

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

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

EXECUTIVE SUMMARY

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

Financial Position: £2.3m overspend

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

2. At year-end the Council overspent by £2.3m, which is a £1.6m improvement from the quarter 3 position. This includes Regeneration & Environment £2.8m overspend and funding of the Children's Trust £1.5m overspend. These overspends are offset by £1.3m one-off underspends in Finance & Corporate Services and £1.7m one-off underspends in Council-Wide. The position includes the delivery of £37.4m savings towards the £40.2m target, leaving a shortfall of circa £2.8m mainly from the Modern & Productive, Appropriate Assets and Digital Council programmes, the shortfall is included in the outturn figures shown above. Further details are provided in paragraphs 42 - 43 and Appendix A.
3. In quarter 4, the overall performance of our service measures is good with 93% (41 out of 44) exceeding or close to local targets, this is an improvement on previous quarterly figure of 86%; more detail explaining this is provided in Appendix A. Doncaster has performed well in many areas. At £90.5m, investment into and within Doncaster nearly doubled the target level as did new FTE jobs created through the support of Business Doncaster. Continuing last year's success, 1057 new homes were built across council and private sector providers, which bucked the national and regional trend by over-delivering against our identified need, at a time when other areas in the region are falling short. Regarding our young people, 1175 new apprenticeships have been created since 2013 and our first choice school placements at both primary and secondary levels exceed national average levels. Admissions for residential care are lower this year than in previous years and quarter 4 saw the biggest increase in direct payment take up for 2 years. In addition, 70% of our local authority spends was made with Doncaster companies.
4. Measures that are adrift from our local targets include schools persistent absenteeism at both primary and secondary levels, drug treatment success rates, overall staff sickness levels and outcomes for Care Leavers; further detail is provided in Appendix A.

EXEMPT REPORT

5. This report is not exempt

RECOMMENDATIONS

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

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

AREAS IMPROVING OR PERFORMING WELL

Process Times



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

Housing Benefits 23.42
(target 25)

Council Tax Support 22.55
(target 25)

Arrears



reduced by just under

Council Tax £6.91m
(Target £5.72m)

Business Rates £5.8m
(Target £3.4m)

Collection Rates



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



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

894

New full-time jobs created with support of

Business Doncaster



(target 500)

90

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



First Choice School Placements

Secondary - 92.5%

Reception - 96%

(both exceed national averages)



at the end of March we are working with nearly

2,000

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



DOMESTIC RECYCLING RATES



48%
(TARGET 43%)



Overall investment into and within Doncaster

£90.5m



(target £46m)

Council & Private Sector providers have built

1,057

new homes this year



the target has been achieved for the 2nd consecutive year

Our Apprenticeship Profile shows

1175

new apprenticeships have been created since 2013



(exceeding the Mayoral target of 750)

In 2016/17 we have supported

162 people

to take up

Direct payments



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

70%



of Local Authority Spend is with Doncaster Companies

(target 69%)

AREAS FOR IMPROVEMENT

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

27.35%

against a target of 24%



National average is 22%
Statistical neighbours 24%

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



7.1%



The lowest for over 3 years

Sickness - Whole Authority

9.90 days



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

**Persistent Absence Rate
Primary & Secondary Settings**

11.1% - Primary
(target 9%)

17.5% - Secondary
(target 12.1%)

