

## To the Chair and members of the Overview & Scrutiny Management Panel

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

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

### EXECUTIVE SUMMARY

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

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

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

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

### EXEMPT REPORT

5. This report is not exempt

### RECOMMENDATIONS

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

## AREAS PERFORMING WELL

**68%**



of the local authority spend is with local providers

(Target 66%)

Our Apprenticeship Profile shows



**1,138**

new apprenticeships have been created since 2013

(exceeding the Mayoral target of 750)

Overall Investment into and within Doncaster

**£77.6m**



(Target £46m)

**772**

New FTE job created with the support of

**Business Doncaster**



(Target 500)

**794**

new homes built this year



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

(council and private sector providers)

Private sector employment growth is above the national average



National Average 3%

**Doncaster 5.5%**



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



**5th**

**most improved in the country**

Fuel Poverty in Doncaster has reduced to

**8.9%**

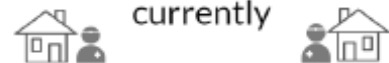


through a range of initiatives inc. solar panels, cladding etc.

(target 10%)

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

Admissions to residential care for over 65's is currently



**32 per month**

this is the lowest rate for 3 years

(47 per month in 2015/16)

## AREAS FOR IMPROVEMENT

**20.3%**

of people using social care who receive a direct payment



(against a target of 26.1%)

Sickness - Whole Authority

**9.98 days**



(against a target of 7.90%)



**37.5%**

Care Leavers in Employment Training & Education

(against a target of 45%)

Doncaster Childrens Trust projected overspend of



**£1.2m**

Due to additional cost of children placed in care

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

## WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### **FINANCIAL POSITION**

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

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

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

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



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

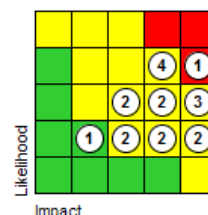
- e. The underspend on Treasury Management is £2.3m, of which £1.5m was highlighted in the Treasury Management Strategy 2016/17 to 2019/20 and a further £1.0m due to interest rates remaining lower than expected and lower borrowing for capital schemes. The savings in interest payments are partially offset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

## COUNCIL PRIORITIES – PERFORMANCE

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

## STRATEGIC RISKS

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



## DONCASTER 2017 PROGRAMME

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

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

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



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

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

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

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

## **VIREMENTS FOR APPROVAL**

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

## **FEES & CHARGES**

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

## **LEVEL OF RESERVES**

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

## HOUSING REVENUE ACCOUNT

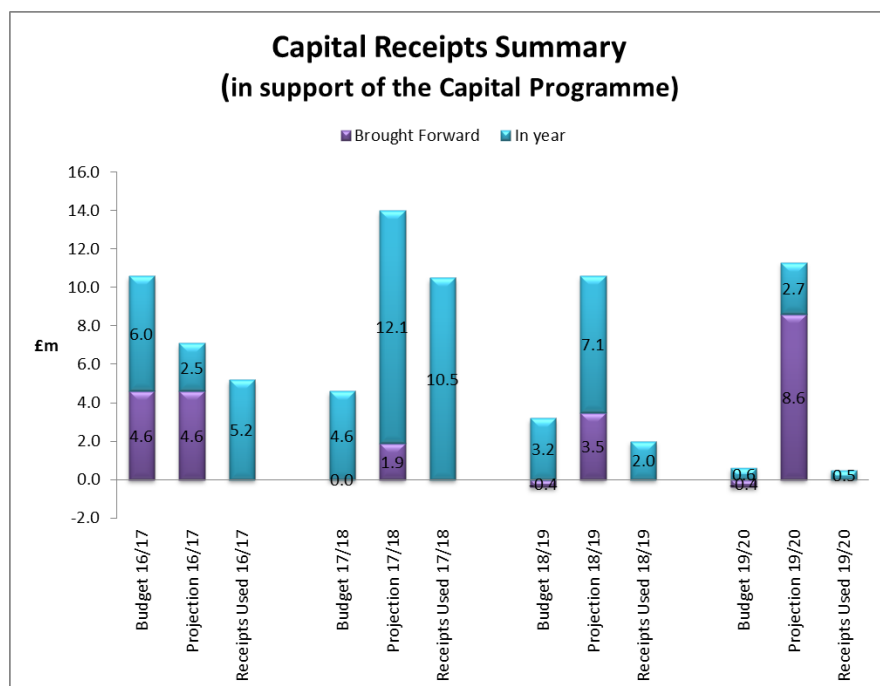
45. The 2016/17 HRA budget had a balanced budget which included a contribution of £3.2m from balances. The projection as at Quarter 3 is that there will be an underspend of £1.2m reducing the amount required from balances to £2.0m. The main variances are £0.5m projected underspend on overall management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

