual review requires indicative budgets to be agreed for the following year and the following two contract years. The Trust Annual Report and Accounts for 2013-15 and 2015/16 have been submitted to DMBC for noting as per the contract requirement. Both sets of accounts showed a small surplus and post risk share, reserves currently stand at £49,817.

	Budget '000	Reduction from previous year
<b>2014/15</b>	42,933	N/A
<b>2015/16</b>	42,274	-659k
<b>2016/17*</b>	42,163	-111k
<b>2017/18</b>	See below	

\* Excludes contract variation's

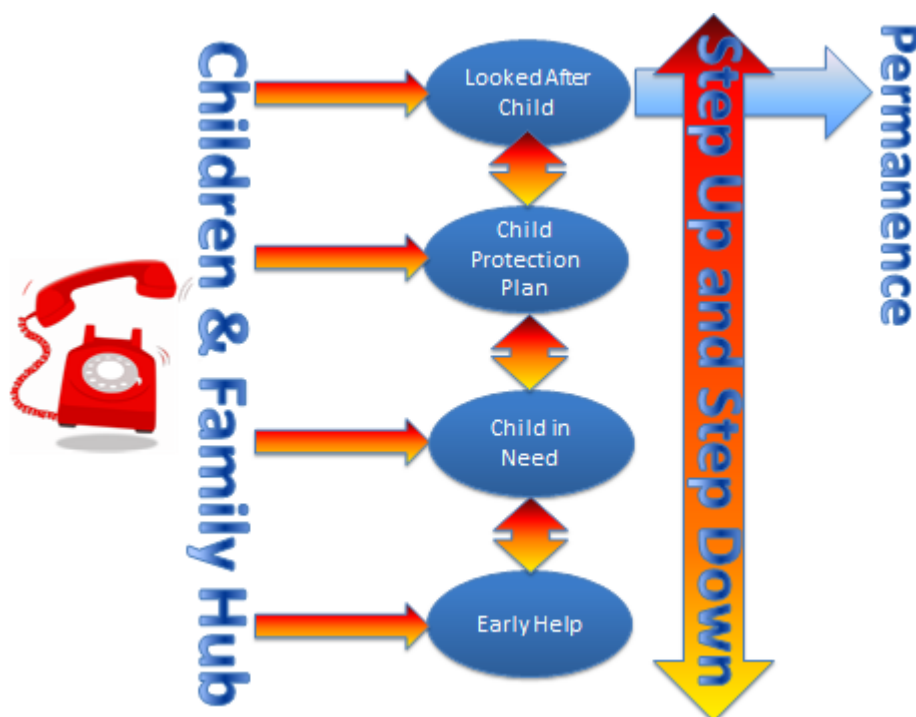
11. Discussions are taking place with DMBC with regard to 2017/18 budgets and beyond. Initial budgets reflecting revised demand and price are as follows:

	2016/17	2017/18	2018/19	2019/20
Care Ladder	21,532	22,647	22,527	22,675
Increase/Decrease	N/A	1,115	-120	148

12. Budgets are increased to reflect inflation and growth (price inflation, NI contributions and additional Looked After Children (LAC) and reduced to reflect savings identified as part of DMBC Medium Term Financial Planning targets and corporate cuts.
13. Additional funding, which sits outside of the contract sum has been agreed and relates to: Initial Improvement fund (Liquid Logic etc), Ofsted Improvement fund and Practice Improvement Programme. All funds will be fully utilised during the current financial year. DMBC have also agreed to fund the refurbishment of children's homes, which is separate to the contract.

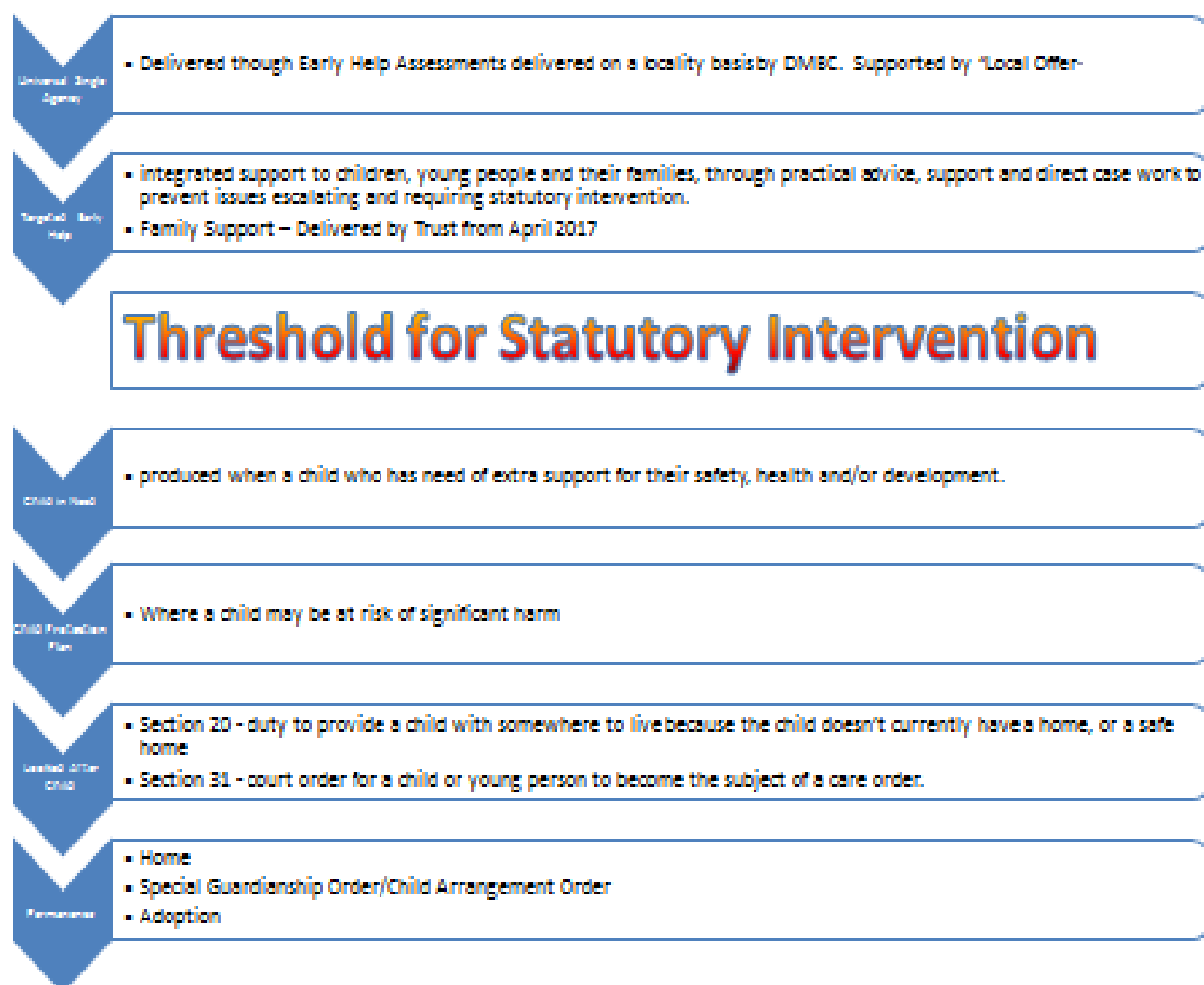
## CARE PATHWAY

14. The Trust's mission is to make a positive impact on the lives of children, young people and families. The business plan sets out the direction of the Trust over the next three years and explains how it operates as a business. It also provides a clear definition of the services and improvements that will be delivered and how they will be monitored and evaluated.





## 15. DEFINITIONS ARE AS FOLLOWS:



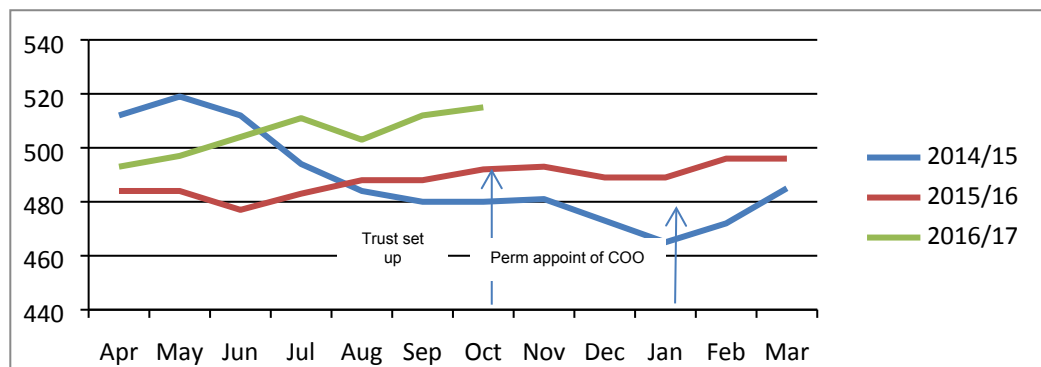
## CHALLENGES

16. The Trust has faced a number of challenges since its setup on October 2014:

- Rising demand across the pathways and lack of a fully developed early help offer. The current early help strategy and local offer is a DMBC responsibility, going forward the proposed offer to families at universal or single agency levels is to be jointly developed, with the aim of preventing children with emerging additional needs from escalating into targeted or statutory services delivered by the Trust. This has and continues to place significant pressures on Trust services and is impacting on the ability to manage and predict demand.
- Historical poor practice and longer term legacy cases adding additional complexity to work. At the point of transfer to the Trust the quality of social work practice was assessed as being inadequate and this was confirmed by Ofsted in the full Single Inspection Framework (SIF). Recent Ofsted reviews have identified progress across all areas and acknowledged the very clear drive to improve standards with every case

in the Trust being reassessed to ensure appropriate thresholds have been applied.

- A review of Looked After Children (LAC) by the Trust resulted in increased numbers of children in care or subject to child protection processes. At the point of transfer from DMBC to the Trust, there were 480 LAC who were subject to a range of different legal status types. However, this figure under represented the actual numbers of children who should have been deemed to be looked after or who should have been protected by being looked after. Firstly, there have been 31 individual children who were known to statutory services prior to October 2014 who through reassessment of their cases have been made subject to regulation 24 status and were therefore deemed to be looked after. In addition a further 38 children have been made subject of special guardianship orders. This means that the Trust is now confident that regulation 24 requirements are being appropriately applied and there are no unregulated placements within the system. Secondly, as previously stated Ofsted identified a theme regarding children who had been left in neglectful situations for longer than was safe and a number of historical cases were further reviewed and action taken to address long standing neglect. These issues have led to an increase in the numbers of children entering the looked after system whilst at the same time the Trust has been able to stabilise the overall numbers of looked after children.
- The current numbers of looked after children (75 per 10,000) means that only four of the nine other local authorities in our comparator group have lower numbers than Doncaster.



- The number of placements the Trust is currently supporting reflects a proportion of inherited placements which when added with to complexity of local need had made the overall number difficult to reduce. However strategies are being developed to target specific cohort of children to safely and appropriately reduce the numbers of looked after children over the next fifteen months.
- At the point of transfer to the Trust there was a lack of a quality residential offer within the borough. With support from DMBC the residential estate is undergoing a significant refurbishment programme and changes have been made to the staff group.

- The Trust has continued to experience difficulties in recruiting sufficient numbers of foster carers to meet demand and a number of carers have been deregistered due to age, safeguarding concerns or because the basic care would not meet the required minimum standards. This is consistent with the national picture regarding foster carers.
- The Trust continues to experience a challenging recruitment market, due to the financial pull of neighbouring authorities as well as a national shortage of social workers.
- Finally, the Trust has faced significant challenge regarding the quality of financial data and unit costings that were passed across at set up and has worked with DMBC finance to achieve greater understanding of the original contract value and supporting data. This was reflected in the initial contract as “core” and “enhanced” contract value.

## CURRENT FINANCIAL YEAR

17. The budget for the year was based upon current levels of activity and the budget build assumptions. Finance Business Partners meet with Budget Holders monthly and work with them regarding current spend levels, forecast outturn and underlying assumptions. Budget Holders are subjected to rigorous financial challenge and where possible forecasts are reduced.
18. 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.
19. Adjustments totalling £2.9m have been made to the contract value this financial year.

	Adjustments	Contract Value
<b>Opening Value for 2016-17</b>		<b>42,163</b>
<b>2016-17 in year adjustments:-</b>		
Transfer of CWD team	322	
Transfer of Oaklands & management recharge	543	
Reduction in Digital Council efficiency target	60	
Transfer of Staying Put Grant	139	
Reductions in Youth Offending funding	-203	
Transfer of funding for Early Help Hub team manager	45	
Additional funding to reflect activity levels (placements – excluding IFA)	1,964	
	2,869	
<b>Revised Value for 2016-17</b>		<b>45,032</b>

20. A further contract variation totalling £0.8m has been submitted and agreed in principal and reflects: price variation for Out of Area placements; additional social worker resource for increase caseload demand; and redundancy costs. This would reduce the current forecast outturn to £0.8m, which would produce a risk share settlement of £0.6m DMBC and £0.2m Trust.

## **FINANCIAL STRATEGY**

21. The Trust has a clear commitment to review and adapt its operating model to ensure that the focus reflects service improvement, positive Ofsted judgements and financial sustainability. The Trust's financial strategy considers:
- Reducing Demand;
  - Reducing Expenditure; and
  - Reducing Costs.

### **Reducing Demand:**

22. **Early Help and Family Support:** DMBC and the Trust both deliver some elements of family support as part of the early help offer which is intended to prevent children's needs escalating and reduce referrals to statutory social care services. An agreement has been provisionally reached to transfer the remaining family support services into the Trust by April 2017. A detailed project plan has been developed between both organisations and covers all relevant aspects of the transfer. The project plan includes details of the TUPE transfer arrangements of existing staff, the agreed funding and any known risks that might impact negatively on the 1 April date. Known risks include a delay to the direction being received from the Secretary of State and a significant rate of vacancies within the transferring service. The Trust is working with DMBC Early Help Family Support, regarding the current levels of unallocated work to ensure that at the point of transfer the impact on social care is managed effectively.
23. The development of a more coordinated family support service will ensure the Trust is able to contribute to the development of an early help offer and reduce the numbers of children progressing to statutory services. However, further work is required to ensure that a more robust local offer is available to support children and families. This includes the development of the universal and single agency early help offer and the strengthening of DMBC's support to families through its remaining services such as children's centres. A failure to deliver a comprehensive local offer will impact negatively on the Trust's ability to step down work or prevent the escalation into statutory more costly services. However, an effective early help offer could contribute to a reduction in open statutory cases and fewer children escalating into the looked after system. Sensitivity analysis shows that a reduction in the number in looked after children of between 5 and 10 percent would contribute to potential average savings between £0.5m and £2.1m over three years.

	Volume				Demand Variance			Price Variance		
CARE LADDER PLACEMENT TYPE	2016/17	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
OOA LAC	27	21	20	20						
Independent Fostering Agencies	170	197	184	178						
In-House Fostering	188	154	157	152						
Sub-total										
2% reduced activity										
OOA LAC	27	21	19	19	0	-1	-1	0	-179	-179
Independent Fostering Agencies	170	194	178	159	-3	-6	-19	-124	-249	-788
In-House Fostering	188	152	152	155	-2	-5	3	-28	-71	43
Sub-total								-153	-499	-925
5% reduced activity										
OOA LAC	27	21	19	18	0	-1	-2	0	-179	-358
Independent Fostering Agencies	170	191	169	146	-6	-15	-32	-249	-622	-1,328
In-House Fostering	188	150	145	143	-4	-12	-9	-57	-171	-128
Sub-total								-306	-972	-1,814
10% reduced activity										
OOA LAC	27	20	17	15	-1	-3	-5	-179	-537	-895
Independent Fostering Agencies	170	186	155	125	-11	-29	-53	-456	-1,203	-2,199
In-House Fostering	188	145	133	125	-9	-24	-27	-128	-342	-385
Sub-total								-764	-2,082	-3,478

## Reducing Expenditure:

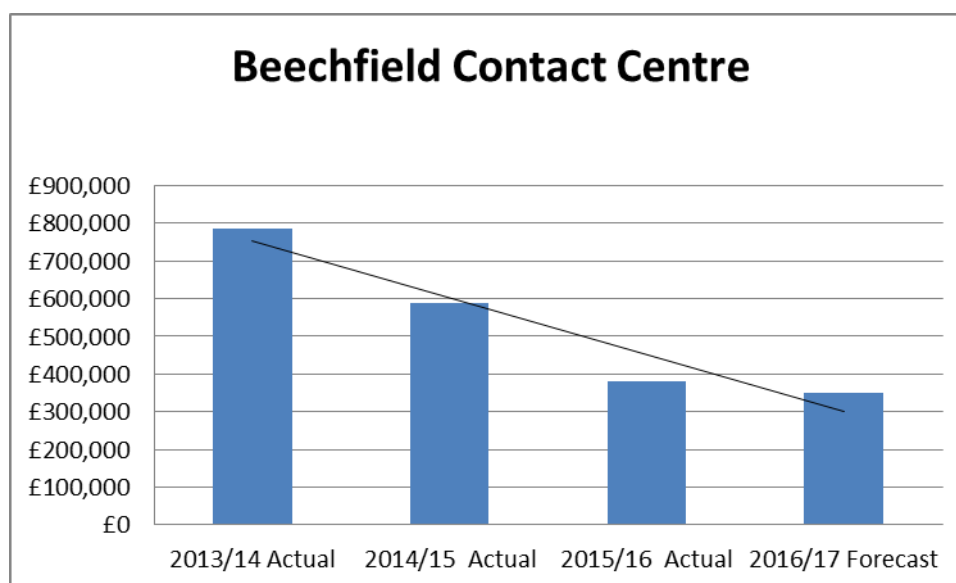
24. **Procurement and Commissioning:** Approximately 50% of the Trust's expenditure is spent externally and it is acknowledged that sound management of this expenditure is critical.
25. The recent benchmarking exercise commissioned by the Trust indicated that whilst costs of external provision are not significantly more than the comparators, opportunity still exists to reduce costs as well as ensuring the placement decisions are informed by available resources as well as quality. It should be noted that Local Authority service benchmarking is an optional, paid for activity and take up rates have fallen in recent years, the comparison is also subjective as results can be influenced by including and excluding costs to increase or decrease outcomes.
26. Both the benchmarking and the White Rose Framework demonstrate that a wide range of costs exist within the market and this reflects the national picture. The White Rose Framework is a compliant way to procure, but there are opportunities for effective competition at the point of call off. Management of these requirements is at a local level and there is no market information or element of competition to support agreeing the placements. Duration of placements vary from less than three months up to five years, with a significant proportion falling between two and five years,
27. The Trust has commissioned a review of Procurement and Commissioning which should reduce placement costs going forward. This will be achieved through detailed financial modelling of total placement costs over time and developing commission approaches that ensure that money is spend to support the long term outcome of the child.

28. Stronger Commissioning will also create wider economic benefits, as improved commissioning will encourage suppliers to invest and grow the market, which should lead to reduced costs going forward. It is thought that it should be possible to generate 10% savings off current placement spend by 2019/20.
29. The project is being led by a Trust Non-Executive board member, with a business case being prepared which will set out the aims and objectives of the project, potential savings. Indicative costs of this spend to save project are in the region of £50k.

### **Reducing Costs: Short Term**

30. A number of measures have already been implemented by the Trust which shows a clear commitment to reduce costs such as:
- A number of temporary agency staff have been released and any unfunded post, or those where there is a variance between budget and cost will be ended. Releasing agency staff and permanent recruitment during the period September to December saved the Trust £230k in pay costs;
  - A number of essential agency posts will be converted to fixed term contracts; the potential saving from fixed term contracts is being assessed.
  - The number of placements the Trust is currently supporting still reflects a proportion of inherited placements which, added with complexity of needs, makes this group difficult to move. However, a full review of OOA residential cohort has established that targeted work will result in the reduction of looked after children or movement to less expensive provision. The review has shown:
    - 19 children have plans that require them to remain in their current placement for the time being;
    - 3 children have plans to move to independent living by the end of March 2017;
    - 10 children will return to in-house residential provision as the new homes come on stream, with 3 anticipated to have moved by April 2017 and a further 7 moving in early 2017-18.
    - 2 children are assessed as suitable for in house or IFA placements, with another child having transition to a fostering placement as a long term aim; and
    - 1 child is suitable for transition home to family.
    - These moves will result in significant savings during the first half of 2017.
  - A review and implementation of all budget controls has considered and reduced expenditure, with savings identified in Section 17, transportation and taxi costs.

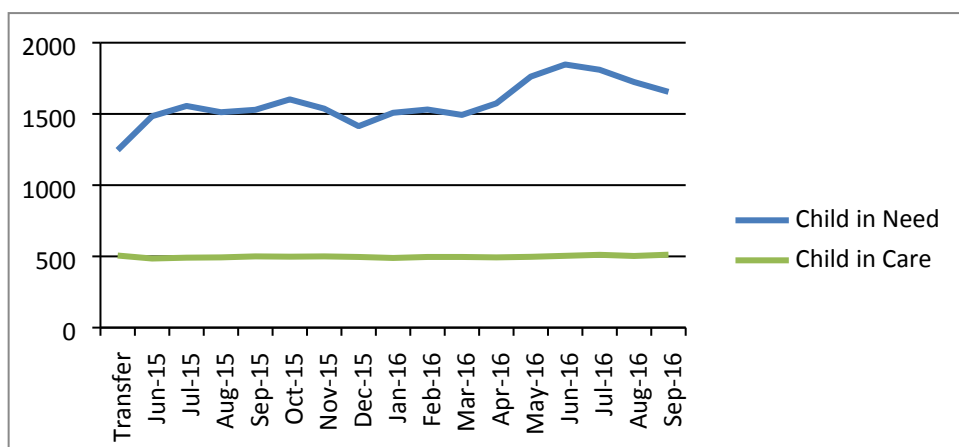
31. **Beechfield Contact Centre:** The Trust has undertaken a service review of the contact centre and has reduced the costs significantly and provides a good example of where the Trust has taken a service, reviewed it and made it more efficient.



### **Reducing Costs: Medium Term**

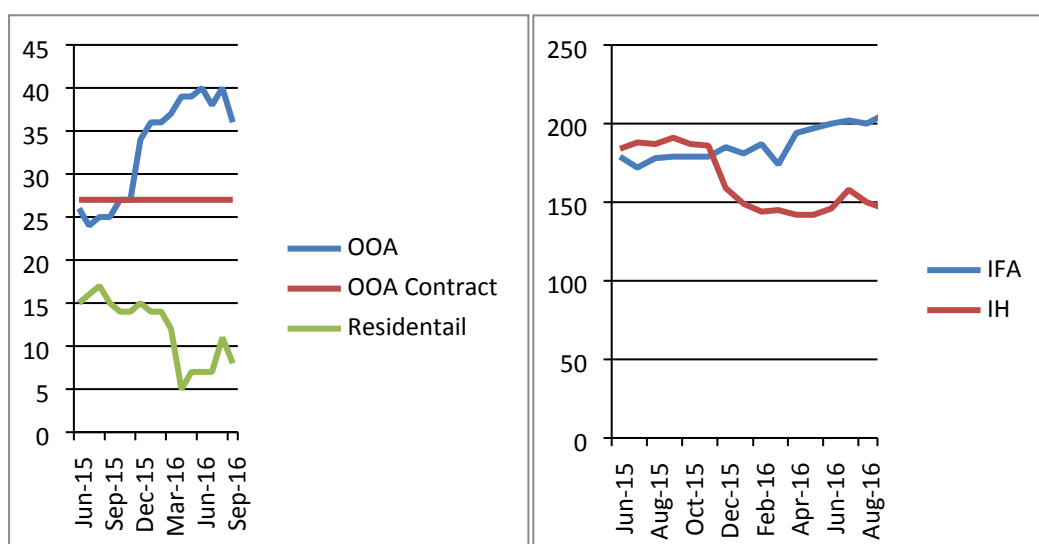
### **PLACEMENTS**

32. The overall numbers of children in care have remained relatively stable over the last 16 months whilst the numbers of children assessed as being in need have been volatile over the same period. The graph below shows that following the transfer to the Trust and the application of appropriate thresholds the numbers of children identified as requiring social care support has risen. These children in need cases all require a suitably qualified and experienced social worker and have also contributed to increased expenditure against the staffing budget.
33. The numbers of children assessed as being in need has shown a steady increase since the establishment of the Trust. This is as a result of a combination of factors including improved social work assessments, better identification of children with additional needs and importantly the lack of a robust early help offer. Families who require additional support are being referred through to statutory services because of a lack of early help support or their needs are escalating to the point where they are deemed to be children in need.



