

To all Members of the

CABINET

AGENDA

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

VENUE Room 7a and b, Civic Office, Waterdale, Doncaster, DN1 3BU
DATE: Tuesday, 28th November, 2017
TIME: 10.00 am

ITEMS

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. Public Questions and Statements.

(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it in writing or by e-mail to the Governance Team no later than 5.00 p.m. on Thursday, 23rd November, 2017. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to Democratic.Services@doncaster.gov.uk).

Jo Miller
Chief Executive

Issued on: Monday, 20 November 2017

Governance Officer for this meeting: Andrea Hedges
01302 736716

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 7th November, 2017 for noting (previously circulated).

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

Key Decisions

- | | | |
|----|--|---------|
| 6. | Finance and Performance Improvement Report: 2017-18 Quarter 2. | 1 - 56 |
| 7. | Tender and award of a contract for the provision of four Community Based Crisis Support Service and Associated Activity. | 57 - 76 |
| 8. | Approval to enter into a funding agreement with Sheffield City Region to be able to draw down the Sustainable Transport Access Fund for the delivery of the associated activities. | 77 - 86 |

Non-Key Decisions

- | | | |
|-----|--|----------|
| 9. | St Leger Homes Performance and Delivery Update - 2017/18 Quarter 2. | 87 - 94 |
| 10. | To sign a Memorandum of Understanding with Doncaster Clinical Commissioning Group to establish shadow Joint Commissioning arrangements to take forward areas of opportunity in the Doncaster Place Plan. | 95 - 118 |

Cabinet Members

Chair

Ros Jones, Mayor of Doncaster

Vice-Chair

Councillor Glyn Jones, Deputy Mayor
 Councillor Nigel Ball
 Councillor Joe Blackham
 Councillor Rachael Blake
 Councillor Nuala Fennelly
 Councillor Chris McGuinness
 Councillor Bill Mordue
 Councillor Jane Nightingale

Portfolio Holder for:

Housing and Equalities
 Public Health, Leisure and Culture
 Highways, Street Scene and Trading Services
 Adult Social Care
 Children, Young People and Schools
 Communities, Voluntary Sector and the Environment
 Business, Skills and Economic Development
 Customer and Corporate Services



To the Mayor and Members of Cabinet

Finance and Performance Improvement Report: 2017-18 Quarter 2

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 recent launch of the Mayor's 4 year plan in September saw a change in the way the Council and its partners (Team Doncaster) not only work together to deliver 'Doncaster Growing Together' but also major changes to the governance and reporting arrangements. This quarter saw the establishment of new multi-agency boards as we combine both the partnership and the council's Performance Management Framework (PMF) into one agreed approach in our commitment to deliver our shared key reforms.
2. This streamlined headline report, accompanying performance booklet (attached) and financial profile serves to provide an overview of our progress in delivery of 'Doncaster Growing Together', performance against the key Service Standards and our financial position towards the 2017/18 budget.

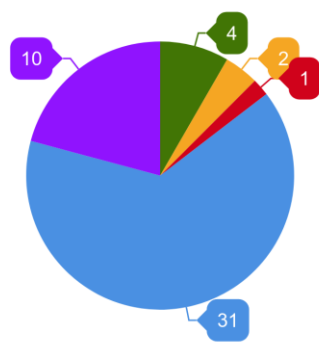
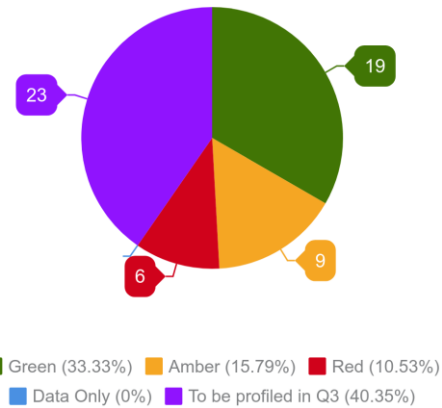
Financial Position: £3.0m overspend

3. At quarter 2 the Council is forecasting a year-end overspend of £3.0m; the projected overspend has increased by £0.2m from quarter 1. However, the underlying overspend could be greater, circa £6m, due to the use of one-off funding in 2017/18 and one-off underspends that are not due to continue in the future. Further details on the projected overspend are provided in the paragraphs 25 to 26.

Performance

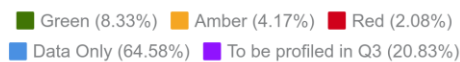
There are two kinds of indicators used to monitor performance - Service Standards which are internal measures that assess whether we are 'getting the basics right' in the services that we deliver to the citizens of Doncaster and Outcome Framework Measures where the outcomes include contribution from Doncaster council services and the wider Team Doncaster partnership.

Performance Position: 57 service measures identified (profiled opposite). Further details on the performance against the Service Standards can be found in the booklet against each of the Themes. Whilst Service Standards have been identified, further work is needed in quarter 3 to finalise these.



Performance Position: 48 Outcome Framework measures (profiled opposite).

38 measures have been updated for Q2, the remaining 10 are being developed for Q3. Further details on the performance against Outcomes Framework can be found in the booklet against each of the Themes.



- Quarter 2 serves as a transitional period in the new performance management framework with the introduction of measures to demonstrate as a council we are 'getting the basics right' and combining these with an update on the 'Doncaster Growing Together' transformation programme along with key outcome framework measures. These are reported in detail in the accompany performance booklet (attached). This introduction of both qualitative and quantitative measures serves to give an overview of the services our residents receive. These will be further developed throughout quarter 3. Performance headlines show that the number of people accessing social care who are in receipt of direct payment continues to rise bringing increased choice and independence. The net number of new homes increased, surpassing previous years volumes and is bucking the trend of other authorities. Local authority spend with Doncaster companies and business further increased and the average number of days taken to process new Housing Benefit claims and Council Tax Support applications reduced. Challenges remain with the delayed transfer of care from hospital, achievement of financial savings within Adult Social Care, residents employed in highly skilled occupations, and those achieving higher level qualifications.

EXEMPT REPORT

- This report is not exempt

RECOMMENDATIONS






That the Mayor and Members of Cabinet: -






- Note areas of performance and financial information;
- Note the changes to the Strategic Risks as detailed in paragraph 28 and Appendix B;
- Note the unrecoverable debt write off as detailed in Appendix A at page 16;
- Note the change to Fees and charges and approve the new charge as detailed in Appendix A at page 16;
- Note the virements approved by the Chief Financial Officer, Chief Executive and approve the virements over £0.5m for Cabinet, detailed in the Appendix A at pages 16 and 17;
- Approve the new additions to the Capital Programme, detailed in Appendix A at pages 18 and 19 ;

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

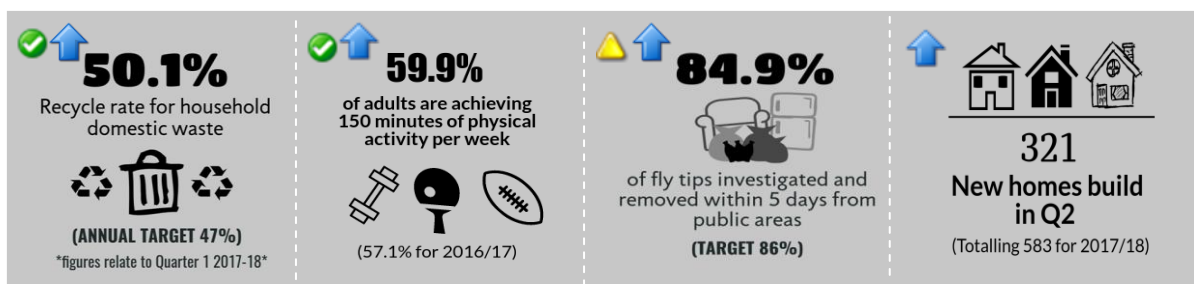
Performance

Finance






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

  improvement	  Same as last time	  getting worse
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LIVING:



Service Standards

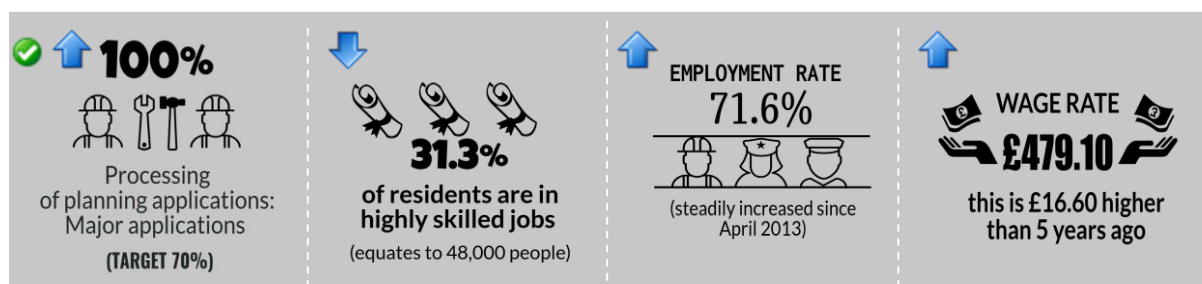
				
6	1	-	-	7

Outcome Framework

				
2	-	-	10	-

6. Activity related to a number of key programmes in this theme have progressed quickly in Q2. The Get Doncaster Moving Programme has established five workstreams and good governance arrangements with partners. The challenge of increasing physical activity across Doncaster will take time but already we have initiated projects, which should support that increase i.e. Dance activator programme. The Town Centres programme has overseen a number of key events in Q2 including Doncaster Pride, DN weekend and the St. Leger Festival. We are scoping out a further two programmes that potentially will be developed in Q3 17-18. These programmes are 'Arts, Culture and Creativity' and 'Environmental Stewardship', progress on which will be reported in the next quarter.
7. The Housing Programme – Homes for all is in the early stages of development but Doncaster has seen a year-on-year increase in net new homes built since 2012, with 2015 and 2016 seeing the biggest delivery of housing in over fifteen years (1,170 and 1,057 homes respectively. Quarter 2 of 2017/18 has seen an additional 321 new homes delivered bringing the total for 2017/18 to 583, an increase of 139 more than the same time last year. The Council House Build programme and joint Council/Registered Provider programme continue to deliver a supply of affordable homes; 15 additional units have been delivered in Quarter 2. This builds on the delivery of 120 last year and 139 in 2015/16. 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, there is a need to balance the requirements to make developments viable with the need to provide affordable housing. Our Care leavers in suitable accommodation remains constant at 88%, above the regional and national average.
8. 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 43.6% against a target of 35.2% (as at the end of Quarter 4), a major achievement and improvement. The percentage of fly-tipping investigated and removed within five days was 85% at the end of Quarter 2 against a target of 86%. 95% of scheduled grass cutting works has been completed against a target of 80%. Regarding land and highways, 94% of land and highways meet the required standards of cleanliness (target 86%); and 98% of principal road have been maintained (97% for non-principal roads) against targets of 96%
9. 100% of Licensing Act 2003 applications were processed within statutory timescales and 70% of major planning applications have been processed within the 13-week timeframe (target 100%).

WORKING:



Service Standards					Outcome Framework				
2	1	1	-	-	-	-	-	12	-

10. Primary focus within the theme is that of support for business growth, productivity, inward investment and skills that relate to local people, local businesses and key institutions. There are a number of key reforms currently under transition under the Inclusive Growth Programme. The main reforms being the ability to deliver a devolution proposition that works for Doncaster, and the production of our Inclusive Growth Strategy both at a Doncaster and at a City Region level.
11. Doncaster's employment rate has increased steadily since April 2013, growing from 66% to 71.6% and the percentage of residents aged 16-64 years claiming Out of Work benefits has continued steadily decreasing since 2014. The latest data (Dec 2016) shows that 11.1% are claiming benefits and the direction of travel remains positive matching that of comparators, nonetheless, the rate remains higher than the Yorkshire and Humber and England rates. Weekly full-time earnings for Doncaster residents in 2016 are £479.10; this is £16.60 higher than 5 years ago, but remains lower than comparators.
12. The percentage of residents in highly skilled occupations stands at 31.3%. This equates to approximately 48,000 residents aged 16+ in occupations like managers, directors, 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%). The borough's drive to create more apprenticeships continues with increased focus on advanced apprenticeships.
13. 100% of major planning applications were processed in time along with 100% of Licensing Act (2003) applications.

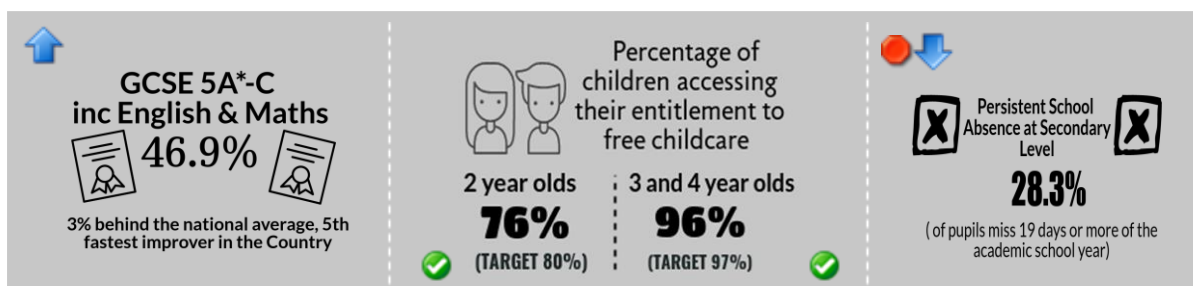
CARING:



Service Standards					Outcome Framework				
2	2	2	-	3	2	2	-	7	-

14. The Transformation of Adults, Health and Wellbeing is a key area of development for the Council in 2017-18. Improvements have been made, but there remain difficult challenges as part of this vast programme of change and transformation. Permanent admissions to residential care have improved through a robust panel process, currently there are 1,151 people residing in residential and nursing care (aged 65 years plus). The proportion of people accessing social care who received direct payment is steadily rising at 27.5% against a Q2 target of 28.55%. Challenges remain around achieving identified financial savings and reductions in Delayed Transfer of Care from hospital which have increased during the 2nd quarter creating a risk to the achievement of the Better Care Fund target
15. The Children's Trust became operational in October 2014 and has reported improved performance in many areas with 81% of children in need, children on a child protection plan and children in care reported as being seen within appropriate timescales.

LEARNING:

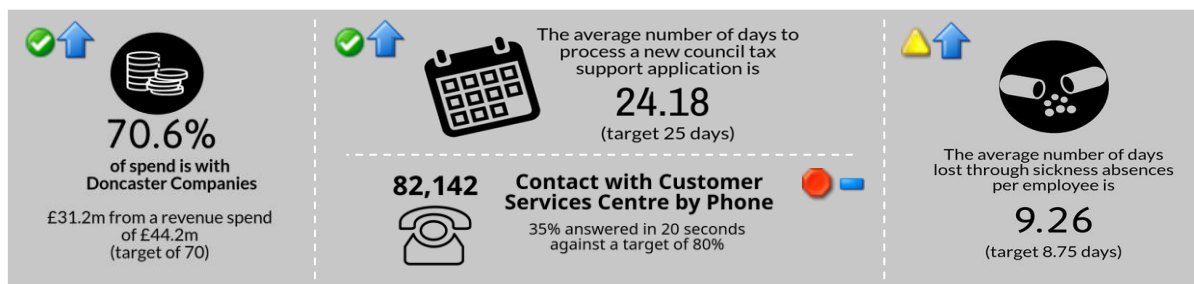


Service Standards					Outcome Framework				
6	2	1	-	3	-	-	1	2	2

16. Discussions with the Department of Education and partners continue as we shape the delivery plans for identified Opportunity Areas under Social Mobility and we review the alignment to the priorities and recommendations identified in the independent Education and Skills Commission 'One Doncaster' report.
17. 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 5th fastest improver in the country for achievement at 5 A*-C GCSE (including English & Maths) at 46.9%, (3% behind the national average 49/9%). Latest 2016/17 provisional results will be released in Q2 with final results confirmed in Q3.
18. The number of Doncaster pupils attending schools rated 'good' or 'better' by Ofsted currently stands at 77% for Primary and 56% for Secondary, Doncaster still remains towards the bottom of the national league (as reported by Watchsted.com, which presents the very latest Ofsted inspection data regarding all local authority schools).

19. Persistent Absence in school settings remains a challenge for Doncaster. There is particular concern at secondary level with a reported 28.3% of pupils missing more than 10% of their possible sessions, so those pupils whose attendance is 90% or less in the school year, in real terms, it is a child or young person who misses 19 or more days over a full academic year and so roughly equates to 0.5 days missed days per week. All Doncaster secondary schools are academies. To specifically address the issues we face around persistent absence, we have co-produced a new Attendance Strategy.

CONNECTED COUNCIL:



Service Standards				
3	3	2	-	-

20. Outcomes from this quarter's workforce digest have identified a number of continuing HR and OD risks, specifically organisational and workforce capacity; performance management and additional workforce spend. The Leadership and Management Development Framework has been expanded this quarter to support building capacity to manage change effectively and ensure our leaders are equipped with the right skills and knowledge to deliver on the Council's priorities. Focus has remained on performance management, as this was a key quarter for Performance Development Review (PDR) completions for all staff. The target of 95% for completions was slightly exceeded at 96%, resulting in 3691 staff having had a PDR. The Staff Survey was developed this quarter in readiness for its launch in October, with particular focus on increasing participation from all staff and having a fully digital approach.
21. This quarter saw an increase in overall additional workforce spend which rose from £1.96m to £2.14m. Current projected sickness is 9.26 days lost per full time employee, compared to an overall target of 8.75 days for Quarter 2.
22. The average number of days to process a new housing benefit claims remains fairly constant at 25.06 days, as has the number of days to process Council Tax Support applications dropping from 24.23 to 24.18 days.
23. The number of customer services initial contact with the public (online, phone, face to face) were reported 167,279.
24. Local authority spend with local businesses remains consistent at 70.6% (£32.2m from a revenue spend of £44.2m) and 94.47% of council tax has been collected in

the year showing the continued efforts of Revenues and Enforcement staff to pursue all outstanding debt to a conclusion.

FINANCIAL POSITION:

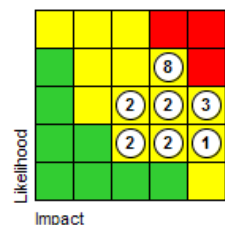
25. A summary of the £3m projected outturn is provided below: -

	Gross Budget £m	Net Budget £m	Total Variance £m
Services			
Adults Health and Wellbeing	144.2	78.8	0.4
Learning & Opportunities – Children & Young People	47.4	9.4	0.8
Doncaster Children’s Services Trust	46.3	42.2	1.1
Finance & Corporate Services	118.7	20.5	0.0
Regeneration & Environment	128.0	33.9	1.0
Total Service Budgets	484.6	184.8	3.3
Council Wide			
General Financing / Treasury Management	4.6	4.6	0.0
Other Council-wide	20.0	-82.2	-0.3
Subtotal	24.6	-77.6	-0.3
Total General Fund Services	509.2	107.2	3.0

26. Further details on the key variances are provided in the Finance & Performance Improvement Booklet Financial Profile pages 22 to 23 and Appendix A pages 1 to 5. This includes the Children’s Services Trust overspend £1.1m, Waste and Recycling Pressure £0.7m which is mainly due to the extension of the contract, Unmet Education Services Grant reduction £0.4m and various other overspends across the Council. The overall pressures amount to more than the £3.0m projected variance; due to the significant one-off underspend on fleet services of £1.0m and use of one-off iBCF funding £2.6m. The Council will be looking at measures to reduce the current pressures and ensure savings are delivered in a timely manner.

STRATEGIC RISKS

27. There are currently 20 Strategic Risks and all have been updated as part of the Quarter 2 reporting process. The heat map opposite shows a summary of the scores.



28. During the quarterly challenge process 2 new strategic risk has been proposed:

- DTOC- Doncaster systems do not integrate effectively to enable the rapid discharge of hospital patients, resulting in increased delayed transfers of care and risks to better care funding.
- Financial savings - Savings from the Adults Health and Wellbeing Transformation Programme are not delivered as quickly as anticipated or are not achievable.

Therefore alternative savings plans will be required in order to achieve the Medium Term Financial forecast.

29. Two risks will be re-worded for Q3 to ensure the risk continues to reflect the latest position, these are our equality, diversity and inclusion risk and our working in partnership risk. Further detailed is in Appendix B.

OPTIONS CONSIDERED

30. Not applicable.

REASONS FOR RECOMMENDED OPTION

31. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

RISKS & ASSUMPTIONS

32. 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

33. 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

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

HUMAN RESOURCE IMPLICATIONS

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

TECHNOLOGY IMPLICATIONS

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

EQUALITY IMPLICATIONS

37. 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.

CONSULTATION

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

BACKGROUND PAPERS – N/A

REPORT AUTHORS AND CONTRIBUTIORS

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Simon Wiles

Director - Finance and Corporate Services








FINANCE PROFILE





Adults Health and Well-Being Revenue		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Adults Health & Wellbeing Total Revenue Variance	144.159	78.772	0.401
	Adult Social Care & Safeguarding Revenue Variance	11.405	8.590	-0.460
<ul style="list-style-type: none"> Area Teams are now forecasting a breakeven position in 17/18. Care Act grant has been used to address resource on-going structure gaps and in year additional agency review costs. Savings on minor adaptation budgets through capitalisation of costs against the DFG of (£270k) Vacancies within the mental health social work and adaptations teams of c. (£150k) 				
	Communities Revenue Variance	22.722	12.157	-0.354
<ul style="list-style-type: none"> Day Centre Hubs are now forecast to underspend by (£16k) and the Day Opportunities cut target has been addressed; confirmation of vacancies and running expenses savings and addressing the base budget assumption on the reduction in fee income, which has not materialised - service take up has remained steady through the reconfiguring of services to date. The reduction of in-house services provision progresses, savings of (£193k) for in-house home care and supported living. There are a number of vacancies within Communities - Area teams, School crossings, Memory service of (£100k). 				
	Director Of Adult Services Revenue Variance	0.613	0.613	-0.061
<ul style="list-style-type: none"> Minor staff savings. 				
	Commissioning & Contracts Revenue Variance	89.654	57.242	1.276
<ul style="list-style-type: none"> Progress continues to be made against the significant efficiency saving targets within Commissioning and Contracts. There are still challenges in appointing key project leads to help drive forward delivery. £2.3m iBCF is being used to underpin the residential, short breaks, community equipment and home care budgets. Key pressures relate to; <ul style="list-style-type: none"> Independent Working age adult residential care £88k (£488k offset by £400k iBCF) where activity is 8 higher than the modelled target. There are also increased costs relating to LD TCP transitions estimated at £300k in 17/18. Older People residential care £92k (£692k off-set by £600k iBCF) where activity has reduced by 7 more than the target, but average costs are higher. Note - we are still investigating the model and forecast is not certain. Short breaks/respite is forecast to overspend by £640k (£1.2m off-set by £600k iBCF). Service intervention to reduce admissions and review long-stay service users has not yet had an impact on spend. Non-resi services - £400k overspend; no overall change in costs and activity since Q1. Homecare and direct payments are forecast to breakeven after deducting client contributions. CHC contributions are £428k less than budgeted and there has been a £241k reduction in the forecast from Q1, which will be addressed by the CHC project group. Also, note change from Q1 - transfer of £153k day care fees budget reduction back to Day Care Hub Community Equipment overspend reduced by £0.20m to £0.29m through improved practice, intervention and reduction in the waiting list. 				
	Public Health Revenue Variance	19.665	0.070	0.000
<ul style="list-style-type: none"> Public Health grant reduced by £0.6m in 2017/18, the 2017/18 budget assumed the use of £0.3m to break-even. This position had improved slightly and the amount of reserves required is now £0.2m mainly due to savings against the substance misuse contract with RDASH due to a reduction in the incentive payment payable 1.25% from 2.5%. 				
	Director of Improvement Revenue Variance	0.100	0.100	0.000
<ul style="list-style-type: none"> Additional one-off resource to deliver the AHWB Transformation programme, any underspend will be carried forward to 2018/19. There is spend of £448k from the £2.2m Service Transformation Fund. There is £1.4m forecast from iBCF (from the £6m over 3 years). There is potentially for further slippage of spend as there are significant posts to fill. 				








Adult Health and Well-Being Capital		Q2 2017/18				
		Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	Adult, Health & Well-Being Total	6.24	5.89	13.47	13.95	2.28
<ul style="list-style-type: none"> No significant issues at Q2 						
	Adult Social Care	3.53	3.53	12.83	12.89	1.18
<ul style="list-style-type: none"> Main schemes are Adaptations (£1.4m) and Disabled Facilities Grants (£2.1m). 						
	Communities	2.71	2.36	0.64	1.06	1.10
<ul style="list-style-type: none"> Main schemes are DCLT capital grant (£0.75m), Cycle Facility (£0.20m) and grant funded Museum projects (£0.37m). Decrease in forecast (0.35m) is due to reprofiling Cycle Scheme spend into 18/19 (£0.43m). 						





Learning and Opportunities; CYP Revenue






	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
 Learning & Opportunities C&YP Total Revenue Variance	93.725	51.641	1.945
 Centrally Managed Revenue Variance	8.271	0.378	-0.001
<ul style="list-style-type: none"> No significant issues at Q2. Dedicated Schools Grant (DSG) for 2017/18 is showing an in-year uncommitted underspend of (£0.14m), made up mainly from expected underspends on High Needs Contingency (£0.38m) and Early Years Contingency (£0.25m) offset by overspends on EHCP funding to mainstream schools £0.26m, Post 16 FE college & ISP funding £0.19m and Out of Authority placements £0.16m. 			
 Partnerships & Operational Delivery Revenue Variance	9.947	2.547	-0.129
<ul style="list-style-type: none"> The projected underspend mainly relates to staffing vacancies. The Starting Well & Early Help Service is forecast to spend to budget following the staffing restructure in 2016/17. 			
 Commissioning & Business Development Revenue Variance	29.171	6.543	0.937
<ul style="list-style-type: none"> The overspend mainly relates to the unmet cut of £428k Education Services Grant (ESG). LOCYP are currently undertaking a Directorate wide functional review which is intended to address this pressure and additional 2018/19 savings. Increased demand for children with disability placements £203k Budget pressure of £197k on Passenger Transport (which moved from R&E at the end of June 2017). LOCYP will carry out a full review of transport costs to tackle the overspend which is mainly due to the increase in costs relating to Home to School Transport for pupils attending The Levett School and those pupils placed Out of Area. The overspend shown is offset by school attendance fine income of (£122k) following the recent court case to enable Local Authorities to fine parents for school holiday taken in term time without permission and other savings. The Service Transformation Fund for LOCYP Change & Transformation Programmes is progressing as planned, and in 2017/18, the forecast is to draw down £990k from the 2016/17 c/f of £762k and the £850k allocated for 2017/18. The balance at year-end will be c/f and there is planned spend against the full allocation in 2018/19 and 2019/20. 			
 Childrens Services Trust Revenue Variance	46.336	42.173	1.138
<ul style="list-style-type: none"> Doncaster Children's Services Trust are forecasting a projected overspend is £1.626m, which is a reduction of £0.230m since Q1. The over spend is net of a contract variation of £1.115m to fund increased activity on the care ladder based on modelling submitted as part of the annual review. The 70/30 risk share mechanism agreement for 2017/18 means the Council are liable to fund the Trust for £1.138m of the overspend. The Trust's overspend mainly relates to care ladder placements despite the additional £1.115m contract variation due to more activity in OOA, 18+ accommodation and CIC transition accommodation. The Council is receiving financial updates and DCST are to submit business cases with proposals to reduce their overspend but the Council continues to have significant concerns over this level of overspend and the ability of the Trust to reduce spend within the budget. Note, DSCT have reserves of £73k, therefore do not have the funds to cover their share of the over spend. 			