## CAPITAL PROGRAMME

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

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

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



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

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

## OPTIONS CONSIDERED

51. Not applicable.

## REASONS FOR RECOMMENDED OPTION

52. Not applicable

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

## RISKS & ASSUMPTIONS

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

## LEGAL IMPLICATIONS

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

## FINANCIAL IMPLICATIONS

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

## **HUMAN RESOURCE IMPLICATIONS**

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

## **TECHNOLOGY IMPLICATIONS**

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

## **EQUALITY IMPLICATIONS**

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

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

## **CONSULTATION**

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

## **BACKGROUND PAPERS**

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

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

#### Detailed Performance Narrative by Outcome

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

*Where are we now...*

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

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

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

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

#### *Red measures*

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

#### *Next steps...*

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

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

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

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



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

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

#### *Red measures*

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

#### *Next steps...*

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

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

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

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

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

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

#### *Red measures*

None

#### *Next steps...*

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

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

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

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

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

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

#### *Red measures*

None

#### *Next steps...*

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

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

*Where are we now...*

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

#### *Red measures*

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

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

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

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

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

*Red measures*

- Significant partners that have had a completed partnership assessment




*Next steps...*

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





## Understanding the Quarter 3 Performance Report

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







### Governance Indicators

 on track	 mostly on track	 currently off track
--------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------




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

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

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

  improvement	  Same as last time	  getting worse
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Strategic Risk Profiles** - Risks are profiled in line with the Corporate Risk Management Framework and the risk profile score determines the overall status.

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

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

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

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

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

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





















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

### Overall Performance against Directorate Service Measures



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

\*Stretch Target RAG rating

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

#### PI commentary

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







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

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





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

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

## Adult Health and Well-Being Revenue

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

## Adult Health and Well-Being Capital

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

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

## Overall Performance against Directorate Service Measures















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

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

PI commentary

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

## Finance and Corporate Services Revenue

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

## Finance and Corporate Services Capital

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

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

### Overall Performance against Directorate Service Measures



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Traffic Light: Red 1 Amber 2 Green 5 Unknown 4

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



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

## PI commentary








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

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

Latest Result for Q3 as of November 2016

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

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

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

## PI commentary – As at November 2016

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

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

### A2- Timeliness of Single Assessments

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

## Learning and Opportunities; CYP Revenue

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

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

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

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

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

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



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

## Learning and Opportunities; CYP Capital

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

# Regeneration and Environment - Corporate Plan Performance Indicators and Finance

## Overall Performance against Directorate Service Measures



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

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

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






#### PI commentary

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



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



## Regeneration & Environmental Revenue

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

## Regeneration & Environment Capital

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

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


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

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

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

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

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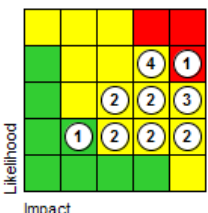
Main areas of spend are Smartlight Phases 1 & 2 £6.9m and Transport Schemes £5.7m. The 2016/17 programme has increased by £1.0m from Quarter 2 mainly due to the new addition of Smartlight Phase 2.

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

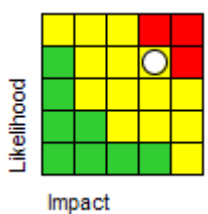
- **Main Fleet Replacement Programme** - This is to be completely remodelled to ensure that there are sufficient funds available and to reflect both the vehicles required and the new IMF procedure. £0.5m has been re-profiled to be spent in 2017/18, funded through IMF.
- **Street Scene & Grounds Maintenance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

## Strategic Risks

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

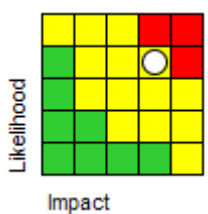
### The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation

Simon Wiles

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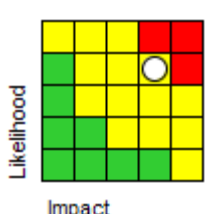
### Failure to improve Data Quality will prevent us from ensuring that data relating to key Council and Borough priorities is robust and valid.