## CARE LADDER

34. The contract is based upon the assumption of the care ladder, with in-house fostering offering the most cost effective option. It is the increased number of external residential placements against contract levels and the switch between in-house fostering and IFA placements that places significant pressure on the placement budget.



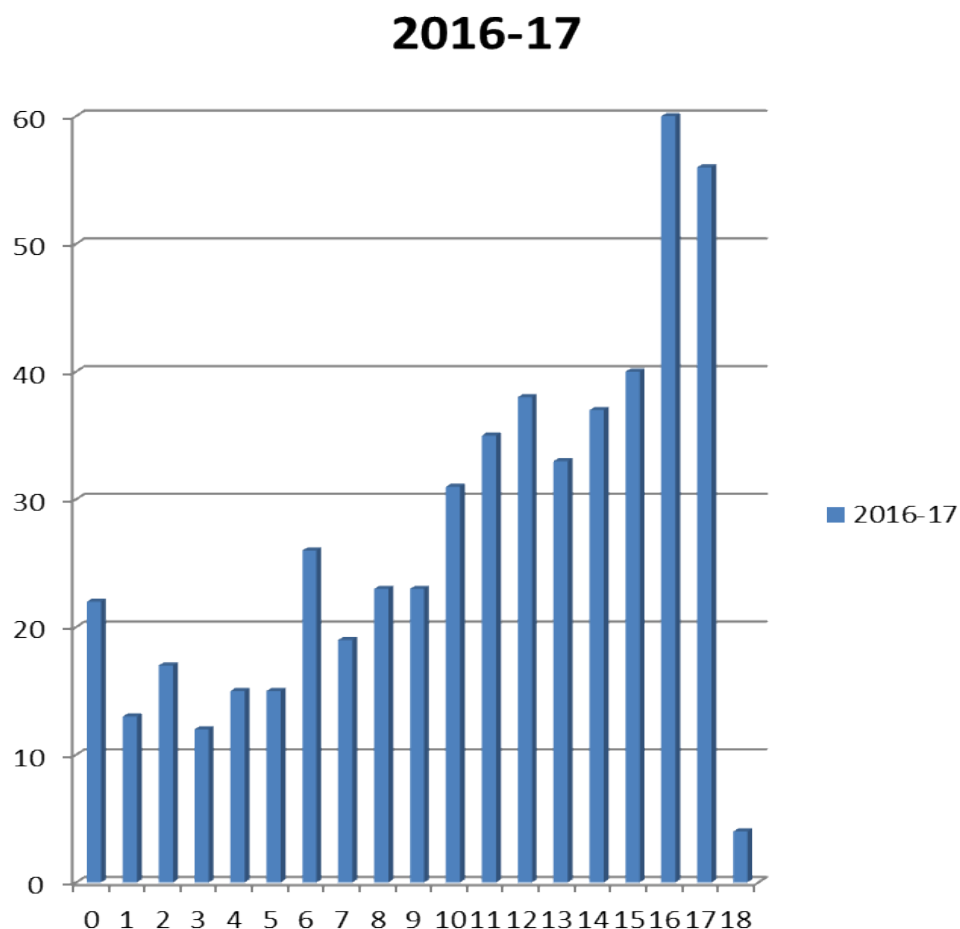
35. Traditional children's services within local authorities have a number of budget lines to spread expenditure against (Troubled Families, Education, and Children's Centre etc), the Trust does not have this facility, so increased demand and price variations are more apparent.
36. The remodelling of the in-house residential resource and the increase in available beds will ensure the Trust is able to meet the targets set in the 2016/17 contract negotiations.
37. In addition, the Trust has been able to build upon its management information over the last 18 months to create a demand forecasting model, which has been used as part of the annual contract review budget setting cycle. The model



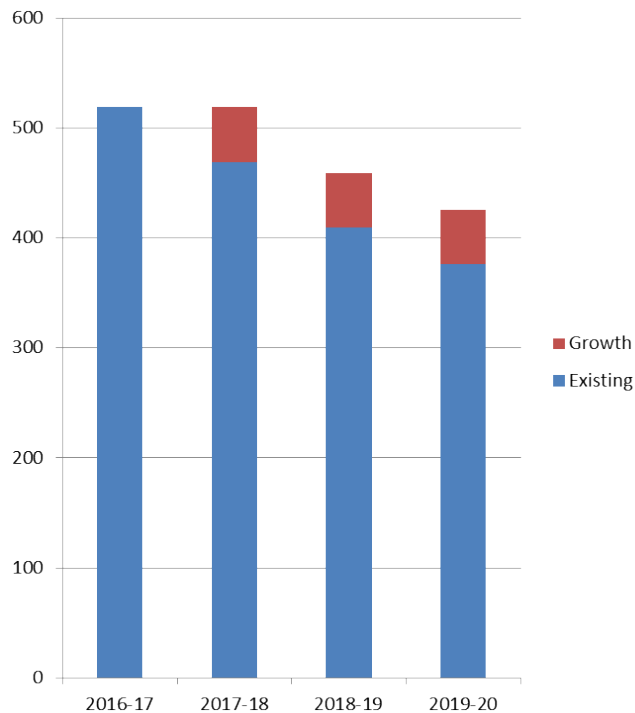
takes account of children's assessed care plans and possible changes over the next financial year to better predict future costs incurred through placements, Special Guardianship and Child Arrangement Orders.

38. Further work is being undertaken to “re-set” the care ladder. This includes:

- Reviewing the number of young people who are subject to Section 20 accommodation. It is anticipated that over 100 young people will leave the looked after system during the next 24 months. Of these over 50 will turn 18 within the next twelve months, consideration is also being given to those young people who might be supported to leave the looked after system prior to their 18 birthday.



- The age profile of young people means that there will be increased demand for 16+ / transitional services, with support being provided to help these young people into independence. It is likely that the provision of supported living, setting up home allowances or weekly living allowances will put pressure on costs. The package of services for the leaving care cohort has been reviewed to ensure that appropriate support is given.
- The natural progression of children leaving care due to their age and factoring in growth at current levels there is an overall decline in children in care by 2019/20 – see next graph



- Prevention services are being developed to reduce the number of children being admitted to care and support the transition home for those where this is safe and appropriate. It is unlikely that there will be a significant impact in 2017-18 as the improvements and strategy need to be embedded and no assumptions have been made about the impact in future years. Should these services prove successful more quickly, this would result in savings which could be addressed through a contract variation.

## FOSTERING

39. Research undertaken by Barnardo's identified that there is a national shortage of foster carers, particularly for older children, those with emotional or behavioural problems and those from minority ethnic backgrounds. As well as an overall shortage Doncaster also suffers high competition from local Independent Fostering Agency providers and neighbouring local authorities who have a well-defined progression scheme. This allows neighbouring authorities to compete directly for those carers who are capable of caring for the most challenging children.
40. As previously stated the Trust has experienced a loss of some carers due to quality issues or safeguarding concerns resulting in a greater need for independent foster care placements.
41. During the period April to November 2016, there have been 12 new foster carers appointed and the Trust has received over 100 enquiries from the general public about becoming a foster parent. There are currently 16 live enquiries, with 8 at Stage 1 and 6 at Stage 2. This latter group will all become active foster parents by March 2017. All Stage 1 applications have been assessed as progressing to Stage 2 which is encouraging news.

42. During the same period there have been 16 de-registrations for the following reasons:

Reason	Number
Health	5
Safeguarding	2
SGO transfer	4
Personal reasons	1
Paid employment	2

43. However, those carers that remain are highly utilised and providing good levels of care, with current levels of unitisation of foster carers being 93%.
44. There is a perception that the turnaround for foster carer recruitment is poor, but this is not correct. The Trust's pathway from enquiry through to assessment and appointment benchmarks better than local IFA's.
45. In order to increase the number of available in-house carers and therefore reduce the number of independent fostering placements a number of key actions are being progressed:
- The foster care progression scheme will be applied from January 2017 and which will provide competitive rates to compete with IFA providers and attract carers from those organisations to the Trust. This will also provide a payment structure for SGO payments (as these are linked to fostering levels) that will enable IFA carers to seek permanent arrangements for children in long term placements. This has been factored into the demand profile for next year and subsequent years and will save the Trust in the region of £270k per annum;
  - The Trust website will be developed and visibility via Google and Facebook will be increased and explore the Trust brand;
  - A fostering campaign, led by the Trust's Chief Executive, began in January 2017 which will aggressively target IFA carers and will include print, radio and social media;
  - The possibility of a foster carers conference which will include information on the Mockingbird research project and celebrate the Trusts success in achieving national awards; and
  - Further consideration will be given to the recruitment of a fostering recruitment consultant and approaching Doncaster large employers to promote "fostering friendly employer" partnerships.
  - Assistance with reductions in council tax for eligible foster carers could also be considered and discussions with the relevant team in DMBC will be approached to take this forward.

46. It is too early to estimate what the impact of the efforts to increase the number of in-house foster carers will be and this would be addressed through a contract variation.

## **ADOPTION**

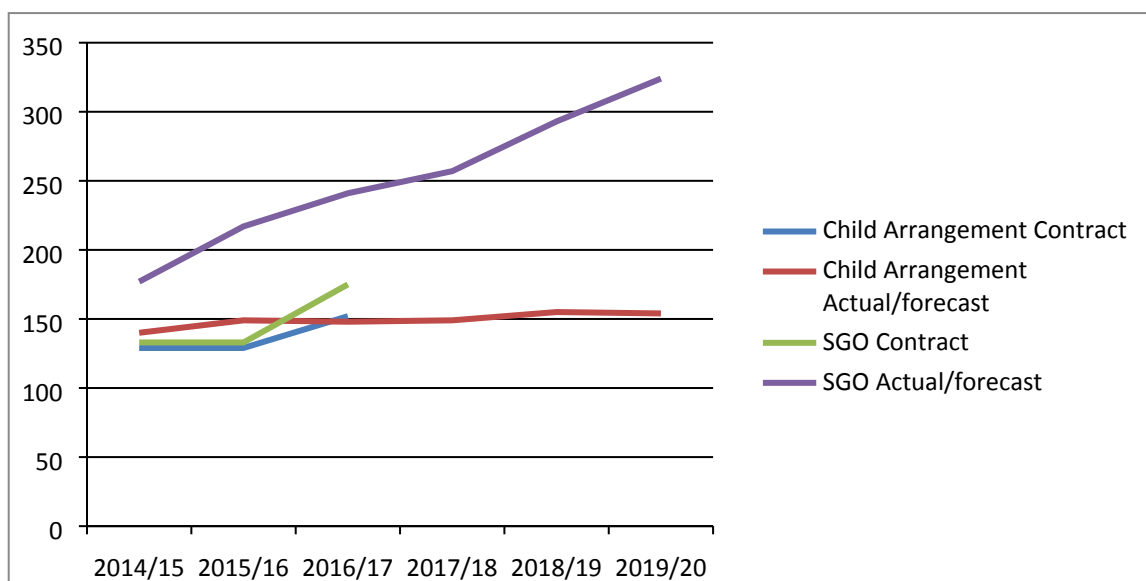
47. There are over 45 children who are subject of a placement order, but who have not yet been adopted. Of these children 18 currently have adoption applications before the court and a further 9 have been matched with prospective adopters. Funding for inter-agency adoption is in place until 31 March 2017 but applies only to children who have been waiting to be placed with a family for 18 months or longer, or for sibling groups where one or more of the children meet the 18 months criteria. It is unlikely that many of our current cohort of children will meet this requirement going forward.
48. The Government wants to see all local authorities being part of a regional adoption agency, as it is believed that agencies will help speed up the matching, improve the life chances of children, improve adopter recruitment and support and reduce costs. The Trust is currently working with Sheffield, Barnsley and Rotherham to develop a regional adoption agency that will improve the outcomes for children across the sub region.

## **CARE ORDERS**

49. There are also 13 children currently subject to placement with parent regulations and work has commenced to discharge the care orders. There are currently no costs attached to these placements, however until the care orders have been discharged the Trust is required to allocate qualified social workers and other support staff.

## **SGOs and CAOs**

50. Although placing children in this way is financially more cost effective, the Trust has experienced significant increase in numbers which has placed pressure on the overall budget. A one off contract variation was made during 2015/16 to reflect the increased number of children and reflected a targeted campaign that was launched to inform grandparents of their rights to financial support. Pressure has continued during 2016/17 and the current agreed contract variation reflects the increased volume.
51. Reviews of all children subject to SGOs and CAOs are due to take place during 2017. The re-assessment of carers' financial standing is to be undertaken by DMBC and is likely to take up to six months once the consultation on allowances has concluded. Initial modelling has identified a number of payments that have not been updated since 2010 and these will be passed back to DMBC for payment. The implications of this review have been factored into the demand model going forward and are reflected in the graph below. The transfer IFA to SGO will save the Trust £340k in the first full year of operation, with a further £270k and £200k for the following two years.



	2014/15		2015/16		2016/17		2017/18	2018/19	2019/20
	Contract	Actual	Contract	Actual	Contract	Actual	Forecast	Forecast	Forecast
Child Arrangement	129	140	129	149	152	148	149	155	154
SGO	133	177	133	217	175	235	257	293	324
Total	262	317	262	366	327	383	406	448	478

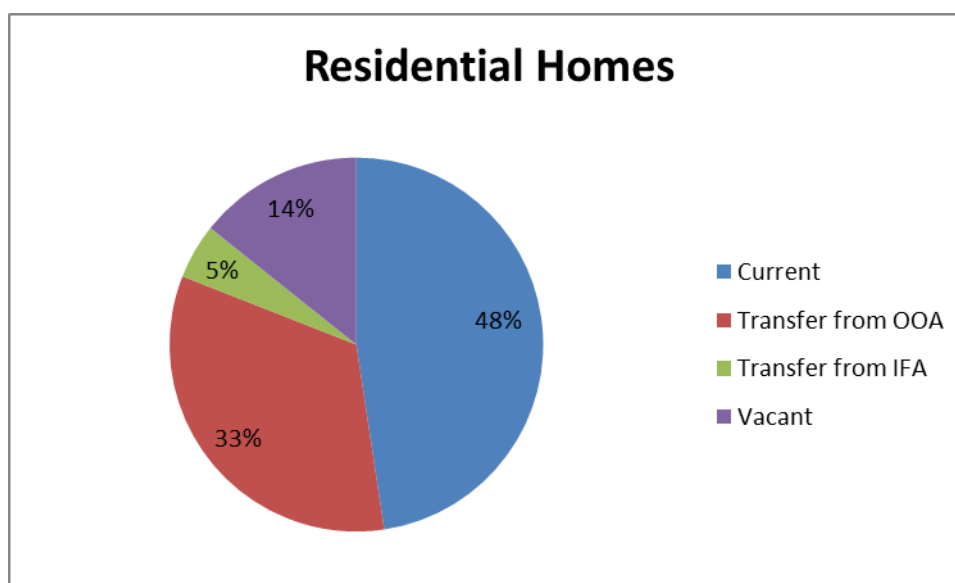
## RESIDENTIAL HOMES

52. A business case was made by the Trust's Chief Executive to DMBC to invest in the refurbishment of the children's residential homes. A strategy is being developed that draws on examples of best practice and where remodelled provision has been able to evidence significant reductions in the number of out of authority placements. Consequently, there will be an increased number of in-house beds, to increase both the number and types of placements available and to reduce the number of children who are placed out of borough. The remodelled provision will consist of the following homes;

- **Pinewood Avenue** which will provide a therapeutic resource for younger age children who are not currently able to live within family settings. These children are likely to have experienced traumatic early childhood experiences and a number of foster care placement breakdowns. These children will experience a nurturing residential placement with specialist support from CAMHS and education to prepare them for the move to a family placement.
- **Tickhill Square** will be re-designated as a five bedded emergency and assessment unit. Children will be placed in the unit for a period of twelve weeks during which time staff will undertake detailed assessments of the child's circumstances in order to decide whether they are able to return home or need an alternative placement in foster or residential care. This resource will prevent the need for children to be placed out of borough for costly assessments that generally result in more costly external placements. The unit will provide four assessment and one emergency bed.

- **Morrison Drive** will provide a four bedded unit for adolescent girls whose long term plans mean they are unlikely to return home.
- **Cromwell Drive** will provide a four bedded unit for adolescent boys whose long term plans means they are unlikely to return home.
- **Amersall Drive** will be a new resource that will provide a further four, long term beds for adolescent boys and girls.

53. This remodelled residential provision will provide 21 placements rather than the 12 that are currently operational within the service. The model will provide a range and choice of placements that is linked to individual children's needs and which can retain them in borough. Subject to successful completion of agreed building works the new residential model should be in place for April 2017.



54. It is envisaged that 7 children will transfer from OOA, saving £1.281m and 1 child will transfer from an IFA, saving £41k. The Trust is aiming for a residential home utilisation in the region of 85/86%, which will require 18 of the 21 beds to be occupied at any one time. Any increase in utilisation will result in further cost savings to the Trust.

## **PAY/RESOURCE**

55. Recruitment of permanent staff is continuing, with the appointment of 29 permanent social workers this financial year. A further 11 posts have been offered, with 7 due to start. The Trust continues to experience a challenging recruitment market, due to the financial pull of neighbouring authorities, but the numbers appointed show the improved reputation of the service in Doncaster is beginning to have a positive impact.

Headcount	Apr	May	June	July	Aug	Sept*	Oct	Nov	Dec
<b>Permanent</b>	489	484	505	503	506	535	537	542	550
<b>Agency</b>	67	66	67	68	64	65	63	56	48
<b>Total</b>	556	550	572	571	570	600	600	598	598
Budget	<b>600</b>	<b>600</b>	<b>611</b>	<b>611</b>	<b>611</b>	<b>644</b>	<b>644</b>	<b>644</b>	<b>644</b>
<b>Vacancy level</b>	44	50	39	40	41	44	44	46	46

\*Increased budget reflects the transfer of posts for Oaklands.

56. Consideration is currently being given to social worker pay progression which would bring the Trust pay scales in line with our neighbouring authorities and potential impact is currently excluded from the forecast outturn. However it is envisaged that it would be self-funding through the reduction in the use of agency staff.
57. Agency cover is currently at 9%, which is a reduction from when the Trust was first set up, when levels were in the region of 14%, however in some individual locations this figure was as high as 25%. Across the Trust there were 59 agency workers, 51 are within locality teams (including MASH) and cover vacancies, sickness or providing extra capacity to deal with increased caseloads. A contract variation reflecting additional caseloads will be submitted to DMBC as a contract variation in line with the contract.
58. Redundancy costs resulting from the temporary closure and planned development as a therapeutic unit of Pinewood have been separately funded by DMBC. Further requests for redundancy will be submitted in line with DMBC policy.

## Financial model

59. A forecast model has been produced which has been based upon the current cohort of children. This has been shared and reviewed with DMBC finance. A number of assumptions have been applied:

Area	Demand Assumption	Cost Assumption
<b>OOA</b>	transfer of young people to in-house provision (Cromwell from December 2016 and Pinewood and Amersall from April 2017),  placements cease as young people reach 18th birthday  growth based on average growth over last 12 months	Average cost - based on quarter 3 expenditure forecast and average activity reduced by CCG contributions
<b>IFA</b>	numbers - assumes:  placements cease as young people reach 18th birthday	average cost - based on quarter 3 expenditure forecast and average activity

	transfer of 10 IFA carers and placements to in-house fostering	
	transfer of 10 IFA placements to SGO arrangements	
	growth based on average growth over last 12 months	
<b>In- House Foster</b>	placements cease as young people reach 18th birthday	
	transfer of 10 IFA carers and placements to in-house each year to reflect recruitment strategy	
	growth based on average growth over last 12 months in the average age group of in-house foster placements"	
<b>16+ weekly living allowance</b>	all 16+ young people are entitled to weekly living allowance	
	all 'new' young people are eligible for £2,000 setting up home allowance	
<b>18+ accommodation</b>	80% of previously looked after young people who reach 18 years old will incur 6 weeks of accommodation costs	18+ - average cost - based on quarter 3 expenditure
	young people currently supported through university fall out as their education ends	
<b>CIC transition accommodation</b>	placements cease as young people reach 18th birthday	
	growth based on average growth over last 36 months in the number of LAC in this age group	
<b>Child Arrangement Orders</b>	placements cease as young people reach 18th birthday	average cost - based on an average of the September 2016 average costs and the assumed average cost once new allowances are in operation
	growth based on average growth over last 12 months "	
<b>SGO</b>	placements cease as young people reach 18th birthday	based on an average of the September 2016 average costs and the assumed average cost once new allowances are in operation.
	transfer of 10 IFA long term placements to SGO arrangements	
	growth based on average growth over last 12 months	



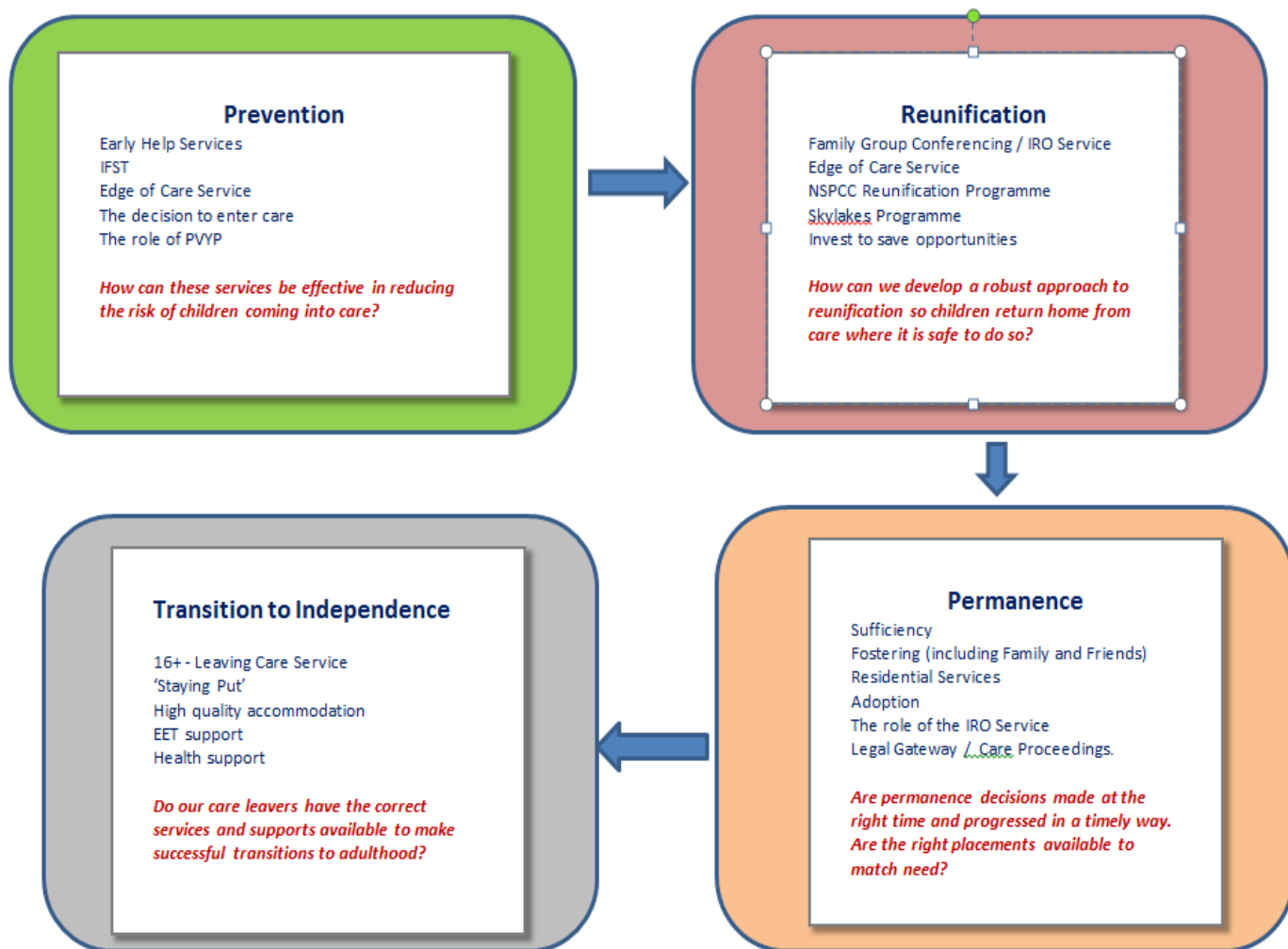
60. The model shows the following:

TRUST CARE LADDER UPDATE 2017/18 to 2019/20												
	2016/17 CONTRACT FIGURES			2017/18 CONTRACT REVIEW (TRUST)			2018/19 CONTRACT REVIEW (TRUST)			2019/20 CONTRACT REVIEW (TRUST)		
	A	B	C	R	S	T						
CARE LADDER PLACEMENT TYPE	Activity	Budget	Average Placement Cost	Average Activity	Budget	Average Placement Cost	Average Activity	Budget	Average Placement Cost (Q3)	Average Activity	Budget	Average Placement Cost (Q3)
OOA LAC	27	4,487	167	21	3,759	179	20	3,580	179	20	3,580	179
Independent Fostering Agencies	170	6,986	41	197	8,173	41	184	7,634	41	178	7,385	41
In-House Fostering	188	2,488	13	154	2,194	14	157	2,236	14	152	2,165	14
Sub-total	385	13,961	221	372	14,126	235	361	13,450	235	350	13,130	235
16+ (Accommodation)	77	1,698	22		0	0		0	0		0	0
16+ (Weekly Living Allowance)		264			231	0		238	0		245	0
18+ Accommodation				34	205	6	30	181	6	32	193	6
CIC Transition Accommodation				22	974	44	27	1,196	44	32	1,417	44
Sub-total	77	1,961	22	56	1,410	21	57	1,614	21	64	1,855	21
In-House Residential	17	2,167		18	2,780	0	18	2,780	0	18	2,780	0
UASC	2	85	42	3	65	32	3	97	32	3	97	32
Secure/Remand Beds (YOS)		138		0	50	0	0	50	0	0	50	0
Child Arrangement Order	152	1,072	7	149	1,142	8	155	1,188	8	154	1,180	8
Special Guardianships	175	1,217	7	257	1,947	8	293	2,219	8	324	2,454	8
Adoption Allowances	108	780	7	106	876	8	106	876	8	106	876	8
Independent Adoption (Agencies)	6	152	27	11	252	42	11	252	42	11	252	42
<b>TOTAL</b>	<b>921</b>	<b>21,532</b>	<b>333</b>	<b>972</b>	<b>22,647</b>	<b>354</b>	<b>1,004</b>	<b>22,527</b>	<b>354</b>	<b>1,030</b>	<b>22,675</b>	<b>354</b>
				increase over 16/17	1,115	decrease over 17/18	-120	increase over 18/19	148			

61. Overall demand shows an increase in the required budget of £1.1m for 2017/18 compared to 2016/17, a slight reduction in 2018/19 of £120k & a small increase in 2019/20 of £148k. However LAC children fall by £676k and £320k for the same period. The major increases relates to 18 + and SGO and CAO numbers.