Learning and Opportunities; CYP Capital

	Budget (£m)	Projection (£m)	Q2 2017/18		Actual Spend (£m)
			Budget Future Years (£m)	Projection Future Years (£m)	
 Learning & Opportunities - CYP Total	9.25	9.18	29.70	23.97	2.77
<ul style="list-style-type: none"> The overall LOCYP Capital Programme is on track with no significant concerns. The spend to date is low compared to expected outturn however this is not uncommon at this stage of the year. 					
 Centrally Managed	0.25	0.12	1.00	0.75	0.00
<ul style="list-style-type: none"> The budget is set aside for emerging schemes and to cover various small overspends. The change from Q1 relates to the transfer of budget for work at Stirling Primary School additional school places. 					
 Commissioning & Business Development	8.52	8.59	28.30	22.72	2.77
<ul style="list-style-type: none"> Funds additional School Places £2.3m, Schools Condition Programme £2.0m, School Roof Programme £0.8m, additional Early Years places for the 30 Hours programme £2.5m, Safeguarding & Access schemes £0.3m and Schools devolved schemes £0.6m. Slippage due to delays on the Safeguarding & Access fund and creation of School Places. 					
 Partnerships and Operational Delivery	0.48	0.47	0.40	0.50	0.00
<ul style="list-style-type: none"> The total spend includes work on the Starting Well buildings £0.4m. This allocation has reduced since budget setting based on revised cost of works received from Construction Services. 					

Finance and Corporate Services Revenue		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Finance & Corporate Services Total Revenue Variance	118.660	20.501	0.000
	Customers, Digital & ICT Revenue Variance	8.366	6.087	0.299
	<ul style="list-style-type: none"> The main elements of the overspend are £0.12m for new posts to help the Council meet the new General Data Protection Requirement and £0.08m for phase 3 of the ICT review. These are both one-off pressures. The overspend has reduced from quarter 1 mainly from virements from within F&CS to meet the shortfall in school income £0.17m 			
	Finance & Corporate Director Revenue Variance	0.369	0.123	0.117
	<ul style="list-style-type: none"> There are no significant pressures in this area at quarter 2. 			
	Finance Revenue Variance	97.948	5.232	-0.640
	<ul style="list-style-type: none"> The main elements of the underspend relate to £0.31m of one-off salary underspends plus £0.11m of revenue and benefits salaries being retained to mitigate potential costs of the introduction of Universal Credit. In addition, there are estimated one-off underspends from the recovery of housing benefit overpayments, new burdens funding, and support for personal budgeting for Universal Credit totalling £0.17m. 			
	HR, Communications & Exec Office Revenue Variance	4.404	3.526	0.098
	<ul style="list-style-type: none"> No significant issues in this area at quarter 2. 			
	Legal & Democratic Services Revenue Variance	5.183	3.334	0.009
	<ul style="list-style-type: none"> No significant issues in this area at quarter 2. 			
	Strategy And Performance Revenue Variance	2.390	2.199	0.117
	<ul style="list-style-type: none"> No significant issues in this area at quarter 2. 			

Finance and Corporate Services Capital	Q2 2017/18					
	Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend	
	£m	£m	£m	£m	£m	
	Finance and Corporate Services Total	16.67	3.34	42.98	33.57	0.36
	<ul style="list-style-type: none"> The low level of spend previously reported remains a concern but a review of projects has been completed and a quarterly spend projection made, with £1.28m of spend estimated for quarter 3. 					
	Customers, Digital and ICT	3.28	2.72	4.65	5.20	0.05
	<ul style="list-style-type: none"> £0.64m of spend and resources have been re-profiled to 2018/19 at quarter 2, with the main element of this being part of the ICT Systems bid following a review of the delivery profile. Following the low level of spend reported at Q1, the delivery profile of projects has been reviewed and there is £1.05m and £1.43m profiled for spend in quarters 3 and 4 respectively. The Amber rating has been maintained until the spend has been incurred. 					
	Finance	13.09	0.32	38.33	28.37	0.01
	<ul style="list-style-type: none"> Main area is the ERP System development (£0.32m) Major change is moving £10.55m of the Investment and Modernisation Fund (IMF) to the Regeneration and Environment programme for a number of schemes (£20.51m overall) and removal of the Capital Reserve Fund allocation of £2.22m at quarter 2. 					
	Legal & Democratic Services	0.30	0.30	0.00	0.00	0.30
	<ul style="list-style-type: none"> Covers two projects for the move of the Registrars Office from Elmfield Park (to the Civic Office and Priory Place). Indications are that the Civic Office element will overspend but value cannot be determined at this stage. 					

Regeneration & Environmental Revenue		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Regeneration & Environment Total Revenue Variance	128.003	33.908	1.021
	Development Revenue Variance	9.728	2.955	0.227
<ul style="list-style-type: none"> Accredited Learning £126k overspend (due to slow take up of apprentices across the Council and difficulties achieving historic income targets under the new Apprenticeship Levy scheme) and Bentley Training Centre £76k (due to income targets not being achieved). 				
	Director Of Regen & Enviro Revenue Variance	-0.073	-0.114	0.006
<ul style="list-style-type: none"> Assumed directorate wide savings target are achieved: - Digital Council £68k (£289k has been deferred to 18/19 and funded from Service Transformation Fund), PBS £48k, Procurement £109k, Agency/others £86k. 				
	Environment Revenue Variance	64.721	31.128	0.617
<ul style="list-style-type: none"> Waste and Recycling is projected to be £739k overspent due to unplanned contract extension costs £576k and credit notes of £180k have been issued to trade waste customers to rectify errors from previous financial years. Highways Operations £120k underspend projected due to greater volume of work being taken on than in previous years. Regulation and Enforcement is projected to overspend by £37k but that includes a projected underspend for Parking and Enforcement of £127k as there is a saving on the borrowing costs associated with the new civic quarter car park in 17/18. Streetscene savings are being achieved but £46k of this is dependent on estimates of further reductions in energy costs through the Smartlight project. 				
	Trading & Assets Revenue Variance	53.627	-0.062	0.172
<ul style="list-style-type: none"> Projected overspends on Assets £351k (of which £280k relate to delays in achieving the Appropriate Assets savings target) Public Buildings Maintenance £164k (due to under-recovery of overheads) Markets £253k (due to vacant stalls) Schools Catering £368k (due to reduced income mainly related to the lower margins when schools convert to academies) Bereavement £135k (in part due to repairs to Doncaster Minster paths and demolition of the bungalow at Rose Hill). Fleet is expected to underspend by £1,014k mainly due to slower than expected vehicle replacement which has created underspends against budgets used for the repayment of borrowing and interest. 				

Regeneration & Environment Capital		Q2 2017/18				
		Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	Regeneration & Environment Total	98.05	103.04	146.98	164.01	36.81
<ul style="list-style-type: none"> Overall forecast expenditure has increased from Quarter 1 by £5.0m mainly due to new addition for the purchase of 2 NCP Car Parks and CCQ Cinema project, net of 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, which are expected to be resolved. 						
	Development - Non Housing	31.08	29.75	59.97	69.89	13.37
<ul style="list-style-type: none"> Main areas of spend include FARRRS Phase 2 (£7.2m), CCQ Multi Storey Car Park purchase (£5.9m), High Speed Rail college (£4.4m), Colonnades Refurbishment (£3.2m), DN7 Unity Link Road (£1.5m), St Sepulchre Gate/Station Forecourt (£2.2m), Doncaster Market SCRIF Element (£0.8m), Minor Transport Schemes (£1.2m), Robin Hood Business Park Development (£1.0m) and Doncaster Culture & Learning Centre (£0.9m). The projection at Quarter 2 is £1.3m less than at Quarter 1 mainly due to expenditure re-profiled to later years net of the new addition for the CCQ Cinema project, main variances outlined below: - DN7 – A further £1.4m re-profiled to 2018/19 to reflect continued delays in resolving third party issues surrounding shared value in the development to be serviced by the new road. These issues impact on the contribution agreement for the road, it's subsequent start on site, easements from Network Rail and the CPO. 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. Considerable work has been undertaken to mitigate these risks that currently leaves one issue remaining relating to the land assembly; however, failure to reach a favourable outcome could have significant impact on the affordability of the project. Negotiations are on-going. SCRIF Urban Centre Doncaster Markets - £0.6m re-profiled to 2018/19 to reflect the Council's preferred works phasing option, which allows for least disruption to current traders whilst the works progress. Also, following the Stage 3 Design process, additional costs relating to design and construction and trader decant and relocation have been identified that have increase the overall project cost by £0.9m. In October additional funding was approved from the Investment and Modernisation Fund and Service Transformation Fund to meet these additional costs. The figures in this report do not reflect the additional costs or funding; these will be updated in the quarter 3 report. 						

- CCQ Cinema Infrastructure - Overall £1.0m increase. £0.4m from the new addition for the Council taking over the scheme and £0.6m brought forward from 2018/19 relating to the SCRIF funding already in the programme that was originally restricted to public realm but is expected to be eligible for other expenditure incurred earlier in the project now that the Council intends to undertake the scheme.

	Development – Housing	35.65	35.09	65.83	71.93	13.51
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- Following the tragic tower block fire in London, a report was approved by Cabinet on 18 July, 2017 to approve the installation of sprinklers in all high rise blocks. The procurement of this is ongoing and pre contract discussions are underway. The costs for the sprinkler systems to the nine high rise blocks, lifts and communal works at Silverwood House are estimated to be £3.7m (£2m 2017/18 & £1.7m 2018/19). The Government is proposing a review of building regulations and this may result in additional works to properties, which are not quantifiable at this time.
- An additional £2.24m HCA grant funding has been approved and built into the Council House New Build programme over the next two years.
- The main areas of forecast spend are:- Planned Maintenance to HRA properties (£17.7m) and Council House New Build (£11.5m). The overall projection from quarter one has reduced by 0.6m. The main contributing factors are re-profiling of £1.2m of Council House New build resources into 2018/19 due to delays relating to the direct purchase of 20 Bungalows at Edlington. This is offset by a net increase in the planned maintenance costs of £0.6m.

	Environment	20.85	20.86	16.24	16.24	0.00
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- Main areas of spend are Smartlight Phase 2 (£4.7m), other Transport Schemes (£7.3m), Waste Collection Vehicles (£6.7m) and Waste Bins for co-mingled recycling (£2.0m). Although the Quarter 2 projection is similar to that at Quarter 1 it does contain the following major change hidden by minor profile amendments on a range of other projects: -
- Waste Bins for co-mingled recycling - £0.27m less than expected for purchase of 135,000 new co-mingled recycling bins due to 5,000 fewer bins than initially required and savings on delivery cost.

	Trading & Assets	10.47	17.35	4.94	5.95	9.93
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- Main items of spend are Herten Triangle (£3.2m), Corn Exchange Roof & Façade (£1.3m), Arthur Street Development Ltd. Share Purchase (£1.3m), North Bridge Depot Modernisation (£0.8m) and a new addition for the Purchase of two NCP Car Parks (£7.7m). The 2017/18 programme has increased overall by £6.9m from Quarter 1 mainly due to this new addition. Other issues: -
- Herten Triangle - Additional costs relating to tenants incentives £1.0m and other construction costs £0.5m have been identified, additional funding has been approved from the Investment and Modernisation Fund. The figures in this report do not reflect the additional costs or funding; these will be updated in the quarter 3 report.
- Corn Exchange Roof & Façade - Phase 1 works are currently estimated to be £0.3m overspent due to increased costs relating to replacement of internal rainwater pipes, defrassing of the façade and additional scaffolding. Work has been halted on the Corn Exchange so that health and safety concerns with the scaffolding could be addressed; costs are likely to increase as a result. Budget has been provided for 4 Phases of work so the overspend is currently contained within the full budget. However, if efficiencies are not made in other phases of work then further funding will need to be identified to cover any shortfall. The budget contains a contingency of £0.1m, which could help towards any overspend.

Council Wide Budgets Revenue		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Council Wide Budget Total Revenue Variance	24.555	-77.644	-0.363
	Change Programme Revenue Variance	-0.906	-1.006	0.224
	• Overspend (On-going) £100k delayed delivery of savings and lower than expected insurance related savings;			
	• Overspend (On-going) £94k delayed delivery of savings from overtime, additional hours and training;			
	General Financing/Treasury Management Revenue Variance	4.605	4.597	0.000
	• -£95k interest saving resulting from improved cash position resulting in delayed borrowing (31 days not 182 - despite borrowing more) offset by shortfall in borrowing budgets.			
	Other Centrally Funded Revenue Variance	23.274	4.980	-0.445
	• Underspend (one-off) -£626k estimated saving from advanced contributions to pension scheme;			
	• Overspend (one-off) £170k 4% capital receipts - shortfall for capital programme so assume none available for revenue			
	Severance Costs Revenue Variance	5.452	5.273	-0.142
	• Underspend (One-off) -£142k estimated savings from lower than expected costs			

Write-Offs in Quarter 2

- Financial Procedure Rules require the Chief Financial Officer to consult with Cabinet for bad debt write offs over £0.25m. Malim Ltd have been liquidated after being in receivership from January 2011 to January 2017 with outstanding business rates totalling £0.499m from 68 separate accounts; therefore the debt is considered irrecoverable. Considerable efforts have to made to recover the debts during this period. £0.327m has already been provided for and will be charged against the business rates bad debt provision. The remaining £0.172m of the debt will be charged to the Collection Fund in 2017/18, with the Council's share being £84k. The Collection Fund assumes a level of loss each year and the total amount written off for 2017/18, including this action, does not exceed the estimate.

Fees and Charges in Quarter 2

- The charges implemented from April 2017 for the Markets car park are 1 hour £1.30 and 2 hours £2.40. However, £2.10 was approved in the 2017/18 budget for 2 hours, the 1 hour charge was correct. The budget for the market car park is £431,980; a break-even position is currently projected for 2017/18 based on the charges implemented. Financial Procedure Rules require this update to be approved by the Chief Financial Officer and reported to Cabinet in the quarterly report.
- A new charge of £2.00 is proposed for the Registrars service for recorded delivery of copy certificates. The take up is estimated at 5 per week.

Virements in Quarter 2

Reason	Directorate	2017/18 £
Amounts approved by Chief Financial Officer up to £0.10m		
1	To fund the council subscriptions for The Municipal Journal (3 years) and the Local Government Chronicle (1 year) from contingency.	Council Wide F&CS (4,550) 4,550
2	Intake Community Centre – transfer of remaining Business Rates budget to Assets	AH&Wb R&E (2,540) 2,540
3	Area Supervisor Southwest – transfer of remaining Business Rates and utilities budgets to Assets relating to Brodsworth Way Pavilion	AH&Wb R&E (1,840) 1,840
4	Rental income for 4 Children’s Centres for space occupied by the Family Support Service that transferred to Doncaster Children’s Services Trust.	R&E LOCYP (16,000) 16,000
5	Connect to Support licence fee – Modernisation & Engagement	F&CS AH&WB (25,000) 25,000
6	Increased income from YPO Dividend – meeting part of Education Services Grant (ESG) savings	F&CS Council Wide (14,740) 14,740
7	Inflationary cost increase impact for ICT related contracts for 2017/18	Council Wide F&CS (4,630) 4,630
8	Permanent 0.5 FTE grade 5 post within Professional Business Support funded by LOCYP to carry out Direct Payments audit function.	LOCYP F&CS (6,870) 6,870
9	Delivery of Procurement savings from insurance charges	AH&Wb Council Wide F&CS LOCYP R&E 25,630 91,210 (16,510) (4,560) (95,770)
10	Adjustment of solar panel schemes budget for Minimum Revenue Provision (MRP) and interest charges	AH&WB R&E Council Wide 2,150 10,760 (12,910)
11	Alignment of budgets following the above requested virement relating to solar panel schemes on specific buildings	AH&WB R&E 4,800 (4,800)
12	Adjustments to budgets for asset write out due to corrections being required for incorrect asset values held on asset register.	AH&Wb Council Wide R&E (5,110) 7,650 (2,540)
13	Care Act Grant budget to cover agreed Legal posts within F&CS	AH&Wb F&CS (28,460) 28,460

Reason	Directorate	2017/18 £
14	One-off use of contingency budget to realign external audit budgets	Council Wide F&CS (4,770) 4,770
15	Temporary transfer of Stronger Families programme expenditure and income budgets to fund Parent Engagement Workers	AH&WB LOCYP 0 0 Gross Budget (43,000) 43,000
Amounts approved by Chief Executive £0.10m to £0.25m		
1	Pavilions– transfer of all budgets & income to Assets to be managed by the corporate landlord function in R&E	AH&Wb R&E (118,160) 118,160
2	Minimum Revenue Provision (MRP) budgets managed in Council Wide – transfer budgets from R&E for Vehicle Replacement/StreetScene/Pool Cars & smaller R&E schemes.	R&E Council Wide (100,960) 100,960
3	MRP budgets managed in Council Wide – virement of budget from R&E for non Investment & Modernisation Fund (IMF) Pool Car scheme (temporary virement as final year of charge)	R&E Council Wide (154,520) 154,520
4	Senior Management Saving – from LOCYP Director post	LOCYP Council Wide (100,000) 100,000
Amounts approved by Portfolio Holder (Finance & Corporate Services) £0.25m to £0.5m		
1	Minimum Revenue Provision (MRP) budgets managed in Council Wide – transfer budgets from R&E following the recalculation of Smartlight Phase 1 to take into consideration the future replacement of component parts, repayment of the Salix loan and final scheme spend.	Council Wide R&E 432,800 (432,800)
Amounts approved by Cabinet greater than £0.5m		
1	These virements are proposed following a review of Earmarked Reserves releasing £1,420,000: <ul style="list-style-type: none"> • Increase the Business Rates Incentive Scheme Earmarked Reserve £1,000,000 • Provide funding for the Community Poll £130,000 • Provide funding for implementation of the Public Spaces Protection Order (report to be produced) £190,000 • Increase Revenue Contribution to the Capital Programme Earmarked Reserve £100,000 	Within Council-Wide 1,420,000 (1,420,000)

Capital Programme New Additions Quarter 2 2017-18

	Funding Source	New Addition 2017/18 £m	New Addition Total £m
Adults, Health & Wellbeing			
Communities			
Zebra Crossing at Melton Road, Sprotbrough. To encourage increased footfall and better utilisation of a public open space area in close proximity to Melton Road by achieving a safer method of access across a busy road.	Section 106 & Parish Council Contribution	0.03	0.03
CCTV camera equipment at Martinwell Lakes. Initial improvements currently include the installation of two columns both with CCTV apparatus with the facility for the CCTV footage to be monitored from the Council's CCTV suite in order to provide reassurance, deter misuse of the site and to afford the evidence to apply enforcement action to those people who abuse the site.	Section 106 & Revenue Contribution	0.02	0.02
Improvements at the existing Multi Use Games Area (MUGA) on Manvers Park, Mexborough. Initial improvements, currently under consideration, is new fencing around the play surface, new surface markings and a replacement set of goals. This is a well-used park and is very popular as it assists in the reduction of anti-social behaviour especially on an evening and at weekends.	Section 106	0.04	0.04
Total Adults, Health & Wellbeing		0.09	0.09

Finance and Corporate Services			
None			
Total Finance and Corporate Services		0.00	0.00

Learning & Opportunities: Children & Young People			
Commissioning & Business Development			
New DfE SEND Capital Grant in future years (£500k over 3 years from 18-19) with schemes still to be identified.	DfE Grant		0.50
Overspend at Stirling Primary School due to the discovery of additional cellars, impacting on the ground condition and the moving of a gas pipe. The £330k overspend has been funded from £200k surplus places allocation and £130k from centrally managed for emerging schemes.	LOCYP Capital Grant	0.33	0.33
New additional school places at Kirk Sandall Junior School totalling £149k. This scheme is to use S106 money received from a developer.	Section 106	0.15	0.15
2 new school condition schemes at Bentley Toll Bar and Moorends West Road Primary Schools for work totalling £28k. These schemes are funded from transfer of budget from other Schools Condition schemes.	LOCYP Capital Grant	0.03	0.03
Total Learning & Opportunities: Children & Young People		0.51	1.01

Regeneration & Environment			
Development			
CCQ Cinema Infrastructure – CCQ cinema development with the Council acting as landowner, funder, developer and landlord of the completed development. Once completed it will create an annual rent, 180 jobs, an estimated rateable value of circa £0.53m and an enhanced CCQ leisure offer. This is in addition to the £0.63m SCRIF Funding already recognised in the capital programme, giving a total project value of £9.46m.	IMF Borrowing / Capital Receipt	0.39	8.83

	Funding Source	New Addition 2017/18 £m	New Addition Total £m
Housing			
Investment into fire suppressant & sprinkler installations to the high rise blocks of flats, the replacement of both lifts and improvement to the communal areas at Silverwood house.	Major Repairs Reserve	2.0	3.7
Environment			
Purchase and installation of adventure play equipment at Sandall Park. Mainly funded from WREN grant with small contributions from the Mayor's Fund and the Friends of Sandall Park	WREN Grant	0.05	0.05
Allocation of Integrated Transport block budgets to new schemes or additional resources to existing schemes:-			
A630 Church Way/Holmes Market Safety	LTP Integrated Transport	0.35	0.35
A630 Church Way/Church View Safety	Funding	0.35	0.35
Thorne Road/Prince's Street Safety		0.35	0.35
Corresponding Reduction in Block Budget		-1.05	-1.05
Trading & Assets			
Purchase of 2 NCP Car Parks – Acquisition of two strategic car parks to further enhance the Council's ability to regenerate the town centre. Funded from IMF borrowing block budget vired from Finance & Corporate Capital Programme.	IMF Borrowing	7.72	7.72
Allocation of Retained Buildings Investment Programme Block Budget to new schemes: -	Corporate Resources		
Central Library new boiler and essential maintenance works		0.03	0.03
Hatfield Library lighting and fire alarm works		0.02	0.02
Corresponding decrease in block budget		-0.05	-0.05
Total Regeneration & Environment		10.16	28.02

Business rates, council tax and rent arrears

- A £1.9m in-year surplus is projected for the Council Tax Collection Fund, largely attributable to the longer-term collection rate of 98.61% being higher than the budgeted collection rate of 98.0%. After allowing for a planned redistribution of accumulated surplus of £3.0m during 2017/18, the accumulated Council Tax Collection Fund surplus as at 31st March 2018 is estimated at £4.6m, of which £3.8m is attributable to Doncaster.
- A £0.1m in –year surplus is projected for the Business Rates Collection Fund, largely attributable to lower levels of appeals (£1.19m) being off-set by back-dated changes to rateable values reducing growth gains (some going back to April 2010 -£0.32m) and higher than expected levels of relief being awarded (-£0.77m). This is a reduction of £1.55m from quarter 1, mainly due to the backdated rateable value changes £0.86m and increased levels of reliefs being awarded £0.86m. After allowing for a planned recovery of accumulated deficit of £0.9m during 2017/18, the accumulated Business Rates Collection Fund deficit as at 31st March, 2018 is estimated at £1.21m, of which £0.59m is attributable to Doncaster.
- In the second quarter of the year Council Tax arrears reduced by £1.7m compared to a target of £1.5m. The level of reduction is almost identical to the same period last year and shows the continued determination of Revenues and Enforcement staff to pursue all outstanding debt to a conclusion, irrespective of age. Business Rates has a reduction of arrears in the quarter of only £330k, which is well below the projected target of £750k. The smaller than expected reduction is due to retrospective changes in liability being carried out in the current year back into the previous year which actually increase the arrears figure from the year end position. These reduce through the year and it is expected that performance will improve in the remaining quarters.
- Current rent arrears at Quarter 2 stand at £1.864m and are 2.51% of the rent debit, there has been an increase of £71k from £1.793m at Quarter 1 (2.41%). This performance is on track for a year-end performance of 2.50% and is currently ahead of profile. As at 30th September, the amount of former tenants' arrears was £1.2m, an increase of £99k from the first quarter, write offs in the second quarter were £2k.