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

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

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

12. Private sector growth in Doncaster (5.5%) has continued to be significantly higher than Yorkshire and Humber (2.7%) and England (3%) [Data is for 2014-2015]. The main contributors are spread across a range of sectors including: Professional, scientific & technical (900), Transport & Storage (800), and Wholesale (800). Doncaster's jobs growth has been consistently around 5% for the last three years.
13. There has been £90.5m of new investment in Doncaster this year, exceeding the annual target of £46m. A significant proportion of this investment has been achieved with the support of Business Doncaster, who have been instrumental in attracting £59m of this year's total – significantly exceeding their target of £40m. Business Start-ups have been equally impressive, with the rate increasing significantly over recent years. There were 2,135 new businesses registered this year, an increase of 630 from the previous year. The percentage of retail and retail service units occupied in the core area of the town has increased from 87.9% to 89.9% across the year.
14. The total new full time jobs created through Business Doncaster is 894. This exceeds both the original target of 500 and the revised target of 800. The latest surge in investment/job creation is due to the major investments at Lakeside, in Thorne, and at the Wildlife Park.
15. Doncaster's Total Business Stock (Number of Enterprises in Doncaster) has seen an annual increase of 1,105 to 9,195 in March 2016, a rise of 13.7% that is bucking national trends by being significantly higher than comparators. The recently published PWC Inclusive growth report highlights Doncaster as an area showing significant improvement within the good growth index.
16. The number 16-18year olds who are not in education, employment or training (NEETs) is 4% (268 people). This represents a reduction on the previous year end figure of 4.5% and is below our target of 6%.
17. The borough's drive to create more apprenticeships has resulted in 4,140 starts during 2015/16, an increase of 150 on the previous year. The majority of these were at intermediate level (2,650) with 1330 at Advanced level and 160 at Higher level. The Council's own apprenticeship programme has been hugely successful, greatly exceeding the mayoral target of 750 apprenticeship starts with a cumulative total of 1175 new apprentices since 2013, 145 of which were in the last year.
18. The Department for Education measures of attainment in eight subjects shows that Doncaster made the fifth highest improvement in the country in 2015/16. Doncaster was also the 5th faster improver in the country for achievement at 5 A*-C GCSE (including English & Maths) at 46.9%. Again there is more to do as Doncaster remains 3% points behind the national average of 49.9%. The number of Doncaster pupils accessing 'good' or 'better' education in our schools has risen in 2016/17 from 67.1% to 69%, but Doncaster remains towards the bottom of the national league table with regard to our young people attending good quality schools (*as reported by Watchsted, which presents the very latest Ofsted inspection data regarding all local authority schools on line*).
19. Joint Chairs of the Education & Skills Partnership Board have been appointed. Their role, along with the board members will be to govern the implementation of the independent Education and Skills Commission 'One Doncaster' report. The report, which was published in October, makes a number of wide ranging proposals and recommendations for improving Education and Skills in the borough; and the naming of Doncaster as an 'Social Mobility Opportunity Area' by the Department of Education will result in additional funding to support improved social mobility, some of which will be delivered via the improvement of education and skills.

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

20. A major transformation for Adults, Health and Well-being is already underway, with seven longer term transformation plans being developed. We want local people to stay independent, healthy and safe in their home for longer, aiming to keep them out of residential care wherever possible. The number of admissions for residential care is already significantly lower this year than in previous years: in 2016/17 we placed on average 34 people per month compared to 47 per month in 2015/16. The reduction in admissions is having a marked impact on the overall number of people receiving residential care, which is 1,396 at the end of 2016/17 and expected to

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

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

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

23. Doncaster has seen a year-on-year increase in net new homes built since 2012, with 2015/16 seeing the biggest delivery of housing in over fifteen years (1,170 homes). Since April 2016, a further 1,057 net additional homes have been built. This represents an oversupply against the average housing need over the next 15 years (920 homes per year). Furthermore, Doncaster is bucking the national and regional trend by over-delivering against our identified need, at a time when other areas in the region are falling short.
24. Over recent years, a further supply of new homes has come in the form of existing empty properties being brought back into use. The long term reducing trend continues; at the end of 2016, a total reduction of 336 since 2014 provides an average reduction of 112 per year. In the final quarter of the year, the number of empty properties increased from 3413 to 3583.
25. The total year-end figure for affordable homes delivery is 161 units (overachieving the target of 120). This consists of 114 council house build programme completions and 6 Registered Provider units and 41 additional S106 units from private developments. The Council House and RP build programmes are slightly off track against their 2015 schedule, primarily due to RPs postponing development for an investment review – these programmed units (and additional units) are now expected in future years.
26. Despite delivering our own contribution to affordable homes supply, we recognise there is still a gap between the broader need for 149 affordable housing units per year from private developments. However, by allowing developments to go ahead with lower onsite affordable housing provision, this has supported the achievement of the overall housing delivery figure, and commuted sums received in lieu of onsite provision have been used to support and partially fund developments elsewhere – developments that would otherwise not have been financially viable, for example, additional Council House build delivery.
27. From a low of around 31% a few years ago, the recycling rate for household domestic waste has risen significantly and is now over achieving on our target. The rate now sits at 48% against a target of 43% (as at the end of Q3), a major achievement and improvement.
28. The percentage of fly-tipping investigated and removed within five days was 85% at year end, against a target of 90%. Although off track, performance has also improved significantly throughout the year, rising from 60% at Q2. During Q4, 2,878 flytipping jobs were reported.
29. 99.9% of residential, trade and clinical waste collections are taking place on the scheduled day, as per target.