### Reducing Costs: Longer Term

62. **Re-profiling the looked After Population:** In order to reduce the cost base of the Trust it will be necessary to safely reduce the numbers of children in the looked after system. This can be achieved by preventing the need for children to become looked after or ensuring that the care plans for those who can be moved to alternative arrangements are progressed in a timely manner. The Trust is developing strategies to support this work and ensure that only those children who need to be looked after remain within the system. Below is an overview of the different strands of the strategy:



63. **Structure:** The current Trust operating model was designed to ensure a positive outcome in the forthcoming Ofsted full inspection of Doncaster's Children's Services. It provides a locality based structure with sufficient levels of management scrutiny to ensure that compliance and quality of services are good or better. Work is currently underway to consider a future operating model that may release efficiencies whilst ensuring children are appropriately safeguarded and service standards can be maintained. Any efficiency would not be released until 2017/18 and would be premised on maintaining or reducing the current level of demand through improved partnership working, including a robust early help offer and improved social work practice.

64. **Growth and Diversification**

- Consideration is also being given to the setting up of an internal recruitment agency, to employ temporary staff directly, saving agency commission costs.
- Take opportunities to diversify the service offering and grow the trading opportunities available to the Trust, the Trust will be appointing a Commercial Manager, funded by DfE, to take this initiative forward.

## GOVERNANCE

65. Financial and Operational performance is reviewed at a number of meetings internally and between the Trust and DMBC:

Internally:

- A **management account** is produced monthly, which shows income & expenditure and risks & opportunities. Pay and placement costs are tracked month by month, with variances to budget and changes to forecast clearly explained and justified. Average annual placement costs are calculated and tracked. Analysis down to cost centre level is also produced. The management account is reviewed by the Chief Executive's Senior Leadership Team, prior to it being presented to the Trust's Finance and Infrastructure Committee, Trust Board and Executive Task Committee;
- The **Annual Report and Account** is produced in line with IFRS 102, externally audited and filed on Company's House. The Trust's Audit, Assurance and Risk Committee also review the accounts;
- The **Resource Panel** ensures all decisions about placements and resources to support children in placements are made with full consideration of all aspects of the care plan including education and health needs, resource implications, appropriate partner contributions and value for money decisions;
- The Trust's **Corporate Governance Framework and Scheme of Delegation** has been reviewed and agreed by the Trust Board. Both documents allow responsibility to clearly delegated to Senior leadership and staff of the Trust. The framework sets out the matters reserved to the Board and Members of the Trust either explicitly or implied through the Articles of Association. The Scheme of delegation defines delegated powers to specific staff and all parts of the Trust relating to such areas as: Board; Finance; Procurement & Commissioning; Property, HR; and Operational delegations; and
- **Internal Audit's** role is to provide assurance to the Accounting Officer that all key risks are being managed effectively. A forward plan is agreed and reviewed at the Trust's Audit, Risk and Assurance Committee.

With DMBC

- The Annual Review process considers funding and strategic priorities and reports to the Secretary of State for Education on progress made during the year and priorities and notifiable changes to the contract.
- Quarterly Monitoring Performance Meeting which is attended by Chief Executives from both organisations, along with representation from Trust Board, The Trust's Chief Operating Officer and Director of Performance Quality and Innovation, and Officers with Finance and Performance

Management responsibility from both organisations.

- Monthly Financial Monitoring Group principally reviews the financial position of the Trust as it relates to the contract with the Council, the delivery of savings, and considers options to address budget pressures.
- Monthly Operational Progress Group details key performance indicators and is accompanied by explanatory narrative. Meetings are attended by Assistant Director: Commissioning and Opportunities (DMBC), Director of Operations (Trust) and Heads of Performance from both organisations.

## OPTIONS CONSIDERED

66. Not applicable

## REASONS FOR RECOMMENDED OPTION

67. Not applicable

## IMPACT ON THE COUNCIL'S KEY PRIORITIES

68.

	Priority	Implications
	<p>We will support a strong economy where businesses can locate, grow and employ local people.</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 Trust has been established with a mandate to continue delivering improvements in children's social care. The formal contract with DMBC details a requirement for future Ofsted inspection judgements to be:</p> <ul style="list-style-type: none"> <li>- 'Requires improvement' or better by April 2016</li> <li>- Good or better by October 2017</li> <li>- And that overall the service should be Outstanding by October 2019</li> </ul>
	<p>We will help people to 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>The Contract with the Trust relates to the delivery of services to children in need of help and protection, and therefore has an implication for the priorities relating to safeguarding our communities.</p>
	<p>We will make Doncaster a better place to live, with cleaner, more sustainable communities.</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</i></li> </ul>	<p>The Trust is also a key strategic partner in delivering children's services, and therefore an effective partnership is critical to improving outcomes for the Children and</p>

	<i>down the cost of living</i>	Young People of Doncaster.  The Contract includes a budget for delivering services and therefore an expectation that the Trust will deliver value for money.
	We will support all families to thrive.  • <i>Mayoral Priority: Protecting Doncaster's vital services</i>	
	We will deliver modern value for money services.	
	We will provide strong leadership and governance, working in partnership.	

## **RISKS AND ASSUMPTIONS**

69. There are no specific risks associated with this report

## **LEGAL IMPLICATIONS**

70. In September 2014, the Secretary of State for Education issued a Direction transferring various children's services to Doncaster Children's Trust Limited ("the Trust"). Although the Trust performs Services on behalf of the Council, the legal powers and duties in relation to safeguarding children remain with the Council and court proceedings continue to be brought in the name of the Council.

71. On 30th September 2014, the Council entered into a contract with the Trust governing the provision of services by the Trust. The contract with the Trust contains various monitoring powers so that that the Council can assure itself that Services are being delivered correctly.

## **FINANCIAL IMPLICATIONS**

72. See above

## **HUMAN RESOURCES IMPLICATIONS**

73. Not applicable

## **TECHNOLOGY IMPLICATIONS (*Insert where applicable – see guidance*)**

74. Not applicable

## **EQUALITY IMPLICATIONS**

75. Not applicable

## **CONSULTATION**

76. Not applicable

## **BACKGROUND PAPERS**

77. None.

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**Chief Executive, Doncaster Children's Services Trust Limited**

## To the Chair and members of the Overview & Scrutiny Management Panel Finance and Performance Improvement Report: 2016-17 Quarter 4

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: £2.3m overspend**

**Performance Position: 93% of service measures at or close to target**

2. At year-end the Council overspent by £2.3m, which is a £1.6m improvement from the quarter 3 position. This includes Regeneration & Environment £2.8m overspend and funding of the Children's Trust £1.5m overspend. These overspends are offset by £1.3m one-off underspends in Finance & Corporate Services and £1.7m one-off underspends in Council-Wide. The position includes the 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 42 - 43 and Appendix A.
3. In quarter 4, the overall performance of our service measures is good with 93% (41 out of 44) exceeding or close to local targets, this is an improvement on previous quarterly figure of 86%; more detail explaining this is provided in Appendix A. Doncaster has performed well in many areas. At £90.5m, investment into and within Doncaster nearly doubled the target level as did new FTE jobs created through the support of Business Doncaster. Continuing last year's success, 1057 new homes were built across council and private sector providers, which bucked the national and regional trend by over-delivering against our identified need, at a time when other areas in the region are falling short. Regarding our young people, 1175 new apprenticeships have been created since 2013 and our first choice school placements at both primary and secondary levels exceed national average levels. Admissions for residential care are lower this year than in previous years and quarter 4 saw the biggest increase in direct payment take up for 2 years. In addition, 70% of our local authority spends was made with Doncaster companies.
4. Measures that are adrift from our local targets include schools persistent absenteeism at both primary and secondary levels, drug treatment success rates, overall staff sickness levels and outcomes for Care Leavers; further detail is provided in Appendix A.

### EXEMPT REPORT

5. This report is not exempt

### RECOMMENDATIONS

That the Chair and members of the Overview and Scrutiny Management Panel Note areas of performance and financial information;

- a) Note the write-offs of outstanding debt detailed in paragraph 50;
- b) Note the virements approved by the Chief Financial Officer, Chief Executive and approve the virements over £0.5m for Cabinet, detailed in Appendix B;
- c) Note the new additions to the Capital Programme, as detailed in Appendix D.



# AREAS IMPROVING OR PERFORMING WELL

## Process Times



The average number of days to process a new claim for:

**Housing Benefits 23.42**  
(target 25)

**Council Tax Support 22.55**  
(target 25)

## Arrears



reduced by just under

**Council Tax £6.91m**  
(Target £5.72m)

**Business Rates £5.8m**  
(Target £3.4m)

## Collection Rates



Council Tax  
collection rate is  
**94.65%**  
(Target 94.3%)



Non-domestic  
collection rate is  
**96.96%**  
(Target 96.8%)

# 894

New full-time jobs created with support of

## Business Doncaster



(target 500)

# 90

fewer placements were made to long-term care in 2016/17 than previous year



## First Choice School Placements

**Secondary - 92.5%**

**Reception - 96%**

(both exceed national averages)



at the end of March we are working with nearly

# 2,000

families who are eligible to be part of the Stronger Families Programme



## DOMESTIC RECYCLING RATES



**48%**  
(TARGET 43%)



## Overall investment into and within Doncaster

# £90.5m



(target £46m)

## Council & Private Sector providers have built

# 1,057

new homes this year



the target has been achieved for the 2nd consecutive year

## Our Apprenticeship Profile shows

# 1175

new apprenticeships have been created since 2013



(exceeding the Mayoral target of 750)

In 2016/17 we have supported

# 162 people

to take up

## Direct payments



(the highest for over 2 years, although off target)

# 70%



of Local Authority Spend is with Doncaster Companies

(target 69%)



## AREAS FOR IMPROVEMENT

**Repeat referrals to Doncaster Children's Services Trust within 12 months**

**27.35%**

**against a target of 24%**



National average is 22%  
Statistical neighbours 24%

**The proportion of people successfully leaving drug treatment in Q4 has decreased to**



**7.1%**



**The lowest for over 3 years**

**Sickness - Whole Authority**

**9.90 days**



(against a target of 7.90 days  
2015-16 outturn figure of 9.11 days)

**Persistent Absence Rate  
Primary & Secondary Settings**

**11.1% - Primary**  
(target 9%)

**17.5% - Secondary**  
(target 12.1%)

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

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

6. Doncaster's employment rate has increased steadily since April 2013, growing from 66% to 71.8% by the end of Q3 2016/17. This consistent progress means that Doncaster is currently experiencing an employment rate very close to our eleven year high. However, having closed the gap significantly in 2015/16, the gap between the Doncaster rate and Yorkshire and Humber (0.7%) and England (2.5%) has increased further since last quarter.
7. The percentage of residents aged 16-64 years claiming Out of Work benefits has continued steady decreasing since 2014. The latest data (Aug 2016) shows that 11.4% are claiming benefits. The direction of travel remains positive and matches that of comparators. Nonetheless, the rate remains higher than the Yorkshire and Humber and England rates.
8. The percentage of residents in highly skilled occupations has increased slightly from last quarter and stands at 32.6%, and is 1 percentage point lower than the same time last year. This equates to approximately 48,000 residents aged 16+ in occupations like managers, directors, science, health, social care teaching, research, engineering, technology, business and media professionals. Doncaster's rate is significantly lower than comparators: e.g. Local authorities with similar characteristics (37%), Yorkshire and Humber (40.7%) and England (45.9%). Doncaster's rate of improvement matches the regional rate, but is slower than the national rate.
9. The percentage of the working age population with a qualification at NVQ3 or above is 47.2% (85,500 people). This is the highest number for over 12 years, and Doncaster has closed the gap with (and matched) the rate of our 15 nearest local authorities with similar characteristics. However, a significant gap remains with both Yorkshire and Humber (52.3%) and England rates (56.7%).
10. Weekly full-time earnings for Doncaster residents in 2016 is £479.10; this is £16.60 higher than 5 years ago, but remains lower than comparators: Local authorities with similar characteristics (£486.00), Yorkshire and Humber (£498.30) and England (£544.70).
11. Doncaster has in place a long term strategic economic growth plan which focuses on jobs creation, with an emphasis on high skilled/high wage jobs. Approximately 40% of the 12,000 jobs targeted over the 10 years to 2024 are expected to be at Level 4+, and so performance against these measures should benefit from this over time. [Data note: Figures for this measure are for up to 2016, next update April 2018].

12. Private sector growth in Doncaster (5.5%) has continued to be significantly higher than Yorkshire and Humber (2.7%) and England (3%) [Data is for 2014-2015]. The main contributors are spread across a range of sectors including: Professional, scientific & technical (900), Transport & Storage (800), and Wholesale (800). Doncaster's jobs growth has been consistently around 5% for the last three years.
13. There has been £90.5m of new investment in Doncaster this year, exceeding the annual target of £46m. A significant proportion of this investment has been achieved with the support of Business Doncaster, who have been instrumental in attracting £59m of this year's total – significantly exceeding their target of £40m. Business Start-ups have been equally impressive, with the rate increasing significantly over recent years. There were 2,135 new businesses registered this year, an increase of 630 from the previous year. The percentage of retail and retail service units occupied in the core area of the town has increased from 87.9% to 89.9% across the year.
14. The total new full time jobs created through Business Doncaster is 894. This exceeds both the original target of 500 and the revised target of 800. The latest surge in investment/job creation is due to the major investments at Lakeside, in Thorne, and at the Wildlife Park.
15. Doncaster's Total Business Stock (Number of Enterprises in Doncaster) has seen an annual increase of 1,105 to 9,195 in March 2016, a rise of 13.7% that is bucking national trends by being significantly higher than comparators. The recently published PWC Inclusive growth report highlights Doncaster as an area showing significant improvement within the good growth index.
16. The number 16-18year olds who are not in education, employment or training (NEETs) is 4% (268 people). This represents a reduction on the previous year end figure of 4.5% and is below our target of 6%.
17. The borough's drive to create more apprenticeships has resulted in 4,140 starts during 2015/16, an increase of 150 on the previous year. The majority of these were at intermediate level (2,650) with 1330 at Advanced level and 160 at Higher level. The Council's own apprenticeship programme has been hugely successful, greatly exceeding the mayoral target of 750 apprenticeship starts with a cumulative total of 1175 new apprentices since 2013, 145 of which were in the last year.
18. The 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 has risen in 2016/17 from 67.1% to 69%, but Doncaster remains towards the bottom of the national league table with regard to our young people attending good quality schools (*as reported by Watchsted, which presents the very latest Ofsted inspection data regarding all local authority schools on line*).
19. Joint Chairs of the Education & Skills Partnership Board have been appointed. Their role, along with the board members will be to govern the implementation of the independent Education and Skills Commission 'One Doncaster' report. The report, which was published in October, makes a number of wide ranging proposals and recommendations for improving Education and Skills in the borough; and the naming of Doncaster as an 'Social Mobility Opportunity Area' by the Department of Education will result in additional funding to support improved social mobility, some of which will be delivered via the improvement of education and skills.

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

20. 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 34 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 1,396 at the end of 2016/17 and expected to

decrease further in 2017/18. At the start of the financial year there were 1,496 people in residential care, with a target to reduce this number to 1,404. The result of this is a slight overspend on long-stay of £0.4m due to a higher proportion of the self-funders, profile of the reductions over the year and an increase in the average negotiated rate, although performance is on track for the 2017/18 budget.

21. The Children's Trust has reported improving performance since it came into operation in October 2014, although some areas still remain off track. Repeat referrals to Children's Social Care within 12 months has steadily risen over the last 5 quarters and is now worse than the 2015/16 national average. There are concerns about the financial sustainability of the Children's Trust due to the additional one-off funding required in 2016/17 of £3.5m and the on-going expenditure pressures; further discussions are taking place on the financial plans for 2017/18 onwards.
22. The percentage of households in fuel poverty has fallen below 9% for the first time in over 5 years. Our target is being over achieved by more than a percentage point (8.9% against a target of 10%). The following energy savings have been made since April; 192 homeowners and private tenants have received first time gas central heating; 376 St Leger Homes properties have received external wall insulation; 3 Big Power Switch campaigns have been completed since April, with 373 household switching, saving a combined £85,754.

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

23. Doncaster has seen a year-on-year increase in net new homes built since 2012, with 2015/16 seeing the biggest delivery of housing in over fifteen years (1,170 homes). Since April 2016, a further 1,057 net additional homes have been built. This represents an oversupply against the average housing need over the next 15 years (920 homes per year). Furthermore, Doncaster is bucking the national and regional trend by over-delivering against our identified need, at a time when other areas in the region are falling short.
24. Over recent years, a further supply of new homes has come in the form of existing empty properties being brought back into use. The long term reducing trend continues; at the end of 2016, a total reduction of 336 since 2014 provides an average reduction of 112 per year. In the final quarter of the year, the number of empty properties increased from 3413 to 3583.
25. The total year-end figure for affordable homes delivery is 161 units (overachieving the target of 120). This consists of 114 council house build programme completions and 6 Registered Provider units and 41 additional S106 units from private developments. The Council House and RP build programmes are slightly off track against their 2015 schedule, primarily due to RPs postponing development for an investment review – these programmed units (and additional units) are now expected in future years.
26. Despite delivering our own contribution to affordable homes supply, we recognise there is still a gap between the broader need for 149 affordable housing units per year from private developments. However, by allowing developments to go ahead with lower onsite affordable housing provision, this has supported the achievement of the overall housing delivery figure, and commuted sums received in lieu of onsite provision have been used to support and partially fund developments elsewhere – developments that would otherwise not have been financially viable, for example, additional Council House build delivery.
27. 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 48% against a target of 43% (as at the end of Q3), a major achievement and improvement.
28. The percentage of fly-tipping investigated and removed within five days was 85% at year end, against a target of 90%. Although off track, performance has also improved significantly throughout the year, rising from 60% at Q2. During Q4, 2,878 flytipping jobs were reported.
29. 99.9% of residential, trade and clinical waste collections are taking place on the scheduled day, as per target.

30. 100% of grass cutting works have been completed as per the scheduled programme. Established plans and procedures are in place which has maintained this level of performance consistently all year.
31. The five year rolling average of all people killed or seriously injured on Doncaster roads is 118 (from 2015). The indications for 2016 are that the number of fatalities reduced, but due to a reclassification of serious injuries, the overall figure will potentially increase. Further analysis will take place once the final dataset is available. The levels of litter and detritus are decreasing with 86% of land and highways at the required standards, exceeding our target of 85%.

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

32. The Expanded Stronger Families Programme provides early support to families with multiple needs. The programme works closely with families, with 517 positive outcomes achieved to date, particularly around supporting children who need help and supporting people into work. We have identified 3,249 suitable families, an increase of nearly 2000 in the previous quarter, and are currently engaged with 1,849. This increase in the number of families involved in the programme should see increases in positive outcomes and claims to DCLG in subsequent quarters.
33. 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.
34. Latest published data regarding school persistent absence rates saw a further rise at both levels with 11.1% for Primary and 17.5% for Secondary; both are higher than target levels and are above national averages. Persistent absence for our Children in Care at both levels is also high at 9.8% for Primary levels, and 23.9% Secondary levels, and there is a review currently scheduled for both systems and processes. Our Care leavers in suitable accommodation are slightly off track at 82% and are just 1% point below the national average and 3% points adrift of the regional average, whilst care leavers in employment training and education rose to 4% points to 41.7%, remaining slightly behind that of regional and national levels.

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

35. In the third quarter of the year Council Tax arrears reduced by over £6.9m compared to a target of £5.7m. The reduction is £1.6m more than that of the previous year. Business Rates show a reduction of arrears of £5.8m, which is well above the projected target of £3.4m. This is almost double the reduction reported in 2015/16.
36. 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 performance in some areas has not been sustained, there continues to be strong signs in other 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.
37. Overall Council sickness is 9.90 days lost per full time employee, compared to a target of 7.9 for Quarter 3. This is an increase of 0.21days from the last quarter (9.69 days), and has resulted in both the corporate target not being achieved and the on-going downward trend not being sustained for the first time in several years of continuous improvement.
38. There has been a 25 per cent channel shift to on-line services against a target of 55 per cent. There has been a significant upward trend this quarter due to marketing and removing the phone number from the website.

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

39. There have been 8 data protection incidents by the council this quarter and 6 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.
40. Mandatory training for elected members is currently at 86.6 per cent. This is slightly lower than the 87.7 per cent reported for the same time last year. All mandatory training sessions have been scheduled for the year

### FINANCIAL POSITION

41. The outturn position for the Council is a £2.3m overspend; this is a £1.6m improvement from quarter 3 reported position of £3.9m. 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	150.2	72.5	0.9
Learning & Opportunities – Children & Young People	42.5	6.3	0.0
Children's Services Trust	45.7	41.7	1.5
Finance & Corporate Services	126.6	20.7	-1.3
Regeneration & Environment	127.1	38.2	2.8
<b>Total Service Budgets</b>	<b>492.1</b>	<b>179.4</b>	<b>3.9</b>
<b>Council Wide</b>			
General Financing / Treasury Management	5.4	5.4	0.1
Council-wide savings targets	-1.1	-1.1	1.1
Other Council-wide	-4.4	17.9	-2.9
<b>Subtotal</b>	<b>-0.1</b>	<b>22.2</b>	<b>-1.7</b>
Levying Bodies	18.0	18.0	0.0
Business Rates	0.0	-125.4	0.1
<b>Subtotal</b>	<b>18.0</b>	<b>-107.4</b>	<b>0.1</b>
<b>Total General Fund Services</b>	<b>510.0</b>	<b>94.2</b>	<b>2.3</b>

42. A summary of the major variances are provided below, with further details in Appendix A: -
- The Adults, Health and Wellbeing Directorate has outturned at £0.9m overspend. This is a significant achievement given the requirement to save circa. £5m in 2016/17; and includes delivering £1.6m commissioning savings and reducing the number of people 65 and over who are admitted to residential and nursing settings. The main variances to highlight are: -
    - Short stay residential – the area was overspent by £0.9m for the year. The overspend has been caused by a relatively small number of cases where service users have remained in short stay accommodation because of the lack of suitable non-residential provision or other issues preventing a long term resolution. This area is being analysed by a cross functional team with the aim to improve practice and update policy where needed.
    - Community Equipment budget – this is a joint budget with Doncaster Clinical Commissioning Group (CCG) and is under increasing pressure and finished the year £0.4m overspent. This budget is a key enabler within the transformation programme for service users to lead independent lives. A review of spend is being undertaken with the CCG to reduce this pressure for next year and manage the potential impact on the 2017/18 budget.
    - Digital Council savings – specific savings were not allocated against this target and so it is shown as an overspend of £0.7m. This is factored into the 2017/18 budget;

where £0.7m on-going savings will be delivered as part of the transformation programme.