Treasury Management Update - Quarter 2 2017-18

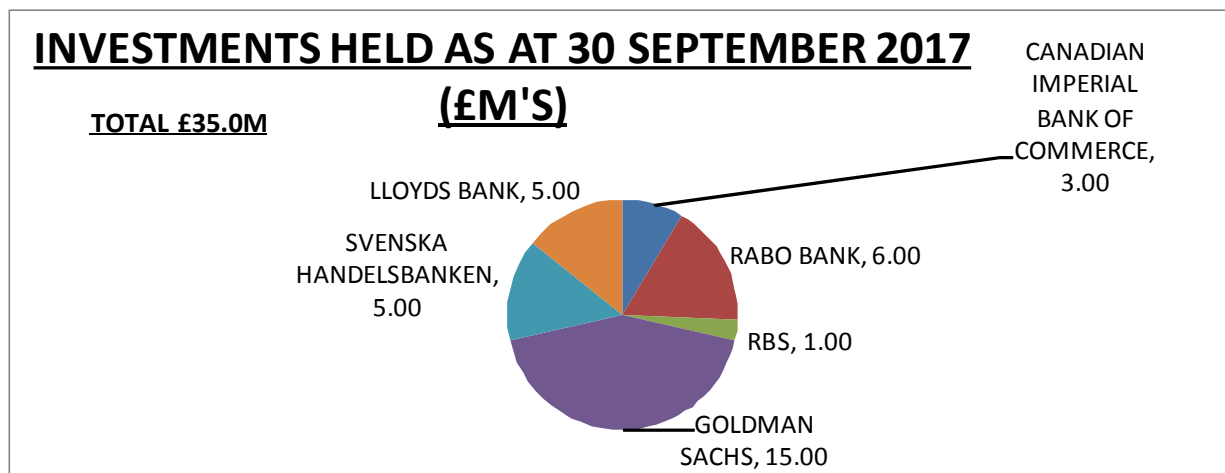
1. The forecast outturn for Treasury Management is break even. As an authority we remain under borrowed by £70m in the long term. It should be noted however, that this position has been temporarily reduced for the next three years by the £56.6m pension prepayment. This reduces by approximately £18m per year, as temporary borrowing is repaid. Remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt. This minimises interest paid on external debt but is not a permanent solution.
2. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 2nd March, 2017. The risk of reduced interest rates is considered minimal. Counterparty risks are reviewed weekly and action taken to minimise the risk that any investments placed are returned on the due date. Creditworthiness data is received on a daily basis from our Treasury Consultants and action will be taken to reduce exposure or remove institutions from the list if negative indicators deem it appropriate, as recently happened with the Bank of Qatar.
3. The low interest rate and heightened risk investment 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.
4. The result of the UK referendum (Brexit) and political uncertainties continues to dominate the money markets. A wide range of politicians, economists and institutions have varying views as to the probable outcome over the short and long term. The only certainty at the moment is that there still remains a considerable amount of uncertainty over the next few years.

Investment

5. The investment portfolio is shown below in Figure 1. The investments are a mixture of call accounts for liquidity, fixed rate investments and Certificates of Deposit. The current average investment rate is a creditable 0.65%, against a benchmark rate of 0.11%, primarily as a result of using strong credit-quality UK Banks such as Lloyds Banking Group and Goldman Sachs International Bank, combined with accessing strong non-UK counterparties via the Certificates of deposit market and making use of the Svenska handelsbanken call account facility.

6. The average rate is boosted by fixed rate investments (at 1.45% and 1.05%) which we will only be able to re-invest at lower rates when they mature. However, there are many unknown factors that could require the Bank of England to take more monetary policy easing or tightening as the various pieces of data that show the direction of travel of the UK economy are released. The Brexit process is likely to cast a shadow over the markets until the process is complete. Officers can report that no investment limits have been breached during the financial year 2017/18.

Figure 1: The following chart summarises the Council's investment portfolio as at 30th September 2017.



Borrowing

Figure 2: The following table summarises the Councils forecast Debt Portfolio as at 30th September 2017.

DMBC Debt Portfolio and Maturity Profile as at 30th September 2017				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	1.70	9.000
12 to 24 Months	50	0	13.25	70.187
24 Months to 5 Years	50	0	15.10	80.037
5 Years to 10 Years	75	0	6.62	35.101
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			63.33	335.561
40 Years to 50 Years				
50 Years and above				
TOTAL			100.00	529.886

7. For 2017/18 the Council has a borrowing requirement of £106m; £32.5m new external borrowing for the Capital Programme, £17m to replace loans maturing during the year and £56.5m to prepay the Councils pension deficit contribution and part fund future service contributions.
8. Short and long term interest rates remain low and offer opportunities for both shorter term borrowing and for locking into longer term low rates; although the Bank of England increased the base rate from 0.25% to 0.5% on 2nd November, 2017. We will continue to target advantageous rates over the shorter terms to minimise interest costs. We will also be targeting a maximum borrowing rate of 1.5% for all new lending taken out during the year. 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 2.4% to 2.9% between now and March 2019) there is no real need to do so immediately.
9. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 2nd March, 2017, have been breached during this financial year.



STRATEGIC RISK PROFILE

Heat Map	<p>There are currently 20 strategic risks in the Corporate Risk Register, all have been updated for Q2.</p> <p>The profile is as follow: 1 risks profiles have reduced, due to the implementation of mitigating actions 18 risks have retain the same profile; 1 risk profile has increased.</p> <p>During the quarterly challenge process 2 new strategic risk has been proposed: - DTOC- Doncaster systems do not integrate effectively to enable the rapid discharge of hospital patients, resulting in increased delayed transfers of care and risks to better care funding. - Financial savings - Savings from the AHWb Transformation Programme are not delivered as quickly as anticipated or are not achievable. Therefore alternative savings plans will be required in order to achieve the Medium Term Financial forecast.</p> <p>Two risks will be re-worded for Q3 to ensure the risk continues to reflect the latest position, these are our equality, diversity and inclusion risk and our working in partnership risks</p>

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

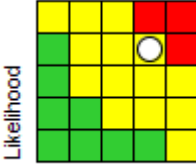
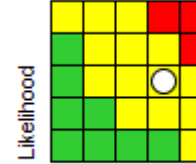
Simon Wiles

Current Risk	<p>Current Position: 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 2017/18 plan. Annual self assessments across the council for statutory returns are scheduled to be completed during Quarter 3 and policy management and sign off and e-learning training completion continues to be monitored quarterly. Other areas of focus for this quarter has been to continue the activity need to to ensure we can respond effectively to the GDPR by May 2018.</p> <p>Mitigating Actions: Adopt and strengthen the data quality standards across our key systems. In addition, in order to drive forward and embed the improvements in data quality a proposal has been drafted for the creation of a Data Quality Team which aims to focus on the systems authoritative to the Council and using a systems approach to improve data quality. The proposal describes a 'task and finish' project approach which will include, culture and organisational development and clearly defined expected outcomes.</p>	Target Risk
<p style="text-align: center;">16</p>		<p style="text-align: center;">8</p>

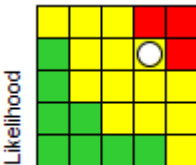
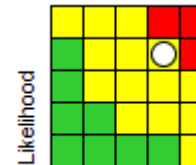
Failure to achieve the budget targets for 2017/18.

Simon Wiles

Current Risk	<p>Current Position: At quarter 2 there is a £3.0m year-end overspend projected for 2017/18 detailed in this report; this shows there is a significant risk achieving all the budget targets for 2017/18.</p> <p>Mitigating Actions: Discussions will take place with managers to identify if any actions could be implemented to reduce the overspend by year-end and bring the budget back in line for 2018/19. The budgets will continue to be monitored and reported to managers, Directors and Cabinet.</p>	Target Risk
<p style="text-align: center;">16</p>		<p style="text-align: center;">9</p>

Current Risk		Target Risk
<p style="text-align: center;">16</p> 	<p>Current Position: The School Improvement strategy has been revised with more specific detail around the three tier model of support. Additionally, the Reading Strategy is now in its second year with a focus on : <i>Raising awareness of age related expectations in Years 3 and 4 and curriculum requirements ensuring a greater proportion of Y4 pupils meet the expected standard in reading Improving the attainment and progress of Year 6 pupils to improve the conversion rates of children assessed at the end of KS1 at 2bDeveloping the teaching of inference skills in upper KS2Continuing to develop assessment materials to support planning and assessment of reading. Improving reading outcomes for disadvantaged pupils, Developing parental and community engagement in reading</i></p> <p>During the first year of the Reading Strategy, schools that participated showed an average increase in KS2 test scores of 11% against 8% across the LA . improved performance by an average of 12% which is much high</p> <p>The Raising Aspiration and Achievement Strategy has been revised and delivery plans are being developed to support the three main school improvement priorities of :</p> <ul style="list-style-type: none"> . Continuing to improve Reading . Raising Achievement of disadvantaged pupils . Ensuring that all schools offer a broad and balanced curriculum. <p>. In October 2017, 75% of all Doncaster pupils attended a good or outstanding school. This splits into 80% of primary pupils and 66% of secondary pupils. Although this demonstrates an IMPROVING PICTURE, DONCASTER REMAINS AMONGST THE LOWEST PERFORMING LA S NATIONALLY.</p> <p>Mitigating Actions:</p> <ul style="list-style-type: none"> • Challenge The Regional Schools Commissioner and Academy principals and CEOs on underperformance • A revised School Improvement Strategy is being delivered . The School of Concern process has been strengthened to include input from all agencies involved in a specific school or setting • Deliver aspects of the One Doncaster Education and Skills Commission report - including KS2 and KS4 initiatives and support the delivery plan of the Education and Skills programme. • Academy exploration and growth strategy for schools at risk of decline and those wishing to join Multi Academy Trusts <p>Leadership succession and recruitment support initiatives in partnership with the Teaching School Alliance (Partners in Learning)</p>	<p style="text-align: center;">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

Current Risk		Target Risk
<p style="text-align: center;">16</p> 	<p>Current Position: 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 the importance of shaping devolution has never been more important for Doncaster.</p> <p>Officers and Members collectively are at the forefront of discussions ensuring any devolution deals represent the best interests of Doncaster.</p> <p>Mitigating Actions: 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 style="text-align: center;">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		Target Risk
<p>16</p>	<p>Current Position: During June 2017 the queens speech alluded to key pieces of legislation which will enable the UK to exit the European Union and there are around 8 pieces of legislation which are likely to go through parliament. The uncertainty still remains, however the government have provided more of a road map in which to exit the European Union .</p> <p>Mitigating Actions: Review key pieces of legislation and work with regional and national government to ensure impacts of exiting the European Union are minimised as much as possible.</p>	<p>6</p>

As a result of insufficient capacity and skills in AH&WB commissioning, contract management and monitoring is not effective, leading to non-compliance with legislation

Damian Allen

Current Risk		Target Risk
<p>16</p>	<p>Current Position: An adult social care commissioning and procurement plan has now been completed by commissioners in adult social care with support from strategic procurement and from Ernst Young. The plan sets out the individual activities required to deliver commissioning and transformational priorities together with the anticipated resources required to deliver those priorities within a 4 year timeframe. There is currently:</p> <ul style="list-style-type: none"> • A lack capacity in the commissioning and contracts team to deliver commissioning and procurement priorities. • Inability to recruit to senior and key positions also in a timely manner <p>MITIGATING ACTIONS: An ODR has been developed and is currently in the process of being signed which seeks permission to recruit to a number of key posts within the commissioning and contracts team as these posts are key to support the delivery of the plan.</p>	<p>6</p>

Workforce issues in AH&WB and support services, including vacancies, recruitment, staff development and sickness, reduce the ability to transform at the pace required in current plans

Damian Allen

Current Risk		Target Risk
<p>16</p>	<p>Current Position: • There are a number of vacancies, particularly in social work, which need to be recruited to achieve the planned transformation.</p> <ul style="list-style-type: none"> • Staff development is taking place, but is impacted by the pressures of copying with day to day operations and covering for vacant posts and long-term sickness absence. • Absence is reducing in the Directorate in all areas except Adult Social Care which remains above target. Short-term absence has fallen slightly, however, this together with long-term absence issues has a detrimental impact on the services' performance levels. <p>Mitigating Actions: • A recruitment campaign is commencing in October to recruit to permanent staff, including vacant social work posts.</p> <ul style="list-style-type: none"> • There is to be a greater focus on workforce development over the next Quarter. • Sickness absence clinics have commenced to challenge and support managers to pick up and deal with absence more efficiently and effectively; managing attendance awareness sessions are being held in service areas where absence is high; spot checks are being carried out to check compliance with policy and procedures. 	<p>8</p>

An underdeveloped local market and ineffective market management affects the ability to change services, leading to market instability and difficulty in meeting the needs of vulnerable people.

Damian Allen

Current Risk		Target Risk
<p>16</p> <p>Likelihood</p> <p>Impact</p>	<p>Current Position: The transformation and commissioning and procurement plan have recently been developed. Previous to this, commissioning staff have not been able to proactively work with providers to change and develop their offer to meet the requirements and activities needed to transform services.</p> <p>There is currently:</p> <ul style="list-style-type: none"> • A lack of provider engagement and ability to transform service provision within tight timescales • A provider market that does not respond to change • Insufficient capacity within the team to deliver within timescales • Lack of joint working to deliver the required outcomes <p>Mitigating Actions: Provider forums and market engagement events are being undertaken for key commissioning and procurement activity. Commissioning staff have developed positive relationships with providers therefore there is a robust foundation to begin the transformation work, with providers needed to ensure delivery of personalised services.</p>	<p>8</p> <p>Likelihood</p> <p>Impact</p>

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

Damian Allen

Current Risk		Target Risk
<p>15</p> <p>Likelihood</p> <p>Impact</p>	<p>DCST have yet to provide their Q2 Finance report the update below is based on Q1 at this stage:</p> <p>Current Position: Doncaster Children's Services Trust have supplied their Q1 monitoring report which shows that their projected overspend is £1.856m. The over spend is net of a contract variation that has been provisionally agreed for £1.115m to fund increased activity on the care ladder based on modelling submitted as part of the annual review. The 70/30 risk share mechanism agreement for 2017/18 means the Council are liable to fund the Trust for £1.299m of the overspend. DCST only have reserves of £73k, therefore do not have the funds to cover their share of the over spend. The Trust's overspend mainly relates to care ladder placements despite the additional £1.115m contract variation due to more activity in OOA, fostering and SGO/CAO than forecast in the care ladder modelling. 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 has been tasked with producing a sustainable operating model as they have efficiency targets of £2m per year for the next 3 financial years, and will be presenting an update report to OSMC on 20th July 2017.</p> <p>Mitigating Actions: There are monthly finance meetings between the Council and DCST to keep the forecast under review and to challenge the assumptions in the care ladder, and there are regular meetings between Senior Management of both organisations.</p>	<p>10</p> <p>Likelihood</p> <p>Impact</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		Target Risk
<p>15</p> <p>Likelihood</p> <p>Impact</p>	<p>Current Position: 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 have been addressed through the Ofsted Improvement Plan and the Ofsted monitoring visits. This is regularly challenged with the Trust at the high level QPM and at individual Head of Service 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</p>	<p>10</p> <p>Likelihood</p> <p>Impact</p>

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.

Ofsted provided a 4th and final Ofsted visit in August 2017 which was not thematic but had a focus upon and visited the 'Front Door' including case sampling, as well as sampling a number of assessments and CIN plans. Feedback was essentially positive overall, with more consistent quality of practice evident – in particular cases at the front door, assessment, care planning and review with again praise for management oversight, performance management and QA. Pending the likely re-inspection of social care and safe-guarding which is expected to take place in October / November 2017 and for which the indications based on the reception to the Monitoring plan and the 4 monitoring visits promotes cause for optimism.

Mitigating Actions: 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.

The DSCB receives a regular report of the audited cases from the DCST and regularly reviews the quality of Multi-Agency thematic audits at its Quality and Performance Sub Group.

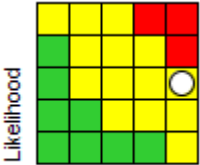
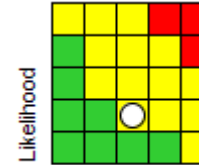
DMBC is clear that the three most pressing impediments to this risk remain demand management, placement policy and quality of practice and is pleased that Ofsted in its second monitoring visit found that 'significant progress had been made in the quality of work since the 2015 inspection and that , overall 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.

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.

Regular Ofsted monitoring and peer challenge is considerably mitigating against this risk

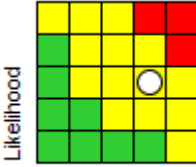
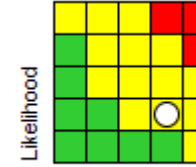
Failure to successfully prevent a major cyber attack

Simon Wiles

Current Risk	Current Position: The chance of an attack remains the same - critical impact and likelihood possible. All the protection possible to protect the Council's network and devices used is in place and is in adherence with the Cabinet Office Public Service Network certification.	Target Risk
<p style="text-align: center;">15</p> 	<p>Mitigating Actions: The next health test and certification assessment are about to begin. Awareness of staff is also tested on a regular basis with e-learning permanently available to all including Councillors now increasingly using Council technology. The target risk cannot be reduced at this time.</p>	<p style="text-align: center;">6</p> 

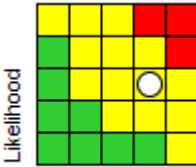
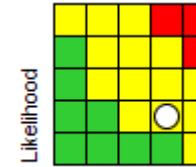
Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of children’s services across the wider partnership system

Damian Allen

Current Risk	Current Position: The Children and Families Partnership Executive Group is the forum for the arrangements to discharge the S10 statutory responsibility which is a new core group of leading partner members.	Target Risk
<p style="text-align: center;">12</p>  <p style="text-align: center;">Impact</p>	<p>Mitigating Actions: Arrangements are now in place following the governance review which see a new Executive Board to formalise the former 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. The Participation and Engagement strategy professional version has been published and a child friendly version for both this is pending and for the CYPP has been launched.</p> <p>The publication of the three key documents JSNA; CYPP and P&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 Strategic Forum as the keystone in the oversight and management of the children’s strategic partnership across the entire ‘estate’</p> <p>The Governance sub structure is aligned with and reflects the CYPP. A new Participation & engagement sub group has been in place since Dec 2016 and has been active developing the Participation & Engagement strategy and the co-production of the CYPP and the PES with children and young people and a child-friendly version of the PES will be produced in September 2017 to mirror the child-friendly version of the CYPP. The P & E sub group has a priority to produce the action plan which supports and implements the actions proposed within the PES.</p>	<p style="text-align: center;">8</p>  <p style="text-align: center;">Impact</p>

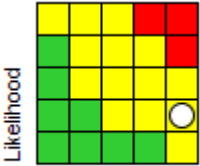
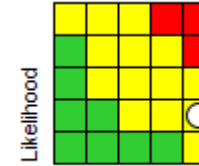
Failure to respond adequately to borough emergencies or mitigate effectively against the effects of extreme weather conditions e.g. flooding

Peter Dale

Current Risk	Current Position: During 2017 we have focused on our preparedness arrangements to respond to a terrorist incident.	Target Risk
<p style="text-align: center;">12</p>  <p style="text-align: center;">Impact</p>	<p>12 Exercise have been delivered involving 115 attendances by Strategic Officers, 125 Tactical Officers and 200 Operational Staff.</p> <p>In addition 16 Training events have been held for 122 Staff.</p> <p>The exercises have provided us with the opportunity to rehearse and enhance our preparedness arrangements and have included live play exercises, live evacuation and shelter exercises, corporate exercises and strategic response exercises. Wide range of multi-agency partners have supported and attended our training and exercise events.</p> <p>A learning session for leadership, partners and senior managers on the incidents in Manchester and Grenfell was held in Sept 2017. The session provided the opportunity to further consider our strategic preparedness arrangements for major incident in Doncaster.</p> <p>Mitigating Actions: A corporate response to the increase in the UK Threat Level was activated in Sept 2017 using well established procedures. Enhanced planning and arrangements put in place for the Leger Race Meeting ensured that the increase in threat level was managed effectively. Doncaster Racecourse have advised that they felt “Safe and secure and well supported.”</p> <p>We have worked with the Airport to support their Civil Aviation Authority inspection thorough assisting with the delivery of a live exercise held overnight at Doncaster Airport in Sept and Oct 2017.</p>	<p style="text-align: center;">8</p>  <p style="text-align: center;">Impact</p>

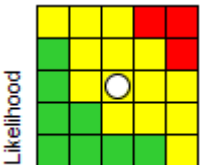
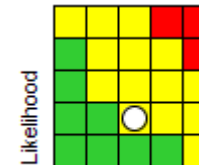
The agreed standards and policies are not adequately understood and implemented by practitioners who work with vulnerable adults increasing the risk of vulnerable people experiencing harm or abuse

Damian Allen

Current Risk	Current Position: Following on from a Peer review (November 2015) and subsequent follow up review undertaken by Dr Adi Cooper (September 2016) the Safeguarding Adults Hub was formed to manage all Adult Safeguarding and MCA DoLS for Doncaster.	Target Risk
<p style="text-align: center;">10</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>This brought together what were previously separate teams, workers from Area Teams and also a Health Worker. All based within the same building as the District Nurses Single point of Contact for Health, the Police Public Protection Unit, Child Sexual Exploitation Service and the Domestic Violence Team, facilitating easy access to a variety of key teams and personnel to facilitate information sharing to inform robust decision making.</p> <p>Mitigating Actions: The Safeguarding Adults Hub was formed in April 2016 and has been in operation for 18 months. During this time the system and process has changed to ensure that we are Care Act compliant and applying the principles of Making Safeguarding Personal. All Safeguarding is now Managed within the Team enabling better management and monitoring of cases and ensuring a greater level of consistency. The Teams staffing resource has increased in order to facilitate these changes and has resulted in cases being responded to in a more timely manner at the front door.</p> <p>In response to the Peer Review a comprehensive multi-agency action plan was produced with clear actions and timescales and this has been reviewed on a regular basis, The action plan was updated following the review undertaken by Adi Cooper which resulted in positive feedback. 68 out of 75 actions were complete with 7 actions still in progress. These are discussed and reviewed at the Performance and Quality sub group of the Safeguarding Adults Board (DSAB). Regular performance reports are completed and reported on to the DSAB for governance purposes.</p> <p>The Board continues to provide a multi-agency training programme to support staff across the multi-agency partnership to deliver safeguarding in line with South Yorkshire Procedures and the Care Act 2014.</p> <p>Mitigating Actions: The Board has revised its Performance and Assurance framework which is providing assurance to the Board that safeguarding practice is now outcome focused and in line with the 6 principles of safeguarding adults.</p> <p>The Council has now developed a draft Safeguarding Adults Policy and is currently working to develop internal safeguarding procedures all of which are aligned to South Yorkshire procedures and will be accompanied by mandatory training for key staff.</p> <p>A further peer review is scheduled to take place 20th October 2017 by Dr Adi Cooper and findings will be used to inform future services developments.</p>	<p style="text-align: center;">10</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk

Damian Allen

Current Risk	Current Position: Although contacts have reduced in August this could reflect seasonal factors and remain high due to high demand in the community. Very few contacts are inappropriate and require Early Help services. The vast majority are for Information, Advice and Guidance. The risk is that high demand pressures clog up the machinery and professional officer resource. The LGA peer review recognised that this was a 'whole system' issue which extends across the partnership and is not wholly within the gift of the Trust. The Conversion rate of contact to referral remains low which indicates inappropriateness of referral, particularly from one agency. There is an issue of incorrect threshold application by partners and the interface with early help remains a wicked issue.	Target Risk
<p style="text-align: center;">9</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>Of relevance is the need to improve engagement across the EH partnership including engagement by identified LPs. Engagement in this cohort is highest in schools and PAFSS but is poor among health visitors; school nursing and maternity services. School LPs exhibit high caseloads which also compromise the effectiveness of the EH offer. There is also evidence of a fundamental misunderstanding of the LP role amongst some partners and concerns as to the capacity to undertake what is perceived to be an 'add on' to the 'day job.'. there is an identified problem of EH cases not being picked up by PLs which are then becoming additions to the waiting list.</p> <p>A high figure is not necessarily indicative of poor performance and if children need to be referred to social care then that is 'good' performance – 'appropriateness' is the key, high numbers of children on a CP plan in Doncaster, would tend to support this hypothesis, but the conversion rate to referral remains low at 21% in May 2017. The problem here is that there are a number of the referrals which are known to be 'inappropriate' and this refers in large part to</p>	<p style="text-align: center;">6</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

the continued and thorny issue of referrals from one of the partners which continues to apply its protocol, this means that less than 10% of contacts are genuine cases for attention by social care.

High demand pressures are unhealthy for the work of social work teams in 'clogging up' the machinery. Contacts below threshold which could have gone to the Early Help Hub are deemed 'inappropriate'. Inappropriate referrals which should have gone to Early help remain at, or around 18%.

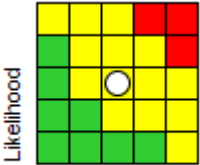
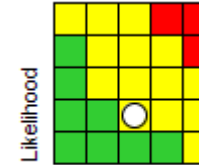
Mitigating Actions:: Cross reference to the volume of early help contacts shows a welcome improvement in contacts to the Hub which supports the impact of improved awareness and application of thresholds among Agency partners. Early help volumes are increasing but this is not having an obvious, corresponding impact, however, despite this pattern overall contacts may not necessarily reduce, because causal links are more complex than a straightforward binary effect and the hypothesis is that increased use of the Early Help Hub is capturing a significant number of cases which may have gone nowhere, or which were not being reported within any one single system.

The Trust is confident that the new Triage and MASH initiatives will demonstrate a positive impact. As the foregoing identifies, the demand on social care is key and the Trust is confident that this will improve. Further analysis of NFAs would enhance understanding.

The EH strategy group has commenced work to investigate and seek solutions to the EH threshold and LP engagement issues identified above.