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

Outcome 4: All families thrive

32. The Expanded Stronger Families Programme provides early support to families with multiple needs. The programme works closely with families, with 517 positive outcomes achieved to date, particularly around supporting children who need help and supporting people into work. We have identified 3,249 suitable families, an increase of nearly 2000 in the previous quarter, and are currently engaged with 1,849. This increase in the number of families involved in the programme should see increases in positive outcomes and claims to DCLG in subsequent quarters.
33. Both the average number of days to process a new housing benefit claims and new council tax support applications both continue to achieve the target of 25 days. This has significantly improved in the past 3 years from a position in 2014/15 where the average number of days was over 34 days for Housing Benefit and 68 days for Council Tax Support. Improved working practices have seen digital enhancements to claim processing. Customers can complete on-line claim forms and paper forms are digitally captured which has reduced their processing time. The Benefits Section also has a dedicated team of staff dealing with new claims ensuring that they are prioritised. Also improved registration processes for Council Tax have speeded up the time to process Council Tax Support claims.
34. Latest published data regarding school persistent absence rates saw a further rise at both levels with 11.1% for Primary and 17.5% for Secondary; both are higher than target levels and are above national averages. Persistent absence for our Children in Care at both levels is also high at 9.8% for Primary levels, and 23.9% Secondary levels, and there is a review currently scheduled for both systems and processes. Our Care leavers in suitable accommodation are slightly off track at 82% and are just 1% point below the national average and 3% points adrift of the regional average, whilst care leavers in employment training and education rose to 4% points to 41.7%, remaining slightly behind that of regional and national levels.

Outcome 5: Council services are modern and value for money

35. In the third quarter of the year Council Tax arrears reduced by over £6.9m compared to a target of £5.7m. The reduction is £1.6m more than that of the previous year. Business Rates show a reduction of arrears of £5.8m, which is well above the projected target of £3.4m. This is almost double the reduction reported in 2015/16.
36. Outcomes from this quarter's workforce digest have identified a number of continuing HR and OD risks, specifically organisational stability; performance management and additional workforce spend. Although performance in some areas has not been sustained, there continues to be strong signs in other areas that action is being taken to address and mitigate these risks, and this remedial work is having a positive impact that needs to be sustained over the longer term.
37. Overall Council sickness is 9.90 days lost per full time employee, compared to a target of 7.9 for Quarter 3. This is an increase of 0.21days from the last quarter (9.69 days), and has resulted in both the corporate target not being achieved and the on-going downward trend not being sustained for the first time in several years of continuous improvement.
38. There has been a 25 per cent channel shift to on-line services against a target of 55 per cent. There has been a significant upward trend this quarter due to marketing and removing the phone number from the website.

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

39. There have been 8 data protection incidents by the council this quarter and 6 by Doncaster Children's Services Trust. None were serious enough to be recognised as breaches by the Information Commissioner's Office. E-learning modules have been launched and the Data Protection Officer continues to complete investigations and complete mitigating actions with high risk areas and where incidents occur.
40. Mandatory training for elected members is currently at 86.6 per cent. This is slightly lower than the 87.7 per cent reported for the same time last year. All mandatory training sessions have been scheduled for the year

FINANCIAL POSITION

41. The outturn position for the Council is a £2.3m overspend; this is a £1.6m improvement from quarter 3 reported position of £3.9m. A summary of the outturn position is provided below: -

	Gross Budget £m	Net Budget £m	Total Variance £m
Services			
Adults Health and Wellbeing	150.2	72.5	0.9
Learning & Opportunities – Children & Young People	42.5	6.3	0.0
Children's Services Trust	45.7	41.7	1.5
Finance & Corporate Services	126.6	20.7	-1.3
Regeneration & Environment	127.1	38.2	2.8
Total Service Budgets	492.1	179.4	3.9
Council Wide			
General Financing / Treasury Management	5.4	5.4	0.1
Council-wide savings targets	-1.1	-1.1	1.1
Other Council-wide	-4.4	17.9	-2.9
Subtotal	-0.1	22.2	-1.7
Levying Bodies	18.0	18.0	0.0
Business Rates	0.0	-125.4	0.1
Subtotal	18.0	-107.4	0.1
Total General Fund Services	510.0	94.2	2.3