Simon Wiles

Current Risk	<p><b>16</b></p> 	<p><b>CURRENT POSITION:</b> Following the formal agreement of the Data Quality Strategy 2016/17 – 2020/21, a working group has now been established to drive forward the activity for the remainder of the 2016/17 plan. Key Activity due to take place during Quarter 4 includes: Action plans to be completed for all key measures/ returns that have been assessed via the self-assessment toolkit as at risk Promote and implement the LLPG as the default look up for address data as part of the data quality standards Implementation of the single customer record as the “Golden Record” across key council systems Complete and show compliance to Level 2 of the IG Toolkit Using systems approach to quality assurance identify current systems and prioritise for analysis, cleansing, establishing validation and monitoring via the model</p> <p><b>MITIGATING ACTIONS:</b> Progress against the planned activity will be governed by the Business Intelligence Board. It is acknowledged that there remains much to do to fully embed the data quality principles across the organisation and that good data quality can only be achieved by continual assessment and monitoring and therefore reflects the need to refresh the action plan on an annual basis throughout the four year strategy.</p> <p><b>TARGET RISK PROFILE:</b> Impact 4 x Likelihood 2 = 8</p>
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### Children and Young People do not achieve in line with national expectation

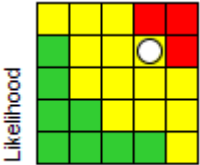
Damian Allen

Current Risk	<p><b>16</b></p> 	<p><b>CURRENT POSITION:</b> The rapid improvement strategy is continuing and in addition to this a new reading strategy is now in place as an additional focus in this area. A new Raising Achievement Strategy has also been developed in draft form.</p> <p>National data for GCSE results is due to be released on January 19th and an update on these results will be provided next quarter. It is intended that the provision of an Ofsted Leadership Network will facilitate schools having an increased understanding of the Ofsted framework. A Secondary Teaching School Alliance has also been commissioned to deliver a Key Stage 4 Secondary Improvement Strategy</p> <p><b>MITIGATING ACTIONS:</b></p> <ul style="list-style-type: none"> <li>Continue to deliver School Improvement 3 year Post Ofsted action plan, which has now been signed off by HMI</li> </ul>
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- Challenge Schools Commissioner and Sponsors of Academies on underperformance
  - The School Improvement Strategy is being delivered and a revision is due out in January
  - Improve pupil attendance via enhanced early help
  - Deliver the aspects of the report of the education and skills commission (full response to be published in February) to include:
    - KS2 and KS4 improvement initiatives
  - Academy exploration and growth strategy for schools at risk of decline and those wishing to join Multi-Academy Trusts
  - Revision support in the community for students and parents
  - Leadership succession and recruitment support initiatives in partnership with the Teaching School Alliance
- TARGET RISK SCORE:** Impact - 4, Likelihood - Possible 3 = 12

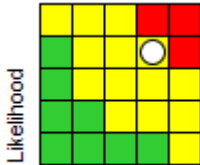
**Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal**

**Peter Dale**

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

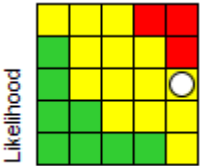
**As a result of the decision for the UK to leave the European Union there is increased uncertainty across a number of policy and funding areas that could lead to disruptions in funding and/or projects locally in Doncaster.**

**Simon Wiles**

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

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

**Damian Allen**

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

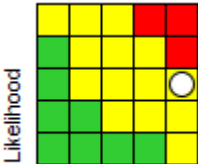
guardianship placements, which has been agreed and reduces the overspend to £1.3m. Under the risk share mechanism (75/25) the Council will be due to fund £999k of the balance with the Trust responsible for £333k. The Council is receiving financial updates but continues to have significant concerns over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

The Trust is due to attend OSMC in February 2017.