- iv. The above overspends are mitigated by better than budget performance in general across the directorate. This was due to a combination of underspends, improved levels of income and better utilisation of grant income.
- b. Learning & Opportunities – CYP – The Children’s Trust outturn position was a minor underspend of £23k, which includes providing £3.5m for contract variations in year. The contract variations covered £2.0m for increased placements, £1.3m Out of Authority and Independent Fostering Agency/In-house Fostering price variations and £0.2m additional social work resources. The impact of the contract variations results in a £1.5m overspend for the Council. Further actions are being undertaken to manage the on-going pressures and a financial sustainability plan is currently being produced.
- c. Finance & Corporate Services – the outturn underspend is -£1.3m, which has increased by -£0.7m from quarter 3. This is mainly due to one-off staffing underspends of £0.9m and £0.5m grants received for specific duties (some activities will take place in 2017/18 and be funded from the Service Transformation Fund as detailed in Appendix E).
- d. Regeneration & Environment – The overspend has increased by £1.1m from £1.7m at quarter 3. The pressures include £0.8m shortfall against the Appropriate Assets savings target of £2.4m in 2016/17 and £0.7m shortfall against the Digital Council savings target; these savings will be delivered in future years. Other service overspends include; Markets £0.4m overspend mainly due to income targets not met, Public Building Maintenance £0.4m overspend and Facilities Management £0.3m. Additional funding is included in the 2017/18 budget for specific pressures identified e.g. markets £0.2m pressure. Action plans will be produced to address any remaining on-going pressures.
- e. Council-Wide – Underspend on centrally held items of -£2.9m (improvement of -£1.9m from quarter 3), these are mainly one-off items including; -£1.0m from the insurance provision (identified following settlements/rejections in the last quarter); -£0.8m central contingency released at year-end; -£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.

## COUNCIL PRIORITIES – PERFORMANCE

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

## STRATEGIC RISKS

44. There are currently 18 Strategic Risks and all have been updated as part of the Q4 reporting process. The heat map shows a summary of the scores and a more detailed update is included in Appendix A.
45. As a result of the Q4 challenge process no new strategic risks have been proposed and the following strategic risk has been nominated for deletion: Failure to set robust assumptions on pension’s deficit recovery and future contribution rate for the 2016 valuation.
46. To ensure an holistic approach to the management and quality of information and data we propose to reword the following strategic risk



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

TO: Failure to ensure the Council meets its statutory information governance requirements and maintains quality data.

## DONCASTER 2017 PROGRAMME

47. The Doncaster 2017 Programme is showing £2.8m slippage for 2016/17. This is the same overall position as reported at Quarter 3, however there have been some minor variances up/down within the programme. The slippage is mainly attributable to Modern & Productive Workforce £1.1m, Digital Council £0.7m and Appropriate Assets £0.8m; these figures have been included in the overall financial position for the Council for 2016/17. 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.

48. The position on the Doncaster 2017 programme for 2016/17 is as follows:

<b>Target Savings</b>	
2016/17	8.03
Brought forward from 2015/16	7.62
<b>Total Target Savings</b>	<b>15.65</b>
<b>Actual Savings Achieved</b>	
2016/17 On-going	10.00
2016/17 One-Off	2.85
<b>Total Projected Savings</b>	<b>12.85</b>
<b>Slippage/Gap</b>	<b>2.80</b>

(Slippage/Gap at Q3 £2.75m)

49. Key points on the programme are as follows:

- The 2016/17 target included a significant amount of savings brought forward which comprised 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 £2.3m projected to be achieved beyond 2016/17. Modern and Productive Workforce £1.1m 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 £3.0m savings to date, a further £1.0m is estimated for 2017/18 giving an overall total of £4.0m at the end of the programme.

## BUSINESS RATES, COUNCIL TAX AND RENT ARREARS

50. 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.

- The accumulated Council Tax Collection Fund surplus attributable to Doncaster as at 31<sup>st</sup> March, 2017 is £5.1m. The longer-term collection rate since 1993 is 98.55 per cent. The accumulated Business Rates Collection Fund deficit attributable to Doncaster as at 31<sup>st</sup> March, 2017 is £1.19m.
- Current rent arrears at 31 March 2017 stand at £1.8m and are 2.44 per cent of the rent debit; there has been a decrease of £0.1m from £1.9m at 31 March 2016. At 31 March 2017 the amount of former tenants' arrears was £1.0m, a decrease of £0.3m from 31 March 2016 (write offs during the year were £0.5m)

## VIREMENTS FOR APPROVAL

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



## LEVEL OF RESERVES

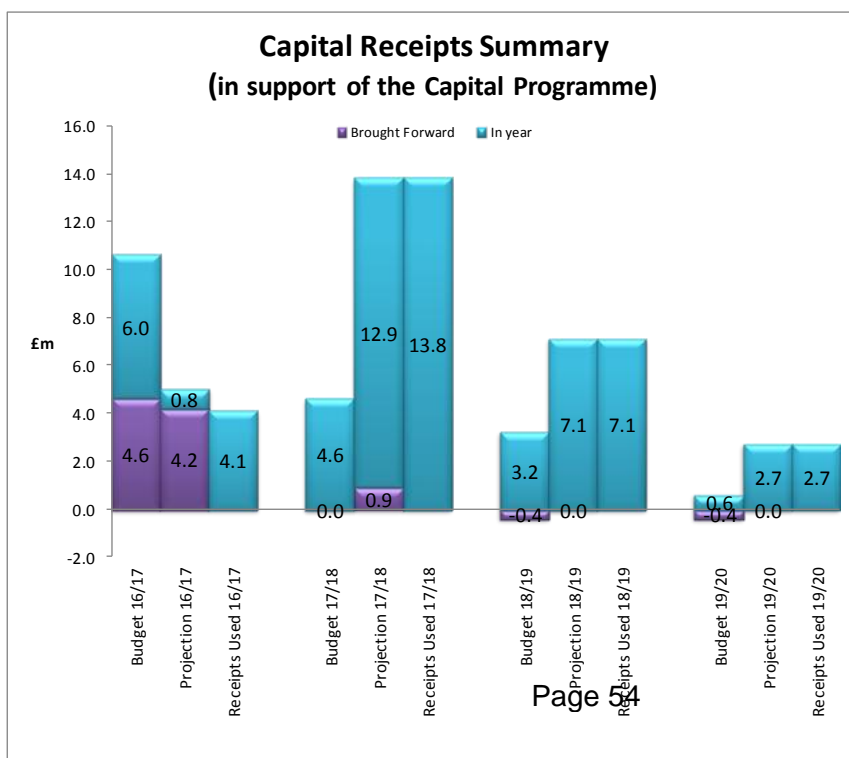
52. Current uncommitted general fund reserves are £17.1m; as detailed in this report £2.3m will be required for the 2016/17 overspend and it is planned that £2.0m will be utilised to balance the 2017/18 budget. This would leave an estimated balance, for use during 2017/18 and beyond, of circa £12.8m. 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.
53. The Minimum Revenue Provision (MRP) budgets not required due to the changes implemented in 2016/17 of £3.4m have been transferred to the severance fund £2.4m and Service Transformation Fund (STF) £1.0m, to meet the requests for additional funding in 2017/18, subject to Cabinet approval. The year-end transfer from Treasury Management to the Service Transformation Fund was £1.6m (this was a reduction from the quarter 3 forecast due to resolving the Minimum Revenue Provision (MRP) budget transfers).

## HOUSING REVENUE ACCOUNT

54. The 2016/17 HRA budget had a balanced budget, which included a contribution of £3.2m from balances. The outturn position was a £1.6m contribution from balances and therefore an overall underspend of £1.6m. The main variances are £0.8m underspend on overall management expenditure (a combination of savings on general management, SLHD fee, welfare reform fund, impairment and provision for bad debt), these were offset by an increased level of depreciation on non-dwellings of £0.4m (depreciation expenditure is used to fund the capital programme expenditure). There was £0.8m of additional income which is broken down as £0.7m 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 and £0.1m additional other income from solar panels. There was a £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.
55. St Leger Homes will utilise £120k of the management fee underspend in 2017/18; £80k for additional mobile devices (to enable staff to have access to email and intranet which will improve communications and allow access to Health & Safety information at all times), £25k for an upgrade to the Housing Management system to manage tenancy support caseloads and £15k for security on the Balby Bridge estate.

## CAPITAL PROGRAMME

56. Capital expenditure for the year was £87.9m. This is lower than the £99.7m projected at quarter. The variance of £11.8m between quarter 3 and quarter 4. The majority of the variance is due to spend being re-profiled to future years. This includes schemes such as Smartlight Phase 2, SCRIF schemes and housing schemes.
57. The spend in year has included schemes such as the High Speed Rail College, DN7 unity link road, adaptations for the disabled, creation of school places and the school condition programme.





58. The Capital Receipts Summary chart shows the final position for General Fund capital receipts at quarter 4 2016/17 and the revised projections for future years.
59. Capital receipts generated in year were £0.8m, which is below the budgeted £6m. There were enough capital receipts to finance the relevant expenditure with adequate carry forward from the previous year.
60. There were some sales that were unable to be completed in 2016/17 that are now expected to complete in 2017/18 including a plot on Sandall Stones Road and a plot at Lakeside which will generate close to £1.0m in capital receipts.

## 2016/17 CARRY FORWARD REQUESTS

61. To comply with the financial accounting regulations some balances should be held as earmarked reserves but instead have been included in the budget, and require re-presentation in 2016/17. These balances are identified for specific purposes and to remove the funding would have a negative impact on future budget planning. These are not included in the underspend and are detailed in Appendix E for information.

## OPTIONS CONSIDERED

62. Not applicable.

## REASONS FOR RECOMMENDED OPTION

63. 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

64. 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**

65. 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**

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

## **HUMAN RESOURCE IMPLICATIONS**

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

## **TECHNOLOGY IMPLICATIONS**

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

## **EQUALITY IMPLICATIONS**

69. 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.
70. 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**

71. 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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## Appendix A - Corporate Quarterly Performance Management Report



### Quarter 4 2016/2017 - (31<sup>st</sup> December 2016 to 31<sup>st</sup> March 2017)

#### 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 a decade (140,000) and 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 total of new FTE jobs created through the support of Business Doncaster this year stands at 894 which is significantly higher than the full year target of 500. At £90.5m, overall investment gained into Doncaster is well above the full year target of £46m, with a total of almost £300m 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 £19.20 less than the national average. The number of residents in highly skilled occupations stands at 32.6%, equating to around 48,000 residents, this represents a 1 percentage point increase on the same time last year, and is still behind the Yorkshire & Humber (41%) and the national average (46%). 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, around 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 increased slightly (0.2 percentage points) to 71.8% in the last quarter; but is 1.4 percentage points higher than the same time last year. Doncaster's rate remains similar to the Yorkshire and Humber rate (72.5%); but the gap with the Yorkshire and Humber and England national average (2.5%) has increased.

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

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

- e) 11.4% of 16-64 year olds claim out of work benefit claimants, which is a 0.2 percentage points decrease this quarter. The Doncaster rate remains significantly higher than the Yorkshire and Humber rate of 9.7% and national average of 8.3%.
- f) 69% of Doncaster pupils are 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 4% which exceeds the target of 6%, and our apprenticeship profile continues to exceed the mayoral target of 750 apprenticeship starts with 1,175 new apprentices created since 2013 and 53 of our internal apprentices have gained level 3 or above qualifications. The Skills Made Easy funding has come to an end. The focus going forward will be on the level and quality of the apprenticeships, not purely the total number.
- g) The establishment of the Education & Skills Partnership Board has begun in the securing of joint Chairs from both Sheffield University and Doncaster Business Sector. The Board will be tasked with overseeing the implementation of the 'One Doncaster' report, which focuses on improving both education and skills across the borough to increase opportunities for residents. Social Mobility funding will help deliver the programme Doncaster has been named as an 'Opportunity Area' by the Department for Education and Social Mobility funding will help deliver the programme as well improving social mobility across the borough.

#### *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 and finalise implementation plans and Governance arrangements for Education & Skills Commission

## **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 and discussions on how we work closer with health are taking place. 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 34 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 is 273 or an average of 23 per month. There were an additional 137 full cost self-funders.
- c) The total number of long term residential agreements has reduced to 1,396 as at the end of 2016/17 (from 1,496 at the end of 2015/16). The overall total can be broken down further in terms of supported by DMBC, 1031 individuals and self-funders costs met by individuals 365. The latest information shows we are broadly similar to the budgetary targets, 1,404 but off track against the stretch target of 1,198

- d) At the end of 2016/17, there were 621 ongoing direct payment agreements in place, up from 459 at the end of 2015/16. The action plan continues to be successfully delivered by the Direct Payments Working Group and team targets are being monitored by area team leaders. Team level information is provided by the Strategy and Performance Unit on a weekly basis to facilitate strong performance management. These actions, together with the CCaSH project enabling choice of homecare provider, have created momentum for increasing direct payments, as proven by the performance statistics. Internally, taking up a DP is the default option within assessment and care management. The option of making a direct payment more widely available, through personal assistant employment support and Individual Service Funds is now being explored. A market event to increase appetite with service providers is currently being planned.
- e) The Doncaster Childrens Service Trust has reported performance within tolerance target levels and exceeded targets 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 priority areas. Other areas of focus include the rising number of repeat referrals and services for Care Leavers including those in education, training and employment and suitable accommodation. See appendix A (page 21-25).
- f) The health outcomes of people in Doncaster are generally poorer than the national average. The measure on successful drug treatment exits is performing under target and has deteriorated further in Q4. This is due in part to a number of complex long standing opiate cases and a lack of referrals from the criminal justice system which is being dealt with by specific provider action plans, and discussions with the police.
- g) The reported number of children living in households where domestic abuse occurs remains high in comparison to 2015/16 figures, although this increase is believed to be brought about by increased awareness following the implementation of the Domestic Abuse Strategy, although statistical releases show that Doncaster does have a higher reported incidents than both national and comparator groups.
- 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

#### *Next steps...*

- Monitor the provider action plan for Opiate exits.
- Implement 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. There has been a net increase of 1,057 new homes this years, which is the second consecutive year that supply has outmet our annual need of 920 new homes per year (1170 achieved last year). Doncaster housing delivery is outperforming both national and regional performance.

- b) An additional 161 additional affordable homes have been delivered this year, this delivery comes primarily from the Council House and the Registered Provider new build programmes (120 units) and 41 units from private development. We recognise that there is still a gap between supply and overall affordable housing need, which will be tackled using the strategies and policies within the forthcoming 17-year Local Plan. The number of empty properties continues its gradual reduction over the long term, however, there has been an increase in the final quarter of the year. The year-end figure now stands at 3,583 (based on council tax figures).
- c) Household domestic recycling rates remain higher than previous years and above target at 48% against a target of 43%. This follows a significant improvement from a low of around 31% a few years ago. Fly tipping collection within 5 days continues to see a significant improvement increasing from 60% at Quarter 2 to 85% at year end, and so is now only narrowly short of the 90% 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 almost 2500 fly-tipping jobs closed in Q4 which is significantly more than in previous years.
- d) 99.9% of waste collections were reported as complete on the schedule day this year, as per 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.
- e) There was no regular grass cutting for Quarter 3 due to a seasonal pause that starts in September and ends in February. During that time the service caught 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. At year-end, 100% of grass cutting works is completed as per schedule.
- f) 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.
- g) The five year rolling average of all people killed or seriously injured on Doncaster roads is 118 (from 2015). The indications for 2016 are that the number of fatalities reduced, but due to a reclassification of serious injuries, the overall figure will potentially increase. Further analysis will take place once the final dataset is available. The levels of litter and detritus are decreasing with 86% of land and highways at the required standards, exceeding our target of 85%.

#### *Red measures*

None

#### *Next steps...*

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

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

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

- a) The Expanded Stronger Families Programme provides early support to families with multiple needs. The programme works closely with families, with 517 positive outcomes achieved to date, particularly around supporting children who need help and supporting people into work. We have identified 3,249 suitable families, an increase of nearly 2000 in the previous quarter, and are currently engaged with 1,849. This increase in the number of families involved in the programme should see increases in positive outcomes and claims to DCLG in subsequent quarters
- b) Primary school persistent absence is currently reported at 11.1% and Secondary level at 17.5% - both of which are higher than target levels and are above national Page 61

secondary schools buying additional Education Welfare Support at achieving national levels and there are 3 Secondary Academies who have persistent absence levels of more than 25%. Data is released by government termly and the next publication is due in May 2017. Persistent absence for our children in care is also higher than acceptable levels at 9.8% for Primary age children in care and 23.9% for Secondary levels. The new Virtual School head is to undertake a review of the system and processes for collection of this information.

- c) For Q4, the Children's Trust reported 82% of Care Leavers were living in suitable accommodation which is marginally behind the 83% target and 41.7% are engaged in employment, training or education which is lower than both the national average of 49% and the regional average of 58% (Doncaster's outturn was 36%). Trust affirmed that if the 'Keys to your Future' programme becomes validated this cohort of children will automatically go onto this programme which would count as 'training'. This would put this figure to nearer 100%. Stability for our children in care, regarding number of placement moves, and has consistently remained within target/tolerance levels since transfer to the Trust. The Corporate Parenting Board maintains focus on both children in care and care leavers to improve positive life outcomes for children in care.
- d) 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. In 2016 the percentage of pupils reaching a Good Level of Development (GLD) in Doncaster was 70% which is higher than the national average as is those in receipt of Free School Meals.
- e) The annual national offer day regarding first choice school preference reported 96% (just over 3000) reception age children were awarded their first choice preference for reception places for 2017/18 and 92.5% (almost 3500) were awarded at secondary level. Both are above the national levels of 88% and 84% respectively.
- f) Our Early Help Hub received more than 250 enquiries more enquiries than previous quarter (1,626) demonstrating that there is an increased awareness of the service, thresholds and support to families at the earliest possibility.
- g) The average number of days to process a housing benefit claim is 23.42 against a target of 25. The average number of days to process a new claim for council tax support is 22.55 against a target of 25.

#### *Red measures*

None

#### *Next steps...*

- Continued embedding of the Early Help Hub and the support it provides
- 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 £6.90m compared to a target of £5.72m. The reduction is £1.6m more than that of the previous year.
- b) 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 performance in some areas has not been sustained, there continues to be strong signs in other 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.
- c) Overall Council sickness is 9.90 days lost per full time employee, compared to a target of 7.9 for Quarter 3. This is an increase of 0.21days from the last quarter (9.69 days), and has resulted in both the corporate target not being achieved and the on-going downward trend not being sustained for the first time in several years of continuous improvement.



- d) 60% of services are now available on-line. 32,000 citizens are now signed up to the 'mydoncaster' on-line account.
- e) There has been a 25 per cent channel shift to on-line services against a target of 55 per cent. There has been a significant upward trend this quarter due to marketing and removing the phone number from the website.
- f) Business Rates show a reduction of arrears of £5.8m, which is well above the projected target of £3.4m. This is almost double the reduction reported in 2015/16.
- g) Doncaster companies and suppliers are now used for 70 per cent of our total spend with third party providers. This is just better than the 69 per cent target, and the highest percentage reported over the last 3 years.
- h) The percentage of invoices paid within 30 days is currently 96.5 per cent against a target of 95 per cent. This is a vast improvement against the 88 per cent reported in Quarter 2 2015/16.

#### *Red measures*

- Council Wide sickness
- % of channel shift to on-line services by Doncaster residents as a result of the Digital Strategy

#### *Next steps...*

- Continue to encourage sign-up to our on-line service

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

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

- a) There have been 8 data protection incidents by the council this quarter and 6 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 lower than the 87.7 per cent reported for the same time last year. All mandatory training sessions have been scheduled for the year.
- c) All of our significant partners that have completed a partnership assessment. An associated action plan is now in place to ensure effective and consistent arrangements for the oversight of the work of external partnerships.
- d) Of the lead officers and members appointed to represent the Council on partnership boards, 74.2 per cent have attended Partnership Training, quite a gap from the 100 per cent target. This training will be compulsory for members who are appointed to an outside body

#### *Red measures*

- Percentage of lead officers/members appointed representatives that have attended the 'Partnership' training




#### *Next steps...*

- Produce the action plan for working with our significant partners
- 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 4 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		13.35	9.50	↑	🛑
Finance and Corporate Services		6.27	5.75	↓	🟡
Learning and Opportunities CYP		6.92	7.75	↓	✅
Regeneration and Environment		10.00	8.60	↑	🛑
Whole Authority Sickness		9.90	7.90	↑	🛑
PDR Completion - % of workforce with a PDR recorded		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	999 out of 1069	93%	95%	↓	🟡
Finance and Corporate Services	612 out of 644	95%	95%	↓	✅
Learning and Opportunities CYP	387 out of 408	95%	95%	↓	✅
Regeneration and Environment	1893 out of 2029	93%	95%	↓	🟡
Whole Authority	3891 out of 4150	94%	95%	▬	🟡
Internal Audit Recommendations - % completed that were due in period		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	1 out of 2	50%	100%	↑	🛑
Finance and Corporate Services	1 out of 2	50%	100%	↓	🛑
Learning and Opportunities CYP	0 out of 2	0%	100%	↓	🛑
Regeneration and Environment	0 out of 0	100%	100%	▬	✅
Whole Authority	2 out of 3	33%	100%	↓	🛑
Data Protection breaches that had an initial assessment Completed within 10 working days		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	1 incident	100%	100%	▬	✅
Finance and Corporate Services	4 incidents	100%	100%	▬	✅
Learning and Opportunities CYP	0 incidents	100%	100%	▬	✅
Regeneration and Environment	3 incidents	100%	100%	▬	✅
Whole Authority	8 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 2	9 out of 29	100%	100%	▬	✅
Learning and Opportunities CYP	29 out of 33	88%	100%	↓	🛑
Regeneration and Environment	34 out of 34	100%	100%	▬	✅
Whole Authority	112 out of 116	96.5%	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	Q4 2016/17			22.3%	28.8%	
24. (AH&W) Permanent admissions to residential and nursing care homes, per 100,000 population (65+ Only)	Q4 2016/17			195.1	155.1	
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			72.62%	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	2016/17			71.89%	65.5%	
38.(AH&W) Proportion of repeat safeguarding referrals	Q4 2016/17			10.62%	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)	Q4 2016/17			7.1%	14.0%	
40. (AH&W) PHOF2.22iii Cumulative percentage of eligible population aged 40-74 who received an NHS Health Check	2016/17			13.75%	13.2%	
43. (AH&W) The number of people that are currently in long term care	Q4 2016/17			1,396	1404	
43a (AH&W) The number of people that are currently in long term care (DMBC COST)	Q3 2016/17			1,031	-	
43b (AH&W) The number of people that are currently in long term care (FULL COST)	Q3 2016/17			365	-	
44. (AH&W) Assistive technology installations per 100,000 population , aged 65 and over (average per month)	Q4 2016/17			621.95	444.2	

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	Q4 2016/17			796	825	-	-
30. (AH&W) Number of people participating at DCLT Leisure Centres per 1000 population(includes multiple visits)	Q4 2016/17			1,746	1,402	-	-
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	2015/16			33.9%	32%	32.2%	33.3%
33. (AH&W) Percentage of adults achieving at least 150 minutes of physical activity per week (PHOF 2.13i)	2015			52.6%	56.1%	57%	56.3%
70. (AH&W) Number of positive outcomes achieved through the Expanded Stronger Families Programme	Q4 2016/17			517	750	-	-
71. (AH&W) Number of Families Engaged in the Expanded Stronger Families Programme	Q4 2016/17			1,849	1,459	-	-
72. (AH&W) HWBB3 Number of Families Identified as part of the Stronger Families Programme	Q4 2016/17			3,249	2,625	-	-
73. (AH&W) Number of family claims made to DCLG through the Expanded Stronger Families Programme	Q4 2016/17			159	447	-	-

#### PI commentary







**PI 23:** At the end of 2016/17, there were 621 ongoing direct payment agreements in place, up from 459 at the end of 2015/16. The action plan continues to be successfully delivered by the Direct Payments Working Group and team targets are being monitored by area team leaders. Team level information is provided by the Strategy and Performance Unit on a weekly basis to facilitate strong performance management. These actions, together with the Commissioning Care and Support at Home (CCaSH) project enabling choice of homecare provider, have created momentum for increasing direct payments, as proven by the performance statistics. Internally, taking up a DP is the default option within assessment and care management. The option of making a direct payment more widely available, through personal assistant employment support and Individual Service Funds is now being explored. A market event to increase appetite with service providers is currently being planned.