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

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

- iv. The above overspends are mitigated by better than budget performance in general across the directorate. This was due to a combination of underspends, improved levels of income and better utilisation of grant income.
- b. Learning & Opportunities – CYP – The Children’s Trust outturn position was a minor underspend of £23k, which includes providing £3.5m for contract variations in year. The contract variations covered £2.0m for increased placements, £1.3m Out of Authority and Independent Fostering Agency/In-house Fostering price variations and £0.2m additional social work resources. The impact of the contract variations results in a £1.5m overspend for the Council. Further actions are being undertaken to manage the on-going pressures and a financial sustainability plan is currently being produced.
- c. Finance & Corporate Services – the outturn underspend is -£1.3m, which has increased by -£0.7m from quarter 3. This is mainly due to one-off staffing underspends of £0.9m and £0.5m grants received for specific duties (some activities will take place in 2017/18 and be funded from the Service Transformation Fund as detailed in Appendix E).
- d. Regeneration & Environment – The overspend has increased by £1.1m from £1.7m at quarter 3. The pressures include £0.8m shortfall against the Appropriate Assets savings target of £2.4m in 2016/17 and £0.7m shortfall against the Digital Council savings target; these savings will be delivered in future years. Other service overspends include; Markets £0.4m overspend mainly due to income targets not met, Public Building Maintenance £0.4m overspend and Facilities Management £0.3m. Additional funding is included in the 2017/18 budget for specific pressures identified e.g. markets £0.2m pressure. Action plans will be produced to address any remaining on-going pressures.
- e. Council-Wide – Underspend on centrally held items of -£2.9m (improvement of -£1.9m from quarter 3), these are mainly one-off items including; -£1.0m from the insurance provision (identified following settlements/rejections in the last quarter); -£0.8m central contingency released at year-end; -£0.4m release of the provision for the potential clawback of White Rose Way ERDF grant which has now been resolved; -£0.3m arising from £28m prepayment of pension deficit contributions and -£0.2m final distribution of shareholder funds for Digital Region Limited. This is offset by a £1.1m shortfall on the Modern & Productive Workforce programme, which will be delivered in future years.

COUNCIL PRIORITIES – PERFORMANCE

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

STRATEGIC RISKS

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



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

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

DONCASTER 2017 PROGRAMME

47. The Doncaster 2017 Programme is showing £2.8m slippage for 2016/17. This is the same overall position as reported at Quarter 3, however there have been some minor variances up/down within the programme. The slippage is mainly attributable to Modern & Productive Workforce £1.1m, Digital Council £0.7m and Appropriate Assets £0.8m; these figures have been included in the overall financial position for the Council for 2016/17. The pace of transformation for some of the projects is slow; use of one-off funding has been used to meet shortfalls and some projects will extend beyond 2016/17 in order to achieve their outcomes.

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

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

(Slippage/Gap at Q3 £2.75m)

49. Key points on the programme are as follows:

- The 2016/17 target included a significant amount of savings brought forward which comprised unmet savings and savings that were met by one-off funding in 2015/16.
- The pace of the following projects sees them extending beyond 2016/17 - Appropriate Assets £2.3m projected to be achieved beyond 2016/17. Modern and Productive Workforce £1.1m to be delivered beyond 2016/17 reflecting the impact of the agreed changes to terms and conditions. Early Help £1.4m savings profiled beyond 2016/17 reflecting the use of transitional funding before the full year effect of the restructure can be realised.
- The Digital Council programme has been extended to October 2017. It is recognised that Digital Council is a key enabler for transformation across the Council and therefore the digital strategy needs to be better embraced and embedded across the council to ensure the pace and successful delivery of projects within the programme and across the organisation as a whole. Although there is slippage on delivering the savings, the programme has delivered £3.0m savings to date, a further £1.0m is estimated for 2017/18 giving an overall total of £4.0m at the end of the programme.

BUSINESS RATES, COUNCIL TAX AND RENT ARREARS

50. Collection monitoring information, percentage collected in year and arrears, for Council Tax and Business Rates is detailed in the outcome 5 above and Appendix A Finance and Corporate Service performance indicators.