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

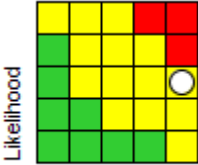
## Failure to successfully prevent a major cyber attack

Simon Wiles

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

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

Damian Allen

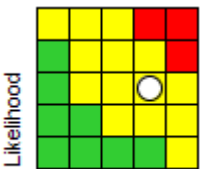
Current Risk	
<p>15</p> 	<p><b>CURRENT POSITION:</b> The formal arrangements to monitor and review the effectiveness and input of services to children provided by the Trust are believed to provide assurance to this risk and go beyond contractual requirements. Overall the safeguarding indicators specific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

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

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

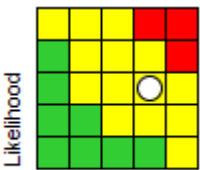
**Failure to deliver the actions identified in the Equality and Inclusion action plan may impact our ability to effectively embed and delivery the equality agenda which could result in the council being exposed to public 'due regard' challenge**

**Simon Wiles**

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

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

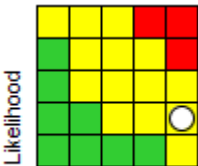
**Damian Allen**

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



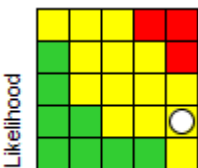
The agreed standards and policies are not adequately understood and implemented by practitioners who work with vulnerable adults increasing the risk of vulnerable people experiencing harm or abuse

Kim Curry

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

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

Kim Curry

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

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

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



## Equality, Inclusion & Diversity

### Equality, Diversity and Inclusion

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

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

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



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

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

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



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



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

The Council held 4 workforce 'awareness days':

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

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



## Workforce Digest

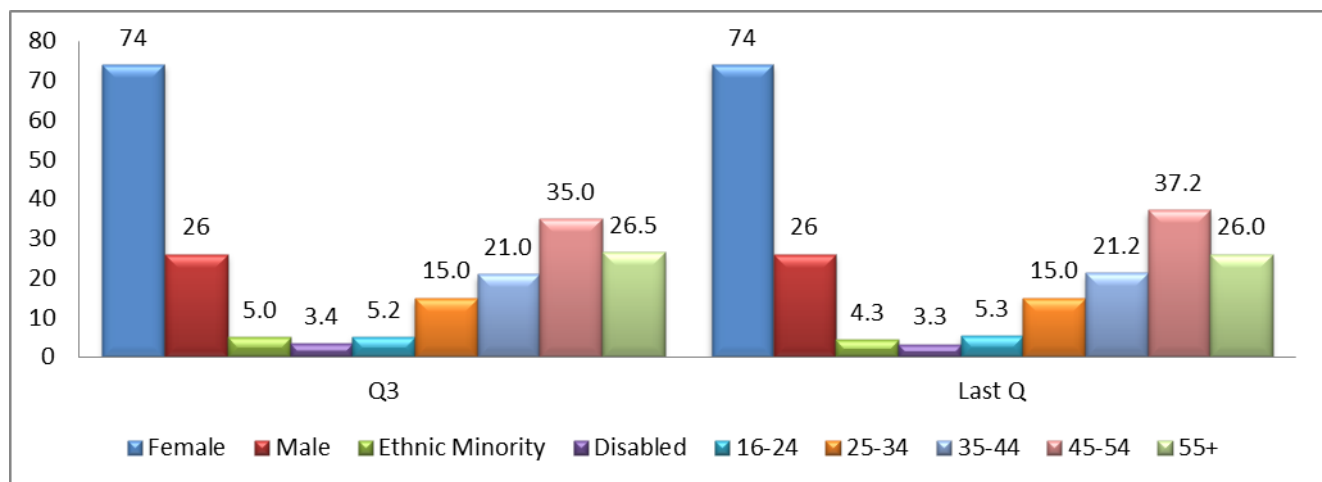
An accurate and up to date picture of the workforce information, trends and risks is essential to achieving the cultural aspirations that the Council has set out in the People Strategy and Team Doncaster Charter to achieve better people management, engagement and communication and to help develop and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