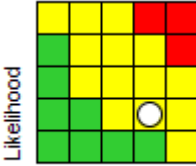
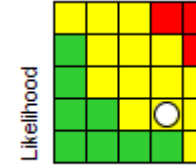
Failure to adequately address a sufficient number of Children's Trust PIs (as defined in the service delivery contract)

Damian Allen

Current Risk	Current Position: The DCST is challenged by a series of regular performance monitoring fora, on a monthly and quarterly basis at all levels of senior management across both organisations and at public facing meetings with elected members in the scrutiny fora and at Corporate Parenting Board, such arrangements are in the words of Ofsted 'in excess' of contractual requirements and have been further emboldened by the new spilt screen accountability which the Children's scrutiny panel now provides and which challenges both the Council in its holding to account of the Trust and the Trust itself. A commentary provided by the DCST and PIs and quality assurance is challenged.	Target Risk
<p style="text-align: center;">9</p>  <p style="text-align: center;">Impact</p>	<p>Areas of concern are escalated or reported on an exception basis to higher level Boards. Current areas of risk are:-</p> <ul style="list-style-type: none"> • Social Care demand management • Placement policy – care management and costs, in particular increased levels of SGO's, there is a need to review the SGO process. • Assessment timeliness • Re – referrals (new and emerging) • High numbers of CIN & CPP & LAC – in themselves may not be a risk and may mitigate / address risk, but could burden the system and capacity, with consequential risks arising; <p>Mitigating Actions:: The current arrangements and the number and scope of performance indicators have been amended following the Annual Review process which was completed and submitted on time to the Secretary of State and a new basket of PIs which is more reflective of the child's journey and the development stage in the maturity of the Trust implemented from Q1 2017/2018. The Trust is challenged against each PI of concern at every meeting as to progress and actions planned or taken and the effectiveness thereof. A more rationalised challenge process is now in place with more emphasis on exception reporting. The split screen report to the Children's scrutiny panel provides robust and forensic analysis of performance against exception and good performing PIs and challenges the Director of People as to his oversight and accountability of the Trust performance as well as the specific performance behind the PI themselves.</p>	<p style="text-align: center;">6</p>  <p style="text-align: center;">Impact</p>

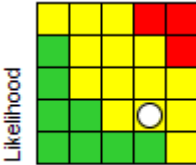
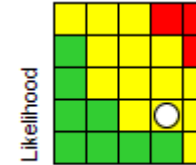
Failure to deliver the actions identified in the Equality and Inclusion action plan may impact our ability to effectively embed and delivery the equality agenda which could result in the council being exposed to public 'due regard' challenge

Simon Wiles

Current Risk		Target Risk
<p style="text-align: center;">8</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>Current Position: The review of the Council's approach to Equality, Diversity and inclusion is embedded within the current Corporate Plan and will highlight how equality, diversity and inclusion underpins the corporate priorities and drives improvement across the borough. EDI objectives have been developed and Member and senior manager EDI champions have been identified. The EDI Board has been established and is currently reviewing the base line data to understand the issues and develop the EDI performance indicators that will be the focus of our activity for the comming year.</p> <p>Mitigating Actions: - The review of our approach to EDI;</p> <ul style="list-style-type: none"> - The development of EDI champions; - Continuing to work with the LGA; - Main streaming EDI within service areas; - Establishment of EDI board. <p>Target profile: Impact 4 x Likelihood 2</p>	<p style="text-align: center;">8</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

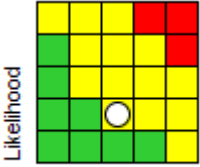
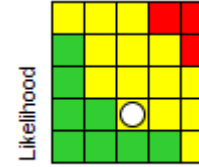
Failure to identify and manage Health and Safety risks

Peter Dale

Current Risk		Target Risk
<p style="text-align: center;">8</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>Current Position: Corporate Health and Safety continue to monitor the effectiveness of all council health and safety arrangements through both active and reactive monitoring. In light of the Grenfell Disaster, Doncaster Council's Fire Safety Advisor continues to work closely with St Leger Homes (SLH), and will be assisting with the results of the Type 4 archetypal Fire Risk Assessments that are being undertaken in a number of flats by Savills, a Specialist Contractor.</p> <p>Mitigating Actions: Corporate Health and Safety will continue to work closely with SLH & SYF to assist and advise throughout this process and to ensure the Council's interests are met. There have been two recent incidents with Scaffolding Contractors where Doncaster Council is the project Client. At the Corn Exchange there have been issues regarding the adequacy of hoarding around the scaffold, and concerns about 3 cantilever fixings failing in a 6 month period. The Councils Project Manager is working closely with the Corporate Health and Safety Team to address these issues with the scaffold company's (Interserve) Senior Management Team, and their own Health and Safety Professionals. At Colonnades there have been issues with the lower levels of the scaffold being readily accessible to members of the public. There have also been reports from occupiers of the building that children have been playing on the scaffold. The Councils Project Manager for this job has been working closely with the Corporate Health & Safety Team, and has immediately addressed these issues with the Principal Contractor (Kier), who have implemented a number of controls. Both shafts at the Hatfield Colliery site have now been topped up with spoil by the Coal Authority; removing the previous 17 to 19 metre drop in the shafts. This also prevents the possibility of any unauthorised access to a previously high risk area at the Colliery. A meeting took place on the 28th September 2017 between the Council and the agent (Hargreaves) acting on behalf of the bank (ING) that holds the debt on the Colliery land. The discussions that took place were very positive with a shift towards working together, looking at future development of the area and a potential review of site and risk management. Further meetings have been planned on a bi-monthly basis to ensure progress is taken at all opportunities. In the meantime, Doncaster Council continues to have plans in place to prevent unauthorised access and to manage the on-site hazards. This will reduce the risks to as low as reasonably practicable. Further site visits continue to be undertaken.</p>	<p style="text-align: center;">8</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

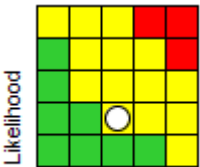
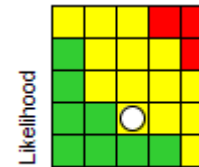
The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation

Damian Allen

Current Risk		Target Risk
<p style="text-align: center;">6</p> 	<p>Current Position: is that we lack an up to date assessment of child poverty, or a co-ordinated local response, underpinned by any strategy / plan. As a result, we are failing to reduce levels of child poverty in the borough, or mitigate its impact.</p> <p>Mitigating Actions: We have commissioned The Children's Society to run a Child Poverty Commission. They have recruited young people from across the borough to act as commissioners and are beginning to brief them on the issues children in poverty face. Alongside this, we have undertaken preparatory data analysis across a range of areas to provide an indicative baseline for the borough. This will then be used to inform the evidence gathering sessions run by the young people. The final report, with complete data and recommended actions, will be ready in February 2018.</p>	<p style="text-align: center;">6</p> 

Failure to implement the Council's key borough objectives in partnership

Simon Wiles

Current Risk		Target Risk
<p style="text-align: center;">6</p> 	<p>Current Position: Doncaster Growing Together (DGT) is Doncaster's four-year transformational plan and at the heart of it is partnership working. The key borough objectives have been developed alongside the partnership and as such they reflect the ambition of all of Team Doncaster. Following the official launch of DGT at full council on September 21st it is important to ensure that the wider partnership is engaged.</p> <p>Mitigating Actions: Therefore at the Team Doncaster Summit on the 19th October the partnership will meet to discuss DGT and its programmes. It will be an opportunity to for service managers, third sector reps and the business community to further understand, interact with and further take ownership of DGT. Further follow up workshops are taking place on a programme by programme basis.</p>	<p style="text-align: center;">6</p> 



Doncaster
Council

Finance and Performance Improvement Report: 2017-18 Quarter 2



Contents

1. Introduction	Page 3
2. Living	Page 4
3. Working	Page 8
4. Caring	Page 12
5. Learning	Page 16
6. Connected Council	Page 20
7. Finance Profile	Page 22

Doncaster Council works hard to provide the best services for people living in, working in and visiting Doncaster. To ensure we continue to improve, and find where we need to improve, we produce this Finance and Performance Report that is reported and discussed at Cabinet every quarter.

The report is organised by our Priority Themes:

- Living
- Working
- Learning
- Caring
- Connected Council

Each Theme is structured to show:






- **How we are getting the basics right** – This is our performance against a set of key service standards that we believe matter to the communities we work in and communicate with. These have been identified in conjunction with our Elected Members who represented the people in their constituencies.
- Performance against the priorities identified in our **Outcomes Framework**. These are our goals to improve the lives of people living, working or visiting the borough.






- Progress on our **Transformation and Change Programmes**. These are projects and programmes that we deliver with our partners and make up the Doncaster Growing Together Portfolio.

Understanding the performance symbols

The direction of travel looks at whether things have improved, stayed the same or become worse. The purple arrow is the preferred direction of travel. The blue arrow is long trend and shows the current value compared over the last three years.



  improvement	  Same as last time	  getting worse
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Performance	Finance
 OK – Performance on target	An underspend of less than 3% or an overspend of less than 0.5%
 Warning – Performance mostly on target	An underspend of less than 5% or an overspend between 0.5% and 1%
 Alert – Performance below target	An underspend of more than 5% or an overspend of more than 1%
 Information Only – These performance indicators do not have targets	
 Unknown – These performance indicators are unable to assess a traffic light rating due to missing data.	



Despite Doncaster’s proud sporting heritage and large areas of countryside, some of Doncaster’s residents are among the least active in the country, with roughly 70,000 inactive people in Doncaster. The Doncaster Active Partnership has developed a 10 year strategy on physical activity and sport, but more specifically over the next four years. The **Get Doncaster Moving Programme** is designed to help public, private and voluntary sectors to work together, so that taking part in physical activity and sport becomes an easy choice for all. This is our response to poor physical activity rates and in particular around 30% of people across the borough are not active for more than 30 mins a week.

This Programme focuses on 5 key areas to develop healthy and vibrant

communities through physical activity and Sport. These include -

- Dance
- Cycling
- Walking
- Sport
- Parks and Open Spaces

If you want to join the conversation about Get Doncaster Moving, contact us on via getdoncastermoving@yorkshiresport.org

or follow us on twitter at

#getdoncastermoving

Although early in the programme, Doncaster has been confirmed as a start/finish for the Tour de Yorkshire 2018 building on our success in previous years. Planning permission for a cycle circuit has been granted to provide a home for local clubs and groups, as well as providing a safe environment for children and adults to learn to ride and generally stay fit in a safe, traffic free environment. Funding of £495k for a dance activator programme has been secured from Sport England and will see UK One Dance working in partnership with

DARTES, CAST, Doncaster Council and local dance providers to develop dance opportunities for women aged 65-80 years.

The consideration of a **Public Spaces Protection order** (PSPO) for Doncaster town centre is one part of a comprehensive plan of activity to support people with complex lives (including preventing and tackling homelessness and rough sleeping, drug and alcohol misuse, mental ill-health, offending and anti-social behaviour).



The Vibrant Town Centres Programme is working to improve the co-ordination of activity and services that take place, initially in the town centre. As part of the Events and Animation / Welcome and Way-finding Themes in this programme, we have worked with local creatives to animate the hoardings around the Corn Exchange and bring vibrancy and a sense of 'open for business' whilst major improvement works take place. Additionally a series of major events in the town centre have taken place in quarter 2 including Doncaster Pride, DN Weekend and St. Leger Festival.



Housing

Doncaster has seen a year-on-year increase in net new homes with 2015 and 2016 seeing the biggest delivery of housing in over 15 years. Continuing into 2017, quarter 2 saw an additional 321 new homes built, bringing the total for 2017/18 to 583, an increase of 139 more than the same time last year. Alongside this, affordable housing also rose with an additional 15 properties bringing the total to 23, of which four were council new builds, the rest were bought 'off the shelf' from developments in Askern and Hatfield. The numbers of people accepted as homeless (and in priority need) increased to 108 households.

In order to ensure that housing needs for our most vulnerable residents are being met, the **Homes for all Programme** is working to deliver the right number and importantly the right types of homes across the borough.

It is also making links to other areas to ensure the right support is available to people so they can access and remain in

their homes. It is early stages but broadly the programme will focus on housing delivery, care leavers accommodation, older people's accommodation and homelessness and supported accommodation. Although it is early stages projects are beginning and as part of a review of accommodation a property in Cantley is being refurbished to facilitate 6 new units for Care Leavers to access which will be available in December 2017. To improve we will mobilise the complex lives alliance as well as specific planning for the colder months.

Future Programmes

We are scoping out a further two programmes that potentially will be developed in Q3 17-18. These programmes are 'Arts, Culture and Creativity' and 'Environmental Stewardship', progress on which will be reported in the next quarter.



Service Standards getting the basics right



93.6%

of sampled land and highways meet the required standards when assessed for cleanliness levels

(TARGET 86%)

Percentage of road surfaces that are maintained



Principal classified road surface

98%

(TARGET 96%)

Non-principal classified road surface

97%

(TARGET 96%)



95%

of grass cutting works completed against programme



(TARGET 80%)

Outcomes Framework

				Current Annual	Current Quarter		Actual direction of travel	Preferred direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18	Q1 17/18	Q2 17/18				
The number of Net Additional Homes built per 1000 households	772	1,170	1,057		262	321	↑	↑	Quarterly	📊
Numbers accepted as being homeless and in priority need- Total per 1000 pop	-	-	-	-	0.5	0.8	↑	↓	Quarterly	📊
Number of households/ People in Temporary Accommodation per 1000 pop	0.1	0.1	0.1	0.2	0.2	0.2	↓	↓	Quarterly	📊
Percentage of adults achieving at least 150 minutes of physical activity per week	50.9%	52.6%	57.1%	59%	-	-	↑	↑	Annual	✅
Healthy Life Expectancy at birth (years) for Females	61 yrs		-	-	-	-	↑	↑	Annual	📊
Healthy Life Expectancy at birth (years) for Males	59.7 yrs	-	-	-	-	-	↑	↑	Annual	📊
Life Satisfaction Survey (ONS Well Being)	7.48	-	-	-	-	-	↑	↑	Annual	✅
The % change in population over the previous 5 years	1.3%	1.2%	1.3%	-	-	-	↑	-	Annual	📊
CO2 emissions per capita (tonnes)	7	6.8	-	-	-	-	↑	↓	Annual	📊
Utilization of outdoor space for exercise/health reasons	17.1%	19.3%	-	-	-	-	↑	↑	Annual	📊
Heritage Local Authority Index Ranking (RSA)	-	315	313				↓	↑	Annual	📊
Children under 19 living in households whose income is below 60% of the median household income	24.1	-	-				↑	↓	Annual	📊



Average number of days

20.2



to process new Housing Benefit claims

(TARGET 25)



50.1%

Recycle rate for household domestic waste



(ANNUAL TARGET 47%)

figures relate to Quarter 1 2017-18



84.9%



of fly tips investigated and removed within 5 days from public areas

(TARGET 86%)

Doncaster Growing Together how we are transforming and changing

TOWN CENTRE PROGRAMME

The vision for our Town Centre Programme is:

‘There will be a new way of managing the day to day operations of the town centre through an integrated, multi-agency Urban Centre Team.’

The programme is focussed on four themes: Events and Animation; Safe Clean and Green; Enterprise and Creativity and Welcome and Wayfinding. The co-ordination of these four themes is underpinned by major developments in the market and supporting the delivery of the Master Plan.

HOUSING PROGRAMME

The programmes vision is

‘residents are able to access suitable accommodation that meets their needs and aspirations. Sustainable options exist throughout all housing tenures, and homes in the private rented sectors are managed by high quality housing providers. Residents are able to live in safe, healthy and connected communities within vibrant and well-managed neighbourhoods’.

The programme will be centred on four themes which are Housing Delivery, Care Leavers Accommodation, Older Peoples Housing and Homelessness & Rough Sleeping.

GET DONCASTER MOVING PROGRAMME

This programme has a vision of

‘Healthy and vibrant communities through physical activity and sport’.

The programme will be centred on five themes that are Sport, Cycling, Walking, Dance and Parks & Open Spaces and will focus on three priority groups – Low Incomes, Inactivity and Children & Young People.

The programme brings together partners from Sport England, Yorkshire Sport Foundation, DCLT and EXPECT Youth, to name a few.



WORKING

Residents benefit from a thriving and resilient economy

At 71.6% Doncaster’s employment rate has been steadily increasing since 2013 alongside the decreasing number of residents claiming out of work benefits. Linked to these trends, priorities include increasing the number of residents employed in higher skilled jobs such as managers, directors, engineering and business and media professionals, which in turn should also positively impact the average wage rate for Doncaster residents, which currently stands at £479.

Driving these forward, our **Vision for Inclusive Growth** is clear:

An inclusive, growing Doncaster – with all people and places contributing to, and benefiting from a strong and productive economy’

Doncaster Growing Together sets out Team Doncaster’s ambitions for the borough and its people, businesses and communities. Success is set against recent achievements **including a £5 billion economy** which is growing year on year¹ and Doncaster in the top 10 in the UK for private sector jobs growth.² Doncaster is full of potential and in



the production of our Inclusive Growth Strategy (December 2017 for consultation) we review our economy and performance and set out a strategy to make our economic success inclusive.

Fundamental to Doncaster’s approach to achieving inclusive growth is to:

- Integrate both economic and social policy.
- Integrate, and place equal prominence on demand and supply side interventions.
- Focus on whole-system change – how different policies and economic forces interact.

The next decade is crucial for our future growth. We have seen significant success in recent years through the attraction of development drawing on key assets such as Lakeside and Doncaster Sheffield Airport and reflecting excellent transport connections via the East Coast Mainline and the national motorway network.

At a **City Region** scale, our Doncaster centre offers potential which could have considerable positive economic growth benefits for the UK and beyond. Doncaster Waterfront is one of the largest inner-urban brownfield regeneration sites in the country, whilst the investment of £300 million in the Civic and Cultural Quarter is amongst the largest investment programmes in the City Region. Our investment projects offer potential to enhance local economic assets – such as the town’s markets and the historic Mansion House.

There is now a need to re-consider our economic trajectory, reflecting the successes that have been achieved, and shifts in the wider world. Changes in the global economy, Brexit, national government policy, ongoing public sector austerity and the changing role of city

centres mean that the time is right to review our approach.



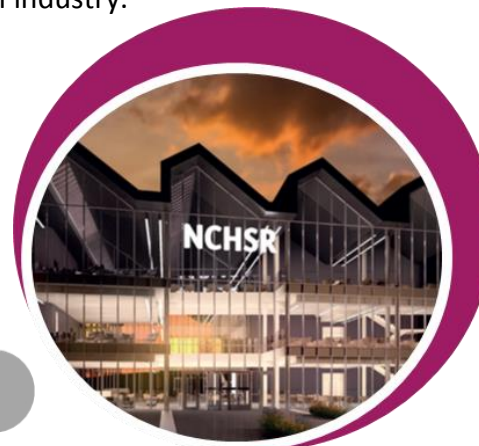
We recognise that to create

a Doncaster for all, we must refocus our efforts to ensure that we have the right type of growth; growth which ensures that everyone can participate in the economy and feel the benefit of doing so. Good growth will ensure that we are resilient to economic downturns and that our people are protected when things get tough.

Our Working Theme contains measures which combine direct support for business growth, productivity, inward investment and skills that relate to local people, local businesses and key institutions as we build our future together.

It binds together all the components needed to deliver inclusive growth and it holds us to account for our actions; we have included inclusivity measures which will help us measure the impact of our Working Theme across all key quality of life dimensions.

Doncaster has a rich railway history, the opening of the **National College for High Speed Rail** building here in Doncaster which will pioneer technical excellence, with a mission to produce a new generation of highly skilled professionals to lead Britain's future rail industry.



Our Working Theme Programme is about shaping our future to one where we can all contribute, where we can all enjoy growing prosperity

and one where we all feel proud to live, learn, care and work in this great northern town.

Our reforms are:

- Robust plans for developing economic infrastructure throughout Doncaster.
- Maximising funding opportunities presented through Government or the City Region.
- The importance of Buy Local, both within Doncaster Council and our partners.
- The production of an Inclusive growth plan with key sectorial analysis.

A Doncaster Employment & Recruitment partnership which is now operational and can respond immediate to business opportunities.



Service Standards getting the basics right



100%



Processing
of planning applications:
Major applications
(TARGET 70%)



100%

of Licensing Act (2003)
applications processed
within statutory timescales

Outcomes Framework

				Actual	Preferred	Frequency	RAG
	14/15	15/16	16/17	direction of travel	direction of travel	Quarterly Annual	
Number of Enterprises in Doncaster per 1000 population	26.5	30.2	30.9	↑	↑	Annual	🟢
Exports (£) per employee	-	-	-	-	-	-	-
Employment Rate in comparison to national average	67.9%	72%	71.6%	↑	↑	Annual	🟢
Number of Jobs in Doncaster	112,578	120,291	120,000	↑	↑	Annual	🟢
The number of Advanced Apprenticeship starts	1,340	1,330	-	↑	↑	Annual	🟢
The number of Advanced Apprenticeship achievements	-	-	-	↑	↑	Annual	🟢
% of Working age Pop claiming Out of Work Benefits	12.5	11.9	11.1	↓	↓	Annual	🟢
% of residents in highly skilled occupations	32.2%	32.6%	31.3%	↓	↑	Annual	🟢
% employed in Knowledge Intensive Services or High-tech Manufacturing Industries	4%	4.2%	3.9%	↓	↑	Annual	🟢
Wage Rates (weekly full time – resident based)	482.80	467.00	£479.10	↑	↑	Annual	🟢
20th Percentile Wage Rate for Residents	£317.80	£310.50	£326.30	↑	↑	Annual	🟢
GVA per employee	46,120	-	-	↑	↑	Annual	🟢

95.9%

of non-domestic rates
collected

(TARGET 97.10%)

**5.1%**

of people with a learning
disability have been helped
into work



(TARGET 6.3%)

Doncaster Growing Together how we are transforming and Changing

INCLUSIVE GROWTH PROGRAMME

There are a number of key reforms currently under transition; the first being the ability to deliver a devolution proposition that works for Doncaster; secondly the production of our Inclusive Growth Strategy both at a Doncaster level and a City Region; at a Doncaster level Mott McDonalds in collaboration with CLES submitted the draft Inclusive Growth plan. This high level document will Integrate both economic and social policy; integrate, and place equal prominence on demand and supply side interventions; focus on whole-system change – how different policies and economic forces interact and provide a route to achieving inclusive growth over the life of the Doncaster Growing Together Programme. The development of the City Region Inclusive Growth Plan is currently led by Metro Dynamics – the draft is currently out for consultation with an anticipated adoption date of early 2018



CARING

Residents live safe, healthy, active and independent lives

The Caring theme centres on the Doncaster Place Plan which sets out the ambition for local health and care services to narrow three gaps: the health and wellbeing gap; the quality gap, and the finance gap.

In order to deliver the Doncaster Place Plan 10 'areas of opportunity' have been agreed by local health and social care partners. They are:

Immediate operational areas of opportunity

- Intermediate care
- Complex lives
- Starting well
- Vulnerable adolescents
- Urgent and emergency care
- Dermatology

Strategic areas of opportunity

- Mental health
- Learning Disability
- Primary Care
- Continuing Health Care

You can access the Doncaster Place here:

www.doncasterccg.nhs.uk/wp-content/uploads/2016/10/Doncaster-Place-Plan.pdf

In order to deliver better support, the council and the NHS are integrating their

services. More joined up services will promote faster recovery from illness, prevent unnecessary acute hospital admission, prevent premature admission to long-term residential care, support timely discharge from hospital and maximise independent living. They will also provide the best chance of helping people with the most complex need - individuals and families whose lives can become chaotic, highly complex or affected by drugs and alcohol misuse, mental ill health, homelessness and domestic abuse. Focusing on this our **Complex Lives Programme** is a new model of delivery that is in place that is built around the person.

You can find out how care is changing here:

www.doncaster.gov.uk/services/adult-social-care/your-life-doncaster

We understand that everybody is different and this needs to be reflected in the care and support they receive. We know people want to remain in their own homes and communities for as long as possible. We know people want to live independent, healthy and fulfilling lives based on choices that are most important to them. We know that people want to have more good days and live a 'normal' life. That is why the

council has developed Your Life Your Way to contribute to the Place Plan.

Your Life Your Way will mean that: People will be able to access information and advice to deal with issues themselves: Support (if needed) will focus on what people are able to do for themselves and what they enjoy in life: Support (if needed) will be well organised: residents will have a choice of services that will be nearer to home that can help them stay healthy and well: residents will have more control and responsibility for meeting their needs: residents will only have to tell their story once thanks to a more co-ordinated and integrated approach.

You can access information and advice on staying healthy and independent here: <http://www.yourlifedoncaster.co.uk/>

Community led support is key to our adults transformation, with focus on community hubs and keeping people independent.



During quarter 2 Doncaster system partners have focussed very much on making sure that Doncaster people and families get better support and that services are provided closer to home, reducing demand for hospital services. In addition to intensive work to plan the 10 areas of opportunity there have been some notable improvements. For example, the number of people admitted to residential care has reduced significantly since last year and more people are staying at home for longer after leaving hospital; there has also been a significant increase in the number of people becoming more independent using Direct Payments. All of this indicates that the aims of the Doncaster Place Plan are beginning to be delivered.

In particular the projects highlighted above on Intermediate Care and Complex Lives have made excellent progress and are starting to deliver results. Both projects are heavily geared towards and reliant upon effective health and social care integration (plus other partners).

The Complex Lives project is bringing greater stability and better outcomes for people with complex lives. The project centres on real people and their strengths in line with the principles of prevention and

early help. It is bringing greater integration of people into mainstream society, through a personalised joint response from support services and wider community support. It is reducing the disproportionate demand on services from this group of people.

The Intermediate Care project is reducing A&E attendances, ambulance journeys and emergency admissions for people aged 65 and over. It is reducing excess bed days and delayed transfers of care and increasing the number of people remaining at home following discharge from hospital. It is increasing community based activity and making sure that fewer people are discharged to care homes.

One of our success stories is Barbara. Barbara is an older lady with additional needs, who had spent the majority of her life in residential care. Her nieces recognised that Barbara didn't have the quality of life that they wanted for her, often spending much of her time in the residential home with limited personalised care, and decided to make a change.

Barbara's niece was successful in applying for management of her finances and was able to make decisions about Barbara's

care. She chose to hire a personal assistant for her Aunt using direct payments, and Barbara and her Assistant now spend 15 hours per week visiting different points of interest in Doncaster and taking day trips.

Her nieces say that since they had made these changes Barbara has developed increased confidence, mobility and communication skills and is a much happier person.



Service Standards getting the basics right



85%

of people who feel that service have made them feel safe and secure

(TARGET 85%)



80.2%

of adults with a learning disability who live in their own home

(TARGET 78.6%)

(new)



Number of Customer reports

Compliments

Dissatisfaction

21

17

(new)

57.9%



of carers are involved in, or consulted on, decisions about the person they care for

Outcomes Framework

				Current Annual	Current Quarter		Actual direction of travel	Preferred direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18	Q1 17/18	Q2 17/18				
Delayed Transfers of Care from Hospital (all) per 100,000 population per day (BCF)	5.5	5.1	8	-	6.9	10.9	↑	↓	Quarterly	🌱
Rate of Children in Need per 10,000 population	357.08	353.15	390.80	-	430.37	416.67	-	-	Quarterly	🌱
Emergency Admissions (65+) to Hospital per 100,000 population	12,564.57	12,102.74	12,311.02	-	-	-	↓	↓	Annual	🌱
A&E attendances per 100,000 population	35,254.64	34,299.82	36,122.24	-	-	-	↑	↓	Annual	🌱
Requests for Support for Adult Social Care per 100,000 population	4,510	4,660	-	-	2,364	2,209	↓	↓	Quarterly	🌱
Rate of Children in Care – Number per 10,000 population	-	-	-	82.72	-	-	-	↓	Sept '17	🌱
Permanent admissions to Residential and nursing care homes per 100,000 (65+)		889.7	714.3	-	123.7	158.5	↑	↓	Quarterly	✅
Proportion of older people(65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	72.6	81.6	76.8	-	75.3	86.2	↑	↑	Quarterly	✅
Overall satisfaction of people who use service with their care and support.	64.7%	64.4%	63.2%	-	-	-	↓	↑	Annual	⚠️
Proportion of people who use their services and their carers, who reported that they had as much social contact as they would like	38.9	44.5	43	-	-	-	↑	↑	Annual	⚠️
Preventable deaths in local population (Mortality Rate per 100,000)	222.3	-	-	-	-	-	↓	↓	Annual	🌱



27.5%



of people using Social Care who receive a direct payment

(TARGET 28.55%)

(766 direct payment agreed out of a cohort of 2785)



71%

of people who find information about services easy to find

(TARGET 75%)



6.5%

of safeguarding referrals have been dealt with within 24 hours

(32 out of 495)



5.7%

NHS health checks undertaken

(TARGET 6.4%)

Doncaster Growing Together how we are transforming and Changing

PLACE PLAN PROGRAMME

The vision for the Doncaster Place Plan is:

'Care and support will be tailored to community strengths to help Doncaster residents maximise their independence, health and wellbeing. Doncaster residents will have access to excellent community and hospital based services when needed'

It focuses on three areas that will maximise the value of collective action and transform our health and care system further than we already have. Services will be delivered in the best place, reducing demand for acute services and achieving clinical and financial sustainability. The three areas are:

- Prevention and Early Help
- Intermediate Health and Social Care
- Enablement and Recovery



LEARNING

Residents have the knowledge and skills for life, creativity and employment

In 2015/16 Doncaster was the 5th fastest improver in the country for achievement at 5*A-C GCSE including English and maths, standing 3% points behind the national average of 49% and more of our pupils received their first choice school placement.