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

VIREMENTS FOR APPROVAL

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

LEVEL OF RESERVES

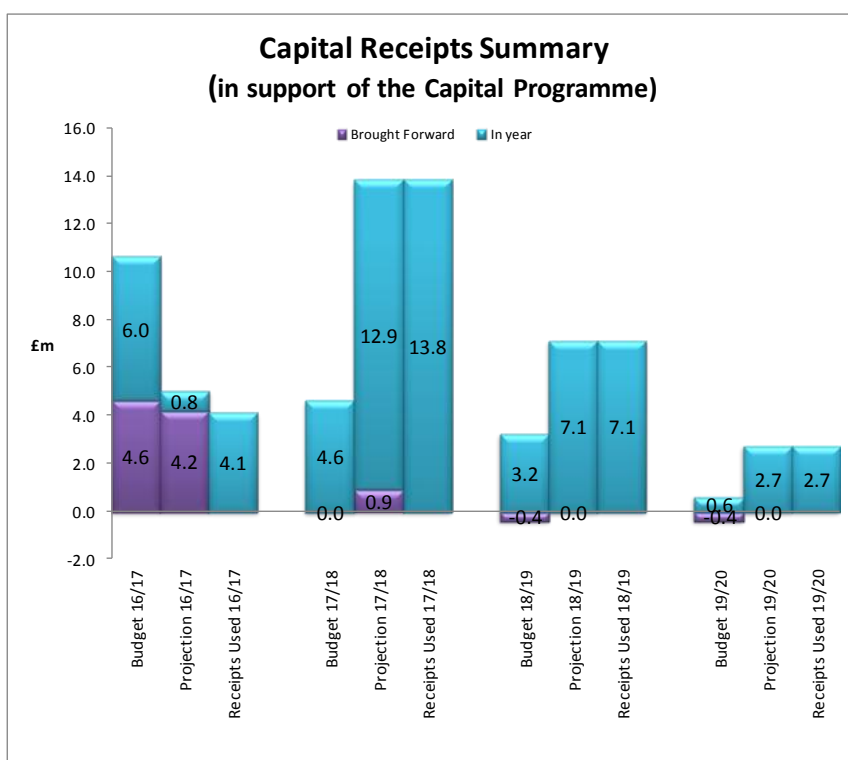
52. Current uncommitted general fund reserves are £17.1m; as detailed in this report £2.3m will be required for the 2016/17 overspend and it is planned that £2.0m will be utilised to balance the 2017/18 budget. This would leave an estimated balance, for use during 2017/18 and beyond, of circa £12.8m.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

HOUSING REVENUE ACCOUNT

54. The 2016/17 HRA budget had a balanced budget, which included a contribution of £3.2m from balances. The outturn position was a £1.6m contribution from balances and therefore an overall underspend of £1.6m. The main variances are £0.8m underspend on overall management expenditure (a combination of savings on general management, SLHD fee, welfare reform fund, impairment and provision for bad debt), these were offset by an increased level of depreciation on non-dwellings of £0.4m (depreciation expenditure is used to fund the capital programme expenditure). There was £0.8m of additional income which is broken down as £0.7m additional rent income as a result of lower than budgeted void rent loss (budgeted 1.5%, actual 1.2%) and both average rent and property numbers are higher than budgeted and £0.1m additional other income from solar panels. There was a £0.4m saving from loan charges due to lower interest rates and an increase in RCCO (revenue contribution to the capital programme) of £0.4m to fund additions and slippage in the capital programme.
55. St Leger Homes will utilise £120k of the management fee underspend in 2017/18; £80k for additional mobile devices (to enable staff to have access to email and intranet which will improve communications and allow access to Health & Safety information at all times), £25k for an upgrade to the Housing Management system to manage tenancy support caseloads and £15k for security on the Balby Bridge estate.

CAPITAL PROGRAMME

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



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

2016/17 CARRY FORWARD REQUESTS

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

OPTIONS CONSIDERED

62. Not applicable.

REASONS FOR RECOMMENDED OPTION

63. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

RISKS & ASSUMPTIONS

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

LEGAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

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

TECHNOLOGY IMPLICATIONS

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

EQUALITY IMPLICATIONS

69. In line with the corporate approach for compliance against the Equality Act 2011 due regard must be shown across all activity within the Council. As the performance report draws together a diverse range of activities at a strategic level a due regard statement is not required. All the individual components that make-up the finance and performance report will require a due regard statement to be completed and reported as and when appropriate.
70. The governance of the Corporate Equality and Inclusion Plan forms part of the quarterly reporting process, this information can be found at Appendix A.