### Top 3 Priority Risk Areas

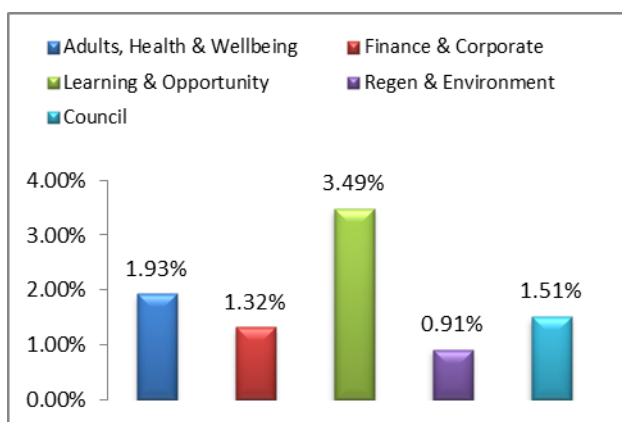
In the last report a number of major and emerging HR and OD risks were identified. These continue to be the same in this quarter. However in some areas there are further signs that action is being taken which is having a positive impact and this needs to continue to be built upon and sustained.

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

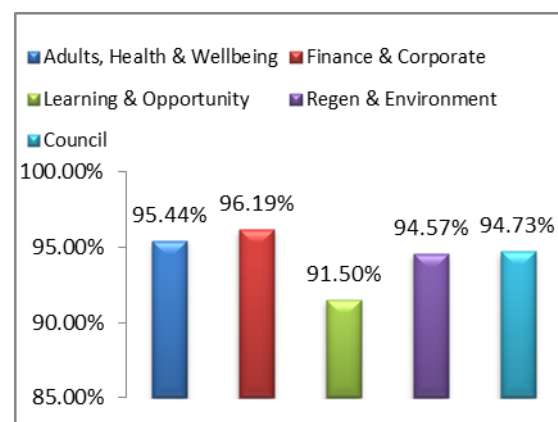
### Council Workforce Profile compared to last quarter shown as %



### Turnover Rate by Directorate %



### One Year - Retention Rate by Directorate %

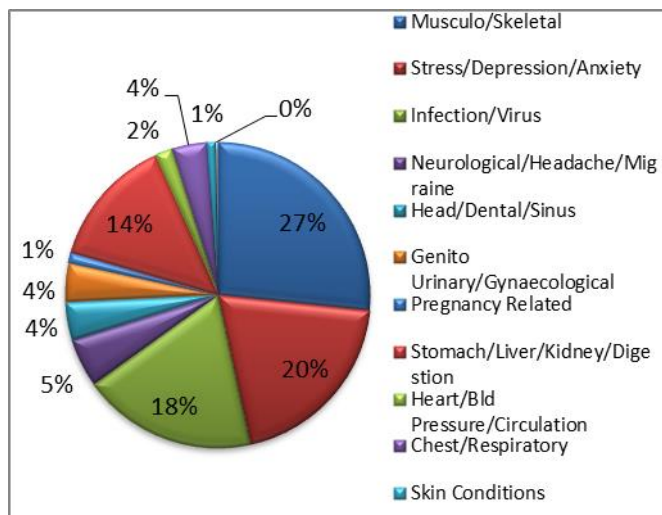


2. **Performance Management:** There has been a slight increase in the number of employee capability cases however overall the continued low level of cases being recorded as managed is a concern. As is the drop in the level of completion of PDRs which are now just below the corporate target at 94% in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

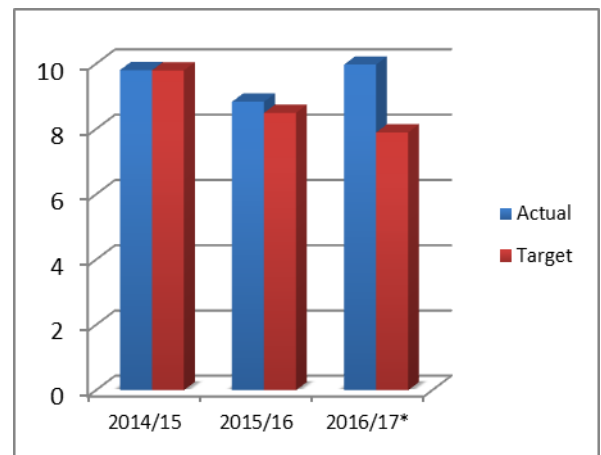
due to managers not undertaking a PDR when employees return from long term sickness or maternity leave absence. Continued high levels on conduct resulting in advisory cautions, or no case to answer, may also indicate a need to ensure that managers do communicate and reinforce the standards required.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