School settings rated 'good' or 'better' remain a challenge with Doncaster sitting towards the bottom of the national league table and persistent absence across all settings causes concern, but more so at secondary levels with a reported 28.3% of pupils whose attendance is 90% or less and so miss 19 days or more in the school year.

High numbers of fixed term exclusions, managed moves, persistent absence and poor educational outcomes for pupils in alternative provision triggered a whole system **Behaviour Review**.

To specifically address the issues we face around persistent absence, we have co-produced a new **Attendance Strategy**. The strategy seeks to develop collective responsibility for driving improvements in attendance, whilst delivering greater accountability for Doncaster schools around absence and persistent absence.

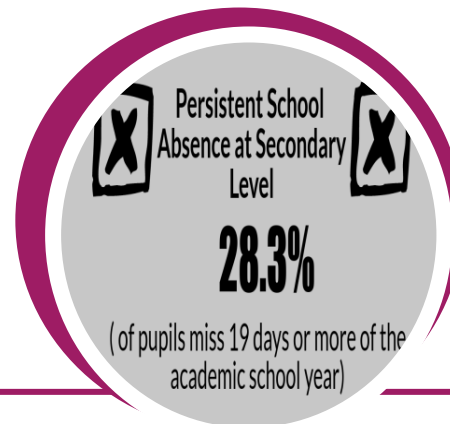
In the first instance, we have:

- Written to all schools at the start of autumn term 2017 informing them about the Doncaster focus on reducing persistent absence and increasing attendance across all schools. All schools with persistent absence above National figures (with some regard to proportionality) become 'focus schools'.
- Provided training for School Governors regarding Attendance and Persistent Absence. Chair of Governors to receive notification of falling into the category of focus school and what they can do to ensure their school improves. Training available for governors with attendance role.



Young people will benefit from new Special Free School in Doncaster

A Special School for Communication and Interaction special educational needs will be established in Doncaster. The school will primarily be for children and young people with Autism Spectrum Disorder, specifically high functioning ASD and Asperger's. This cohort may also have social, emotional and mental health needs and specific learning difficulties.



Over recent months the authority is working with the Department for Education on this project and the new school is envisaged to be located on the Hungerhill Enterprise Park site. This school would have places for 100 children and young people, 80 of which would be filled by the council, with the remaining 20 offered to neighbouring authorities. A Market Engagement Event held in September gave opportunity to share our vision for the new Special School and to outline to potential providers what we are trying to achieve.

Improving Education through the Imagination Library

We recognise how essential a good education is getting on in life and have developed the Education and Skills Programme which focuses on getting children ready to start their journey through education, strengthening the schools they attend and improving routes to work. One such project which is aimed at getting children school-ready is the Imagination Library. This is a free monthly book-gifting scheme for 0-5 year olds. Evidence suggests that children who participate in shared reading are better prepared for school. Nurturing a child's reading skills will enhance not only their language and

communication skills, but also promote their social, emotional and physical development. Co-reading with parents aids children in exploring and understanding the world around them as well as expanding their imagination. Children love the sound of language and reading with family promotes a fun and captivating learning environment.

Funding from Department for Education to improve 'Social Mobility' in Doncaster

Work is taking place to develop a programme aimed at improving Social Mobility for young people in Doncaster. The programme will help children to get the best start in life and ensure they have access to lots of different opportunities which will enhance their education and path to employment. The delivery plan for the programme is currently being developed.

The sorts of projects that will be included are initiatives to enhance extra-curricular activities and opportunities for more work-based experiences for young people. These projects will build on the success of current great examples such as the Children's University; a reward scheme for children to be recognised for spending time involved in

positive activities outside normal school hours.

http://public.don.ac.uk/facilities/childrens_university



Working with our partners

Partners in Learning, Doncaster's Teaching School Alliance, has recently been awarded its Research School bid by the Education Endowment Foundation. This marks a significant success for the borough, which will bring £200,000 of funding over three years, along with expertise from the Schools Research Network into the area, to help to improve teaching and learning across Doncaster's schools.

Doncaster will be joining 21 other Research Schools to support the use of evidence to improve teaching practice. With well-established networks with local schools, Partners in Learning is well placed to ensure that the benefits of this opportunity reach all of Doncaster's schools, children and young people.






Service Standards getting the basics right

Uptake of free school meals

81.3%

(TARGET 79.08%)

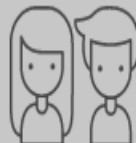
  

79.3%

of children are seen within appropriate timescales

(Children in need/Child protection plan/Children in care)



(TARGET 80%)




Percentage of children accessing their entitlement to free childcare

2 year olds **76%** (TARGET 80%)

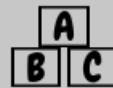
3 and 4 year olds **96%** (TARGET 97%)

 Special Education Needs Team













100%

of Education, Health and Care plans issued within 20 weeks (TARGET 100%)

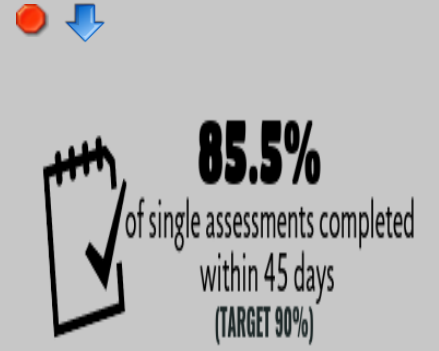
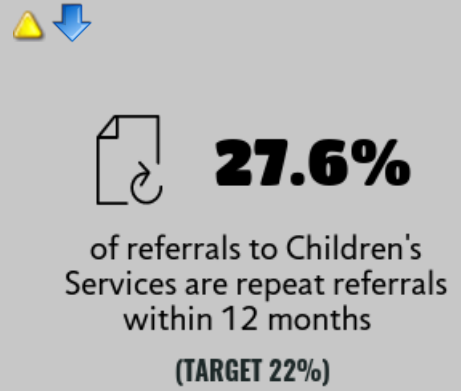
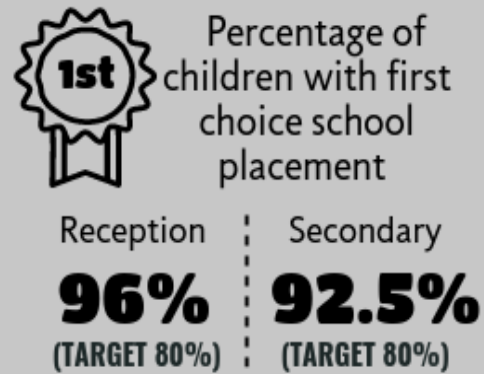
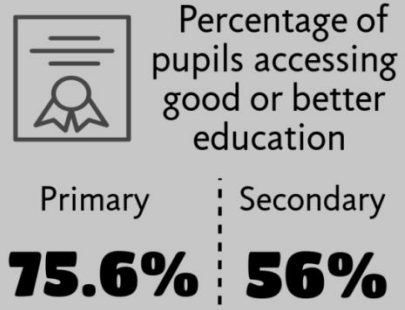
(new)  **96.5%**

of Early Year providers rated Good or Outstanding by Ofsted (TARGET 98%)

Outcomes Framework

	14/15	15/16	16/17	Q1 17/18	Actual direction of travel	Preferred direction of travel	Frequency	RAG
					Quarterly	Annual		
Achievement of a Level 3 qualification by the age of 19	-	44.9%	-	-			Annual	-
% of children with good level development	-	-	-	70%	-		Quarterly	-
% of people who are qualified to level 3 or above (16-64)	44.2	45	47.2	47.2			Annual	
Attainment 8 Score (GCSE Attainment)	-	46.8	-	46.9			Annual	
Persistent absence in Secondary Schools (% Full Year)	7%	17.5%	28.3%	28.3%			Quarterly	

(new)



Doncaster Growing Together how we are transforming and Changing

SOCIAL MOBILITY OPPORTUNITY AREA PROGRAMME (SMOA) In January 2017, Doncaster was announced as one of the Opportunity Areas for the country, and as a result will receive dedicated Department for Education funding. The Secretary of State for Education said: "Opportunity areas will help local children get the best start in life, no matter what their background. We will focus not just on what we can do to help inside schools, but also create the opportunities outside school that will raise sights and broaden horizons for young people." A Delivery Plan to achieve the objectives mentioned above is currently in development. The Programme is being governed by a partnership SMOA Board.

EDUCATIONAL INCLUSION PROGRAMME

This programme is developing the most appropriate provision for disadvantaged and vulnerable children and young people aged 0-25. The programme brings together partners from education, health, social care and parents. There are three projects focused on improving attendance and behaviour, developing support for special educational needs and disability; and Big Picture Learning which is a new model of learning for pupils who, because of exclusion, illness or other reasons, would not otherwise receive suitable education. An application for this exciting new provision has been developed and was submitted at the end of October.

EDUCATION & SKILLS PROGRAMME

The Programme has been developed to reflect the recommendations made in the One Doncaster report. This report details the findings from an assessment carried out by a group of independent national experts to look at what could be done to ensure that Doncaster's education and skills system was able to equip its residents and businesses for changing times, from childhood and through adulthood. The programme, governed by the Education and Skills Partnership Board, is currently being split into workstream areas with associated projects, which will be in line with the delivery plan for the Social Mobility Opportunity Area.



CONNECTED COUNCIL

The council's aim is for on-line services to be the highest used to increase efficiency and value for money for Doncaster citizens.

Due to the time of year with lighter evenings and good weather we've seen spikes online in the reporting of anti-social behaviour, dumped rubbish and littering between July and September (quarter 2) as well as 'back to school' related transactions such as applying for free school dinners and Zero Fayre bus passes.

Throughout the quarter we've seen the creation of **5904 My Doncaster accounts**, which allows customers to track the progress of any enquiries that they make as well as access additional online services. For the same quarter in 2016, 4423 accounts were created, an increase of 33%. Of these 1184 have added Council Tax to their account and 340 have completed sign up to e-billing which takes the total of Council Tax bills being sent out electronically to 2095.

A further **171 customers have downloaded the MyDoncaster app** over the last three



months and are now able to quickly and easily report a range of environmental issues 'on the go'.

All this has helped contribute to an increase this quarter for our online channel shift statistics, with 27% of enquiries being made online, up by 1% on quarter 1 and an increase from 19% in the same period last year. Both telephone and face to face transactions have seen their percentages drop from 59% and 22% last year to 53% and 19% as evidence that the council's online offer is being used and chosen by our customers as a viable option to contact us by.

In July, Doncaster Council became the first Local Authority to publish their **Gender Pay Gap** information. Our overall gender pay gap is a high-level unweighted indicator of women's and men's relative earnings. It is significantly affected by the composition of the workforce which is predominately

female (70%) who are often attracted by the progressive flexible working provisions. Doncaster Council's mean gap is 15.7%, and its median gap is 21.1%. Both figures are lower than the national average.

Doncaster Council and Public Health in partnership with Doncaster Samaritans marked **World Suicide Prevention Day**. Staff were given the chance to volunteer for the Samaritans, and make pledges for action supporting the five ways to wellbeing. As teammates, it is our responsibility to look out for those who may be struggling, check in with them, and encourage them to tell their story in their own way and at their own pace.



Service Standards getting the basics right

Doncaster Council was also proud to support **Doncaster Pride**, with flying the rainbow flag on the Mansion House and on the flag pole in Sir Nigel Gresley Square, and taking part in the procession of unity throughout the town. The council has started the LGBT+ Employee Staff Network, the group which meet regularly is inclusive and open to all staff members.



70.6%
of spend is with
Doncaster companies

£31.2m from a revenue spend
of £44.2m
(target of 70)



The average number of days
lost through sickness absences
per employee is

9.26
(target 8.75 days)



Council Tax Collection Rate for 2017/18 is
predicted to be

94.47%
At the end of Q2 we have collected 52.13%



The average number of days to
process a new Council Tax
support application is

24.18
(target 25 days)



94%

of our
'Freedom of information'
requests are responded to
within timescale
(target 100%)

Customer Services initial contact with the
public

167,279

broken down as follows:



online
44,100

27% of our services are
available online against
a target of 40%



face to face
41,037

average wait time
6.26 minutes against a
target of 10 minutes



phone
82,142

35% answered in 20
seconds against a
target of 80%





FINANCIAL PROFILE

General Fund Revenue Total

- £3m overspend projected on a gross budget of £603m. However the problem could be greater, and nearer £6m, due to a number of one-off underspends and use one-off funding.
- Overall the overspend has increased by £0.2m from quarter 1, mainly due to Regeneration & Environment overspend increasing offset by improvements across other areas of the council.
- Further details are provided below and in the evidence pack pages 1 to 5.

Adults Health & Wellbeing

- £0.4m overspend projected on a gross budget of £144m, although this includes utilising £2.6m one-off Improved Better Care Funding (iBCF) for pressures and savings.
- Projected overspend has reduced slightly from quarter 1 by £68k.
- £2.1m delivered towards £4.3m savings target, £1.4m temporarily funded from iBCF and £0.6m other revenue resources.
- Short stay/respite services due to activity being significantly higher than budget £0.64m.
- Continuing Health Care contributions have significantly reduced £0.43m.

- Pressures off-set by vacancies, reductions in running expenses and capitalisation of minor adaptation costs £0.87m.

Learning & Opportunities C&YP

- £0.8m overspend projected on a gross budget of £47m.
- Projected overspend has reduced slightly from quarter 1 by £0.09m.
- Education Services Grant unmet cut £0.43m (functional review will deliver the saving for 2018/19).
- Increased demand for children with disability placements £0.20m and Passenger Transport £0.20m (reviews being undertaken).

Children's Services Trust

- £1.6m overspend projected which has reduced by £0.3m from Q1.
- The overspend mainly relates to care ladder placements, in addition to £1.1m extra funding provided, mainly due to increased Out of Authority placements and higher spend on 18+ and CIC transition accommodation.
- The Council overspend is £1.1m (70/30 risk share); although the actual pressure is likely to be higher because the Trust do not have the reserves for the remaining 30%. The Council is currently agreeing additional one-off funding to cover the increased activity.

Finance & Corporate Services

- Break-even position forecast; slight reduction from quarter 1 underspend.

Regeneration & Environment

- £1.0m overspend projected on a gross budget of £128m.
- Projected overspend has increased from quarter 1 by £0.51m. Mainly due to the new Schools Catering pressure of £0.37m, mainly due lower margins being achieved when schools convert to academies.
- Waste & Recycling £0.74m pressure due the extension to the collection contract and credit notes for trade waste customers.
- Assets £0.35m pressure, of which £0.28m due to delays in achieving savings target.
- Markets £0.25m pressure, vacant stalls.
- Fleet is expected to underspend by £1.0m mainly due to slower vehicle replacements.
- Actions have been identified in some areas that may result in a reduction in the projected overspend.

Council Wide Budget

- £0.4m underspend projected on a gross budget of £25m, no change from Q1.
- Main reason is £0.63m saving from the pension prepayment, offset by other overspends e.g. £0.17m of capital receipts not being available to fund revenue costs.

General Fund Reserves

- Current balance £12.8m; £3.0m projected overspend would reduce reserves to £9.8m.
- The council needs to ensure that the level of reserves is sufficient to meet any potential future costs.

Service Transformation Fund (STF)

- This is assisting the council achieve the savings; current unallocated balance £1.4m.
- Expenditure funded from the STF will be approved by the Chief Financial Officer in consultation with the Chief Executive and an update will be provided to the Mayor quarterly.

Write-offs/Fees & Charges/Virements

- Full details on write-offs, fees and charges and virements are detailed in the evidence pack at pages 6 and 7.

Housing Revenue Account (HRA)

- Balanced revised budget including £1.0m contribution from balances. £1.3m underspend forecast at quarter 2; this results in £0.3m contribution to balances.
- £0.4m projected underspend on overall management expenditure.
- £0.4m additional rent income due to lower than budgeted void rent loss (budget 1.5%, actual 1.0%) and higher average rent and property numbers.

- £0.4m saving from loan charges due to lower than budgeted interest rates and debt levels.
- Full service for **Universal Credit** was rolled out in Doncaster on 11th October, 2017. This means Housing Benefit, for all new claims or changes in circumstances for working age claimants, will be paid directly to the claimant and not direct to the council. As a result, we will need to collect approximately £0.7m (October 2017 to March 2018) of rent from tenants that we would have previously received directly from housing benefit. Extra resources are being employed to collect the rent and to help sustain tenancies and the rent arrears position will be tightly monitored.

Capital Programme

- Spend projection for 2017/18 £121.5m compared to revised budget of £130.2m (£235.5m future years compared to revised budget of £233.1m). £42.2m actual expenditure has been incurred up to end of quarter 2. Further details are provided in the evidence pack pages 1 to 5. New additions to the Capital Programme are provided in the Appendix A pages 8 and 9.
- A shortfall in capital receipts from asset sales is projected for 2017/18, compared to initial budget and the updated estimate of

capital expenditure for this year. The position has improved from a projected deficit of £8.5m in quarter 1 to £2.9m deficit in quarter 2; due to £1.5m expenditure slipping to future years, £1.9m additional receipts are now expected in 2017/18 and the removal of the £2.2m capital reserve fund allocation. The capital receipts are expected in 2018/19 therefore the council is anticipating borrowing for one year to meet the shortfall; the interest cost will be circa £0.2m.

- DN7 project, significant progress has been made on a number of external third party issues in pertaining to Network Rail shared vale and land assembly. Currently there is only one major issue relating to land assembly remaining unresolved but the project still has increased quantified risk on project delivery; mitigation work is progressing to address the remaining issue with the third parties and the associated risks are being managed.



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28th November 2017

To the Chair and Members of CABINET

TENDER AND AWARD OF A CONTRACT FOR THE PROVISION OF FOUR COMMUNITY BASED CRISIS SUPPORT SERVICE AND ASSOCIATED ACTIVITY.

Relevant Cabinet Member	Wards Affected	Key Decision
Councillor Blake	All Wards in Doncaster	Yes

EXECUTIVE SUMMARY

1. Historically Doncaster Council’s Adults, Health and Wellbeing Directorate have had a grant arrangement in place with two local voluntary sector providers (Doncaster Mind and Changing Lives). The grant has funded services that support people with mental ill health. The total cost of the two services per annum is currently £261.333 per annum. The funding for the services has come from the Better Care Fund. This funding is available for another 12 months.
2. With the advent of the Government’s Five Year Forward View for Mental Health (February 2016) aimed at transforming Mental Health service in communities, Doncaster has the opportunity to revisit what it currently provides.
3. The government is committed to promoting new models of community based care such as crisis cafés and community clinics. (The changes that need to be undertaken by 2020/2021 are reflected in the 5 Year Forward View for Mental Health (February 2016).
4. The Five Year Forward View for Mental Health is a priority for the Health and Well Being Board.
5. To progress the implementation of the Five Year Forward view in Doncaster, a procurement exercise will be undertaken for the delivery of community based crisis support service in four locations across the borough that will align with the integrated community led support (CLS) and the RDaSH community model.
6. The community bases crisis support service will underpin the drive to bring specialist Mental Health services into the community and the community based crisis support services will provide four hubs to deliver these services. The vision is to bring services to communities. Secondary care services such as WRAP planning (Wellness Recovery Action Plan) and IAPT (Improving Access to Psychological Therapies) would be brought to the community sites to ensure individuals are engaged with services at time when they feel accessing statutory service is not appropriate for them.
7. The community based crisis support service supports the on-going service transformation driven by the Troubled Families Programme principles (known as Stronger Families in Doncaster) to work in a far more coordinated way and

with whole families where applicable. Many of the families we identify exhibit different levels and types of mental health issues sometimes with multiple members of families suffering.

8. The community based crisis support service supports the work of the Complex Lives Alliance to provide a whole system, comprehensive and increasingly preventive approach that will improve quality of life for the individuals concerned and have wider community impacts.
9. A procurement exercise will be undertaken and a contract will be in place by 1 April 2018. The Service Specification has been developed with involvement from the Clinical Commissioning Group (CCG) and a market event will be held to inform the market of the Council's commissioning intentions.

RECOMMENDATIONS

That Cabinet:

10. Support the cessation of the current grant arrangements that are in place with Doncaster Mind and Changing Lives.
11. Approve a procurement exercise to be undertaken in accordance with EU Procurement Regulations to award a contract on an up to two-year basis to the successful provider(s) for the provision of four community based crisis support services and associated activities within a financial envelope as follows: for year one the financial envelope is recommended to be £245,000 and in year two £200,000. That the award of this contract be delegated to the Director of People in consultation with the Cabinet Member for Adult Social Care.
12. Delegate to the Director of People in consultation with the Cabinet Member for Adult Social Care, authority to consider the extension of the contract for a further 2 years, to enable the provider to identify alternative funding and resources to deliver the service, subject to the provider demonstrating delivery of performance requirements and continued funding being identified.

EXIT STRATEGY

13. The incumbent providers will be supported by the Council to implement an exit strategy. The two current providers are fully aware of the Council's intention and welcome the opportunity to enter into a competitive tendering exercise. They will provide the relevant notice period to their staff as per their employment Terms and Conditions. In the event that, Transfer of Undertaking Protection of Employment (TUPE) applies this would be managed as part of any potential staff transfer. A Due Regard Statement has been completed which has not identified any issues regarding the Protected Characteristics to the service going forward. This is attached at Appendix 1 for information.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

14. The community based crisis support service will provide a service to individuals in a community setting that has the ability to provide appointments for a period when statutory services are closed.

15. Many services will be co-located with primary and community care, meaning more convenient and tailored treatment and relieving pressure on general practice as set out in the General Practice Forward View. Delivering these new integrated services is critical to building care and support holistically around the needs of the person to improve their outcomes and support them to achieve wellbeing.
16. Community mental health services for adults of all ages will be better supported to balance demand and capacity, deliver timely access to evidence-based interventions, integrate with primary care, social care and other local services, and contribute to the delivery of efficiencies across the adult mental health system. For Doncaster this means that 1652 individuals with a severe mental illness will receive a full annual physical health check. The community based crisis support service will allow individuals to receive support with their physical health check, implementing healthy living classes and cookery classes to develop a healthy lifestyle.
17. The community based crisis support service will provide an environment to implement evidence-based preventative interventions that target high-risk locations and support high-risk groups (including young adults who self-harm and older adult males) within the Doncaster population. The community based crisis service will provide a 'talking shop' approach, allowing individual's to walk in, discuss any issues and potentially be signposted or integrated into correct pathways of care and support.
18. The community based crisis support service will be established in four localities, integrating with the CLS model and RDaSH localities. As part of the 5 year forward view for mental health, services will be co-located within this model to ensure access for all, locally at a time to suit to the individual.
19. The move away from grant funding to a competitive tendering process for the community based crisis support service is the preferred approach. The benefit of tendering the service will be in relation to the following: value for money and a quality focussed approach as the service will be awarded as a result of competitive tenders being evaluated on quality and cost. There is the potential for efficiencies as the contract sums are fixed for the duration of the agreement and primarily designed to assist the delivery of a service, furthermore deliverables for the service will be clearly identified and reported against at regular performance monitoring meetings. The service will also be more holistically managed to ensure the councils requirements are met in all aspects of the service.
20. Throughout the life of the contract the provider will explore other funding opportunities to sustain elements of the service for example peer support and infrastructure volunteering. The performance information and outcomes of the service will inform the future commissioning intentions. Funding for this may be drawn down from central government (five year forward view for mental health).

BACKGROUND.

21. For a number of years Doncaster Council's Adults, Health and Wellbeing Directorate has had in place grant arrangements with Doncaster Mind and

Changing Lives, two local voluntary sector providers to deliver mental health support services. Traditionally, grant funding from the Council is frequently used to pay for essential overheads – for example, costs of premises, core staff to manage service and volunteers etc. Many of these overheads are fixed.

22. **Doncaster Mind** currently receives £156,033k per annum and delivers the following: Wellbeing - Recovery Café, Groups, Activities, Information and Support, peer support, Befriending and Volunteering Opportunities. The grant arrangement has been in place since approximately 1985.
23. **Changing Lives** currently receives £105,300k per annum for a Positive Mental Health Programme (PMHP), which includes: Information/Signposting, Crèche facilities for women accessing the PMHP programme, Crisis Support and Counselling Provision. The grant arrangement has been in place since 1995.
24. Over the past 12 months the two local charities have embraced new ways of working in a collaborative approach and the difference this has made is very evident. The difference the partnership arrangement has made is clearly evident and is a credit to the staff and volunteers. The following provides an illustration of the work they have carried out:-

Doncaster Mind-Throughout the last financial year has recorded seeing over 1000 different individuals who made 10,228 client contacts or attendances to the services. Those services were the groups, training courses, counselling sessions, housing support services and general enquiries that as an organisation deliver every year.

Wellbeing Service.

8 different courses run a total of 27 times over a year course lengths vary from 4 to six weeks. The course include:-First Steps (introduction to group work), anxiety management, confidence and self-esteem, dealing with anger, positive wellbeing, my life my voices and stress awareness.

Peer Support Groups.

5 Social Cafe sessions 2 week day lunchtimes at the 'Changing Lives' Hub, one evening and Saturday at the changing lives Hub, and one weekday lunch time in Mexborough.

Befriending Service.