CONSULTATION

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

BACKGROUND PAPERS

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

REPORT AUTHORS AND CONTRIBUTIORS

Louise Parker, Head of Performance and Service Improvement

Tel: 01302 737006, E-mail: louise.parker@doncaster.gov.uk

Faye Tyas, Head of Financial Management

Tel: 01302 862606, E-mail: faye.tyas@doncaster.gov.uk

Simon Wiles

Director - Finance and Corporate Services

Appendices Content

Appendix A - Corporate Quarterly Performance Management Report	14
Council Wide - Governance Indicators	21
Adults Health and Well Being - Corporate Plan Performance Indicators and Finance	22
Finance and Corporate Services - Corporate Plan Performance Indicators and Finance	25
Learning and Opportunities - CYP Corporate Plan Performance Indicators and Finance	28
Regeneration and Environment - Corporate Plan Performance Indicators and Finance	36
Equality, Inclusion & Diversity	47
Customer Services	53
Appendix B - Virements in Quarter 4	55
Appendix C - Treasury Management Update - Quarter 4 2016/17	56
Appendix D – Capital Programme New Additions Quarter 4 2016/17	58

Appendix A - Corporate Quarterly Performance Management Report



Quarter 4 2016/2017 - (31st December 2016 to 31st March 2017)

Detailed Performance Narrative by Outcome

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

Where are we now...

- a) The number in employment remains at a level not seen for a decade (140,000) and the Borough is in the top 10 cities for growth in private sector jobs in 2015 as reported by the Centre for Cities¹. The total of new FTE jobs created through the support of Business Doncaster this year stands at 894 which is significantly higher than the full year target of 500. At £90.5m, overall investment gained into Doncaster is well above the full year target of £46m, with a total of almost £300m investment into Doncaster since April 2013.
- b) Latest national data (2015) shows that at 5.5%, our private sector employment growth looks positive, with 4,700 additional private sector jobs created between 2014 and 2015 across a range of sectors. This latest surge in investment/job creation is largely due to major investments at Lakeside and Thorne. Weekly wage rate at £479 is £16.6 higher than 5 years ago; but is £6.90 less than the average Yorkshire and Humber rate and £19.20 less than the national average. The number of residents in highly skilled occupations stands at 32.6%, equating to around 48,000 residents, this represents a 1 percentage point increase on the same time last year, and is still behind the Yorkshire & Humber (41%) and the national average (46%). Implementation of the recommendations from the Education & Skills Commission will help address this.
- c) Latest data shows Doncaster's Total Business Stock (Number of Enterprises in Doncaster) increased by 1,105 (13.7%) which is significantly higher than comparators, putting Doncaster in the top 10 fastest improving cities for growth in business stock and start-ups as highlighted in the Centre for Cities¹ report. However, around 595 of these new businesses may be registered at the same address, for example as part of a Managed Service Company that represents many other businesses. It is not clear how many of these 595 businesses may actually be located in Doncaster; some, many, or all could be from anywhere across the country. However, even if all 595 are excluded from the analysis, this still leaves 510 (6.3%) which is a rate of growth greater than the England average (4.6%). It should also be noted that the data for other areas could potentially be affected by this scenario. New business start-ups increased by 42% (2,135) in 2015, which gave a net growth of 15%, but the same data caveat applies as for Total Business Stock indicator previously described. The recently published PWC Inclusion growth report highlights Doncaster as one of the top 4 most improving cities in delivering good growth.
- d) Doncaster's employment rate has increased slightly (0.2 percentage points) to 71.8% in the last quarter; but is 1.4 percentage points higher than the same time last year. Doncaster's rate remains similar to the Yorkshire and Humber rate (72.5%); but the gap with the Yorkshire and Humber and England national average (2.5%) has increased.