**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 has been an average of 34 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 is 273 or an average of 23 per month. There were an additional 137 full cost self-funders.





**PI 39:** The measure on successful drug treatment exits is performing under target and has deteriorated further in Q4. This is due in part to a number of complex long standing opiate cases and a lack of referrals from the criminal justice system which is being dealt with by specific provider action plans, and discussions with the police.

**PI 70-73:** The Expanded Stronger Families Programme provides early support to families with multiple needs. The programme works closely with families, with 517 positive outcomes achieved to date, particularly around supporting children who need help and supporting people into work. We have identified 3,249 suitable families, an increase of nearly 2000 in the previous quarter, and are currently engaged with 1,849. This increase in the number of families involved in the programme should see increases in positive outcomes and claims to DCLG in subsequent quarters

## Adult Health and Well-Being Revenue

Traffic Light	Name	Quarter 4 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Adults Health &amp; Wellbeing Total Revenue Variance</b>	<b>150.191</b>	<b>72.546</b>	<b>0.921</b>
	<b>Adults Social Care Revenue Variance</b>	<b>24.083</b>	<b>14.805</b>	<b>-0.645</b>
Adult Social Care underspent by £0.6m. This is comprised of better utilisation of DFG and staffing savings in In-house Home Care Management and Night Care.				
	<b>Communities Revenue Variance</b>	<b>12.301</b>	<b>7.121</b>	<b>-0.173</b>
The service was slightly better than break even made up of minor variations across the service.				
	<b>Director Of Adult Services Revenue Variance</b>	<b>1.619</b>	<b>1.619</b>	<b>0.814</b>
This is unallocated cuts relating to Digital Council savings of £0.7m target. 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>91.817</b>	<b>48.915</b>	<b>0.926</b>
The main areas of overspend are:				
<ul style="list-style-type: none"> <li>Long Stay Residential Services - The numbers of placements for long stay accommodation for 65 and over was 1,200 against a target of 1,218 a significant reduction of 108 service users. However, the area overspent by £0.3m due to the profile of the reductions being different from that budgeted and the increase in the value of higher cost packages being greater than predicted. Of the 108 clients, 57 (53%) were self-funders and therefore delivered no savings to the council. This is a greater proportion than the number of self-funders in older people long stay residential care (33%). If the proportion of self-funders in the reduction had reflected the proportion of self-funders at the beginning of the year then this would have contributed a further £0.2m savings. Self-funders have been separated out in the budget and in the reporting for 2017/18 to aid the transparency in this area. Also, there has been an increase of £69.01 in the average net weekly cost of clients who have a placement that is not covered by the DMBC framework agreement, these include service users who are placed out of the borough and service users receiving additional support. This is estimated to equate to an additional £0.2m spend compared to the budgeted position.</li> <li>Short stay residential area was overspent by £0.9m for the year. The overspend has been caused by a relatively small number of cases where service users have remained in short stay accommodation because of the lack of suitable non-residential provision or other issues preventing a long term resolution. The overspend is matched by the cost of 27 residents in short stay placement for over 200 days in 16/17. Of these 27, 8 placements are still open, at an annualised cost of £0.4m. This area is now being analysed by a cross functional team who meet every 2 to 3 weeks and report back to DLT every 8 weeks.</li> <li>Community Equipment is a joint budget with CCG and has overspent by £0.4m, this is being reviewed in partnership with the CCG with the initial phase taking place over the next two months. 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>Underspends include: Policy &amp; Commissioning (£0.4m) mainly on staffing, and Supported Living (£0.7m), this offsets the unfavourable swings detailed above.</li> <li>Better Care Fund (BCF) – Out-turned at £7.1m, £0.6m less than forecast at Q3. The majority of the slippage related to the delay in implementing the Intermediate Health and Social Care project. This does not impact on the outturn position, but the planned use of earmarked reserves reduced to £0.1m.</li> </ul>				
	<b>Public Health Revenue Variance</b>	<b>20.371</b>	<b>0.086</b>	<b>0.000</b>
The Public Health service benefitted from a saving against the substance misuse contract, (performance payments) reducing the overall use of reserves to £0.3m in 2016/17 compared £0.7m in the original budget proposals.				

## Adult Health and Well-Being Capital

Traffic Light	Programme Area	Q4 2016/17				
		Revised Base Budget	Q4 Projection (Full Year)	Revised Base Budget Future Years	Q4 Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	<b>Adult, Health &amp; Well-Being Total</b>	<b>6.58</b>	<b>6.30</b>	<b>12.46</b>	<b>14.89</b>	<b>5.69</b>
No significant issues at Outturn.						
	<b>Adult Social Care</b>	<b>4.19</b>	<b>4.17</b>	<b>11.04</b>	<b>11.56</b>	<b>3.93</b>
The main areas of spend are Housing Adaptations and Disabled Facilities Grants (DFG) £3.93m. The decrease in expenditure from Q3 estimate is mainly due to a decrease in expenditure on DFGs (£0.09) and Adaptations (£0.04m).						
	<b>Communities</b>	<b>2.34</b>	<b>2.08</b>	<b>1.42</b>	<b>2.20</b>	<b>1.76</b>
The main areas of spend are the capital payment to DCLT £1.0m and Parks and Playing fields £0.5m. The decrease in anticipated expenditure from Q2 (£0.07m) is mainly due to the reprofiling of various schemes into future years. The main one is Schofield Park Mexborough (£0.04m).						
	<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>
The spend is on Safe and Well centre (Jubilee Court) £0.05m.						

# 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	Q4 2016/17	↑	↑	23.42	25.00	✓
79. (F&CS) Council Tax Support Application - Average number of days to process new claims	Q4 2016/17	↑	↑	22.55	25	✓
80. (F&CS) Delivery of actions under 5 Core Themes of the People Strategy	Q4 2016/17	↑	↑	95	100	✓
84. (F&CS) % of services with a fully transactional on-line self service capability	Q4 2016/17	↑	↑	61	60	✓
85. (F&CS) % of invoices are paid within 30 days	Q4 2016/17	↓	↑	96.5	95	✓
88. (F&CS) % of Council Tax collected in the year	Q4 2016/17	↑	↑	94.65%	94.30%	✓
89. (F&CS) Percentage of Non-domestic Rates Collected	Q4 2016/17	↑	↑	96.96%	96.80%	✓
90. (F&CS) Deliver 2016/17 savings	Q1 2016/17	▬	▬	37.4	40.2	⚠
91. (F&CS) Produce the budget for 2017/18 to 2020/21, including detailed savings for 2017/18	Q4 2016/17	↑	↑	23.5	23.5	✓
92. (F&CS) % of local authority spend with Doncaster companies/ suppliers (CORPP01)	Q4 2016/17	↑	↑	70	69	✓
93. (F&CS) % increase in contracts procured in 2015/16 that have Social Value reflected in them	Q4 2016/17	↑	↑	68.3%	75%	⚠
94. (F&CS) Percentage of expenditure (revenue transactions over £25k) that is within the framework of a contract.	Q4 2016/17	↑	↑	91	90	✓
97. (F&CS) Percentage of Lead Officers/Members appointed representatives that have attended the 'Partnership' training	Q4 2016/17	▬	↑	74.2%	100%	✗
98. (F&CS) Number of data protection breaches	Q4 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	Q2 2016/17	▬	▬	100%	100%	✓

Whole Borough Indicator - Team Doncaster	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
81. (F&CS) Whole Authority Sickness	Q4 2016/17	↑	↓	9.90	7.90	✗
82. (F&CS) Whole Authority PDRs	Q4 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	Q4 2016/17	↑	↑	25	55	✗
86. (F&CS) Council Tax Arrears	Q4 2016/17	↑	↑	13,940,668	15,129,000	✓
87. (F&CS) Business Rates Arrears	Q4 2016/17	↑	↑	4,282,093	6,611,000	✓
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	Q2 2016/17	▬	▬	100%	100%	✓



Whole Borough Indicator - Team Doncaster	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
96. (F&CS) Percentage of significant partners that have had a completed partnership assessment	Q4 2016/17			100%	100%	

#### PI commentary

##### Directorate Indicator








**PI 97:** 74.2% of lead officers and members appointed representatives have attended the partnership training. Further sessions will be undertaken as part of the Council's wider member induction training programme following the elections. This training will be compulsory for members who are appointed to an outside body.

##### Whole Borough Indicator



**PI 81:** Overall Council sickness is 9.90 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 0.21 days resulting in the annual rate exceeding the corporate target of 7.9 days per FTE. Further information is provided in Appendix A.

**PI 83:** There has been a significant upward trend this quarter due to marketing and removing the phone numbers from the website. There is also an agreement for the whole council to work to increase take-up.



## Finance and Corporate Services Revenue

Traffic Light	Name	Quarter 4 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Finance & Corporate Services Total Revenue Variance	126.586	20.748	-1.325
	Customers, Digital & ICT Revenue Variance	8.944	6.778	0.145
No significant issues in this area at outturn.				
	Finance & Corporate Director Revenue Variance	0.236	-0.010	-0.042
No significant issues in this area at outturn.				
	Finance Revenue Variance	105.756	5.545	-0.980
The main underspends relate to unapplied additional external funding received in year £468k, salary underspends across the service £594k and in relation to the recovery of housing benefit over payments £263k (including the release of part of the bad debt provision). This is off-set by the financing decision not to apply earmarked reserves due to the overall underspend of the Directorate £269k. The change in position from quarter 3 relates mainly from the Council policy change of not carrying forward any underspends that had been forecast to carry forward at quarter 3, which increased the overspend, £310k, increased recovery of housing benefit overpayments and release of part of the overpayments bad debt provision totalling £349k. These are off-set by the year end financing decision to not apply earmarked reserves due to the outturn position £269k.				
	HR, Comms & Exec Office Revenue Variance	4.438	3.488	-0.089
No significant issues in this area at outturn.				
	Legal & Democratic Services Revenue Variance	4.738	2.902	-0.303
No significant issues in this area at outturn, with the main underspend resulting from one-off salary underspend £161k.				
	Strategy And Performance Revenue Variance	2.475	2.046	-0.056
No significant issues in this area at outturn.				

## Finance and Corporate Services Capital

Traffic Light	Programme Area	Q4 2016/17				
		Revised Base Budget	Q3 Projection (Full Year)	Revised Base Budget Future Years	Q3 Projection Future Years	Actual 16/17 Spend
		£m	£m	£m	£m	£m
	Finance and Corporate Services Total	10.77	3.41	36.75	22.94	1.69
The main changes from quarter 3 relates to the re-profiling of £0.75m of the Investment and Modernisation Fund and £0.74m of the ICT element of the programme to 2017/18. Over the year, £7.0m of the IMF was re-profiled to 2017/18, with ICT releasing some of the Corporate Resources allocation to projects and re-profiling of spend, totalling £1.97m.						
	Customers, Digital and ICT	3.14	1.91	3.52	3.17	1.17
The £0.74m change from quarter 3 results mainly from the re-profiling of spend and resources from the ICT Strategy, Perimeter Security and						



Traffic Light	Programme Area	Q4 2016/17				
		Revised Base Budget	Q3 Projection (Full Year)	Revised Base Budget Future Years	Q3 Projection Future Years	Actual 16/17 Spend
		£m	£m	£m	£m	£m
	Segregation, and Social Care Case Management system projects to 2017/18. A number of projects started in 2016/17 and are estimated to complete in early 2017/18. For 2017/18 the largest elements of this programme are the renewal of Council Wide systems £1.25m, Carefirst project £0.50m and the ICT Strategy £0.59m.					
	<b>Finance</b>	7.63	1.30	33.23	19.43	0.47
	Two elements form this area of the programme, the Investment and Modernisation Fund (IMF) and the ERP System development. The major change from quarter 3 is the re-profiling of £0.75m of IMF from 2016/17 to 2017/18. The ERP System Development accounts for all the £0.47m spend in this area. No significant issues in this area at outturn.					
	<b>Legal &amp; Democratic Services</b>	0.00	0.20	0.00	0.34	0.05
	No significant issues in this area at outturn.					

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

## Overall Performance against Directorate Service Measures



3



5



0
















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)	Q4 2016/17			92.43%	80%	
35. (L&O:CYP) A3. Percentage of Case File Audits rated Requires Improvement or better CT Contract Measure	Q4 2016/17			93.75%	95%	
36. (L&O:CYP) A8 Percentage of Children in Need with an open and current plan CYP (Childrens Trust)	Q4 2016/17			92.11%	95%	
37. (L&O:CYP) A1. Referrals to Children's Services that are repeat referrals within 12 mths (KIGS CH142) (Childrens Trust)	Q4 2016/17			27.35%	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)	Q4 2016/17			9.6%	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)	Q4 2016/17			100%	100%	
68. (L&O:CYP) % of children with first choice school placement in Reception	2017/18			96%	94%	
69. (L&O:CYP) % of children with first choice school placement in Secondary	2017/18			92.5%	95%	
74. (L&O:CYP) Contacts to the Early Help hub from social care	Q4 2016/17			11	-	
75. (L&O:CYP) Number of enquires to Early Help Hub	Q4 2016/17			1,626	-	
76. (L&O:CYP) Percentage of contracts to Social Care which do not meet the threshold for statutory intervention	Q4 2016/17			18%	-	
77. (L&O:CYP) Percentage of enquires to the Early Help Hub for children pre-birth to five years of age	Q4 2016/17			28%	-	

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)	Q4 2016/17			69%	-	85.1%	80.3%
17. (L&O:CYP) Achievement of a Level 2 qualification by the age of 19	2015/16			77.5%	79.9%	-	-
18. (L&O:CYP) Achievement of a Level 3 qualification by the age of 19	2015/16			44.9%	58.0%	-	-

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
19. (L&O;CYP) National measure of attainment in 8 subjects	2015/16	-	-	46.8	-	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)	Q4 2016/17			67.79	-	-	-
29. (L&O;CYP) Number of children living in households where reported domestic abuse occurs	Q3 2016/17			612	-	-	-
57. (L&O;CYP) Persistent Absence of Children in Care Primary schools (Absenteeism 10%)	Q4 2016/17			5%	3.8%	-	-
58. (L&O;CYP) Persistent Absence of Children in Care Secondary Schools (Absenteeism 10%)	Q4 2016/17			23%	6.9%	-	-
59. (L&O;CYP) Percentage of Care Leavers in suitable accommodation (age 19-21 years) (Childrens Trust)	Q4 2016/17			87.39%	85%	-	-
60. (L&O;CYP) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years) (Childrens Trust)	Q4 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)	Q4 2016/17			11.1%	9%	9%	-
65. (L&O;CYP) Secondary schools persistent absent rate (10% Absenteeism)	Q4 2016/17			17.5%	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









**62. B10.** Stability of placements of looked after children: number of moves 3 or more (Childrens Trust) is showing a drop in both long term and short term trend. Performance has been impacted by activity to reduce out of area placements

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

Latest Result for Q4 2016-17

Traffic Light: Red 1, Amber 10, Green 6, Data Only 1, Unknown 4

Directorate Service Measure	Last Update	D.O.T (6 Month Trend)	Value	Local Target	** RAG
(L&O:CYP) <b>A2.</b> Percentage of Single Assessments completed within 45 days (YTD cumulative) CT Contract Measure	Q4 2016/17	Stable	87%	92%	
(L&O:CYP) <b>A06.</b> Percentage of children currently on a child protection plan for 2 years or more (Childrens Trust)	Q4 2016/17	Stable	1.6%	3%	
(L&O:CYP) <b>A09.</b> Percentage becoming the subject of a Child Protection Plan for a second or subsequent time within a 2 year period (Childrens Trust)	Q4 2016/17	Stable	9%	16%	
(L&O:CYP) <b>B9.</b> Stability of placements of looked after children: length of placement >2 years (NI_063) CT Contract Measure	Q4 2016/17	Stable	69%	70.0%	
(L&O: CYP) <b>B8.</b> Average length of Care Proceedings (Number of Weeks) CT Contract Measure	Q4 2016/17	Stable	28wks	26wks	
(L&O:CYP) <b>C14.</b> Number of FTE Posts covered by agency staff (Social Care) CT Contract Measure	Q4 2016/17	Improving	8%	8%	
(L&O:CYP) <b>C15.</b> Staff Turnover (leavers in month expressed as % of FTE) CT Contract Measure	Q4 2016/17	Improving	0.8%	-	
(L&O:CYP) <b>C16.</b> Percentage front line Staff Receiving Supervisions in Timescale in Accordance with Policy CT Contract Measure	Q4 2016/17	Improving	88%	90%	
(L&O:CYP) <b>D17.</b> Gross Expenditure v Plan CT Contract measure	Information provided from the Finance Service.				
(L&O:CYP) <b>D22.</b> Cash flow measure detailing 6 month cash flow, highlighting any drawdown need in line with contract (Childrens Trust)					
(L&O:CYP) <b>D23.</b> Separate spend against plan figure for each funding streams additional to annual contract agreement (Childrens Trust)					
(L&O:CYP) <b>D24.</b> Breakdown of forecast variances over £250k (Childrens Trust)					
(L&O:CYP) <b>F01.</b> Youth Offending Services - % Cohort currently EET (Childrens Trust)	Q4 2016/17	Stable	90%	75%	
(L&O:CYP) <b>F02.</b> Youth Offending Services - Reoffending rate after 12 months	Q3 2016/17 (Latest Data)	Stable	39%	32%	

(L&O:CYP) <b>F03.</b> Youth Offending Services - Custody rates (Childrens Trust)	Q4 2016/17	Stable	0.48	0.42	
34. (L&O:CYP) <b>A4.</b> Percentage of Child Protection visits in timescale where child was seen by their Social Worker (Childrens Trust)	Q4 2016/17	Improving	92%	80%	
35. (L&O:CYP) <b>A3.</b> Percentage of Case File Audits rated Requires Improvement or better CT Contract Measure	Q4 2016/17	Improving	94%	95%	
36. (L&O:CYP) <b>A8</b> Percentage of Children in Need with an open and current plan CYP CT	Q4 2016/17	Improving	92%	95%	
37. (L&O:CYP) <b>A1.</b> Referrals to Children's Services that are repeat referrals within 12 mths (KIGS CH142) CT Contract Measure	Q4 2016/17	Improving	25.38%	24%	
59. (L&O:CYP) <b>B13.</b> Percentage of Care Leavers in suitable accommodation (age 19-21 years) (Childrens Trust)	Q4 2016/17	Volatile	82%	85%	
60. (L&O:CYP) <b>B14.</b> Percentage of Care Leavers in Employment, Training and Education (age 19-21 years) (Childrens Trust)	Q4 2016/17	Improving	42%	45%	
62. (L&O:CYP) <b>B10.</b> Stability of placements of looked after children: number of moves 3 or more (BV49 NI_062 PAF CF/A1) CT Contract Measure	Q4 2016/17	Stable	10%	9.0%	

### PI commentary

The revised suite of performance indicators arising from the Year 2 Annual Contract Review are now in their final quarter. The following information is based on the Trust's Q4 2016/17 Performance Report.

The majority of measures are either within contract tolerance (Amber rated) or meet the target (Green Rated). Only one measure is Red RAG rated. Changes this quarter show:

- Three measures have improved in their RAG Rating: Monthly Case File Audits (A3) and Care Leavers in EET (B14) both moved to within tolerance (from Red to Amber); and Frontline FTE posts covered by Agency Staff (C14) moved from within tolerance to at target (Amber to Green)
- Four of the Children in Care measures this quarter moved from within target to within tolerance (Green to Amber) (B8, B9, B10 and B13)

**The following issues are below target; either within or outside of tolerance. Actions have been identified through performance monitoring and challenge to monitor and address:**

#### A2 – Timeliness of Single Assessments

Assessment timeliness is indicative of demand pressures / caseloads and the numbers of children within the system will have an obvious impact, the numbers of assessments open and referrals had been showing high over the last 12 months. The Trust has to balance efficiency of its process with assurance as to safety and is mindful of this. The Trust states that timeliness reports are shared between teams on a weekly basis which target work to improve performance. Caseload increase is a factor, but concentration is with closing NFA cases which should have been closed earlier and are therefore skewing the figures.

The Council has received assurance that the Trust is addressing the issue albeit performance remains below the 'stretch' target and threshold, the Council is maintaining a monitoring brief and whilst performance generally remains above the 83.4% national, regional (82.6%) and statistical neighbour averages (77.1%), the Council will nonetheless continue to challenge this performance, should it fail to show sustained improvement.

The Trust has responded to the Council's request to provide the analysis of the proportion of assessments which are being achieved at, or around, 55 (70%) days and has identified that 20% of cases are 1-3 days overdue. The time taken to sign off NFAs by managers remains the prominent issue, but the Council is assured, that given that cases are being actively monitored, means that no children are at risk of being harmed or unprotected.

The Trust has emphasised that significantly more assessments are being undertaken. The Trust is confident that timeliness will improve when caseloads reduce with the full effect of new 'front door measures' - MASH and Triage, but that this will not be seen for some time when this should feed through to improved figures.

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

An important 'bellwether' PI to demonstrate robustness of process. A continued slight dip in performance from Q3 witnessed in Q4, but still within tolerance; acknowledged that this in itself doesn't constitute a 'trend'; this is nonetheless an unusual, albeit, small spike. Current performance (27%) is slightly worse than 2016 annual outturns: Doncaster (23%) national average (22%) and Statistical Neighbour average (24.2%) but remains better than the regional average (30%).

There can be genuine requirements for a re-referral and the Trust analyses this information, but the Council needs to be assured against the risk areas, as to impact of demand pressures and that there has been no premature 'stepping down' and premature de-planning; although an impression of the latter could be inferred. The Trust advises that a number of the re-referrals arise from cases stepped down to Early Help with subsequently become re-referred to the social care front door and that a high proportion of referrals were 'NFA', which are re-submitted and which still do not meet the threshold for social care intervention. This, the Trust believes is a 'cultural legacy' of risk aversion.

In addition, the Trust states that there are a number of 'legacy' cases from the Family Support service which need to be addressed. The external evaluation of the Front Door will examine the re-referrals and the DSCB is reviewing thresholds across the partnership. It would appear that there is a systemic issue at play and the suggestion is that some joint DMBC and DCST work is needed to resolve issues at the interface between early help and social care. The issue is also linked to the high number of inappropriate contacts to social care from specific agencies in particular the Police service.

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

Performance has improved this quarter with a decrease in 'Inadequate' cases and is now within tolerance.

A Trust Action Plan is in place to review and address areas of poor performance. This measure is being carefully monitored as there is a high degree of variability between one quarter and the next, given what is a small cohort and given the sampling by its nature seeks difficult cases to quality assure. That said, the recent general trajectory has been good - noting again, that one quarter's figure does not constitute a 'trend'.

Ofsted had rated some cases higher than the Trust's own internal audit and the Trust planned to review thresholds. The Trust had started work internally with audit to reassess the case level thresholds. Ofsted has stated that Trust case file grading measures are too strict. In addition, historical case file issues are affecting current gradings even when current work is effective. To some extent the Trust reports that there is an issue of confidence among some staff who are undergrading 'good' performance because of historical anxieties.

The Council acknowledged that the breakthrough in the most recent 3 quarters in that some case files continue to be graded 'outstanding' which hitherto was not the case.

The Trust has recognised that there will always be one or two case files graded as 'requires improvement'. However, when current work is 'good' the grading should not be effected by historic errors.

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

This was a measure established after concerns identified in the Ofsted inspection - there is an overall expectation that all CIN should have a plan. Performance has again demonstrated improvement for the second quarter and is within tolerance, although, again, the caveat is that only two quarter's figures and therefore caution should be exercised.

The Trust has previously reported that this is a recording and categorisation issue with reassessment and cleansing of files and that performance will improve when cases have been properly classified - a number have been in the assessment phase where a plan is still being developed and are draft plans which are not counted until the Trust is satisfied that these can be counted as proper plans, there has also been a number which had not been closed correctly.