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

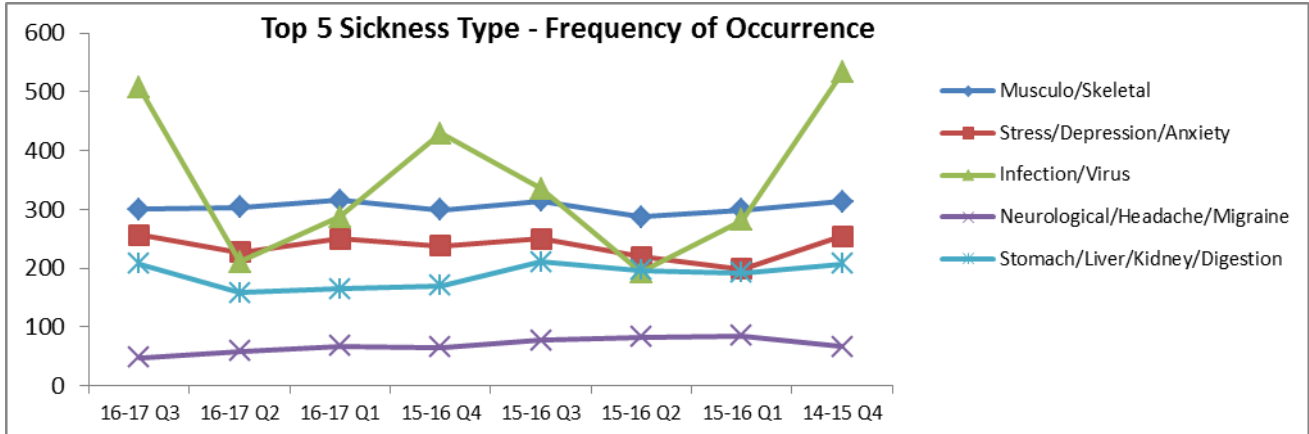
### % Type of Sickness Occurring



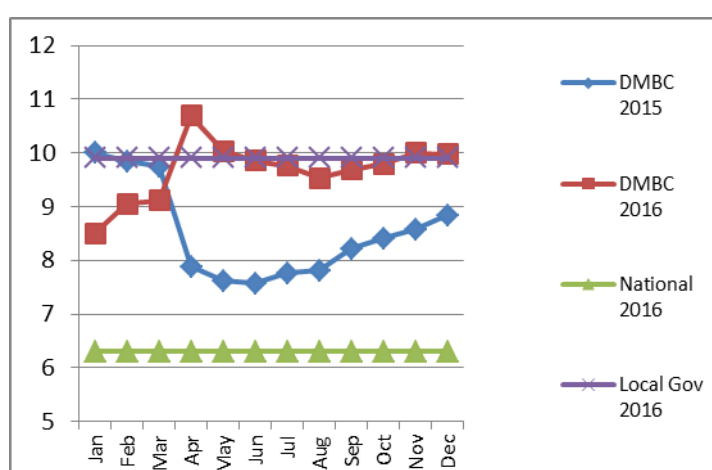
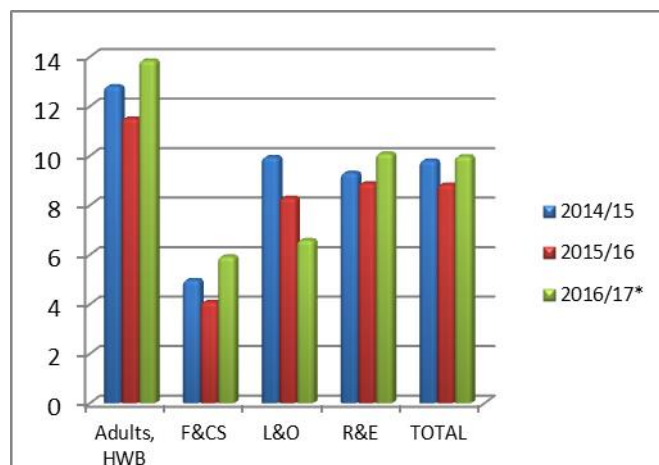
### Sickness Days Lost /FTE (\* projected)