During the last financial year the volunteer hours that were recorded as part of the delivery of the service added up to 1766.4. This equates to a value of £18,476 in financial terms.

Changing Lives - have a busy women's centre and community hub and this has a high footfall within the building, (around 600 people use the building each week through all partnerships).

Counselling - Changing Lives have a BACP registered councillor who as well as counselling provides clinical supervision to the 12 volunteer counsellors who support the service. This service provides counselling to around 100 clients per year. It represents excellent value for money because of the delivery model with

a paid member of staff supporting 12 volunteer counsellors.

Crèche All services provided by Changing Lives offer free crèche places for children aged 0-8 for the duration of the activity attended. This is unique to the service and breaks down the barriers some women face to attending services.

25. National Context

On the 9th January 2017, Prime Minister Theresa May unveiled national plans to transform Mental Health services in communities. She detailed that further alternatives to hospital to support people in the community should be available; recognising that seeing a GP or going to A&E is not or does not feel like the right intervention for many people with mental ill-health. The government has committed to build on its £15 million investment to provide and promote new models of community based care such as crisis cafes and community clinics.

26. Local Context

- Doncaster has a high prevalence of patients attending A&E with a mental health related issue (1 in 4).
- Incidence of depression is higher for females than males with both rates of incidence expecting to remain stable over the next few years (2025).
- With an increasingly ageing population the prevalence rates of depression for the over 65's, severe depression, dementia and other age related conditions, will increase.
- The prevalence rates for neurotic disorders and personality disorders will also remain stable.
- The area for concern, whilst looking at prevalence rates in the locality, is that services being used/ accessed are not reflective to the need, whether this is mental health services or those that impact on mental health such as drug and alcohol services.
- Doncaster's suicide rate has remained at around 30 individuals for over ten years.
- Mental health promotion is currently fragmented and there is a clear need for a new focus.
- Deprivation is a determinant of mental health and Doncaster has a number of areas of high deprivation.
- The elderly are at more risk and affluent areas are usually made up of an elderly population.
- Mental health is a priority area for Health and Wellbeing Board.
- Stronger Families Programme often works with families where mental health is present. Partner workers often find it difficult to assist and signpost these people to services and support; the Community based crisis support service will help with this service gap. The Stronger Families way of working is now influencing the Complex Lives Programme with vulnerable adults to ensure coordinated support is put in place.
- Work with people with complex lives is a prototype for a new operating model supported by Team Doncaster with the aim to identify and create an integrated approach that can meet changing demands and improve outcomes. This work has evidenced the need for a coordinated approach requiring an integrated combination of support and services both statutory and voluntary, along with clearer routes into accommodation and a strong multi-agency approach to improving mental and physical ill health,

supporting people with a drug or alcohol dependency and managing homelessness and rough sleeping.

The majority of the complex lives cohort report a history of mental ill health and this can and does present a barrier to engagement and advancement. In addition to the statutory services, there is an important role for the community and voluntary sector, in particular in the town centre locality. They play a role to help and support the complex lives work by providing a safe and trusted environment that aids both improved engagement and motivation to take steps to improve their circumstances for the better.

27. The following model is one that Doncaster wishes to aspire to:-

A Hampshire 'Vanguard' in the form of a crisis café has helped reduce mental health secondary care admissions by a third in seven months by providing an alternative solution for patients. The 'Safe Haven' café in Aldershot, on the Surrey and Hampshire border, has been open all year round since 2014 and is an evening drop in where people can go if they need support. NHS workers and third sector partners are on site to provide mental health crisis support which has helped some people avoid the need for NHS care including A&E. Anyone suffering from a mental health problem diagnosed or not, can drop in for a cup of tea and a chat and can request more formal help if needed. Service users say the café has helped them in many ways including preventing some from committing suicide and helping others combat loneliness, homelessness and general crisis. The number of attendances to the café each month has jumped from an average of 167 in April to June 2014 to 415 in the same period in 2015 and 95 per cent of their feedback has been positive. A separate study carried out for Surrey and Borders Partnership NHS Foundation Trust (SABP) by 'Mental Health Strategies' found that from April to October 2014, the number of admissions to acute in-patient psychiatric beds fell by 33% from within the 'Safe Haven' catchment area. The service is de-escalating and preventing crisis and avoiding the need for people to present to mainstream services, reducing demand and releasing capacity.

OPTIONS CONSIDERED

28. **Option1** - to continue with the current grant arrangement with the two providers. This is not the preferred option as the Council wish to move away from grant making to a position where competitive tendering is undertaken in line with EU Procurement rules and a contract put in place with successful providers. Both Doncaster Mind and Changing Lives as referenced above have worked collaboratively to deliver quality services. However, they are very supportive of the current grant arrangement changing by way of a competitive tendering process. .
29. **Option 2 (recommended option)** - to cease the current grant arrangements in place with Doncaster Mind and Changing Lives and to carry out a procurement exercise in accordance with EU Procurement Regulations and the awarding of a two-year contract to the successful provider(s) for the provision of a community based crisis support service and supported activity in four localities. Financial savings may be made over the life of the two year contract period. However, the financial envelope needs to be reflective of needs now and going

forward as referenced at point 41 (Financial Implications). Therefore for year 1 the financial envelop will be £240,000 and in year two £200,000.

REASONS FOR RECOMMENDED OPTION

30. It is acknowledged that the current services have flexed over the past year and worked collaboratively in response to demand. This work is well documented above and in the performance information submitted to the Council. The Five Year Forward View for Mental Health has set out a number of requirements which need to be progressed, one of which is the provision of community based crisis support service. With the progression of the Community Led Support model (CLS) it is a timely opportunity to progress elements of the national plans to transform Mental Health services in communities. Equally important Doncaster Council will move away from grant arrangements to a commissioned service with formal contracts in place. The Council also wishes to ensure that the needs of people accessing the current service continue to be support appropriately.
31. It will be a requirement of the successful provider to secure external funding for a number of elements of the service. However, the contract may be extended for a further two years subject to continued funding being identified.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

32. The report has the following impacts:

	Outcomes	Implications
	<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Be a strong voice for our veterans</i> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	<p>The service will support individuals to improve their outcomes and support them to achieve wellbeing.</p>
	<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	<p>The community based crisis support service will help reduce the pressure on high cost services by providing locality based provisions that can be easily accessed by people living in different localities across Doncaster.</p>
	<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> 	

	<ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
	<p>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	
	Council services are modern and value for money.	The service will align with the Councils Community led Support model and, equally important, will respond to the national plans and support the transformation of mental health services in communities.
	Working with our partners we will provide strong leadership and governance.	DMBC will provide the leadership and governance for the service in partnership with the provider(s) and the Clinical Commissioning Group and RDaSH.

RISKS AND ASSUMPTIONS

33. With the introduction of the Five Year Forward View for Mental Health there is a requirement to progress implementation and develop a Service Specification, which responds to national policy.
34. The current providers have over the last year flexed in response to need and embraced collaborative working. However the provision in its current form is not fully able to respond to the national agenda. There is a real opportunity going forward to not only harness 'what works well' but build and develop a community based crisis support service in four localities in response to growing need.
35. The community based crisis support service will be co-produced across the four areas as follows:- Central Doncaster, Mexborough, Bentley and Thorne. This aligns with the Public Health data regarding where there is a high population of people experiencing mental health issues as well as the Community Led Support model (CLS) and RDaSH.
36. In 2015/16 there were 648 A&E attendances for patients with a mental health condition at a total cost of £137,671. This could be reduced with the right early interventions.

LEGAL IMPLICATIONS

37. Section 1 Localism Act 2011 gives the Council a general power of competence

to do anything that individuals may generally do.

38. Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services.
39. Section 2B of the National Health Service Act 2006 (as amended by Section 12 of the Health and Social Care Act 2012) introduced a new duty on Councils in England to exercise certain health service functions and take appropriate steps to improve the health of the people who live in their area.
40. Section 117 of the Mental Health Act 1983 (as amended by the Care Act 2014) requires local authorities and clinical commissioning groups to provide certain aftercare services to mental health patients upon their discharge from hospital.
41. Legal Services should be consulted at the earliest opportunity to provide contractual documentation to end the grant arrangements with Doncaster MIBD and Changing Lives. Further legal advice and assistance will be given in relation to the procurement exercise which will be undertaken in accordance with the Councils contract procedure rules.

FINANCIAL IMPLICATIONS

42. This report proposes the cessation of the current grant arrangements with Doncaster Mind and Changing Lives delivering mental health support services and to carry out a procurement exercise for a two-year contract for the provision of four community based crisis support services and associated activities at an estimated value of £445k. This is in line with the Council's policy to reduce grants to third sector organisations and more clearly commission and contract service activity.
43. The Better Care Fund (BCF) currently commits £261k per annum grant funding for Doncaster Mind £156k & Changing Lives £105k. This proposal for £445k over 2 years would reduce the call on BCF by £77k in total. Note the BCF plan for 2018/19 is currently under review and will be reported to members under the Council's budget setting process.
44. This report sets out the intention that after 2 years the contractor would work towards the service being delivered by a combination of volunteering and peer support. In addition officers will look at accessing other funding resources such as the CCG's 5 Year Forward View Funding for Mental Health to help support this transition. The plan is that the Council would no longer need to directly fund these services and recognises that BCF grant is only temporary funding – currently ending in 2019/20.

HUMAN RESOURCES IMPLICATIONS

45. No HR implications are required as there are no staffing implications for this report. Cabinet Report guidelines say these should only be referred to if there are staffing implications.

TECHNOLOGY IMPLICATIONS

46. There are no anticipated technology implications in relation to the recommended option. In commissioning any new provider for the provision of community based crisis support services, due consideration needs to be given to how information is shared between the Council and the provider and any IT system requirements to support monitoring and tracking of performance. If through the commissioning of these services ICT requirements are identified, then a business case should be submitted to the ICT Governance Board.

EQUALITY IMPLICATIONS

47. The primary focus of the community based crisis support services is for adults and adolescents experiencing, mental health problems. For people with or without a protected characteristic the service should have a positive impact on them due to the focus on an individual's outcomes, choices enablement and person – centred support available in localities.

CONSULTATION

48. With the move for Changing Lives to new premises and Doncaster Mind revisiting their business model, both providers have embraced the opportunity to work on the development of a range of potential collaborative services for those experiencing mental health problems. One of the key parts of that work is the development of a multi-purpose social space that can accommodate a range of services at different times. The developments have been carried out in consultation with service users that access both provisions. Initial conversations undertaken with service providers have shown a real desire to outreach statutory services into the community. Both charities are supportive of the move away from grant arrangements to a competitive tendering exercise. The Service Specification going forward will be developed in consultation with key stakeholders, user and carers.

ASSETS AND PROPERTY TEAM

49. The exact site location of the four community based crisis support services has not yet been confirmed. Should any property negotiations be required to be entered into in order to secure appropriate space, the Council's Property Manager should be contacted in the first instance in order that such negotiations can be led and managed to the best advantage of the organisation.
50. The community based crisis support service will cover the following areas: Central Doncaster, Mexborough, Bentley and Thorne.

BACKGROUND PAPERS

51. None.

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Damian Allen
Director of People

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EQUALITY, DIVERSITY AND INCLUSION

DONCASTER METROPOLITAN BOROUGH COUNCIL

Due Regard Statement Template

How to show due regard to the equality duty in how we develop our work and in our decision making.

Due Regard Statement

A **Due Regard Statement** (DRS) is the tool for capturing the evidence to demonstrate that due regard has been shown when the council plans and delivers its functions. A Due Regard Statement must be completed for all programmes, projects and changes to service delivery.

- A DRS should be initiated at the beginning of the programme, project or change to inform project planning
- The DRS runs adjacent to the programme, project or change and is reviewed and completed at the relevant points
- Any reports produced need to reference "Due Regard" in the main body of the report and the DRS should be attached as an appendix
- The DRS cannot be fully completed until the programme, project or change is delivered.


<p>1 Name of the 'policy' and briefly describe the activity being considered including aims and expected outcomes. This will help to determine how relevant the 'policy' is to equality.</p>	<p>Aims</p> <p>To progress the implementation of the Five Year Forward View for Mental Health in Doncaster a procurement exercise will be undertaken for the delivery of a Community Based Crisis Support Service in four locations across the borough that will align with the Integrated Community Led Support (CLS) model and the RDaSH community model.</p> <p>To move away from grant funding to a competitive tendering process for the Community Based Crisis Support Service. Two providers have had grant funding for a significant number of years to deliver community based support for people experiencing mental health issues. Their grant arrangements will end on the 31 March 2018.</p> <p>The benefit of tendering the service will be in relation to the following:</p> <p>value for money and a quality focussed approach as the service will be awarded as a result of competitive tenders being evaluated on quality and cost. Deliverables for the service will be clearly identified and reported against at regular performance monitoring meetings. The service will also be more holistically managed to ensure the Councils requirements are met in all aspects of the service. This service will be community based in four localities that have a high prevalence of the population with mental health issues as identified by Public Health. The service will be accessible and inclusive of the protected characteristics.</p> <p>Expected Outcomes.</p> <p>Build on local good practice as evidenced by the two local incumbent grant funded providers.</p> <p>The Community Based Crisis Support Service will provide a service to individuals in a community setting that has the ability to provide appointments for a period when statutory services are closed.</p> <p>The Community Based Crisis Support Service will allow individuals to receive support with their physical health check, implementing healthy living classes and cookery classes to develop a healthy lifestyle.</p> <p>The Community Based Crisis Support Service will provide an environment to implement evidence-based preventative interventions that target high-risk locations and support high-risk groups</p>
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		<p>(including young people who self-harm and older adult males) within the Doncaster population.</p> <p>The Community Based Crisis Support Service will provide a ‘talking shop’ approach, allowing individual’s to walk in, discuss any issues and potentially be signposted or integrated into correct pathways of care.</p>
2	<p>Service area responsible for completing this statement.</p>	<p>Commissioning and Contracts Team.</p>
3	<p>Summary of the information considered across the protected groups.</p> <p>Service users/residents</p> <p>Doncaster Workforce</p>	<p>Mental well-being is influenced by many factors, including: genetic inheritance, childhood experiences, life events, individual ability to cope and levels of social support. Gender has a significant impact on mental health and vulnerability to mental health problems. Additionally, wider determinants such as adequate housing, employment, financial security and access to appropriate health care impact on an individual mental wellbeing.</p> <p>Local Context</p> <ul style="list-style-type: none"> • Doncaster has a high prevalence of patients attending A&E with a Mental related issue (1 in 4). • Incidence of depression is higher for females than males with both rates of incidence expecting to remain stable over the next few years (2025). • With an increasingly ageing population the prevalence rates of depression for the over 65’s, severe depression, dementia and other age related conditions, will increase. • The prevalence rates for neurotic disorders and personality disorders will also remain stable. • The area for concern whilst looking at prevalence rates in the locality is that services being used/accessed are not reflective to the need, whether this be mental health services or those that impact on mental health such as drug and alcohol services. • Doncaster’s suicide rate has remained at around 30 individuals for over ten years.

		<ul style="list-style-type: none"> • Mental health promotion is currently fragmented and there is a clear need for a new focus. • Deprivation is a determinant of mental health. • The elderly are at more risk and affluent areas are usually made up of an elderly population. • In Doncaster in 2015/16 there were 4144 A&E attendances for Primary and Secondary diagnosis of Mental Health (5.66 av LoS), of these admissions 3599 were MH RDASH A&E attendances and 522 were MH RDASH non elective admissions. <p>For example: There were 648 A&E attendances in 2015/16 for patients with a mental health condition at a total cost of £137,671.00 this could be reduced with the right early interventions.</p> <p>National Context. It has been recognised by the World Health Organisation (2004) that if early intervention and support plans are not put in place, a number of determinants which contribute to the onset of mental health issues and the severity would likely incur. This includes:</p> <ul style="list-style-type: none"> • Isolation and alienation • Lack of education, transport, housing, recreational facilities • Neighbourhood disorganisation, violence and crime • Socio-economic disadvantage • Poverty, poor social circumstances • Work stress, unemployment • Poor nutrition • Social or cultural injustice and discrimination • Peer rejection • Violence and anti-social behaviour • Substance misuse • Physical, sexual and emotional abuse • Stressful life events • Personal loss – bereavement • Parental substance misuse • Parental mental illness
4	Summary of the consultation/engagement	The two current providers of community based mental health are Doncaster Mind and Changing Lives who have had grant arrangements in place with the Council for in excess of 20 years. The

<p>activities</p>	<p>grant arrangement end on the 31 March 2018.</p> <p>Doncaster Council engaged with Changing Lives Doncaster to undertake a service review of the Positive Mental Health Programme in the period 2014/15. This process included on-going engagement with the Managers of the centre and the Positive Mental Health Programme, consultation with service users and carers, observations of the sessions, discussion with staff members and stakeholders</p> <p>Changing Lives embraced the opportunity to work with officers from Doncaster Council to review their service provision. The leaders and managers of the service are well motivated, enthusiastic and passionate about their services and they are keen to continue to work in partnership with Doncaster Council.</p> <p>Doncaster Council also engaged with Doncaster Mind in the same period for the delivery of their services. They too welcomed the review being undertaken. Consultation with service users, carers discussion with staff members and stakeholder took place.</p>
<p>5 Real Consideration:</p> <p>Summary of what the evidence shows and how has it been used</p>	<p>Changing Lives</p> <p>Whilst it was recognised that the Positive Mental Health Programme is well used and valued by service users and carers there were some concerns that the service may create some dependency, with service users expressing concerns around the summer closure of the centre. In addition to this, because Changing Lives offers multiple services, there is a tendency for individuals to move around all services offered within the centre, rather than accessing external services for further development and moving on opportunities.</p> <p>Doncaster Mind</p> <p>There is evidence to suggest that Doncaster Mind has been shaped and influenced by local need through the development of specific groups to support those with more complex conditions, including “hearing voices” and “self harm”.</p> <p>The review in 2014/15 found that Doncaster Mind have struggled to capture and monitor equalities data from service users as they did not have an established client data management system. This is something they will address going forward. However, Doncaster Mind do feel they have</p>

		<p>responded to local community needs and, as a result established a diverse range of groups as evidenced</p> <p>There were a number of comments expressed about the building not being very accessible eg <i>'it takes going through five doors to see someone'</i> (service user).</p> <p>Some of the people who attended the support group sessions travelled to Doncaster to attend them as there was nothing in their locality.</p> <p>The two charities are aware of the Councils and Clinical Commissioning Groups (CCG) intentions going forward to deliver a Community Based Crisis Support Service and welcome the opportunity to be involved in a competitive tender exercise</p> <p>Since their service reviews being carried out and with a number of factors influencing them there has been positive changes taking place over the past 12 months which will help inform the new service specification going forward. Both charities have responded positively to the review findings and have worked with Doncaster Council and the CCG to move forward. Collaboration has been key.</p> <p>Changing Lives have looked at their move on approach and are now working with men. Doncaster Mind have moved premises and changed their data system to capture protected characteristics.</p> <p>In late 2016 both charities carried out consultation exercises to further inform what a community based service would look like for Doncaster.</p>
6	Decision Making	Cabinet Report produced and Due Regard Statement reference in body of the Cabinet Report document.
7	Monitoring and Review	<ul style="list-style-type: none"> The successful provider appointed post a competitive procurement exercise will have regular contract meetings with the Commissioners and complete a performance work book for submission on a quarterly basis. Going forward the Commissioner will work closely with the successful provider to ensure that learning is captured to inform future commission intentions and align with the Five Year Forward View for Mental Health.

8	Sign off and approval for publication	 <ul style="list-style-type: none">• Fay Wood, Interim Commissioning Manager
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To the Mayor and Cabinet

Approval to enter into a funding agreement with Sheffield City Region to be able to draw down the Sustainable Transport Access Fund for the delivery of the associated activities.

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Bill Mordue Cllr Nigel Ball	All wards	YES

EXECUTIVE SUMMARY

1. The Council, in partnership with Sheffield City Region Authorities, has been successful in receiving £7.500m in funding from the Department for Transport (DfT) to deliver the Sustainable Travel Access Fund (STAF) “Get Going, Keep Going Project”. The STAF programme has a value to the Council of £1.102m until March 2020 of which £0.700m relates to the delivery of a South Yorkshire wide initiative to promote active travel in schools. The STAF programme follows on from the Sustainable Transport Transition Year (STTY) and the Local Sustainable Transport Fund (LSTF) programmes which the Transportation team has been delivering since 2011.
2. On the 19th of September 2017 Cabinet approval was given to enter in to the Collaboration agreement which allows the delivery of the Active Travel Officers in school project. Doncaster will be receiving £0.700m of funding to lead delivery of this project across Doncaster, Barnsley, Rotherham and Sheffield. The Collaboration agreement sets out terms on which Partner Commissioners (Doncaster MBC, Barnsley MBC, Rotherham MBC and Sheffield CC) have agreed to collaborate so that services can be successfully delivered. To deliver this element of the STAF, DMBC will be entering in to a contract with the successful provider.
3. A variety of activities will delivered to Doncaster businesses, residents and schools including;
 - Dr Bike Services
 - Adult and Family Cycle Training
 - Cycling for Health project
 - Active Travel officers in School
 - Update and reprint of the Doncaster Borough Cycle Map

These projects have the overarching aim of encouraging people to travel actively to their destinations. The success delivery of these activities will contribute to the Doncaster Growing Together- Get Doncaster Moving strand.

4. The funding agreement sets out the terms and conditions on which the grant is made, the terms and conditions are intended to ensure that the Grant is used for the project and the project achieves the outputs.
5. Reference in the funding agreement is made to claw back relating to outputs but it is unlikely this would be instigated as 1. The funding is revenue based activities based on take up 2. The targets are more than achievable.

EXEMPT REPORT

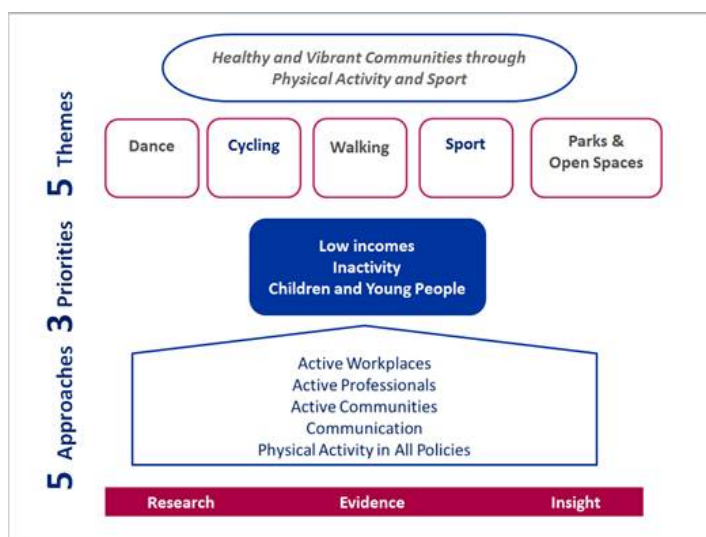
6. Not exempt

RECOMMENDATIONS

7. To endorse the Council entering into the Funding Agreement with the SCR to enable draw down of the funding to deliver the Sustainable Transport Access Fund programme.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

8. The STAF programme offer will:
 - Improving access to labour markets for all;
 - Tackling congestion;
 - Helping to address the long term challenge of emissions and air quality;
 - Influencing people's travel choices and behaviour; and,
 - Helping to contribute to a healthier Doncaster
 - Remove the barriers to travelling actively.
9. The delivery of the STAF projects is linked to the success of the 'Get Doncaster Moving' programme. Physical activity and sport is one of nine transformational programmes within Doncaster Growing Together and will accelerate the progress of Doncaster's 10yr Physical Activity and Sport strategy. The 'Get Doncaster Moving' (GDM) programme is delivered by collaborative working across Team Doncaster public services, voluntary/ community organisations and the business community and focuses on interventions and reforms which will achieve the whole system change for physical activity and sport. A modal shift in active travel is essential for a sustained change in activity levels as this can be the entry for people becoming more active. This is reflected within the Get Doncaster Moving programme with Cycling and Walking being 2 of the 5 themes (see diagram below) and sharing a project board that will ensure that transformational change is achieved and the potential benefits realised. The interventions funded by the Access Fund are integral to the walking and cycling themes, providing the platform to achieving the outcome of increased numbers of residents making journeys by active travel means. Assurance on the progress of this outcome will be provided by the Walking and Cycling Project Board and overseen by the Get Doncaster Moving Board.



BACKGROUND

10. The Council, in partnership with SCR Authorities, has received funding from DfT to deliver STAF. SCR wishes DMBC to enter in to a funding agreement in line with SCR assurance framework protocol.
11. The objective of the funding is enable residents to travel to destinations using sustainable transport.
12. The Transportation department has been delivering activities aimed at encouraging sustainable transport, through external funding sources for a number of years. Last year under the Sustainable Transport Transition Year Fund (STTY) which ran from the 1st of April 2016 to 31st March 2017 the following was delivered;

	STTY Only
	Apr 16 - Mar 17
Dr Bike	748 bikes serviced, 57 sessions,
Cycle Training	173 attendances, 99 sessions
Bike It	Worked with 34 schools, 175 Bike It activities with 13,442 participants
DCLT Hub	2667 cycle training attendances, 15 programmes (DCLT Cycling Hub);
Club Doncaster	101 cycle training participants (Doncaster Rovers Hub)
Bikeability	587 participants

13. Funding profile/ programme Sustainable Transport Access Fund

Project	Funding	Description
Adult and Family Cycle Training	£45,000	Adult and family cycle training delivered in three locations in Doncaster. Training is provided for a range of abilities from learning to ride to advanced commuter skills and is delivered through one-to-one sessions and group sessions. Scheme looks to increase confidence and cycling skill.
Doncaster Cycling Package	£330,000	Main component of Doncaster Cycling Package are the Bike Hubs. Currently delivered at DCLT leisure centres and at Doncaster Rovers providing a range of cycling services including cycling for health programmes, cycling schemes for hard to reach groups, training opportunities for young people seeking work and education. Package also includes Cycling Initiative Grants for businesses and organisations looking to introduce cycling infrastructure to promote cycling to their staff.
Dr Bike	£50,000	Dr Bike offers bike safety checks and maintenance at workplaces and key locations across Borough. Scheme looks to improve cycle safety, restore bikes to promote use, and reward those who cycle to work.
Active Travel Officers in Schools (SY wide)	£700,000	South Yorkshire wide initiative to promote active travel in schools with the aim of delivering a modal shift. Officers will work with schools to deliver a planned programme of initiatives and activities to help develop a culture of walking and cycling in schools.
Doncaster Borough Cycle Maps	£7,000	Doncaster Borough Cycle Maps and bespoke route maps for commuting and leisure.
Events	£42,620	Range of cycling events to promote cycling, and inspire individuals, families and groups to take up cycling and walking, as a means of increasing physical activity and also as a more sustainable means of travel.