The Annual Contract Review report has amended the PI definition to include draft plans, in order to capture the reality of CIN status and a more realistic assurance as to oversight. Challenge has revealed assurance that all CIN have a plan and figures and challenge support the Trust's response that there is no drift and delay.

The Council accepts that classification is the issue and the Trust assurance that no CIN are improperly omitted from plans and acknowledges the inherent lag wrought by draft plans and plans in transition.

#### **B8 – Average Length of Care Proceedings**

In Q4 this indicator has moved from better than target, to 'within tolerance'. However this is a further indicator which is vulnerable to skew from small cohorts and indeed in this quarter - 2 cases which were subject to criminal proceedings have impacted adversely on timeliness. However, the general trend over the last eight quarters is that six of the eight quarters have been at target or within tolerance. This measure is closely monitored for undue delay as this can adversely impact on good outcomes for children.

#### **B9 – Stability of Placement of CiC (% length of placement >2yrs)**

Another important indicator of stability, which is essential for this vulnerable cohort. Placement policy is an important feature of stability; need to review across the range for best results in care and financial terms. 2015 annual outturn performance (56%) was bottom quarterly nationally and bottom in regional rankings, but the 2016 outturn would be expected to show better comparative performance. The improved performance since the 2015 outturn shows that this measure is within tolerance for the eighth consecutive quarter, albeit very slightly below target, even so, compared with outturn figures, performance is at, or around, that of all comparators which, represents a very good recovery. The Trust's longer term ambition is to rely less upon 'Out of Area' placements which will bring some long term placements to a close, providing of course that this is in the child's best interests.

#### **B10 – Stability of Placement of CiC (% of 3+ moves)**

This is an important measure of disruption and performance remains pleasing, being at, or above target for four of the last eight quarters and within tolerance for the remaining four quarters; which the Trust attributes to triggers and improved monitoring. National outturn performance (2015) shows Doncaster to be in the second highest quartile and average across the region.

#### **B13 – Percentage of Care Leavers in Suitable Accommodation (19-21yrs)**

Despite a fall in Q4 performance, this is still a pleasing quarterly reported figure. Best practice suggests that custody and 'sofa surfing' should be excluded from this figure, but there is inconsistency of reporting between LAs and commendably, the Trust adopts best practice. This means that a number of young people in custody has reduced performance in the last quarter. At the last annual outturn (2016) Doncaster performance (76%) had fallen, noting the lack of a commonly agreed definition for this measure. Nonetheless this is a continued and welcome improvement in performance since Q4 2015/16 and remains within threshold for the fourth consecutive quarter.

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

This indicator is acknowledged to be a challenging one which is reflected in performance figures across the region. In order to be compliant, 'Meaningful contact' must be maintained which can be a challenge. There is a recognised need to progress employment opportunities and qualifications locally and it is an Ofsted Improvement Action to strengthen pathways for vulnerable children. This is an important indicator in meeting Ofsted improvement requirements and for the Council in its role as 'corporate parent'. Performance has shown a slight improvement this quarter and is now within tolerance, however, this remains below comparator figures: 2016 outturn National average = 49%, Statistical Neighbours =58%

The Trust reported a data quality issue, in that some children had been captured and therefore reported who weren't care leavers which has adversely skewed the 'true' performance, which is reckoned to be 60%+ and the Trust will clarify this point.

The Trust affirmed that if the 'Keys to your Future' programme becomes validated this cohort of children will automatically go onto this programme which would count as 'training'. This would put this figure to nearer 100%.

Nationally, care leavers as a vulnerable cohort struggle to achieve compared with the general cohort and therefore need greater support mechanisms into further education training an employment. Opportunities are being explored by DCST and strategies implemented which have demonstrated some local improvement which will be taken forward by the newly established care leavers steering group. A series of actions have been agreed, which include emboldening existing links with employers and training agencies; innovative links via Social Enterprise and Collaboratives establishing a partnership steering group; development of a charter for Care Leavers and a Care Leavers strategy.

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







Performance has shown improvement this quarter due to the improved challenge of teams. This is not a measure of casework supervision but one of general supervision.

### F03 –Youth Offending Services – Custody Rates

These are new measures which are susceptible to being skewed by the small cohorts from what is a large national cohort. Early indications are positive but as the Trust has commented, it is still too early to draw significant conclusions at this stage.

The employment rate is above target and despite a slight fall in quarters 3 and 4 are well within tolerance. The figure for the cohort which are in employment education and training is noteworthy.

## Learning and Opportunities; CYP Revenue

Traffic Light	Name	Quarter 4 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Learning &amp; Opportunities C&amp;YP Total Revenue Variance</b>	<b>88.191</b>	<b>48.029</b>	<b>1.510</b>
	<b>Centrally Managed Revenue Variance</b>	<b>7.503</b>	<b>-0.870</b>	<b>-0.003</b>
<p>The net overspend mainly relates to the write-off of pre-Trust costs that were not previously identified. Note the Digital Council saving target of £354k was addressed through the transfer of in year savings (mainly vacancies) following the star chamber meetings. As agreed by Executive Board through the Change &amp; Transformation report in May 2016 the Service Transformation Fund (STF) has been used to balance the Directorate's outturn spend to budget, which was actually a small £10k underspend. For Q3 the forecast was £199k overspend. The total drawdown from the £898k STF pot was therefore only £136k, with the reduction due to slippage in some projects, careful management of costs and some changes to plans. Overall the C&amp;T programme has been delivered effectively. Dedicated Schools Grant (DSG) for 2016/17 outturn with an underspend of £3.397m, to be carried forward into 2017/18. This includes commitments of £2.214m for approved projects from prior year underspend, £1.127m further project approvals in December 2016 and £0.068m approved in February 2017 from 2016/17 (in-year) underspend, all committed for 2017/18 onwards. This leaves a remaining in-year overspend of £0.012m to be carried forward and offset against the 17/18 High Needs contingency budget.</p>				
	<b>Partnerships &amp; Operational Del Revenue Variance</b>	<b>10.482</b>	<b>2.894</b>	<b>-0.415</b>
<p>Note LOCYP has restructured and the following comments include figures under C&amp;BD and the old L&amp;A/C&amp;O headings. There was an overspend of £321k within Aiming High service due to additional short break and sessional support activity. The overspend was offset by a staffing underspend of (£52k) within Strategic Commissioning mainly due to the Head of Service leaving at end of July, and additional savings of (£274k) above the (£200k) 16/17 savings target for the Starting Well service restructure, which is supporting the Early Help Programme plan.</p>				
	<b>Commissioning &amp; Business Devel Revenue Variance</b>	<b>23.080</b>	<b>3.132</b>	<b>0.577</b>
<p>Note LOCYP has restructured and the following comments include figures under P&amp;OD and the old L&amp;A/C&amp;O headings. The net underspend mainly consists of; running expenses (£67k) and staff vacancies (£227k), which were being managed in the lead up to the restructuring of services including the transfer of Standards and Effectiveness function to PIL and less spend than expected of (£145k) on funding for project support for LAC and PVI's. This was offset by a reduction in school fine income of £57k following the judicial review and suspension of issuing new fines and increased demand for children with disability placements £290k.</p>				
	<b>Childrens Services Trust Revenue Variance</b>	<b>45.684</b>	<b>41.700</b>	<b>1.510</b>
<p>Doncaster Children's Services Trust (DCST) have supplied their year-end outturn figure as a surplus of (£23k). The provisional outturn figure includes in year contract variations providing DCST with additional funding of £3.5m. The contract variations were placement volume increases £1.964m and redundancies £0.026m which have been funded by Council Wide resources, and further contract variations totalling £1.510m for OOA price variation £0.590m, additional social work resources £0.174m, and IFA/IHF volume/price variation £0.746m, which are to be funded from general reserves as part of the Council's year end outturn. Under the 75/25 risk share mechanism, DMBC was entitled to (£17k) of the surplus but has agreed to waive claiming this back. Note, DCST now have reserves of £72k. The Council continues to have significant concerns over the potential level of overspend and the ability of the Trust to reduce spend within the budget. The Trust are due to provide their financial sustainability plan, which will set out the delivery of £2m savings per year 2018/19 to 2020/21.</p>				
	<b>Old Learning &amp; Achievement Revenue Variance</b>	<b>1.442</b>	<b>1.173</b>	<b>-0.160</b>
<p>Note LOCYP has restructured and the narrative on the outturn variance should be reviewed under C&amp;BD and P&amp;OD. The reconciliation of the figures is held by LOCYP finance team (Rev Mon/Q4)</p>				



## Learning and Opportunities; CYP Capital
































Traffic Light	Programme Area	Q4 2016/17				Actual Spend
		Revised Base Budget	Q4 Projection (Full Year)	Revised Base Budget Future Years	Q4 Projection Future Years	
		£m	£m	£m	£m	
✓	<b>Learning &amp; Opportunities - CYP Total</b>	9.32	8.47	20.74	24.14	6.63
There are no significant issues to report at Q4. Outturn expenditure has reduced compared to Q3 mainly due to less spend/progress than expected on creating additional school places, however this expenditure will be incurred in 17-18.						
✓	<b>Centrally Managed</b>	0.20	0.20	0.75	0.75	0.00
The £0.2m budget set aside for emerging schemes and to cover various overspends was not required in 16/17.						
✓	<b>Commissioning &amp; Opportunities</b>	1.18	0.56	0.30	0.81	0.57
The total spend includes work on the Trust Residential Homes £0.54m and Aiming High capital grants of £0.02m.						
✓	<b>Learning &amp; Achievement</b>	7.94	7.71	16.69	22.58	6.06
<p>"Total spend relates to Additional School Places £2.5m, Schools Condition Programme £1.9m, School Roof Programme £0.6m and devolved schemes funded and spent directly by Schools £0.7m.</p> <p>The slippage from Q3 relates to less spend/progress than planned on creating additional school places, however this expenditure will be incurred in 17-18 (£1.1m). There was also slippage on XP Community sports hall £0.2m, schools ring-fenced Devolved Formula Capital spend (£0.1m) and the A2L Safeguarding and Access work (0.1m)."</p>						

# 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			92	51	
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			894	800	
14. (R&E) Overall Investment gained (into and within Doncaster) with the support of Business Doncaster	2016/17			£58.98m	£40m	
22. (R&E) Cumulative total number of new apprenticeships created since April 2013 (Mayoral Target).	2016/17			1,175	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	Q3 2016/17			40%	37.8%	
48. (R&E) Percentage of land and highways that are assessed as having deposits of litter and detritus at the required standards	Q4 2016/17			86.12%	85%	
49. (R&E) Percentage of fly tips investigated and removed within 5 days from public areas	Q4 2016/17			84.5%	90%	
50. (R&E) % Completed collections at any participating address	Q4 2016/17			99.9%	99.9%	
51. (R&E) percentage of grass cutting works completed against programme	Q4 2016/17			100%	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	Q3 2016/17			71.8%	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 population with qualification at NVQ 3 and above (%)	2016/17			47.2%	46.7%	55.6%	51.3%
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			£90.46m	£46m	-	-
11. (R&E) Percentage of retail and retail service units occupied in the core area	Q4 2016/17			89.7%	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	Q4 2016/17			4.03%	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)	Q4 2016/17			263	-	-	-
55. (R&E & SLHD) Total number of empty homes, as determined from Council Tax records 5	Q4 2016/17			3,583	-	-	-
56. (R&E & SLHD) Number of affordable homes provided (Council, and private sector provider/build)	2016/17			156	120	-	-

**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 4 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Regeneration &amp; Environment Total Revenue Variance</b>	<b>127.087</b>	<b>38.203</b>	<b>2.803</b>
	<b>Development Revenue Variance</b>	<b>11.093</b>	<b>3.873</b>	<b>-0.334</b>
Underspends from Transport Strategic Design & Infrastructure £476k, Talent Pathways (excluding Bentley Training Centre) £52k, Development Management £49k, Tourism £27k and Connexions £22k. Overspends from Accredited Learning £178k and Bentley Training Centre £118k. The figures for Development Management and Building Control contain £92k overspend relating to unallocated Digital Council saving targets, which the Service do not believe are achievable.				
	<b>Director Of Regen &amp; Enviro Revenue Variance</b>	<b>-0.267</b>	<b>-0.319</b>	<b>0.507</b>
Overspend mainly due to savings targets remaining unallocated at year-end - including £359k Digital Council and £109k Procurement.				
	<b>Environment Revenue Variance</b>	<b>64.234</b>	<b>31.602</b>	<b>0.550</b>
Street Scene is projected to overspend by £336k due to transport overspends and income shortfalls. Parking Development and Enforcement is projected to overspend by £133k due to fines income shortfall - this will be addressed in the 17/18 budget. Waste and Recycling is projected to overspend by £195k due to unbudgeted costs of consultants and the additional costs of not sending more streams of waste to the PFI facility as previously anticipated. Digital Council savings are expected to be £144k short of their targets. Highways Asset Management underspending by £140k due to reduction in spend on reactive maintenance to carriageways and footways.				
	<b>Trading &amp; Assets Revenue Variance</b>	<b>52.027</b>	<b>3.047</b>	<b>2.080</b>
The main areas of overspend relate to; Slippage against the Assets savings target £810k due to disposals not taking place as soon as planned. PBM - £411k, due to increased overhead costs and under recovery of the overheads. Construction Services and HOCS - £257k mainly in relation to underachieved income. Markets - £450k mainly in relation to underachieved income. Facilities Management - £345k These overspends were mitigated by under spends from Doncaster schools catering £118k and Fleet Transport services £154k.				

## Regeneration & Environment Capital

Traffic Light	Programme Area	Q4 2016/17				
		Revised Base Budget	Q4 Projection (Full Year)	Revised Base Budget Future Years	Q4 Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	<b>Regeneration &amp; Environment Total</b>	<b>87.95</b>	<b>82.02</b>	<b>170.42</b>	<b>187.03</b>	<b>73.94</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, the scheme is 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 Q3 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>61.82</b>	<b>67.04</b>	<b>20.24</b>
Main areas of spend include High Speed Rail college (£15.5m), DN7 Unity Link Road (£1.3m), St Sepulchre Gate/Station Forecourt (£0.9m) and Minor Transport Schemes (£0.9m). The 2016/17 programme has reduced by £4.9m from Quarter 3 mainly due to the re-profiling of schemes as outlined below.						
<b>Urban Centre Colonnades</b> - £0.6m re-profiled to 2017/18 due to delay in start on site resulting from design revaluation to ensure delivery of an affordable scheme. Overall completion date is not currently expected to be affected.						
<b>Rail College</b> - The latest profile received from the contractor means £0.3m 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 2</b> - £1.7m re-profiled to future years after delays from objections to the CPO, which have subsequently been withdrawn after negotiation.						

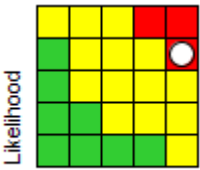
Traffic Light	Programme Area	Q4 2016/17				
		Revised Base Budget	Q4 Projection (Full Year)	Revised Base Budget Future Years	Q4 Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	<b>DN7</b> – £0.6m re-profiled to later years resulting from further delay in conclusion of complex legal agreements for developer contributions and assets agreements with network rail to enable the link road and associated guarantees. 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 £1.0m expenditure will be at risk before SCRIF is expected to be approved. That approval is conditional on the developer securing an £8.0m HCA loan, which in turn depends on signing the link road funding agreement with the developer. Negotiations are on-going.					
	<b>Robin Hood Airport Business Park Development</b> - £0.4m re-profiled to 2017/18 due to further risk assessment done on the funding agreements between SCR and the Council and the Council and Robin Hood Airports Development Ltd.					
	<b>Transport Cycle Schemes (Trans Pennine Trail and Town Centre)</b> - £0.7m re-profiled to 2017/18 mainly due to delays in development of projects from changes in scope and prioritisation of other works.					
	<b>Development - Housing</b>	<b>38.00</b>	<b>37.58</b>	<b>80.39</b>	<b>82.15</b>	<b>35.59</b>
	The proposed development at Bristol Grove (Wheatley Howards Estate) to deliver 80 new units was approved by Cabinet on 1st November 2016. This was subsequently reduced to 79 units following a planning revision. The construction is being done on a phased basis to allow the decanting of existing residents to be carried out in a sensitive manner. As at 31/3/17, of the 50 properties, 32 were empty and negotiations are on-going to decant the remaining occupants. Phase one of the scheme will deliver 24 new units.					
	The proposed development at Willow Estate, Thorne to deliver 35 new units was approved by Cabinet on 1st November 2016. The contractor started on site in February. Unforeseen additional drainage works increased the overall costs of the scheme by £249k.					
	The 2016/17-2019/20 Capital Programme included Homes and Communities Agency (HCA) Grant money awarded as part of the 2015/16-2018-19 Affordable Homes Programme totalling £2.18m. This grant contributed to the delivery of 141 homes. Doncaster MBC secured an additional £1.73m of HCA grant funding as part of the same programme to help fund the delivery of an additional 79 units. As a result, £1.73m of existing Housing capital resources were released which could be used to deliver further new build properties as part of the future capital programme.					
	The main areas of forecast spend / swings from the previous quarter were:- Planned Maintenance to HRA properties (£14.6m), Council House New Build (£10.3m) and Thermal Efficiency Works (£4.9m). The £1.9m swing in the forecast expenditure from the previous quarter was due to a reduction in the Planned Maintenance to HRA properties (£0.6m), Demolitions as part of the Bristol Grove scheme commencing later than expected (£0.6m) and the delay to the Affordable Housing scheme at Layden Drive due to planning issues (£0.4m).					
	<b>Environment</b>	<b>11.71</b>	<b>12.70</b>	<b>16.98</b>	<b>22.90</b>	<b>12.69</b>
	Main areas of spend are Smartlight Phases 1 & 2 £6.4m and Transport Schemes £6.2m. The 2016/17 programme has decreased by £0.1m from Quarter 3 which includes the following major changes: -					
	<b>Smartlight Phase 2</b> - a decrease of £0.8m due to the anticipated LED installation in 2016/17 being lower than expected, installations now expected to be complete November 2017. The scheme has been re-profiled to reflect this.					
	<b>Smartlight Phase 1</b> - an increase of £0.4m, mainly in relation to costs which were not originally budgeted for including design fees. Funded from additional IMF, the scheme has still been concluded within its original allocation of £10.1m.					
	<b>Transport Programme</b> - increase of £0.5m with no single large variance, mainly due to costs not originally budgeted for. The programme and resources have been re-profiled across years to reflect this.					
	<b>Trading &amp; Assets</b>	<b>7.64</b>	<b>6.54</b>	<b>11.23</b>	<b>14.94</b>	<b>5.42</b>
	Main items of spend are Main Fleet Purchase £1.3m and the Property Investment Fund £2.0m. The 2016/17 programme has reduced by £1.1m from Quarter 3 mainly due to the re-profiling of schemes as outlined below.					
	<b>Main Fleet Replacement Programme</b> - £0.4m re-profiled to 2017/18. 55 vehicles were purchased and received by the Authority in 2016/17. The variance is mainly due to a number of vehicles that were ordered in 2016/17 but have yet to be delivered, this committed allocation has been moved to 2017/18. Funded through IMF and revenue contribution.					
	<b>Corn Exchange Roof &amp; Facade</b> - £0.3m re-profiled to 2017/18 due to delays in scaffolding and hoarding work meaning the main refurbishment works could not begin in March as planned. Problems were encountered in securing ties to the walls and the hoarding work was initially inadequate. Scaffolding and hoarding work now scheduled to handover 5th May.					

## Strategic Risks

Current Risk	<p>There are currently 18 Strategic Risks and all have been updated as part of the Q4 reporting process. The heat map shows a summary of the scores.</p> <p>As a result of the Q4 challenge process no new strategic risks have been proposed and the following strategic risk has been nominated for deletion: Failure to set robust assumptions on pensions deficit recovery and future contribution rate for the 2016 valuation.</p> <p>To ensure an holistic approach to the management and quality of information and data we propose to reword the following strategic risk</p> <p><b>FROM:</b> Failure to improve Data Quality will prevent us from ensuring that data relating to key Council and Borough priorities is robust and valid.</p> <p><b>TO:</b> Failure to ensure the Council meets its statutory information governance requirements and maintains quality data.</p>
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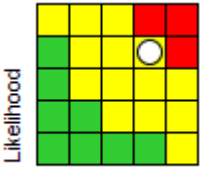
### The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation

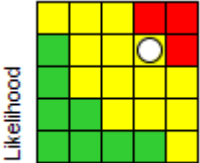
Damian Allen

Current Risk	<p><b>20</b></p>  <p>Likelihood</p> <p>Impact</p> <p><b>CURRENT SITUATION:</b> Doncaster has an Anti Poverty Strategy Group, which has an agreed action plan for 2017-18, which covers the themes, Intelligence, Children and young People, Housing, Enterprise and communications. Further to this our strategic planning for 2017-18 has at its core inclusive growth, talking poverty and social mobility.</p> <p>Doncaster has been named as an 'Opportunity Area' by the Dept. of Education, which is an allocation of funding which we can use to identify and remove barriers to social mobility across Doncaster.</p> <p><b>MITIGATING ACTIONS:</b> Continued monitoring of Anti Poverty action plan, development of an inclusive growth strategy for Doncaster, continued development of our approach to social mobility linked to our opportunity area status and further development of our Borough Strategy in 2017-18, which puts this at its core.</p> <p><b>TARGET SCORE:</b> 5 (Impact) X 3 (Likelihood) = 15</p>
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### Failure to improve Data Quality will prevent us from ensuring that data relating to key Council and Borough priorities is robust and valid.

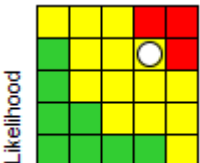
Simon Wiles

Current Risk	<p><b>16</b></p>  <p>Likelihood</p> <p>Impact</p> <p><b>CURRENT SITUATION:</b> Following the formal agreement of the Data Quality Strategy 2016/17 – 2020/21, a working group is meeting regularly to drive forward the activity in the 2016/17 plan and develop the plan for 2017-18. Self assessments across the council for statutory returns have been completed but further work to analyse and chase up some needs to be completed. The Business Intelligence Board has overseen this work and will agree the 2017-18 action plan to ensure there is accountability and drive to achieve our ambitions over the next 12 months.</p> <p><b>MITIGATING ACTIONS:</b> Adopt data quality standards across our key systems, enhance the self assessment process to all Information Asset Owners on the data they are responsible for, joined up working for the General Data Protection Regulation (GDPR) changes, explore the idea of data quality champions.</p> <p><b>TARGET SCORE:</b> 4 (Impact) X 2 (Likelihood) = 8</p>
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Current Risk	
<p><b>16</b></p>  <p>Likelihood</p> <p>Impact</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. Indications from schools are positive and training attendance has been good. Feedback from STEPS report is positive and we are anticipating an uplift in outcomes in this area.</p> <p>The new Raising Achievement Strategy has been consulted on and accepted and we are now drafting a Raising Achievement Plan to deliver the Strategy.</p> <p>Two meetings have now been held of the new Ofsted Leadership Network, the aim of which is to facilitate schools having an increased understanding of the Ofsted framework.</p> <p>Plans are developing for a Secondary Teaching School Alliance. We are working on transition with a focus on reciprocal reading and subject leader networks.</p> <p>Data released for GCSE results has placed Doncaster 13th lowest nationally for attainment 8 scores and in the bottom 20% nationally for progress 8 scores.</p> <p><b>MITIGATING ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Continue to deliver the School Improvement 3 year Post Ofsted Action Plan</li> <li>• Challenge Schools Commissioner and Sponsors of Academies on underperformance</li> <li>• A revised School Improvement Strategy was agreed in January and is being delivered</li> <li>• Deliver aspects of the One Doncaster Education and Skill Commission report - including KS2 and KS4 initiatives</li> <li>• Academy exploration and growth strategy for schools at risk of decline and those wishing to join Multi Academy Trusts</li> <li>• Revision support in the community for students and parents - MOMU programme is now in its 2nd year and has been expanded to include KS2 and to improve reading outcomes. Early indications are that attendance is similar to last year.</li> <li>• Leadership succession and recruitment support initiatives in partnership with the Teaching School Alliance</li> </ul> <p><b>TARGET SCORE:</b> 4 (Impact) X 3 (Likelihood)=12</p>

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

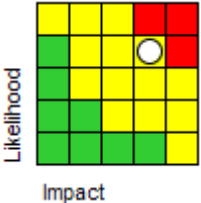
Peter Dale

Current Risk	
<p><b>16</b></p>  <p>Likelihood</p> <p>Impact</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 spacial 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>A SCR group of senior representatives has been established to pull together the outline of a proposed consultation on a CA mayoral model the first meeting of this is scheduled for the 19th April</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> 4 (Impact) x 4 (Likelihood) =16</p>



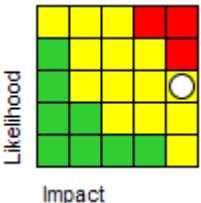
As a result of the decision for the UK to leave the European Union there is increased uncertainty across a number of policy and funding areas that could lead to disruptions in funding and/or projects locally in Doncaster.