### Top 5 Sickness Type - Frequency of Occurrence



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



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

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

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

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

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

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

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

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

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

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

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

### **Adults Health and Wellbeing**

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

Work is underway to reduce non contract spend including:

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

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

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

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

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

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

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

Work is underway to reduce non contract spend including:

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

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

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

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

### **Regeneration and Environment**

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

Work is underway to reduce non contract spend including:

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

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

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

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

### **Finance and Corporate Services**

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

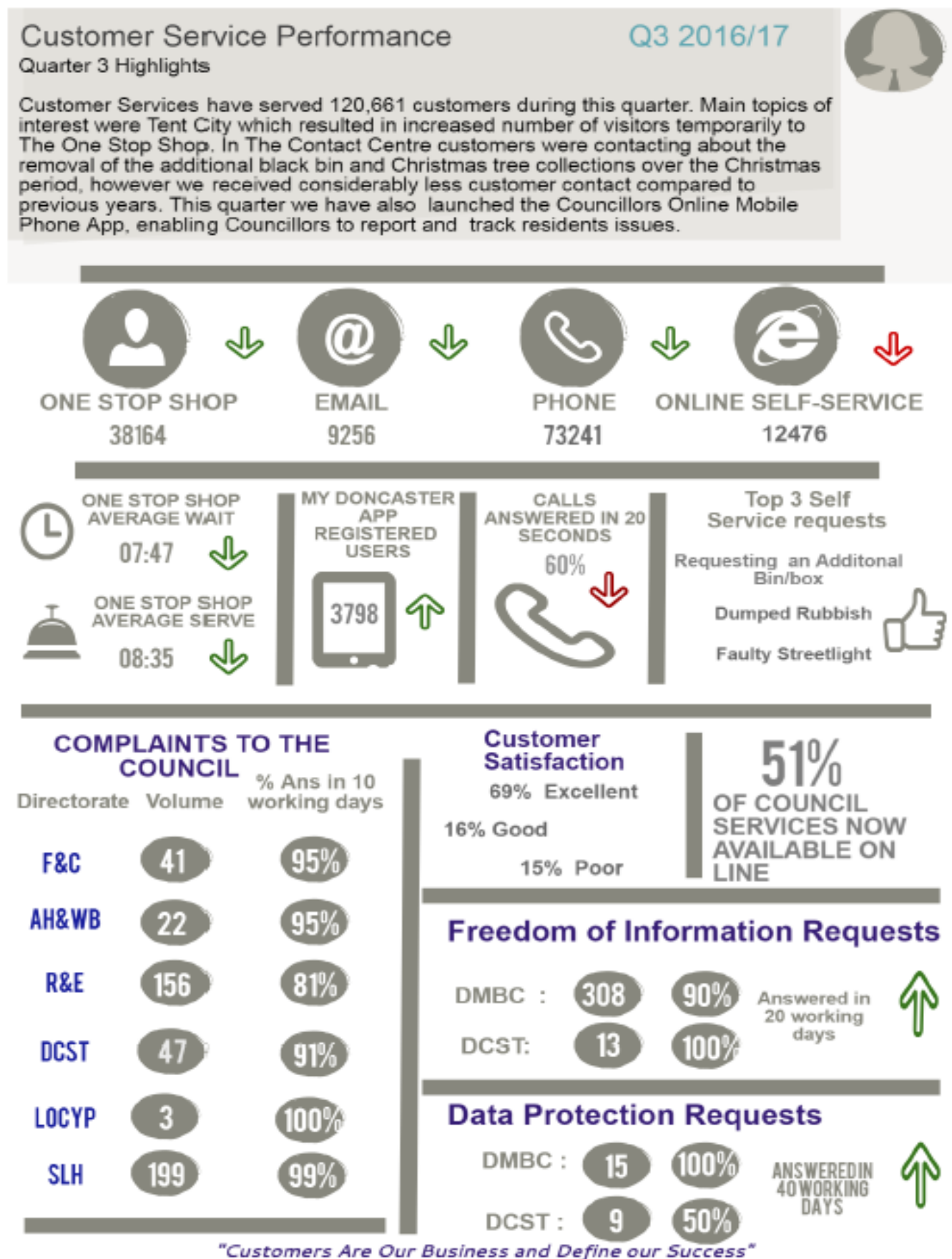
Non contract spend is relatively small but is kept under review by DLT. HR discuss any areas of concern with relevant managers to identify solutions.