14. Delivery

The STAF programme started on the 1st of April 2017: to ensure delivery, project continuity and that the Department for Transport outputs were achieved, the programme has continued.

15. The Doncaster Growing Together (DGT) programme provides the focus on the key issues, the improvements required and the reform journey over the next four years for the Council and its partners. It provides a sense of shared strategic direction bringing clarity and purpose to councillors, staff, partners and our communities. Within the DGT programme there are a number of key programme areas; one of these is the 'Get Doncaster Moving' (GDM) programme which aims to improve physical activity rates across the borough through walking, cycling, dance, parks and sport. The encouragement and take up of active travel will support and contribute to the delivery of the outcomes contained within the GDM programme.

OPTIONS CONSIDERED

Do Something

16. Enter into the Funding Agreement with Sheffield City Region, this will enable funding to be claimed.

Do nothing

17. This option would abandon the work on the Sustainable Transport Access Funding projects. It would involve returning funding to the Department for Transport. The Get Doncaster Moving programme would also suffer and experience a reduced impact.
18. Projects have been being delivered for a number of years. To ensure project success, delivery has continued. If we do not enter into the agreement with SCR we will be unable to claim back expenditure already incurred. This will impact on other available budgets

PROGRAMME

19. This report has been drafted to progress to Cabinet on the 28th November 2017 with a recommendation to support entering into the SCR Funding Agreement to deliver the Sustainable Transport Access Fund.

REASONS FOR RECOMMENDED OPTION

20. This report recommends entering into the Funding Agreement with Sheffield City Region, without the agreement we will not be able to draw down funding for the projects.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

	Outcomes	Implications
	<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none">• <i>Mayoral Priority: Creating Jobs and Housing</i>• <i>Mayoral Priority: Be a strong voice for our veterans</i>• <i>Mayoral Priority: Protecting Doncaster's vital services</i>	<p>A key aspect of employing local people is ensuring that employment sites are accessible by all modes of travel and not reliant on car journeys. By working with residents and removing barriers to active travel the project has the potential to inspire people in Doncaster to use alternatives to the private car.</p>
	<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none">• <i>Mayoral Priority: Safeguarding our Communities</i>	<p>Transport is an essential element in helping people to access education, work and leisure activities.</p> <p>By educating, promoting the use and benefits of active travel in</p>

	<ul style="list-style-type: none"> • <i>Mayoral Priority: Bringing down the cost of living</i> 	residents it is envisaged this will improve activity and subsequently health.
	<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	Increasing the number of active travel trips across the Borough will reduce the number of cars using the network therefore reducing congestion and improving air quality.
	<p>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	The project will deliver many activities that families will be engaged in around active travel.
	Council services are modern and value for money.	
	Working with our partners we will provide strong leadership and governance.	

RISKS AND ASSUMPTIONS

21. There is a risk surrounding potential claw back if outputs are not delivered. However the funding agreement makes reference to discussion with the Authority before instigating any recall of funding. It is highly unlikely the programme will not delivery its outputs, as mentioned previously the Transportation team is highly experienced in delivering these activities, outputs have always been achieved. Outputs have been set based on a methodology from previous funding stream for these activities. Therefore risk is minimal.
22. The current STAF programme is greater than the funding allocation. This is consistent with previous versions of this funding stream. The programme will be managed to deliver to the funding provided, experience shows that the over programming approach helps to ensure all funding is utilised as some schemes do not spend to the forecast levels. However, schemes in Doncaster have consistently delivered to the budget allocation and expect to continue doing so, we will seek further for projects where funding becomes available as achieved in previous funding streams.
23. DMBC are lead partner for the delivery of the Active Travel Officer, we will be entering into a contract will the supplier. The risk of taking on the outputs for

the project has been mitigated through entering into a Collaboration Agreement with delivery partners Rotherham MBC, Sheffield CC and Barnsley MBC. The model of one authority leading delivery like this has worked well previously. The scheme has delivered over a number of years across South Yorkshire so we are building on an existing network of staff and utilising the established schemes reputation. The delivery model is similar to that of the Local Sustainable Transport Fund were we incurred costs for the scheme and claimed back. Officers will ensure monthly meetings take place to monitor outputs and spend. The risk of not delivering outputs or over spending is low.

LEGAL IMPLICATIONS

24. Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do.
25. The Council will enter into the funding agreement with SCR on behalf of the Rotherham, Sheffield and Barnsley. This Council will therefore be solely responsible for delivering the outputs set out in the funding agreement for all areas.
26. Failure to achieve these outputs may result in funding being clawed back from this Council. A collaboration agreement will be entered into with Rotherham, Barnsley and Sheffield to ensure that the risk of achieving the outputs and the claw back provision are shared with Rotherham, Sheffield and Barnsley.
27. The funding must be used strictly for the purpose it was given, therefore any contracts entered into must transfer the risk of claw back down to the provider. The contracts must also be procured in accordance with the Councils contract procedure rules and the Public Contracts Regulations 2016.

FINANCIAL IMPLICATIONS

28. The Department for Transport has allocated £7.500m of Sustainable Transport Access Fund to the Active Travel Programme for South Yorkshire, of which £7.425m will be allocated to the four South Yorkshire Local Authorities over a three year period. £0.075m is held by Sheffield City Region (SCR) for Programme Management. This report seeks Cabinet approval to enter into a funding agreement with the SCR for a maximum amount of £1.102m of the grant to deliver a programme of initiatives outlined in the body of the report. The grant is subject to claw back if not used on eligible expenditure and also if the SCR considers that the Council has not made satisfactory progress with the delivery of the project.
29. The funding agreement identifies £1.174m of estimated eligible costs required to achieve the prescribed outputs, leaving a shortfall of £0.072m falling on the following profile: -

2017/18	2018/19	2019/20	Total
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	£m	£m	£m	£m
Eligible Costs	0.408	0.408	0.358	1.174
Funding	-0.368	-0.382	-0.352	-1.102
Shortfall	0.040	0.026	0.006	0.072

30. From experience of successfully delivering similar initiatives, project officers are confident that the outputs can be achieved from expenditure in line with the value of grant, so the shortfall is not expected to materialise. For example, staff savings in relation to Active Travel Officers in Schools are already anticipated in 2017/18 and should be sufficient to meet most of that year's shortfall without affecting delivery. However, by signing the funding agreement the Council accepts liability to meet all expenditure above the maximum grant amount to ensure delivery of the works and achievement of the project outputs. Some assurances have been received from the SCR that additional grant could be provided if there is sufficient flexibility in the overall regional pot at the end of each financial year. However, this cannot be guaranteed so should not be relied upon in advance. Any shortfall that does arise will be a pressure on the Regeneration & Environment revenue budget and additional resources would need to be identified.
31. As £0.700m of the grant relates to the Council's co-ordination of a South Yorkshire wide initiative for Active Travel Officers in Schools there is also an opportunity to pass on some of the risk of claw back to the other participating authorities through the resulting collaboration agreement. Cabinet are responsible for approving the contractual arrangements for work undertaken on behalf of third parties or external bodies where the value of the contractual commitment exceeds £0.250m in value and entry into the collaboration agreement with the SCR Partner Authorities was endorsed under a separate report 19th September 2017. For this initiative, Doncaster will procure the new provider, who will employ the Active Travel Officers for each SY Authority. In relation to the Active Travel Officer based in Doncaster the Council will incur some minor accommodation and administration costs from providing space and resources in the Civic Office but this is planned to be met from existing budgets in Development within Regeneration & Environment.
32. Due to delays in the approval of the funding agreement across the South Yorkshire partners the Council has already incurred an estimated £0.150m of expenditure at risk in order to ensure outputs eligible for the STAF funding are not lost and to maintain the level of delivery established by the previous STTY and LSTF funding. If signing of the STAF agreement is not approved then this will become a pressure on the Regeneration & Environment revenue budget and additional resources would need to be identified.
33. The funding agreement has been assessed from a financial perspective and overall contains relatively standard funding conditions generally accepted to be within the control of the Council. The SCR were asked to remove clauses relating to adherence to EU Structural Fund rules as no EU money is currently in the award and is not a requirement of the DfT as the grant sponsor to the SCR. These rules place a more stringent burden of compliance on the Council than DfT would require, particularly in relation to

procurement. However, the SCR declined the request stating that although perceived as irrelevant to this particular project at this time, it is to accommodate any changes that may be made to the project during the lifetime of the investment. Project officers will need to ensure that this requirement is met.

34. The Council must ensure that sufficient resources remain in place to administer the funding agreement through its lifetime. This includes Directors being responsible for ensuring that action plans are in place for all external funding within the Directorate and, where the income is receivable against a grant claim, the respective Director is also responsible for producing the grant claim. Specific regard must be made to Financial Procedure Rule E which covers the Council's minimum requirements for the administration of external funding.

HUMAN RESOURCES IMPLICATIONS

35. There are no immediate HR implications arising from the recommendation to draw down the Sustainable Transport Access fund, however, any future changes that impact on the workforce will require HR engagement and would require separate approval.

TECHNOLOGY IMPLICATIONS

36. There are no anticipated technology implications. Should any requirements are identified a bid should be submitted to the ICT Governance Board.

PUBLIC HEALTH IMPLICATIONS

37. The overall health implications of entering the funding agreement with Sheffield City Region for Sustainable Transport Access Fund are positive owing to its potential impacts on outcomes for physical activity, air quality, reducing congestion, and improving access to work and training.
38. The evidence base and reference to data is provided at a Sheffield City Region level.
39. It would be beneficial to outline the proposed plans for measuring the impact (in addition to the outputs outlined in the funding agreement) and plans for stakeholder engagement specifically for Doncaster, in particular those hard to reach groups that are traditionally difficult to engage for example women, inactive residents, older people, disabled residents and those with low incomes. This would ensure that health inequalities are not exacerbated by attracting residents who would normally access these types of services.
40. Sustainability at the end of the funding agreement has not been described and will need to be considered.

PROCUREMENT IMPLICATIONS

41. Whilst there are no direct procurement implications or obstacles preventing the Council in entering in to the aforementioned Collaboration Agreement, the Council will have a duty to utilise the funding in line with the Councils Contact Procedure Rules, Public Contract Regulations and EU legislation where appropriate. It is also imperative that commissions are carried out in line with any stipulations set out within the SCR funding agreement so as to mitigate any risk of funding being clawed back, breach of funding guidelines or legal challenge from any aggrieved bidders of services.

ASSETS IMPLICATIONS

42. There are no direct asset implications associated with this report.

EQUALITY IMPLICATIONS

43. The programmes that will be delivered as part of the STAF will be offered in an inclusive manner, with providers of Cycle Training and the Cycling for Health projects targeting hard to reach groups.

CONSULTATION

Procurement		Crime & Disorder	
Human Resources	x	Human Rights & Equalities	
Buildings, Land and Occupiers	x	Environment & Sustainability	x
ICT	x	Capital Programme	

BACKGROUND PAPERS

Active Travel Officer Collaboration Agreement
Sheffield City Region 'Get going, keep going' Bid

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To the Chair and Members of Cabinet

SLHD Performance & Delivery Update: 2017/18 Quarter Two

Relevant Member(s)	Cabinet	Wards Affected	Key Decision
Mayor Ros Jones		All	None

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 identifies 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 Cabinet.
2. This report provides an opportunity to feedback on performance successes and issues against the suite of 2017/18 key performance indicators.

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATIONS

4. That Cabinet 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 summarises the SLHD 2017/18 Quarter Two (Q2) performance management report.

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

Overall, this shows a slightly improved performance compared to Q1, when there were six green indicators, one amber and four red. Targets have been adjusted for 2017/18 and are considered more challenging than those set in 2016/17. Commentary covering the performance against all eleven indicators is provided below and summarised in the table at Appendix A.

8. Performance

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

Performance at the end of Q2 was 2.52% (£1.86m) against the end of year target of 2.50%. This is a slight decline compared to Q1 (2.41% £1.79m), but is still within the profiled forecast to meet the year-end target. Performance for the same quarter in 2016/17 was similar at 2.51% (£1.89m).

This is considered a good achievement bearing in mind the numbers of tenants impacted by wider welfare reform changes including the under-occupation charge and Universal Credit. Work is currently underway to change the way teams work to maximise rent collection and help people to sustain their tenancies in preparation for the wider roll out of Universal Credit from October 2017.

The number of evictions at the end of Q2 was 28, which is the same as at the end of Q2 last year. Fewer evictions reduces former tenant arrears and void costs. Payment by direct debit continues to be encouraged, with almost 500 more tenants now paying this way compared to the same time last year, although it is acknowledged that this is an area where we can improve.

8.2 Performance measure: Void Rent Loss – Percentage of rent loss through vacant dwellings (within tolerance – amber)

Performance at the end of Q2 was 0.98%, which is almost achieving the target of 0.97%, and is an improvement on Q1 performance (1.16%). This is a significant improvement compared to the same period last year and reflects an improving trend seen since June. Rent loss for the year to date is £362,840, which is just over £3,000 worse than at the same point last year.

The North area of the Borough continues to be the area performing best, with a year-to-date performance of 0.77%. The East area has improved considerably since last quarter, returning to the good performance we have come to expect. The highest percentage of void rent loss is now in the Central area, which is 1.14% for the year-to-date, but has shown month-on-month improvement since June.

The average overall re-let times for void properties, which includes major works, stands at 45 days, which is 5 days less than at the end of Q1 and 3 days less than at the same time last year. A review of the voids process has

recently concluded, focusing on reducing turnaround times whilst maintaining quality standards, and a number of changes are being considered.

8.3 Performance measure: Number of households in temporary accommodation (below target – red)

The number of households who remained in temporary accommodation at the end of Q2 was 21. This is considerably higher than the target of 10 households, and although this is a slight improvement from Q1 (22), it is higher than the same point last year (10).

The recent increase in homelessness and rough sleeping within the borough has had a significant impact on the numbers in temporary accommodation. We have responded to these pressures, and although performance had improved in Q1, the number of households entering temporary accommodation was above 10 per month throughout Q2.

An assessment backlog had accumulated, which has now been cleared enabling the service to focus on casework and improving the throughput of temporary accommodation.

The increase in the level of homelessness and rough sleeping 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. Alternative measures of the pathway from homeless to sustainable tenancy have been developed and will be reported on during the second half of the year.

8.4 Performance measure: Number and % of households maintaining or established independent living (performing well – green)

This indicator is taken as a snap-shot at the end of the quarter when there were 43 households supported to maintain or establish independent living, against the contractual target of 40. This is an improvement in performance compared to previous quarters and higher than the 38 households at the end of Q2 last year.

As indicated at 4.5 above, the increase in homelessness and rough sleeping within the borough has increased the pressures on staffing within this area of the business as previously reported.

8.5 Performance Measure: Complaints – Percentage of Service Failure and Dissatisfaction (below target – red)

Complaints are reported one month in arrears to allow time for the complaint to be investigated and closed in line with our service standards. All complaints are investigated and categorised as either 'service failure' or 'service dissatisfaction'. Complaints are considered 'service failure' when policies and procedures have not been followed, effectively these are complaints that have been 'upheld'.

The total number of complaints received in June, July and August was 273, of which 75 (28%) were upheld as service failure and 198 (72%) were service

dissatisfaction. This brings the year-to-date performance to 29% service failure against a target of 19%.

Whilst the number of complaints has increased by 10% compared to the same point last year, this should be seen in the context of the number of interactions with customers. On average, there are 25,000 customer interactions per month, which lead to an average of 90 complaints per month of which 25 are upheld as service failures (1 for every 1,000 interactions). This means complaints are 0.37% of total customer interactions, and complaints upheld as service failures are 0.10% of total customer interactions.

Whilst complaints are received in a variety of service areas, the main areas are repairs and maintenance, and tenancy and estate management. These areas of the business have arguably the highest levels of visibility to tenants and the highest volume of jobs. The nature of complaints varies, and includes issues with response times and quality of work.

8.6 Performance measure: Right first time (performing well – green)

At the end of Q2 146 out of 12,522 jobs were not 'right first time', which means performance in the quarter was 98.83%. Performance for the year to date is 98.46%, exceeding the 98% target level.

There are a variety of reasons for jobs not being 'right first time', such as materials related, though tenants may also request changes to scheduled dates or work.

8.7 Performance measure: Scheduled repairs, percentage of promises kept (within tolerance – amber)

Q2 performance was 98.21%, an improvement of 0.43% compared to Q1, with 2,805 of the 2,856 scheduled repairs completed within the promised timescales. Year-to-date performance is 98.25%, which equates to 96 of the 5,484 scheduled jobs not being completed as promised.

8.8 Performance measure: Gas servicing, percentage of properties attended against planned (performing well – green)

The annual gas servicing programme commenced in April. In Q2, 7,724 properties were visited making the year-to-date total 16,004 properties. At the end of September, 126 properties did not have an up-to-date landlord certificate (CP12) and are currently being managed within the 'no access' procedure.

8.9 Performance measure: Days Lost to Sickness per Full Time Equivalent (FTE) (performing well – green)

Sickness levels continue to be better than target, and at the end of Q2 were 3.58 days per FTE against a mid-year target of 3.76 days. This is an improvement of 0.25 days per FTE compared to the same time last year. However, sickness increased during August and September, therefore the forecast for the end of the year is 7.98 days against the target of 7.90 days.

Sickness for the 12 months to the end of September is 7.98 days per FTE.

The top reason for absence during Q2 was musculo/skeletal followed by stress/depression/anxiety, continuing the recent trend.

8.10 Performance measure: Percentage of invoices paid within 30 days (performing well – green)

Performance for Q2 is 97.50%, which is slightly below Q1 (97.57%) but well within the target of 95%. This is also an improvement of 0.36% compared to the same time last year. In total, 9,600 of 9,846 invoices received were paid within 30 days.

8.11 Performance Measure: Percentage of Local Expenditure (below target – red)

This is a new KPI introduced in 2017/18 to reflect the Mayoral priority for the proportion of money spent with local businesses and other local organisations. The target is for at least £2 out of every £3, or 66%, to be spent locally in Doncaster. Performance improved slightly during Q2, bringing the year-to-date spend to 52%. Whilst this is below target and below the 60% achieved for 2016/17, it does equate to £2,645,454 spent locally. A further 32% is spent within the Yorkshire and Humber region.

OPTIONS CONSIDERED

9. Not applicable

REASONS FOR RECOMMENDED OPTION

10. Not applicable

IMPACT ON THE COUNCIL’S KEY OUTCOMES

11.

Outcomes	Implications
<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Be a strong voice for our veterans</i> • <i>Mayoral Priority: Protecting Doncaster’s vital services</i> 	<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"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
<p>People in Doncaster benefit from a high quality built and natural environment.</p>	

<ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
<p>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	
<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 Section 8 of this report.

LEGAL IMPLICATIONS

13. There are no legal implications of this report.

FINANCIAL IMPLICATIONS

14. In 2017/18 St. Leger Homes will receive a management fee of £28.7m from DMBC. This is made up of £27.7m from the Housing Revenue Account and £1.0m 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

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Appendix A – St. Leger Homes Key Performance Indicator Summary

KPI	Indicator	Period	Value	Target	DoT	R/A/G
1	Percentage of current rent arrears against annual debit	Q2	2.51%	2.50%	↓	✓
2	Void rent loss (lettable voids)	Q2	0.98%	0.97%	↑	⚠
3	Number of households in temporary accommodation	Q2	21	10	↑	⚠
4	Number and percentage of households maintaining or established independent living	Q2	43	40	↓	✓
5	Analysis of complaints received – percentage of service failure	Q2	29%	19%	↑	⚠
	Analysis of complaints received – percentage of complaints upheld against customer interactions	Q2	0.10%	New measure		
6	Right first time	Q2	98.46%	98%	↑	✓
7	Scheduled repairs – percentage of promises kept	Q2	98.25%	100%	↑	⚠
8	Gas servicing - percentage of programme completed against plan	YTD	100%	100%	↔	✓
9	Days lost through sickness per FTE	YTD	3.58	3.76	↓	✓
10	Percentage of invoices paid within 30 days	Q2	97.50%	95%	↓	✓
11	Percentage of Local Expenditure	Q2	52%	66%	↑	⚠

Notes:

- Direction of travel (DoT) is against performance in the previous quarter.

↑ = improving

↔ = no change

↓ = declining

- Year to Date (YTD) is performance since April 2017.

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28 November, 2017

To the Mayor and Members of Cabinet

To sign a Memorandum of Understanding (MOU) with Doncaster Clinical Commissioning Group (CCG) that establishes shadow joint commissioning arrangements to take forward the areas of opportunity in the Doncaster Place Plan.

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Rachael Blake Cllr Nigel Ball Cllr Nuala Fennelly	All	No

EXECUTIVE SUMMARY

1. The Doncaster Place Plan describes a vision for and proposes the future state of health and social care services in Doncaster – and this is a key part of the Doncaster Growing Together Strategy. The joint vision is:

Care and support will be tailored to community strengths to help Doncaster residents to maximise their independence, health and wellbeing. Doncaster residents will have access to excellent community and hospital based services when needed.

2. At the centre of the Place Plan approach is more integrated, preventative and localised delivery of services where this can improve outcomes for Doncaster residents and reduce demand for acute, costly services. Achieving this requires a joint approach to planning and investment of resources between the Council and Clinical Commissioning Group, and collaborative delivery between providers. This work is initially focused on a number of 'areas of opportunity' where joining up of commissioning and delivery is being tested.
3. As a key building block in this work, a draft Memorandum of Understanding (MOU) between the Council and Doncaster CCG has been produced which sets out an agreed approach to establishing formal joint commissioning agreements for specific areas of opportunity in future. Any specific joint commissioning agreements will be subject to Cabinet approval.

EXEMPT REPORT

4. No

RECOMMENDATIONS

5. It is requested that Cabinet:
 - a. Consider and comment on the draft MOU at Appendix B, which is not committing the Council to any joint commissioning arrangements at this stage but is seeking commitment to work towards developing future joint commissioning arrangements.
 - b. Note the next steps which will progress joint commissioning arrangements from the 1st April 2018 for the areas of opportunity identified; this will include pooled budgets and risk share agreements. The Joint Commissioning Agreements will be subject to Cabinet approval in March 2018.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. The future joint commissioning arrangements will contribute to improved health and wellbeing outcomes for Doncaster residents. Doncaster residents should expect to be supported to maintain their independence as long as possible and also see a more integrated seamless response from health and care partners should they require services.

BACKGROUND

7. Significant challenges around social and economic factors, life expectancy and growing financial pressures, have led all statutory health and care partners in Doncaster to work together to modernise and improve services for residents. This work has been brought together within a shared system strategy, the 'Doncaster Place Plan', which sets out the future for health and care services in Doncaster through a population health and care approach and the creation of innovative new care models. The Doncaster Place Plan was discussed at Cabinet on 13th December 2016.
8. The Doncaster Health and Social Care community has a long history of working together in partnership to achieve positive change for local people. Each of the health and social care organisations within Doncaster already has plans for the future and these have often been developed in partnership. However there is a strong view that in order to transform our services to the degree required to achieve excellent and sustainable services in the future, we need to have one plan for the whole of Doncaster.
9. In developing this joint vision and plan, we intend to maximise the value of our collective action, and, through our joined up efforts, accelerate our ability to transform the way we both commission and deliver services. This vision describes our final destination and the purpose outlines our overarching objectives. Both are underpinned by a common set of values and guiding principles that will shape the way we work together.
10. Our vision is to develop an integrated commissioning system for health and social care. It is expected that this will be supported by an Accountable Care Partnership made up of a collaboration of providers providing care that is recognised as high quality using collective resources in the most effective way. Initially, this model will take a system commissioning approach to the agreed

areas of opportunity and will develop and evolve leading to a fully integrated model. The expected completion date will be 31st March 2018.

Areas of Opportunity

11. The agreed 'areas of opportunity', where a joined up approach to commissioning and delivery are being tested are set out below, with more detail provided at Appendix A.
 - a. Urgent and Emergency Care – connecting all urgent and emergency care together to improve access, outcomes and reducing costs
 - b. Intermediate Care – enabling people to remain in their homes, avoiding unnecessary hospital stays
 - c. Complex Lives – focused on people with complex multiple needs, who are homeless, rough sleeping, misusing drugs and alcohol and experiencing mental health problems.
 - d. Starting Well (1001 days) – this will ensure all children across Doncaster have the opportunity for a good start in life, from conception to age 2.
 - e. Vulnerable Adolescents – focused on preventative local work to enable vulnerable young people to avoid crisis and level 4 interventions
 - f. Dermatology – reducing secondary care demand and moving activity into community settings where it is safe to do so.

12. In addition to these six operational areas, work will also be progressed on a number of strategic areas of health and social care delivery which are:-
 - a. Learning Disability
 - b. Mental Health
 - c. Primary Care
 - d. Continuing Health Care

Memorandum of Understanding (MOU)

13. The purpose of this MOU is to set out an approach to how both the CCG NHS and the Council intend to work together to develop future joint commissioning as a key part of an ambitious programme of service transformation. The overarching strategic aim is to create an integrated health and social care system for our population, which is sustainable in the long term. The draft MOU is provided at Appendix B.

14. This MOU sets out to build the foundation for, and define, our next phase of development during the period up to 1st April 2018. It is intended to provide a clear signal of our intent for our direction of travel and the work programme to support this. It also sets out the high level implications for leadership, decision making and governance during this development phase.

15. In summary the MOU seeks to describe:
 - a. The development of our governance framework that will be in place from 1st April 2018 and implications for accountability to individual partner Board and the DMBC Cabinet.
 - b. A summary of our collective work programme including proposed timelines.

- c. How we develop our joint leadership arrangements in support of the delivery of our shared programme of work, and a proposed framework for considering this.
16. The MOU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the parties from this MOU. Nothing in the MOU is intended to, or shall be deemed to, establish any partnership or joint venture between the parties, constitute either party as the agent of the other party, nor authorise either of the parties to make or enter into any commitments for or on behalf of the other party.
17. The work programme builds in a number of milestones where the CCG Board and the Council Cabinet approval would need to be considered to enable movement to the next phase from 1st April 2018 (Appendix B of the MOU). This will require on-going refinement and consideration of a number of factors; including pooled budget arrangements and risk share agreements between the commissioning and provider organisations.
18. There are clear benefits to jointly commissioning integrated care. Integrated systems of care offer both short and long term solutions to the challenges facing both Social Care and the NHS. They provide a way for local health and care partners to work together to tackle the immediate financial and service pressure that are universally faced across the country. In the longer term, and more fundamentally; they provide a platform for implementing new models of care across local areas with the aim of improving population health and wellbeing.
19. Developing a MOU between the two parties is seen as the first stage to cement our partnership working and provide a framework to mobilise our effort; and remove the barriers to integration necessary to achieve our aspirations.