Simon Wiles

Current Risk	
<p style="text-align: center;"><b>16</b></p> 	<p><b>CURRENT SITUATION:</b> Article 50 has been formally triggered which starts the process of UK exiting the European Union. Draft negotiating positions are emerging from both sides but no definitive points are available. A general election has been called by the UK government which will take place on 8th June. The various political parties will develop manifesto pledges that will have direct impact on our negotiating positions post election. It is likely that clarity on this will be unclear until summer/autumn 2017.</p> <p><b>MITIGATING ACTIONS:</b> Review manifesto pledges and work with regional and national government to ensure impacts of exiting the European Union are minimised as much as possible.</p> <p><b>TARGET SCORE:</b> 4 (Impact) X 2 (Likelihood) = 8</p>

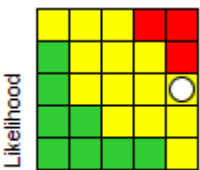
Failure by the Council and the Trust to agree and set a realistic annual budget target

Damian Allan

Current Risk	
<p style="text-align: center;"><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 was signed off by the DfE in January 2017 as scheduled. The report set out that there are a number of budget items that are 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 (FSS) and any changes to service level agreements. A contingency has been set aside and discussions with the Trust have progressed, the FSS transfer has been confirmed.</p> <p>The Trust's quarter 4 outturn financial report will present a forecast outturn overspend for 2016/17 of £1.5m and contract variations have been agreed to fund the balance by the Council. Note £1.9m contract variations were agreed earlier in the year for price and volume increases, so the underlying overspend by the Trust was £3.4m. The key pressure continues to be cost of children placed in care within residential and special guardianship placements. 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.</p> <p><b>MITIGATING ACTIONS:</b> Regular (monthly) performance and financial monitoring meetings take place between DCST and the Council to keep the forecast under review. Additional information, mainly with regard to volume and prices of the care ladder, were requested to inform the Annual Review process and achieve a realistic budget target for 2017/18.</p> <p><b>TARGET RISK PROFILE:</b> 5(Impact) x 2 (Likelihood) = 10</p>

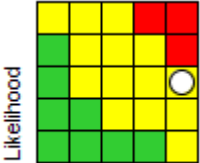
**Failure to obtain assurance as to the safeguarding of children in the borough Failure to meet children's safeguarding performance requirements which could lead to an 'inadequate' inspection judgement by Ofsted**

**Damian Allen**

Current Risk	
<p><b>15</b></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.</p> <p>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 second 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 third monitoring visit took place in March 2017 and identified significant progress in the quality of services provided for look after children since the full 2015 inspection; that both the Council and the Trust have responded thoroughly to the actions required and that children and young people are placed at the heart of strategic planning and operational work, with welcome recognition of the ambition of both parties for this vulnerable cohort.</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 PIs 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.</p> <p>DMBC is clear that the three most pressing impediments to this risk remain demand management, placement policy and quality of practice and is pleased that Ofsted in its second monitoring visit found that ‘significant progress had been made in the quality of work since the 2015 inspection and that , overall the quality of provision was better and prompt and that appropriate actions was .taken to address safeguarding concerns with improvements evident in the quality of assessments and enquiry; that children are seen alone and their views are heard and Ofsted noted the pace of improvement.</p> <p>A further monitoring visit is expected in June 2017.</p> <p>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.</p> <p><b>TARGET RISK SCORE:</b> 5 (Impact) x 2(Likelihood) =10</p>

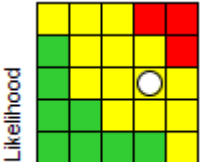
## Failure to successfully prevent a major cyber attack

Simon Wiles

Current Risk	
<p><b>15</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>CURRENT POSITION:</b> Successfully achieved PSN accreditation for another year. Implemented recommendations from annual ICT Security Audit. Further reports on ICT Security to the SIRO Board. ICT Security Officer studying to gain professional security qualification and expertise. Linking in with local authority partners to communicate and learn from incidents. Promoting spam and phishing email e-learning to all and ensuring new councillors complete as part of their induction. Completing Cyber Essentials accreditation which if successful will provide us with something to put on our website to reassure citizens.</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 software and measures 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> 3 (Impact) x 2 (Likelihood) = 6</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 Allan

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.</p> <p><b>MITIGATING ACTIONS:</b> Arrangements are in hand to implement the governance review which will see a new Executive Board to formalise the Interim Executive Group and which will meet monthly and which will provide overarching governance and delivery oversight across the partnership of the CYPP along with a new fit for purpose sub structure and a new strategic forum which will meet quarterly to comment plan and shape the CYPP championing the voice of CYP,.</p> <p>The new JSNA is a more dynamic document as is the consequential Children's plan for 2017-2020, as well as significant development of participation and engagement of CYP embodied in the new and developing Participation and Engagement strategy</p> <p>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'</p> <p>The three key documents will be formally launched at a high profile event on 23rd May, 2017.</p> <p>The Governance sub structure is aligned with and reflects the CYPP. A new Participation &amp; engagement sub group has been in place since Dec 2016 and has been active developing the Participation &amp; Engagement strategy and the co-production of the CYPP and the PES with children and young people. .</p> <p><b>TARGET RISK SCORE:</b> 4 (Impact) x 2 (Likelihood) = 8</p>

<b>Risk Title (Risks with a score of less than 10)</b>	<b>Risk Score</b>	<b>Owner</b>
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	<b>10</b>	<b>Damian Allan</b>
Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk.	<b>9</b>	<b>Damian Allen</b>
Failure to adequately address a sufficient number of Children's Trust PIs (as defined in the service delivery contract)	<b>9</b>	<b>Damian Allen</b>
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	<b>8</b>	<b>Simon Wiles</b>
Failure to respond adequately to borough emergencies or mitigate effectively against the effects of extreme weather conditions e.g. flooding.	<b>8</b>	<b>Peter Dale</b>
Failure to identify and manage Health and Safety risks	<b>6</b>	<b>Peter Dale</b>
Failure to achieve the budget targets for 2016/17 and 17/18.	<b>6</b>	<b>Simon Wiles</b>
Failure to implement the Council's key borough objectives in partnership	<b>6</b>	<b>Simon Wiles</b>
Failure to set robust assumptions on pensions deficit recovery and future contribution rate for the 2016 valuation	<b>4</b>	<b>Simon Wiles</b>

## Equality, Inclusion & Diversity

**Equality, Diversity & Inclusion (EDI)** continues to underpin the work and ethos of the Council at all levels. We are structuring our EDI objectives around the Corporate Plan priorities to deliver 'one approach'; We have strengthened the governance structure that is wrapped around our EDI Framework; Elected Member Champions are now in place to help us to understand our community profiles, and ensure we shape and deliver our services in response to their changing needs and requirements.

The following highlights are just a sample of the varied achievements and activity that took place during quarter 4



## Doncaster's Inclusion and Fairness Forum

The Inclusion and Fairness Forum held an event at Doncaster Deaf Trust on Wednesday 26<sup>th</sup> April. Over 30 people came along to share their views on our selected 'hot topics'. These were how BME communities feel about their experiences in accessing social care services, the way the council might engage with its communities in the future and the key principles for effective community engagement.

Future forums are currently being planned and the web pages have been re-vamped.

For further information please visit:  
[www.teamdoncaster.org.uk/inclusion-fairness-forum](http://www.teamdoncaster.org.uk/inclusion-fairness-forum)

**Event and celebration days** - The council marked the following diversity days as part of its commitment to raising awareness of diversity:



During January we marked 'Dry January', promoting the cutting down on alcohol and launched a Supporting

Staff Leaflet containing information resources and support.

15th Jan- We promoted  
**World Religion Day**

8<sup>th</sup> March International Women's Day

celebrating women's  
achievements

throughout history and across nations. People

made a range of pledges for the 'This Girl Can' campaign and reflected on which woman inspires them. The Mayor Ros Jones and Chief Executive Jo Miller produced an internal video discussing a range of issues effecting women in leadership.

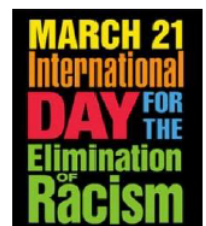
We had over 65 people attending our events.  
Some Example Quotes:

- I'm going to take this away to read thank you (regarding the Flexible working policy)
- It's amazing how much women manage to do, on top of their days work!
- "Just go for it ladies - I'm all for celebrating women's achievements"
- "This is fantastic - it has been so hard for women, you don't realise where we have come from"
- "This is brilliant - you've done a grand job"
- "I had two weeks off with my new baby, it was amazing, more time would have been nice" (Male member of staff)
- "Do you think men feel the same when they return from paternity, that they feel conflicted to return?"
- "We don't celebrate women enough!"

**Gender pay reporting** - We continue to prepare for gender pay reporting

**21<sup>st</sup> March International Day for the Elimination of Racial Discrimination**

we marked the day by reminding people of racial discrimination's negative consequences and encouraging people to combat racial discrimination.



## Workforce Digest

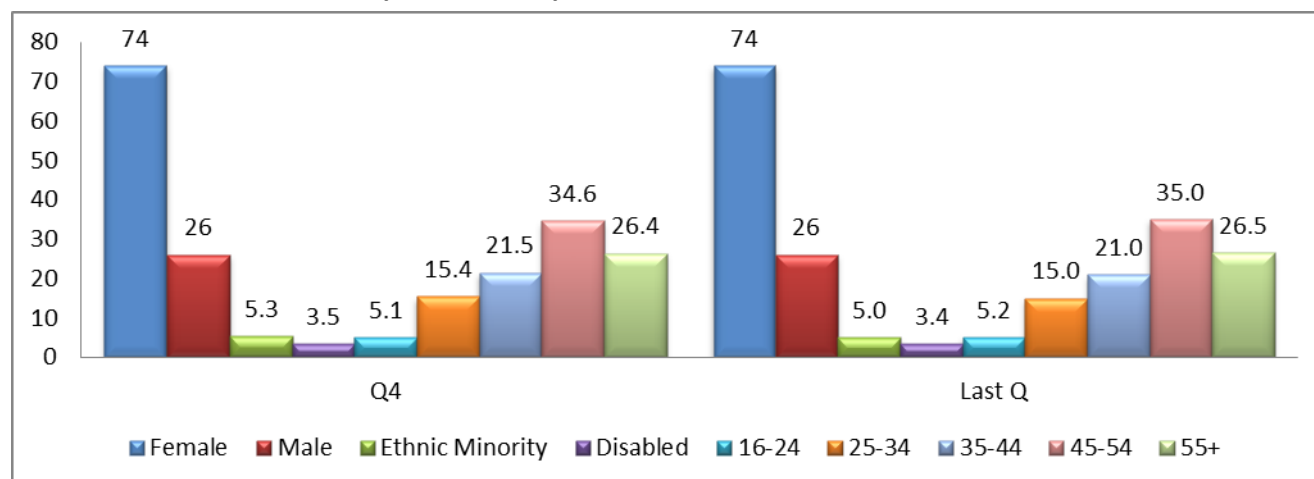
An accurate and up to date picture of the workforce information, trends and risks is essential to achieving the cultural aspirations that the Council has set out in the People Strategy and Team Doncaster Charter to achieve better people management, engagement and communication and to help develop and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

### Top 3 Priority Risk Areas

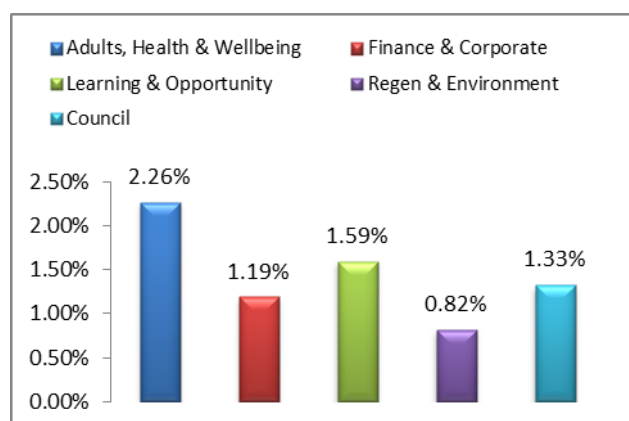
In the last report a number of major and emerging HR and OD risks were identified. These continue to be the same in this quarter and some areas of improvement reported in earlier quarters have not been sustained. However in some areas there are further signs that action is being taken which is having 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 (1.33% for the quarter compared nationally at 15.4% pa and public sector at 10.5%) and high retention rates (96% with 1 years' service, 84% with 3 and 76% 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.

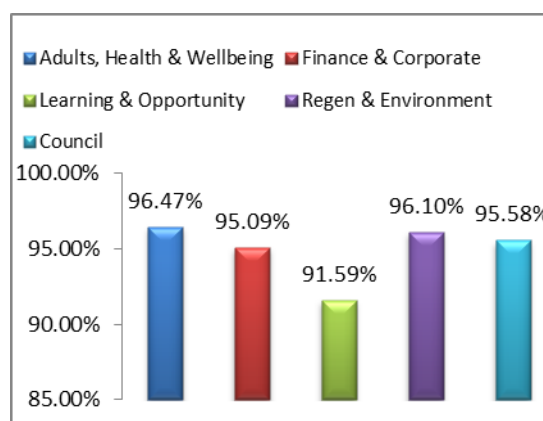
### Council Workforce Profile compared to last quarter shown as %



### Turnover Rate By Directorate %



### One Year - Retention Rate by Directorate %

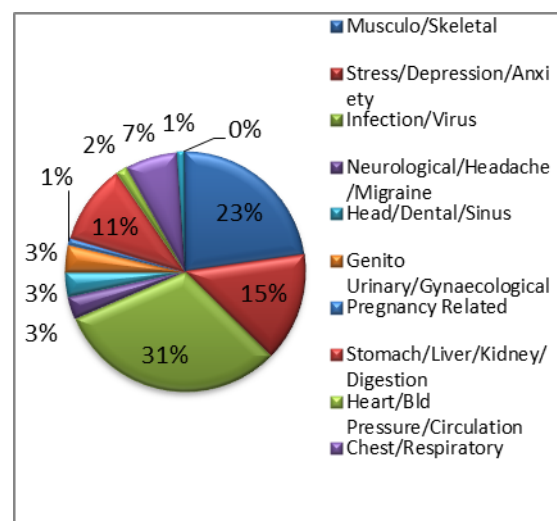




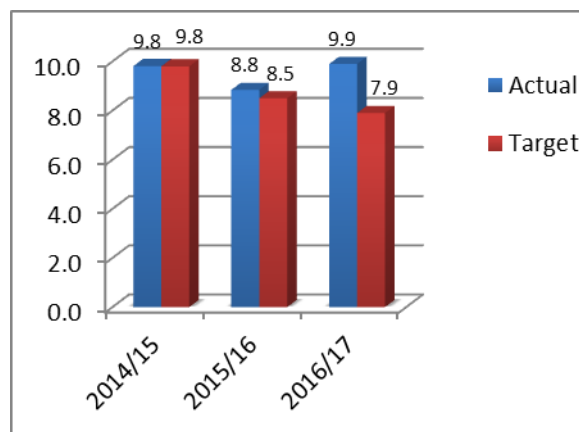
2. **Performance Management:** There has been a slight increase in the number of employee capability cases however overall the continued low level of cases being recorded as managed is a concern, as is the drop in the level of completion of PDRs which are now just below the corporate target at 94% in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

The increase in the absence rate, particularly short term absence, seen in the last quarter continues. The outturn is now 9.90 days per FTE which means that the corporate target of 7.9 days per FTE has not been achieved. This remains a concern, and the overall on-going reduction and downward trend year on year, has now not been sustained. The quarter has seen a slight increase in the number of sickness triggers actioned and 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 also 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.

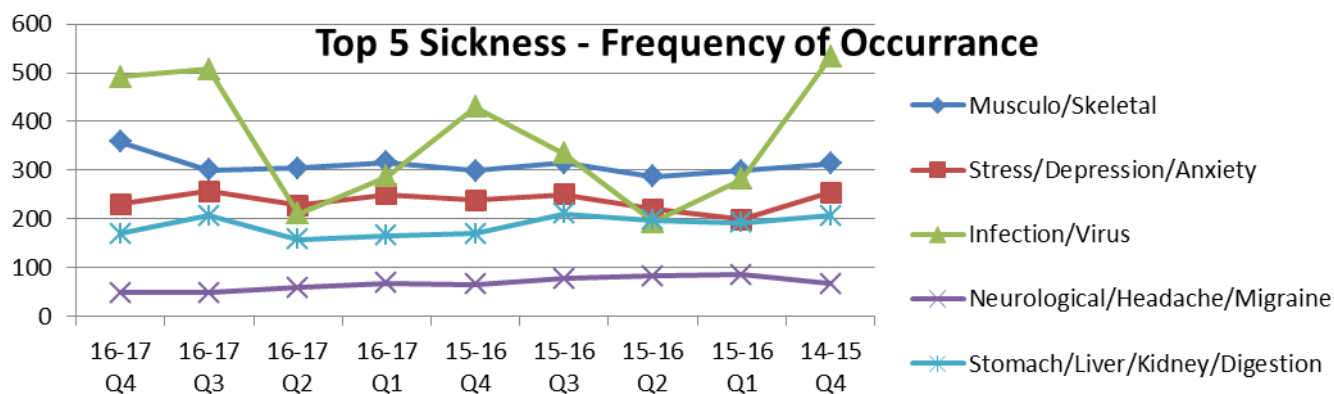
#### % Type of Sickness Occurring



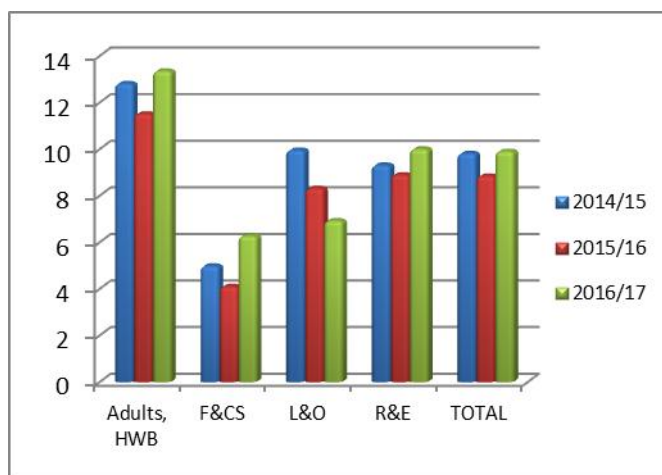
#### Sickness Days Lost /FTE



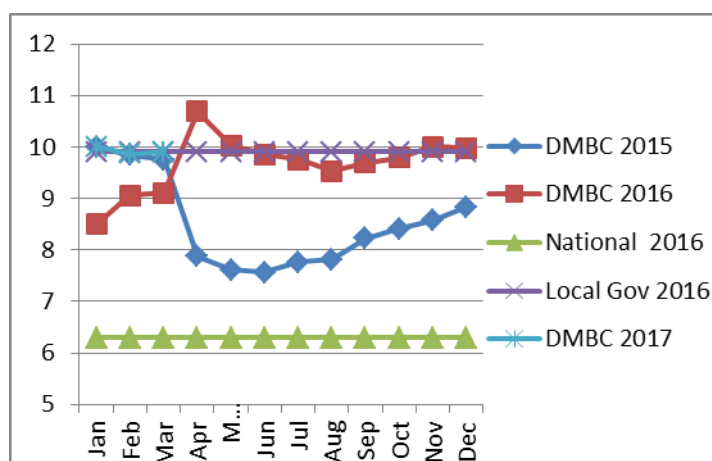
#### Top 5 Sickness - Frequency of Occurrence



## Sickness Days Lost Per FTE



## Sickness Days Lost /FTE



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

s in 2016 so our increase is not in line with this trend - 2 days per employee.

d - minor illness like infection and virus is the main cause lth and then musculoskeletal including back pain is the

ss, stress, mental health and then musculoskeletal n increase in stress over the last year and 2/3 an increase vate sector

- Additional Workforce Spend:** There has been a slight decrease 7.8% in the levels of additional spend on agency this quarter, however the overall level remains high and there has been an increase in the number of assignments. This together with the overall level of spend on agency, casual workers, additional hours and overtime which although has decreased, from 10.79% to 10.38%, still remains high which means this area remains a key risk until there is a sustained reduction.

There has been a slight increase on spend for casuals, additional hours and overtime which means the reductions seen in the last quarter as a result of the implementation of the Modern and Productive Workforce collective agreement changes have not been sustained. This, together with 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.

## 4. Actions taken by each directorate following outcomes from quarter 3 performance

### Adults Health and Wellbeing

Strategic workforce planning has been undertaken with the Directorate Leadership Team (DLT) and the HR and OD Plan and Transformation Workforce Plan went to DLT for approval on 12 April. Both were approved with some agreed amendments and the caveat that some further tweaking can be expected.

Work has been carried out to reduce non contract spend including:

- A recruitment partner, TMP, has been sourced to assist with recruiting to vacancies including those temporarily required for transformation. Redeployees have been placed in posts wherever possible.
- Monitoring and reviewing of rotas and contracts continues to reduce reliance on additional hours. The HEART team have implemented a new structure with revised rotas and consultation is to commence shortly on a new rota for the ARC team. Further work is now required in the residential areas for Learning Disabilities, although this will be picked up with the review of the services



- Annualised contracts have been introduced in the STEPS team.
- Monitoring of overtime and honorarium payments

A planned focus on PDRs resulted in an increase of those undertaken in Q2 and which was sustained into Q3. There is still room for further improvement and managers will be reminded of the need to complete quality PDRs in line with the corporate deadlines, with development plans for anyone assessed at level 4 and 5. This work will continue to be challenged and monitored in Heads of Service relationship meetings with Senior HR and OD Officers.

Staff continue to participate in resilience and change management training including bespoke team sessions and further development to support transformation has been planned in line with the key project plans. Digital council projects continue with change management support. A number of new managers have also attended people manager induction training.

Sickness levels remain high in the directorate, for both long and short-term sickness. It is recognised that some of this is due to the transformational changes currently taking place, however, it is evident that some is also due to the lack of robust management of cases. In order to address the issue and to improve management accountability, sickness absence clinics commenced in February. Due to changes in senior management the second clinic in April was cancelled and a further one has been arranged for 7 June 2017. It is recommended that further steps should be taken to challenge the lack of robust and timely actions on sickness cases. HR and OD will work with management to address this.

The increase in the cost of agency staff remains a concern, however, there was a decrease in agency assignments at the end of March and 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.

Significant work has been undertaken on updating the establishment on the HR Portal following some major restructures and movement of teams into different service areas. HR and OD have carried out this work together with colleagues in Rotherham. There still remains a concern that Managers do not keep the HR Portal up-to-date and that this will continue unless it is addressed at a higher level.

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

Work has been ongoing to embed the new management structure including ensuring establishment information on the HR portal is accurate. Work is starting to prepare for a review of functional areas to commence in Q1 of 2017/18.

Work continues to ensure non contract spend is kept to a minimum:

- Additional hours and overtime is monitored on a monthly basis to identify any individuals predicted to breach levels set under the Modern and Productive Workforce changes.
- 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. Managers with un-actioned triggers are contacted by HR to ensure members of staff are being effectively managed and the Managing Attendance policy is being followed.

Regular relationship management meetings take place between Senior HR&OD Officers and Heads of Service at which a range of issues are discussed to enable early intervention and support where needed.

### **Regeneration and Environment**

Key actions from workforce planning sessions continue to be embedded and inform reviews of structures along with the creation of additional apprenticeship posts to support succession planning with further posts being identified in line with the requirements of the apprenticeships levy. The workforce profile continues to be monitored.

Work to reduce non contract spend continues, including:

- Changes to recruitment processes have been made to ensure vacancies are filled quicker
- Increasing the use of variable hours contracts to provide extra flexibility
- 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 submitted
- The requirements for all agency workers have been reviewed and the overall usage and cost has reduced

Performance action plans on all who were assessed at level 4 and 5 continue to be monitored. Managing attendance well continues to be a priority as sickness levels continue to increase and the directorate's action plan continues to be reviewed and updated. Wellbeing initiatives continue in hotspot areas and there is an increased focus on the management of long term sickness. 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's pilot of a new engagement assessment tool is well underway and a number of workshops are planned relevant to the outcomes and the final resilience workshops for people managers has been held.