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

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



## Customer Services



## Complaint Trends

Q3 : 2016/17



### Regen & Environment

Waste & Recycling - Number of complaints has reduced .

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

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

### Finance & Corporate

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

### Adults Health & W. Being

Attitudes and action of staff

### L&O: Children & Young People

School Admissions - Waiting times for phones & claims



## Compliments

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

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

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

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

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

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

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



## What are our customers enquiring about this quarter ?

### One Stop Shop

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

### Contact Centre

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

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



## Appendix B - Virements in Quarter 3

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

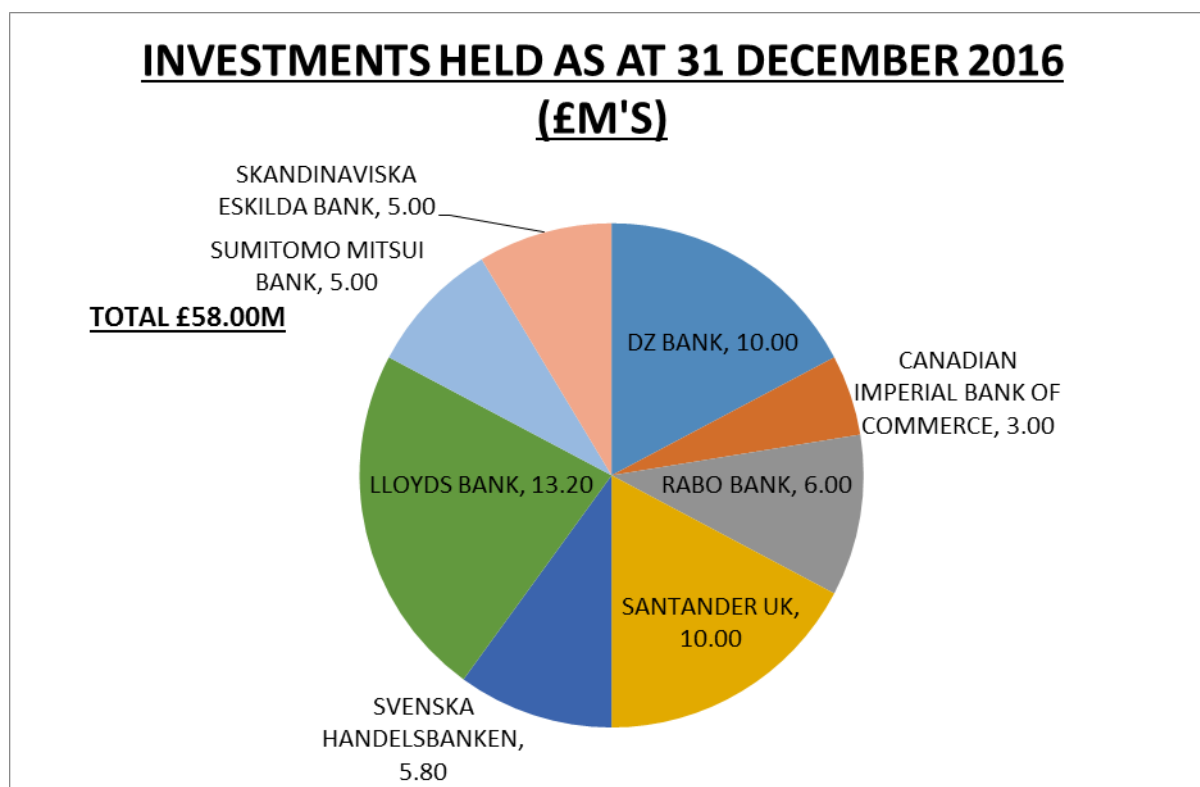
## Appendix C - Treasury Management Update - Quarter 3 2016/17

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

### Investment

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

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



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

## **Borrowing**

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

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

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

## **Risks**

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

## **General Banking**

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

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

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

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

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

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

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