OPTIONS CONSIDERED

20. Two options were considered in relation to progressing the Joint Commissioning arrangements:
 - a. Option 1: Do nothing. Rely on current individual organisation's commissioning arrangements.
 - b. Option 2: Develop and agree an MOU, progressing to joint commissioning arrangements from April 2018 (subject to further decision making February/March 2018).

REASONS FOR RECOMMENDED OPTION

21. Option 2 is recommended to achieve the benefits detailed in the report at Appendix A. The current system is trapped in a regime of annual contract cycles, organisational rather system regulation and inflexible payment models which do not create the right incentives for the outcomes for our population. These barriers will need to be overcome if we are to stand a chance of achieving our desired outcomes.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

22.

	Outcomes	Implications
	<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Be a strong voice for our veterans</i> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	<p>High quality health and care services are a key part of a thriving and resilient economy. An integrated health and care system should also support employees and employers.</p>
	<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	<p>The joint commissioning supports the strategic shift to prevention and independence and delivering local high quality health and care services, which can contribute to this priority.</p>
	<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
	<p>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	<p>The local high quality health and care services can contribute to this priority.</p>
	<p>Council services are modern and value for money.</p>	<p>The joint commissioning arrangements are aiming to improve the outcomes for our population and deliver services that are modern and value for money.</p>
	<p>Working with our partners we will provide strong leadership and governance.</p>	<p>The local high quality health and care services can contribute to this priority.</p>

RISKS AND ASSUMPTIONS

23. This report is seeking commitment to progress the joint commissioning arrangements; the programme risks are currently being documented and will be considered during this phase of work leading up to 1st April 2018. The specific risks and assumptions will be fully detailed in the next report expected February/March 2018.

LEGAL IMPLICATIONS

24. Section 1 of the Care Act 2014 places a number of duties on the Council to promote an individual's wellbeing.

25. Section 3 of the Care Act 2014 states that the Council must ensure that care and support provision is integrated with other health provision and health related provision where it will promote the wellbeing.

26. Section 6 of the Care Act 2014 states that the Council must co-operate with each of its partners and each relevant partner must co-operate with the Council in exercise of their respective function relating to adults with needs for care and support.

27. Section 1 of the Localism Act 2011 gives the Council a general power of competence to do anything that individuals may generally do.

28. The MOU is a non legally binding arrangement between the Council and Doncaster CCG. Under the MOU both parties have the opportunity to work together to develop the future joint commissioning system for health and social care which will support the Accountable Care approach

29. The Health and Social Care Act 2012 and the Public Contracts Regulations 2015 places certain obligations on the Council and Doncaster CCG and both parties will require specific legal advice. Additionally the Council will require specific legal advice on the most appropriate legal structure for the Accountable Care approach. Capsticks Solicitors LLP have been engaged by Doncaster CCG to advise both Doncaster CCG and the Council in relation to these matters.

30. Legal advice on the duty under section 149 of the Equality Act 2010 will be provided as required in future reports.

31. A further cabinet decision will be required prior to entering into the agreement in relation to joint commissioning arrangements and to the formulation of the most appropriate Accountable Care approach.

FINANCIAL IMPLICATIONS

32. This report does not commit the Council to any joint commissioning arrangements at this stage. The financial implications of the Joint Commissioning Arrangements, including pooled budgets and risk share agreements, will be fully considered during this period and included in the next report to Cabinet. The next report is expected February/March 2018 prior to the formal commissioning agreement being in place from the 1st April 2018.

33. Additional costs will be incurred progressing the joint commissioning arrangements and the Accountable Care approach, where appropriate these will be funded from the Council budget (including utilising the one-off Better Care Fund Earmarked Reserve).

HUMAN RESOURCES IMPLICATIONS

34. There are no HR implications to this report. It is noted that HR implications will need to be considered prior to any agreements being made in the future.

TECHNOLOGY IMPLICATIONS

35. There are no direct technology implications in relation to the memorandum of understanding. Where requirements for new, enhanced or replacement technology to support the delivery of joint commissioning arrangements are identified these would need to be considered by the ICT governance board (IGB).

36. The Council's on-going progress towards becoming a modern digital authority as detailed in the ICT strategy, digital and customer service strategies, together with the delivery of other council transformation programmes will provide essential enablers to support the delivery of the Doncaster Place Plan vision and future state of health and social care services in Doncaster. Work already underway to support this includes:

- a new integrated solution based around people in Doncaster's place, which plans to seamlessly join up all kinds of care to all people, with new processes, higher quality data and intelligence, including interoperability with partners.
- streamlining operational processes within customer journey and appropriate IT support to the new community hubs including the provision of connectivity/Wi-Fi for community hub locations as well as the correct remote and mobile working solutions for workforce roles
- a proof of concept for an integrated Digital Care Record (iDCR) for health and care services
- an interim solution for case management of people with complex lives

37. As the requirements and plans for the delivery of the Doncaster Place Plan develop further, resources from Customers, Digital and ICT will need to be involved from the outset to ensure the right processes and business requirements are identified to inform the procurement and implementation of the right technology.

EQUALITY IMPLICATIONS

38. Decision makers must consider the council's duties under the public sector equality duty at s149 of the equality act 2010. The duty requires the council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic. There are no specific equality implications arising from this report since it does not require any decisions to be made.

However, specific projects and activities arising as a result of the implementation of joint commissioning arrangements will be the subject of separate 'due regard' assessments and statements.

CONSULTATION

39. Further consultation is planned as we progress the Joint commissioning arrangements from April 2018. Consultation has already taken place with key stakeholders including senior managers from a wide range of organisations.

BACKGROUND PAPERS

40. Doncaster Place Plan, Cabinet 13th December, 2016

<http://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=2420&Ver=4>

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Rupert Suckling
Director of Public Health

Areas of Opportunity and benefits

The table below outlines the practical benefits of joint commissioning and delivery that are at this stage foreseen in each of the areas of opportunity for which work is currently under way. These are set out across the three key areas of focus for the place plan which are:-

- Health and wellbeing gap – improving outcomes for Doncaster citizens
- Care and quality gap – improving the way the system works, removing duplication and joining up services
- Finance and efficiency gap – reducing costs, increasing productivity

<u>Area of Opportunity</u>	<u>Health & Wellbeing</u>	<u>Care & Quality</u>	<u>Finance & Efficiency</u>
Urgent & Emergency Care	Enhanced patient experience	Improved A&E performance	Reduced overall costs for Urgent and Emergency Care Services
Intermediate Care	More people live independently at home for longer	Citizen rather than organisational focus Workforce flexibility Simpler service pathways Shared outcomes and performance measures Simplified contracting arrangements	Reduced need for more expensive and higher intensity services. Removing duplication. Whole system view of estates – reduce the need for cross charging, opportunities for co-location.
Complex Lives	Service users receive services that are joined up by design, improving engagement, stability, progression and re-settlement	Joining up investment in services will foster joined up delivery of housing, drugs and alcohol and mental and physical health support for people with complex multiple needs	Reduces demand on costly acute services across health, social care, housing and criminal justice system
Starting Well	Improved outcomes during pregnancy and early childhood has lifelong effects on many aspects of health and wellbeing, educational achievement and	Simplified and joined up delivery of pre and post-natal and parenting support – reduces fragmentation and enables better experience for children and families	Short term efficiencies from reduced duplication UK studies suggest returns of investment on well-designed early years' interventions significantly exceed

	economic status		their costs with rates of return ranging between £1.37 and £9.20 for every £1 invested.
Vulnerable Adolescents	Reduction in number of referrals for Tier 4 and reduced length of stay.	Integration of DCST, RDaSH and other services for vulnerable young people – reduces fragmentation	Reduced acute service costs. Reduction in total out of expensive authority placements and therefore costs.
Dermatology	<p>Patients will be able to access services more locally with less travel and reduced waiting times</p> <p>Achievement of 2ww treatment target.</p> <p>Earlier diagnosis of skin cancer</p>	<p>Releases secondary care resources to focus on issues that need treatment in that setting</p> <p>Reduces secondary waiting</p> <p>Increase expertise within community providers building resilience within primary care</p>	Potential for reduced costs of secondary care provision



Integrated Commissioning Draft Memorandum of Understanding (MoU)

Version 5, October 2017

CONTENTS

	Page
1. Introduction and Context	3
2. Purpose	4
3. Our Ambition	5
4. System Objectives	5
5. Scope	6
6. Indicators of Success	7
7. Enablers	8
8. Information Sharing	9
9. Overarching Principles, Values and Behaviours	9
10. Governance and Accountability	10
11. Intellectual Property and Data	10
12. Leadership and Governance	10
13. Conflicts of Interest	11
14. Variation	11
15. Charges and Liabilities	11
16. Term of Agreement	12
Appendix A – Doncaster Place Plan	13
Appendix B - Work Programme Key Milestones	14

This Memorandum of Understanding (**MoU**) is made between:

BETWEEN:

- (1) **Doncaster CCG** of Sovereign House, Heavens Walk, Doncaster, DN4 5HZ ("**CCG**"); and
- (2) **Doncaster Borough Council** of Civic Office, Waterdale, Doncaster, South Yorkshire, DN1 3BU (**the "Council"**),

each a "**Party**" and together, the "**Parties**".

DATE

1. Introduction and Context

1.1 Significant challenges around social economics, life expectancy and growing financial pressures, have led all statutory health and care partners in Doncaster to work together to modernise and improve services for residents . This work has been brought together within a shared system strategy, the 'Doncaster Place Plan', which sets out the future for health and care services in Doncaster through a population health and care approach and the creation of innovative new care models. A copy of the Doncaster Place Plan is appended to this Memorandum of Understanding (Appendix A).

1.2 The Place Plan sets out the ambition for health and care services jointly agreed by each participating organisation in Doncaster. It sets out a series of proposed changes to the system that will, if progressed effectively, have a profound impact on how services will be improved and delivered locally. The overarching aim is to create an integrated health and care system for the Doncaster population which is sustainable for the long term.

1.3 Considerable work and commitment has been shown by all involved to get to this point. The jointly approved plan sets the direction as well as addressing local priorities in line with national drivers such as the Five Year Forward View Update.

1.4 The shared ambition between both the CCG and Council is to move toward an integrated commissioning model. Initially, this model will take a system commissioning approach to the agreed areas of opportunity and will develop and evolve leading to a fully integrated model. The expected completion date will be 31st March 2018.

1.5 Developing a MoU between the two parties is seen as the first stage to cement partnership working, provide a framework to mobilise our effort and remove the barriers to integration necessary to achieve our aspirations.

2. The Memorandum of Understanding (MoU)

2.1 Purpose of the MoU

2.1.1 The purpose of this MoU is to set out how the CCG and the Council will work together to develop and jointly commission an ambitious programme of service transformation. The overarching strategic aim is to create an integrated health and social care system for our population which will be sustainable in the long term.

2.1.2 The vision has been developed as part of the Doncaster Place Plan which sets out the ambition for Doncaster for health and social care through the creation of innovative new models of care. These models of care will be jointly commissioned by the parties.

2.1.3 This MoU sets out to build the foundation for, and define, our next phase of development during the period up to 1st April 2018. It is intended to provide a clear signal of our intent for our direction of travel and create the most effective work programme to support this. It also sets out the high level implications for leadership decision making and governance during this development phase.

2.1.4 This MoU does not set out the detailed arrangements that would be necessary under a fully integrated commissioner model. These detailed arrangements will be developed during a shadow phase operating under this informal MOU. 30th November to 31st March 2018. The work programme builds in a number of milestones where CCG Governing Body and the Council Cabinet approval would need to be considered to enable movement to the next phase from 1st April 2018 (Appendix B). This will require on-going refinement and consideration.

2.1.5 This version of the MoU is intended to be “light touch”. It is seeking sign up from the CCG and the Council, to the next phase of work and how we work together, rather than a formal binding agreement. It has no legal status. The intention will be that from 1st April 2018 this MoU will be replaced by the Joint Commissioning Agreement setting out scope of joint commissioned services, agreed principles, governance arrangements, financial agreements and approach to risk for both parties.

2.1.6 The MoU provides a framework to describe the changes that are necessary to our collective commissioning functions in order to establish an integrated commissioning system.

2.1.7 In summary the MoU seeks to describe:

- Our ambition, what we are trying to achieve and why; this is set out in our collectively agreed Doncaster Place Plan.
- The development of our governance framework that will be in place from 1st April 2018 and implications for accountability to individual partner Board and the DBC Cabinet.
- A summary of our collective work programme including proposed timelines.
- How we develop our joint leadership arrangements in support of the delivery of our shared programme of work, and a proposed framework for considering this.

- The development of a “Hosts” supporting commissioning delivery structure and subsequent contracting arrangements with providers.

2.1.8 This MoU is not exhaustive and is not intended to be legally binding between any of the parties. Accountability during the shadow period remains with both parties and will be discharged through the Accountable Officers of the parties through the Joint Commissioning Co-Ordinators Committee (JCCC). Any changes to governance and delegated decision making will need to be approved by both the CCG Governing Body and Council Cabinet and documented in the Joint Commissioner Agreement.

3. Our Ambition – what are we trying to achieve

3.1 The Doncaster Health and Social Care community has a long history of working together in partnership to achieve positive change for local people. Each of the health and social care organisations within Doncaster already has plans for the future and these have often been developed in partnership. However there is a strong view that in order to transform our services to the degree required to achieve excellent and sustainable services in the future, we need to have one plan for the whole of Doncaster.

3.2 In developing the Doncaster Place Plan, we intend to maximise the value of our collective action, and, through our joined up efforts, accelerate our ability to transform the way we both commission and deliver services. This vision describes our final destination and the purpose outlines our overarching objectives. Both are underpinned by a common set of values and guiding principles that will shape the way we work together.

3.3 Our vision is to develop an integrated commissioning system for health and social care. This will be supported by an Accountable Care Partnership made up of a collaboration of providers providing care that is recognised as high quality using collective resources in the most effective way.

3.4 To achieve this we will

- Support the development of the Accountable Care Partnership and appropriate contracting models.
- Specify the services to be delivered and the outcomes to be achieved.
- Support the transition of services from current delivery to new models of care.
- Maximise the efficiency of our collective resources.
- Do this in a way that is sustainable in the long term.

4. System Objectives

4.1 We believe the development of an integrated commissioning model delivered through contracting with an Accountable Care approach (legal form to be determined) will deliver the ambition of our vision in the future. The current system is trapped in a regime of annual contract cycles, organisational rather system regulation and inflexible payment models which do not create the right incentives for the outcomes for our population. These barriers will need to be overcome if we are to stand a chance of achieving our desired outcomes.

4.2 The basic concept is the CCG and the Council will take responsibility for jointly commissioning health and social care services for the Doncaster population, we will work collaboratively with the Accountable Care Partnership under new contracting arrangements.

4.3 The joint commissioners working together will look to

- Work with common purpose, vision and values.
- Work to a single system plan, objectives and metrics
- Aim to develop pool budgets for the areas of opportunity and set out a shared approach to sustainability and risk.
- Develop, over time, a single leadership team.

4.4 We believe that there are clear benefits to jointly commissioning integrated care. We are confident that integrated systems of care offer both short and long term solutions to the challenges facing both Social Care and the NHS. In the short term they provide a way for local health and care partners to work together to tackle the immediate financial and service pressure that are universally faced across the country. In the longer term, and more fundamentally; they provide a platform for implementing radically new models of care across local areas with the aim of improving population health and wellbeing.

5. Scope

5.1 Moving forward and beginning 1st April 2018, there will be six key work streams that will be tested locally before further rollout of the programme; these are described in the Doncaster Place Plan as Areas of Opportunity. These initial Areas of Opportunities are the first step in our programme of integration: further areas will be identified as our thinking evolves and develops subsequently leading to a fully integrated commissioning system.

5.2 The areas are listed below

Dermatology – reducing secondary care demand and moving activity into community settings where it is safe to do so.

Urgent & Emergency Care – connecting all urgent and emergency care together to improve access, outcomes and reduce costs.

Intermediate Care – a simpler and more responsive intermediate care system. More people will be supported to stay at home preventing unnecessary hospital admissions and attendance at A & E. Patients will be better supported to get back home as soon as possible from hospital admission. There will be fewer teams and less hand-offs along the way.

Complex Lives – focused on people with complex multiple needs, who are homeless, rough sleeping, misusing drugs and alcohol and experiencing mental health problems. Integrated investment and delivery with an increasing focus on prevention.

Starting Well (1001 days) – this will ensure all children across Doncaster have the opportunity for a good start in life from conception to age 2. This is about developing

support so that our children have the best possible opportunity to thrive. It is about offering appropriate support to families and children at the right time.

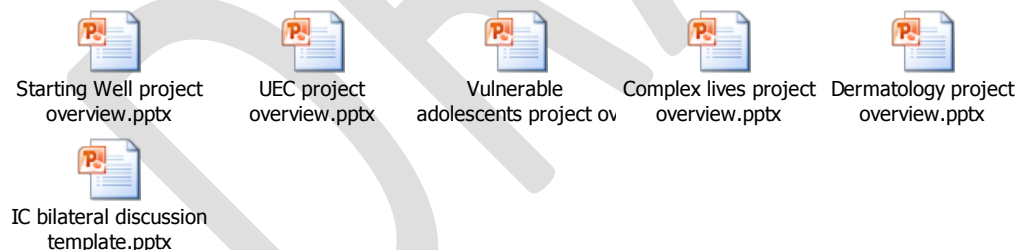
Vulnerable Adolescents – focused on preventative local work to enable vulnerable young people to avoid crisis and level 4 interventions

5.3 Prevention and self-management shall be embedded in all areas of opportunities.

5.4 It is envisaged that the JCCC will provide on-going oversight and drive for the transformational programme required to achieve and establish a fully integrated commissioning system. In addition, the JCCC will co-ordinate all the work streams generated in the delivery of the transformational vision and ensure appropriate sign off from the both the Council and CCG governance structures .

5.5 The JCCC will also be responsible for holding the identified working groups to account and to approve the delivery of key components of each work stream. It is anticipated that, to ensure momentum and facilitate effective and timely decision making, the JCCC will need to convene at least once a month. In committing to this MOU, both the CCG and the Council acknowledge the level of commitment and the requirement to sustain this level of participation and engagement for the duration of the MoU.

5.6 A more detailed overview of each of the areas in the form of a “plan on a page” can be found below. Any identified relevant key milestones that will enable delivery will be included, where appropriate, in the Work Programme Key Milestones section of this document.



6. Indicators of Success

6.1 The CCG and the Council will use the following indicators on an annual basis to monitor progress through the enhanced relationship:

- An increase in positive joint projects and “good news” stories which would demonstrate a better understanding between partners;
- Increased participation of organisations involved in decision-making;
- An increase in the numbers of organisations delivering or being major partners in achieving the outputs and outcomes of the Place Plan
- A greater awareness and understanding amongst partners to the potential development opportunities

- A recognised contribution to achieving the outputs and outcomes of the Place Plan
- Work together to establish, define and agree a common outcome framework n how we shall measure our strategic outcomes.

7. Enablers

7.1 The Joint Commissioning system provides a platform to effectively pool existing resource and expertise across both the CCG and the Council to build the skills, improve knowledge and leadership in our teams and communities to deliver better care together.

7.2 The CCG and Council together will:

- Develop the skills to sustainably transform systems and services that meet the needs of the local population;
- Create high-performing, effective teams;
- Support stakeholders in working together more effectively;
- Create commitment and energy for system improvement;
- Ensure Clinical leadership and engagement;
- Engage with all stakeholders (with the Accountable Care Partnership, the South Yorkshire & Bassetlaw Accountable Care System, our employees and our citizens);
- Drive partnerships and collaboration (with the Accountable Care Partnership, the South Yorkshire & Bassetlaw Accountable Care System, our employees and our citizens);
- Build trust and confidence between partners and stakeholders;
- Embed a common culture of empowerment;

7.3 We will look to build a common platform by exploring integration through workforce, informatics and business intelligence, communications, estates, commissioning, contracting procurement, finance and other back office functions where appropriate.

7.4 We will look to explore:

- The development of a joint commission function
- Joint strategies, plans and planning processes
- Work on rationalisation / maximising the Doncaster estate
- A Doncaster wide IM&T and Business Intelligence function.
- Develop a joint Procurement Strategy to rationalise and reduce expenditure.
- Explore opportunities to improve efficiency and joint working across health and social care.
- Design and implement a single procurement approach for Doncaster aligned to best practice principles laid out in the procurement guidance. This will include infrastructure to reduce clinical variation and clinically led supplier management.

8. Information Sharing

8.1 The exchange of information will take place at many levels. Information available to one organisation that is relevant to the responsibilities of the other will be shared where requested. In addition, if one organisation considers that information it has gathered will be materially relevant to the other, it will offer such information to the other. In particular, information sharing will support the effective identification of risks to each other's objectives. Information will be shared in accordance with the current Information Sharing Protocol and it is acknowledged by both Parties that the information Sharing Protocol must be reviewed and updated as we move forward to the Joint Commissioning Agreement

9. Overarching Principles, Values and Behaviours

9.1 The Council and the CCG will:

- ✓ Work in partnership to achieve agreed outcomes and ensure that a productive and constructive relationship continues to be developed and maintained.
- ✓ Recognise and respect each other's roles in improving the health of the population.
- ✓ Support each other in finding the most efficient ways to deliver project requirements.
- ✓ Be honest, constructive and communicative in all dealings with each other.
- ✓ Have reasonable expectations of each other, consistent with agreed arrangements.
- ✓ Use the content and terms of this MoU to help in resolving any conflicts that arise in the working relationship.
- ✓ Be responsive each other's needs during the year, within the flexibility of a planned programme of work.
- ✓ Owe each other a duty of confidentiality regarding business sensitive issues.
- ✓ The Joint Commissioning System will be built on core values and beliefs which will be underpinned by an organisational development philosophy based on the principles of an integrated learning and improvement system, collective and distributed leadership and appreciative enquiry.

10. Governance and Accountability

10.1 This MoU does not replace the legal framework or responsibilities of our statutory organisations but instead sits alongside the framework to complement and enhance it. It recognises the complexity of how the health and care system currently work and interact with each other to provide the best possible care and services.

10.2 During the term of the MoU, the members of the JCCC will remain accountable to the relevant respective governing structures of their statutory organisations which they represent.

10.3 The CCG and the Council has a responsibility to communicate the work of the JCCC to their respective organisations and Governing Bodies/Authorities. Each member will be expected to make their own arrangements to facilitate this, reflecting their own structures. There is a joint responsibility on all the membership to ensure that the partnership remains effective and is successful. The decision making and governance arrangements will be based on the CCG's delegated authority and Councils Constitution

10.4 The governance arrangements will be shaped and agreed by the 31st March 2018 as we work towards a Joint Commissioning Agreement, this will include a review of the membership of the JCCC to ensure this is in accordance with existing accountability arrangements.

10.5 From 1st April 2018 both the CCG and Council will be aware of each other's decision making powers and responsibilities.

11. Intellectual Property and Data

11.1 The Parties acknowledge that nothing in this MoU shall affect ownership of any intellectual property rights.

12. Leadership and Governance

12.1 As we look to commission health and care in a more integrated and sustainable way, there are a number of important questions we face. A significant and early challenge for leaders will be to consider how the CCG and Council can exercise control over services for which they are accountable, but do not necessarily deliver directly through their own organisations. At present, there is no strong evidence about a 'right way' to ensure good governance between organisations when working together through partnerships, joint ventures or other organisation forms. It is clear that the quality of relationships plays a crucial role in delivering good governance. Good corporate governance requires strong leadership and direction to set strategy and organisational culture and context, to ensure the effective management of risks to the delivery of that strategy.

12.2 The emerging leadership structure will require the process for the 'owner' organisations to nominate Senior Leaders with the necessary authority to make decisions within their gift. This will ensure both organisations retain oversight and

ability to have control in the short to medium term. We will set clear objectives and measures of progress and we will commit programme resource to maintain momentum on delivery. It is intended the CCG Governing Body and Council Cabinet will continue to provide assurance oversight through their own assurance frameworks and governance processes. We need to consider how we develop the detailed governance arrangements required to support a more formal approach as we move to a formal Joint Commissioner Agreement.

13. Conflicts of Interest

13.1 The governance arrangements which underpin this MoU will mitigate against the occurrence of conflict situations. In the event of any conflicts of interest being identified then this will be channelled through the next available meeting of the JCCC. A register of interests will be kept up to date and reported to the JCCC which will ensure that members, both clinicians and management, including recruited external support, disclose any relevant interest and act in accordance with all relevant codes of conduct.

13.2 Both parties will protect the confidentiality and sensitivity of all confidential information received from the other, and maintains effective controls designed to minimise the risk of inappropriate disclosure being made to individuals who may have a conflict of interest

14. Variation

14.1 This MoU may only be varied by written agreement of the Parties signed by, or on behalf of, each of the Parties.

15. Charges and liabilities

15.1 Except as otherwise provided, the Parties shall each bear their own costs and expenses incurred in complying with their obligations under this MoU including in respect of any losses or liabilities incurred due to their own or their employee's actions.

15.2 No Party intends that any other Party shall be liable for any loss it suffers as a result of this MoU.

16. Term of the Agreement

16.1 This agreement commences on the date signed by both parties and will continue until 31st March 2018.

Signature:

Name: Jackie Pederson
Position: Accountable Officer
Organisation: NHS Doncaster Clinical
Commissioning Group

Date:

Signature:

Name:
Position:
Organisation: Doncaster Borough
Council

Date

DRAFT

Appendix A – Doncaster Place Plan

Document embedded



Doncaster Place Plan
Final Version 18 Octob

DRAFT

Appendix B

Work Programme Key Milestones

By 10 November 2017, a MoU Agreement between the CCG and Council framework which we will develop an integrated Commissioning System.

By 1st April 2018, a formal Joint Commissioner Agreement setting out how we operate as Joint Commissioners.

By 31 January 2018, the “boiler plate” terms and conditions will be agreed as part of a Section 75 Agreement which will form the basis of the Commissioner Agreement.

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