Transfers under TUPE regulations are increasing as traded service provision contracts are awarded to external providers.

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

### **Finance and Corporate Services**

Overtime and additional hours are monitored on a monthly basis to identify any employees at risk of breaching the levels set by the Modern Productive Workforce changes. Relevant managers are contacted to discuss any areas of concern. An exemption was requested and granted in one service area which was predicted to breach the levels.

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, for example, tailored managing attendance refresher training was delivered to people managers in Customers, Digital & ICT during Q4.

## Customer Services

### Customer Service Performance

Q4 2016/17



#### Quarter 4 Highlights

Customer Services have served 126,830 customers this quarter. We have carried out a number of email campaigns encouraging our residents to use our online services. This has helped drive this quarters online channel shift to 25%. The campaigns promoted the ability for residents to report missed bins, check their collection dates, report littering and dog fouling as well as managing their council tax online - including the ability to sign up for ebilling. We have also introduced web chat on our web sites report it pages, enabling us to digitally assist our residents whilst they are accessing services online.



**ONE STOP SHOP**  
43092



**EMAIL**  
9519



**PHONE**  
74219



**ONLINE SELF-SERVICE**  
32141



**ONE STOP SHOP  
AVERAGE WAIT**  
08:17



**ONE STOP SHOP  
AVERAGE SERVE**  
06:04



**MY DONCASTER  
APP  
REGISTERED  
USERS**



**CALLS  
ANSWERED IN 20  
SECONDS**

60%



**Top 3 Self  
Service requests**

Council Tax Forms

Requesting an Additional  
Bin/box

Housing & Council Tax  
Benefit Form



#### COMPLAINTS TO THE COUNCIL

Directorate Volume % Ans in 10 working days

F&C

42

95%

AH&WB

29

96%

R&E

171

84%

DCST

41

48%

LOCYP

4

100%

SLH

271

90%

#### Customer Satisfaction

73% Excellent

15% Good

12% Poor

61%

OF COUNCIL  
SERVICES NOW  
AVAILABLE ON  
LINE

#### Freedom of Information Requests

DMBC :

345

93%

Answered in  
20 working  
days



DCST:

16

100%

#### Data Protection Requests

DMBC :

13

92%

ANSWERED IN  
40 CALENDAR  
DAYS



DCST :

16

75%

"Customers Are Our Business and Define our Success"

## Complaint Trends

Q4 : 2016/17

### Regen & Environment

Waste & Recycling - Changes to waste collections over the Christmas period. Green boxes being out of stock.

### Finance & Corporate

Council Tax & Housing Benefits - Various, no trends  
Customer Services - Information provided to customer

### Adults Health & W. Being

Attitudes and action of staff

### L&O: Children & Young People

Various , no trends



## Compliments

*"Customer wanted to say a big thank you to the Adaptations Team, he was a bit apprehensive about the things they were offering to help him at home but the member of staff was brilliant. He wanted to make the team aware of how thankful he is for their help and kindness. He also wanted to say thank you, as when someone calls it's nice to have a kind person on the end of the phone."*

*"A big thank you to the Customer Service Team for helping with a Blue Badge application. The customer had misplaced a document when leaving The One Stop Shop, the team went out of their way to help the distressed customer. The customer wanted to say thank you as all staff dealt with her sympathetically and professionally."*

*"On Friday 24th March a road had been blocked by a tractor and trailer. The bin crew went out of their way to walk right down to the end of the cul-de-sac to make sure everyone's bin was emptied and wanted to compliment them for this."*

*"Customer would like to say a big thank you to the team for fixing her street light."*



## What are our customers enquiring about this quarter ?

### One Stop Shop

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

### Contact Centre

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

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

## Appendix B - Virements in Quarter 4

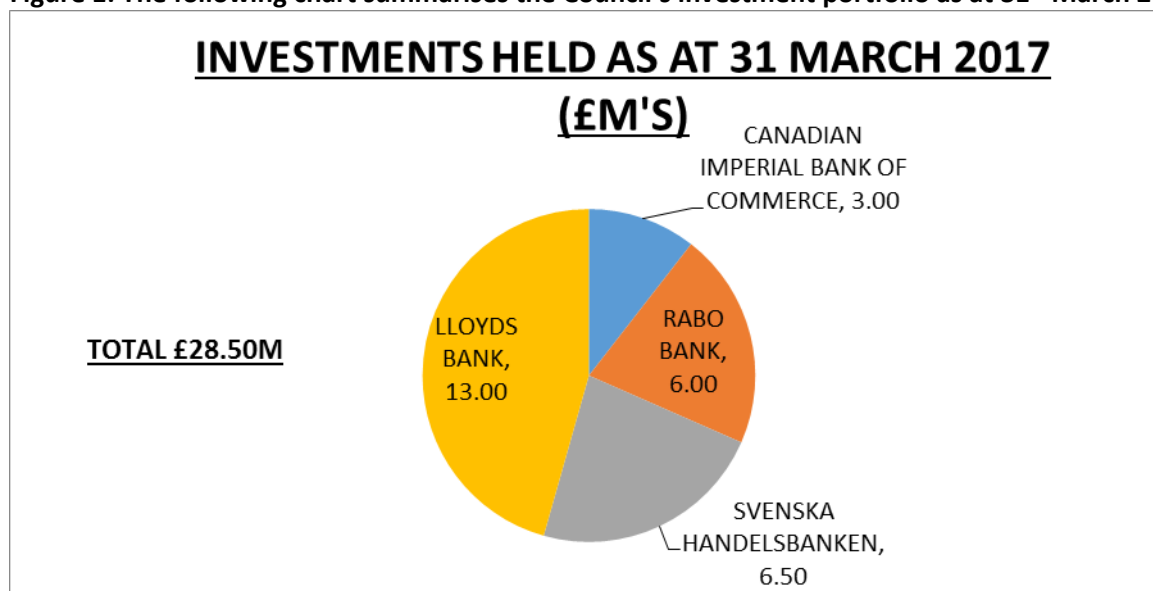
Reason		Directorate	2016/17 £
<b>Amounts approved by Chief Financial Officer up to £0.10m</b>			
1	7 months rental for Oaklands Short Break Unit between Regeneration & Environment and Doncaster Children Service Trust	R & E LOCYP	(17,500) 17,500
2	Temporary movement of salary budget in respect of 2 grade 5 posts within Professional Business Support being funded by LOCYP to carry out Direct Payments audit function.	LOCYP F&CS	(5,860) 5,860
3	Permanent funding from LOCYP towards Corporate Parenting Board.	LOCYP F&CS	(7,000) 7,000
4	Transfer of post from AHWB (SAPAT funeral team) to R&E (cost centre was transferred in Q2)	AHWB R&E	(20,460) 20,460
5	Temporary movement from F&CS (SPU) to AHWB Policy and Commissioning to fund Connect 2 Support	F&CS AHWB	(25,000) 25,000
6	Transfer of 50% of Children's Centre lettings income back to LOCYP.	LOCYP R&E	(17,250) 17,250
7	Use of Digital Region returned funds to finance BDUK demand stimulation costs in 2016/17	F&CS CWB	29,090 (29,090)
8	Contribution for MyDigital marketing campaign	F&CS R&E	2,000 (2,000)
9	Allocation of Care Act funding	F&CS AHWB	56,710 (56,710)
<b>Amounts approved by Chief Executive £0.10m to £0.25m</b>			
1	Funding Transport savings shortfalls from contingency budgets (including £40k planned to come from Children's Trust)	R&E Council Budgets Wide	206,000 (206,000)
<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	Budget not required in 2016/17 regarding the Sensitive Case to be transferred back to Council Wide Budget from LOCYP.	CWB LOCYP	511,170 (511,170)
2	Use of Insurance Fund underspend to help fund DCST overspend	LOCYP CWB	1,964,000 (1,964,000)
3	Centralisation of MRP and Investment and Modernisation budgets	CWB AHWB F&CS R&E	2,052,410 (6,880) (3,990) (2,041,540)
4	Transfer balance of earmarked reserves related to demolition of the Sorting Office and other St Sepulchre Gate West buildings to be used to meet FARRRS phase 1 overspend	Earmarked Reserves R&E	(544,620) 544,620
5	Transfer of Minimum Revenue Provision (MRP) budget to Severance earmarked reserves £2.4m and Service Transformation Fund £1.0m	CWB Earmarked Reserves	3,491,970 (3,491,970)

## Appendix C - Treasury Management Update - Quarter 4 2016/17

1. The outturn for Treasury Management is an under spend of £1.58m.
2. The under spend has been predominantly achieved by being under borrowed and delaying external borrowing as long as possible. DMBC is currently £70m under borrowed (£73m at Q3) which is a key contributor to the under spend. If the £70m was borrowed at 2% there would be an additional external interest cost of £1.4m per annum. The reduction in under borrowing has occurred due to taking out additional borrowing for the planned capital programme which has subsequently slipped.
3. 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. Article 50 has now been triggered giving the UK and the EU 2 years of negotiations with the EU and the rest of the world around trade agreements. The previous 16% fall in sterling against the US Dollar during 2016/17 was partially reversed when the Government announced a snap General Election for June 8<sup>th</sup>. 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

4. The investment portfolio, which currently stands at £28.5M, can be seen in Figure 1. The investments are a mixture of call accounts for liquidity, fixed rate investments and certificates of deposit.
5. The current average investment rate is 0.67%, against a benchmark rate of 0.20%. 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. This will affect investment rates going forward, however, it is unlikely that we will see any significant increase in rates in the near future.
6. **Figure 1: The following chart summarises the Council's investment portfolio as at 31<sup>st</sup> March 2017.**



7. 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 Debt Portfolio as at 31st March 2017.**

<b>DMBC Debt Portfolio and Maturity Profile as at 31st March 2017</b>				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	3.90	17,191
12 to 24 Months	50	0	5.14	22,687
24 Months to 5 Years	50	0	6.93	30,560
5 Years to 10 Years	75	0	7.96	35,101
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			76.07	335,561
40 Years to 50 Years				
50 Years and above				
<b>TOTAL</b>			<b>100.00</b>	<b>441,100</b>

8. 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 £27.6m. £4.5m in new external borrowing to support the Capital Programme (reduced from £8.1m in Q3) and £23.2m to replace loans which matured during the year. However, £32.5 million had been borrowed prior to the latest forecast, which is within the original approval but more than actually required.
9. 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 2.3% to 3.2% between now and March 2020) there is no real need to do so immediately.
10. 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**

11. 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.
12. 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**

13. Lloyds Banking Group was awarded the contract to provide DMBC with general banking facilities from 1st January, 2016. All accounts have now been successfully transferred to Lloyds Bank, with all Coop Bank accounts now closed.



## Appendix D – Capital Programme New Additions Quarter 4 2016/17

	Funding Source	New Addition 2016/17 £m	New Addition Total £m
<b>Adults, Health &amp; Wellbeing</b>			
<b>Wike Gate Road Play Area:</b> Various improvements including the provision of children's play equipment, improvements to the gate and the installation of the tarmac path for safer and easier access.	Section 106	0.00	0.06
<b>Branton Playing Field Improvements:</b> To undertake enhancements to the Kilham Lane playing fields by improving existing equipment and installing various new items of play equipment, gym equipment, seating, climbing wall and perimeter track.	Section 106	0.00	0.14
<b>WIFI Installation Museum Service:</b> Installation of public WiFi at all Museum sites with Cusworth Hall as the priority.	Arts Council Resilience	0.00	0.03
<b>Refurbishment Cusworth Hall Shop:</b> Development of the Cusworth Hall shop to maximise retail potential.	Grant/RCCO (match contribution)	0.00	0.03
<b>Total Adults, Health &amp; Wellbeing</b>		<b>0.00</b>	<b>0.26</b>

<b>Finance and Corporate Services</b>			
GIS Hardware Replacement – new servers to deliver GIS servers and applications Remote Working Hardware – purchase of lap tops to be issued Council wide Remote Devices - relates to the Digital Council for use by LOCYP and Regeneration and Environment	Corporate Resources (allocated from existing amount for ICT Strategy)	0.18	0.22
<b>Total Finance and Corporate Services</b>		<b>0.18</b>	<b>0.22</b>

<b>Learning &amp; Opportunities: Children &amp; Young People</b>			
Bank account school specific projects managed and funded by schools direct outside the Council Capital Programme. Only notified when schools submit returns in March.	Schools Revenue Funding	0.19	0.19
2 new schools condition schemes for minor works totalling £0.054m. These schemes were responses to urgent work where failure had occurred / was imminent and the risk to school closure was high. These schemes were funded from reductions in other condition schemes.	LOCYP Resources	0.05	0.05
<b>Total Learning &amp; Opportunities: Children &amp; Young People</b>		<b>0.24</b>	<b>0.24</b>

<b>Regeneration &amp; Environment</b>			
<b>Housing</b>			
Affordable Housing, Edwin Road Woodlands. Capital grant to a 3rd party, Johnnie Johnson Housing Trust (JJHT) housing association to enable the viability of a scheme to deliver 11, 2 bed bungalows on site of former residential care home. Cabinet report 14th March 2017 originally intended this to be a new allocation of S106 but this can now be met from re-allocation of funds from the existing £0.35m S106 allocated to the existing JJHT Layden Drive scheme after re-appraisal by the housing association.	Section 106 funding	0.115	0.115
Goodison Boulevard Open space. Creation of an open space (0.6 acre) as part of a new residential care facility on the site of a former care home.	Section 106 funding	0.031	0.031
<b>Total Regeneration &amp; Environment</b>		<b>0.146</b>	<b>0.146</b>



## Appendix E – 2016/17 Carry Forwards

Service / Description	Amount £'000	Comments
<b>Adults, Health &amp; Wellbeing</b>		
Adwick community enterprise	12	Insurance money received from theft of vehicles, carrying forward for purchase of replacement vehicle.
Integrated Discharge Team	180	IDT 7 Day working monies. CCG provided £200k no restrictions and have agreed for C/F to fund 7 day working into 2017/18
Museums - Communities	9	Income received from Cusworth Hall Gardens Trust for specific purposes not fully spent.
Active Rec - Communities	3	Weight Management - professional activity programme - Health Contribution
<b>Learning &amp; Opportunities: Children &amp; Young People</b>		
LOCYP Education	63	Ring-fenced grant received March 17 to provide extra funding to help schools convert to academies more quickly.
Parent Partnership Service	21	2016/17 ring fenced Grant to be carried forward into 2017/18 to fund a temporary post in the Parent Partnership Service. 2015/16 allocation has funded the post in 2016/17.
LOCYP Education	16	Grant received March 17 from the DfE for procuring an IT system that checks parent' eligibility for the 30 Hours childcare.
<b>Regeneration &amp; Environment</b>		
Trading Standards Fakes Cause fires	7	Trading Standards received a grant from South Yorkshire Fire and Rescue. They have requested that the residual money left over is used to make a public information film/campaign regarding the Nicotine inhaling Products. The film is being made at this time and it is estimated that half of the Grant will be spent by the end of the financial year. The residual will need to be carried over to pay for the works when complete. If any grant money is not spent this will have to go back to the fire authority.
<b>Additional requests approved by S151 officer</b>		
R&E Skills & Enterprise - Apprentice Levy interim arrangements	100	There will be an underspend of approximately £100k against the Skills Made Easy (SME) budget (EF067) due to the late allocation of grant from Sheffield City Council (SCC) to Doncaster Council. SCC do not require the funding to be repaid and therefore it is proposed to use the underspend to pay for resources required to support the implementation of the Apprenticeship Levy. The budget will be used to retain skills and expertise within teams (currently at risk due to the end of the SME programme) and invest to develop the interim structure and ensure rapid progress and adaptation to the new delivery landscape for apprenticeships. The need for additional resources was recently noted by Directors. Further detail has been provided.
LOCYP Education - High needs strategic planning fund	126	DfE Grant received in 16/17 for Local authorities to use to carry out a strategic review of their high needs provision. The grant is committed, but not ring-fenced and DfE state that LA's can carry forward this fund into the 2017-18 financial year within the grant determination. Review to be planned and completed by Riana Nelson, commencing in 17/18. Approved by S151.
<b>Overall Total</b>	<b>544</b>	

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

### **SLHD Performance & Delivery Update: 2016/17 Quarter Four**

#### **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 End of Year Performance Management Report.
7. Key elements to note are:
  - six of the ten key performance indicators are on target (green),
  - three are within acceptable tolerance levels (amber), and
  - one is below target (red).

Performance at the end of Quarter 4 has improved compared to Quarter 3, when there were six on target (green), two within acceptable tolerance (amber) and two 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)

Performance throughout the year has been good, continuing an improving trend seen toward the latter part of 2015/16. At 1.00% for the year (£751,812), performance was well within the target of 1.19% and was much improved compared to 1.37% (£1,031,346) for last year.

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 re-let times for void properties, which includes major works, remains at 49 days. This has been consistent throughout the year and it is an improvement compared with 56 days at the end of 2015/16, although it is disappointing not to have reduced re-let times further during the year. 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 provides a better quality product for tenants.

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

Performance improved from 2.66% at the end of quarter three to 2.44% at the end of quarter four. Performance throughout the year has been good and within forecast, resulting in exceeding the year-end target of 2.50%. This is better than the outturn for the previous three financial years.

This is considered a particularly good achievement bearing in mind the numbers of tenants impacted by wider welfare reform changes including the under-occupation charge and the recent introduction of Universal Credit.

The number of evictions is slightly higher than last year, with 66 at the end of Quarter four compared to 60 at the same point last year. Fewer evictions reduce former tenant arrears and void costs. The total number of serious arrears cases (over £1,500) decreased from 170 to 137 cases and the intensive management of these cases will continue to be a priority. Where appropriate, payment by direct debit is encouraged. During 2016/17 we achieved a steady increase of just over 100 new direct debit payers each month resulting in 19% now paying by direct debit.

### **8.3 Performance measure:** Number and % of households maintaining or established independent living (performing well against target – green)

This indicator is taken as a snap-shot at the end of the Quarter when there were 40 households supported to maintain or establish independent living,

which is the contractual target. This is an improvement in performance compared to previous quarters.

Staffing within this area of the business has been challenging due to pressures linked to 'Tent City' since Quarter 3, coupled with staff sickness and vacancies, though these issues are being addressed.

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

A total of 2,431 repair jobs were raised during Quarter 4, of which 39 were not completed within the target timeframe. Performance for the year was, therefore, 99.45% against a target of 100% and is an improvement on the 2015/16 performance of 98.85%.

Close monitoring and management of this KPI continues with detailed analysis undertaken to ascertain the reason why repair promises have not been made. Some delays have been as a result of delays to delivery of non-stock items.

**8.5 Performance measure:** Days Lost to Sickness per Full Time Equivalent (near target - amber)

Sickness levels improved during each month of Quarter 4, having deteriorated in Quarter 3. The year to date performance is 8.26 days lost per full time equivalent employee (FTE), which is below the target of 7.9 days but an improvement on the 8.4 days lost per FTE last year. This continues the improving trend seen over the last 3 years.

The top reason for both long and short term absence during Quarter 4 was infection/virus, followed by stress/depression/anxiety and musculo/skeletal. Whilst these are consistently the top three reasons, it is interesting to see musculo/skeletal cases fall from the highest number of cases to the third highest number of cases.

**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 Quarter 3 as a result of 'Tent City' and the focus on homelessness in the town centre. The number of people moving into temporary accommodation increased to 62 during Quarter 4, compared to 50 during Quarter 3. However, the number of households who remained in temporary accommodation at the end of Quarter 4 was 25, slightly higher than at the end of Quarter 3, and considerably higher than the 9 households at the end of last year.

During 2016/17 we have seen a significant increase in the level of homelessness and rough sleeping within the borough. In the 12 months to 31<sup>st</sup> March we have seen a 34% increase in approaches to the homeless service for advice and assistance, a 131% increase in formal homeless presentations and a 63% increase in the number of Full Duty Homeless decisions. This has 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. Consideration is being given to alternative measures of the pathway from homeless to sustainable tenancy.

## OPTIONS CONSIDERED

9. Not applicable

## REASONS FOR RECOMMENDED OPTION

10. Not applicable

## IMPACT ON THE COUNCIL'S KEY PRIORITIES

11.

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>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. None

## **REPORT AUTHOR & CONTRIBUTORS**

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## **Appendices Table of Contents**

Appendix A – SLHD 2016-17 End of Year Performance Management Report

# Appendix A - SLHD 2016-17 End of Year Performance Management Report

Cumulative performance April to end of March 2017

## Areas Performing Well

% Rent Arrears Against Annual Debit



2.44% (£1.82 million)

End of year target of 2.50%

Void Rent Loss



1.00% (£751,812)

End of year target of 1.19%

Number of Households Maintaining or Established Independent Living



40

End of year target of 40

Right First Time



98.19%

End of year target of 98%

Gas Servicing And Solid Fuel



100% End of year target 100%

% of Invoices Paid within 30 Days



97.21% against a target of 95%

## Areas Near to Target

Complaints - % of Service Failure and Dissatisfaction



24% against a target of 20%



Scheduled Repairs - Promises Kept



99.45%

End of year target of 100%

Days Lost Through Sickness per Full Time Equivalent



8.26 days

End of year target of 7.90 days

## Requiring Improvement

Number of Households in Temporary Accommodation



25

End of year target of 10



## 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 four, performance was 2.44% (£1.83m), well within the profiled target of 2.50% and 0.12% less than at the end of 2015/16. In monetary terms, this was a decrease of £164,832 against quarter three and a reduction of £106,731 against the previous year. 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 2016/17 stands at 66, compared to 60 in 2015/16.

### Key Performance Indicator 2

Void rent loss (lettable voids)

Direction of Travel - ↓

Traffic Light 



Quarter four performance reduced slightly from 0.97% in December to 1.00% in March. Positively, overall there has been a big reduction in void rent loss in 2016/17. From 1.37% (£1,031,346) in 2015/16 to 1.00% (£751,812) in 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 reduced slightly since last quarter from 62 to 60, however compared to the same time last year this is an increase of 45. The snapshot of people in temporary accommodation at the end of the quarter has increased from 21 to 25. Again this is a big increase compared to 9 at the end of 2015/16. The circumstances surrounding the 'Tent City' situation has had a big impact on this service area since quarter three.

### Key Performance Indicator 4

Number and % of households maintaining or established independent living

Direction of Travel - ↑

Traffic Light 



The number of households we are supporting has increased in quarter four to 40 which meets our contractual target level of 40. This is a snapshot at the end of the period and the number fluctuates throughout the quarter. This is also one more than the same time last year.

### Key Performance Indicator 5

Analysis of complaints received (month in arrears)

Direction of Travel - ↓

Traffic Light 



There were 216 complaints logged in quarter four (Dec-Feb), which is the same as quarter three (Sep-Nov). Complaints are measured one month in arrears compared to other performance measures to allow time for complaints to be reviewed and categorised. There were 92 complaints in March, which is above the monthly average. Performance for the year 2016/17 has declined compared to 2015/16, with service failure at 24% which is below the 20% target. The number of complaints deemed service failure increased from 188 in 2015/16 to 219 in 2016/17, although the overall number of complaints reduced slightly from 932 in 2015/16 to 911 in 2016/17.

**Key Performance Indicator 6**

Right first time

**Direction of Travel - ↑****Traffic Light** 🟢

End of year performance is 98.19% against a target of 98%. Compared to quarter three's performance this is an increase of 0.07%. This is also an improvement of 0.34% compared to 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. End of year performance is at 99.45%, which is a down 0.17% compared to quarter three but is an improvement of 0.60% compared to the same time last year.

**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** 🟡

March's performance saw a reduction in days lost per FTE in both long term and short term sickness cases compared to December. Long term sickness reduced from 0.36 days in December to 0.30 days in March, and short term sickness reduced from 0.39 days in December to 0.36 days in March.

The year to date performance is 8.26 days lost per FTE and although this has not met the target of 7.90 days, it is an improvement of 0.14 days compared to 2015/16's outturn (8.40 days).

**Key Performance Indicator 10**

Percentage of invoices paid within 30 days

**Direction of Travel - ↑****Traffic Light** 🟢

End of year performance for 2016/17 is 97.21% slightly below quarter three's performance of 97.25% but well within the target of 95%. This is also an end of year improvement of 4.41% compared to 2015/16.