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

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

- e) 11.4% of 16-64 year olds claim out of work benefit claimants, which is a 0.2 percentage points decrease this quarter. The Doncaster rate remains significantly higher than the Yorkshire and Humber rate of 9.7% and national average of 8.3%.
- f) 69% of Doncaster pupils are accessing good or better education in our schools (as reported by Watchsted). Improvement is though limited as is dependent on Ofsted's programme of inspections. The newly released DfE measure of attainment in 8 subjects reported Doncaster at 46.8%, 3% points behind national levels and Doncaster was the 5th most improved in the country on 5 A*-C GCSE including English and Maths. The number of 16-18 year olds who are not in employment, education or training (NEET) has fallen to 4% which exceeds the target of 6%, and our apprenticeship profile continues to exceed the mayoral target of 750 apprenticeship starts with 1,175 new apprentices created since 2013 and 53 of our internal apprentices have gained level 3 or above qualifications. The Skills Made Easy funding has come to an end. The focus going forward will be on the level and quality of the apprenticeships, not purely the total number.
- g) The establishment of the Education & Skills Partnership Board has begun in the securing of joint Chairs from both Sheffield University and Doncaster Business Sector. The Board will be tasked with overseeing the implementation of the 'One Doncaster' report, which focuses on improving both education and skills across the borough to increase opportunities for residents. Social Mobility funding will help deliver the programme Doncaster has been named as an 'Opportunity Area' by the Department for Education and Social Mobility funding will help deliver the programme as well improving social mobility across the borough.

Red measures

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

Next steps...

- Develop and finalise implementation plans and Governance arrangements for Education & Skills Commission

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

Where are we now...

- a) Regarding transformation of Adults, Health and Wellbeing, good progress has been made on the Immediate Business Improvement projects, which have delivered service improvements and the savings needed by the directorate during 2016/17. A report outlining the future key components of the Adult Health and Well-Being Transformation Programme was taken to Cabinet in November 2016 and discussions on how we work closer with health are taking place. These plans will help local people to stay independent, healthy and safe in their home for longer, aiming to keep them out of residential care wherever possible.
- b) Signs continue to be are really positive that there is now a strong grip on residential care admissions through a robust panel process. There has been an average of 34 admissions per month this year compared to 47 per month in 2015/16. If only those agreements where DMBC contribute financially are counted, then the total number of new agreements for the year is 273 or an average of 23 per month. There were an additional 137 full cost self-funders.
- c) The total number of long term residential agreements has reduced to 1,396 as at the end of 2016/17 (from 1,496 at the end of 2015/16). The overall total can be broken down further in terms of supported by DMBC, 1031 individuals and self-funders costs met by individuals 365. The latest information shows we are broadly similar to the budgetary targets, 1,404 but off track against the stretch target of 1,198

- d) At the end of 2016/17, there were 621 ongoing direct payment agreements in place, up from 459 at the end of 2015/16. The action plan continues to be successfully delivered by the Direct Payments Working Group and team targets are being monitored by area team leaders. Team level information is provided by the Strategy and Performance Unit on a weekly basis to facilitate strong performance management. These actions, together with the CCaSH project enabling choice of homecare provider, have created momentum for increasing direct payments, as proven by the performance statistics. Internally, taking up a DP is the default option within assessment and care management. The option of making a direct payment more widely available, through personal assistant employment support and Individual Service Funds is now being explored. A market event to increase appetite with service providers is currently being planned.
- e) The Doncaster Childrens Service Trust has reported performance within tolerance target levels and exceeded targets on a number of measures. Monitoring review meetings between the council and the Trust focus on both performance and financial management, with quality of work and financial management as key priority areas. Other areas of focus include the rising number of repeat referrals and services for Care Leavers including those in education, training and employment and suitable accommodation. See appendix A (page 21-25).
- f) The health outcomes of people in Doncaster are generally poorer than the national average. The measure on successful drug treatment exits is performing under target and has deteriorated further in Q4. This is due in part to a number of complex long standing opiate cases and a lack of referrals from the criminal justice system which is being dealt with by specific provider action plans, and discussions with the police.
- g) The reported number of children living in households where domestic abuse occurs remains high in comparison to 2015/16 figures, although this increase is believed to be brought about by increased awareness following the implementation of the Domestic Abuse Strategy, although statistical releases show that Doncaster does have a higher reported incidents than both national and comparator groups.
- h) The percentage of households in fuel poverty has fallen below 9% for the first time in in over five years. Our target is being over achieved by more than a percentage point (8.9% against a target of 10%). This success has been brought about by a number of energy saving initiatives including wall insulation, gas central heating and Big Power Switch Campaigns.

Red measures

- Proportion of all in drug treatment who successfully completed treatment and did not re-present within 6 months (per cent).
- Proportion of people using social care who receive direct payments
- Permanent admissions to residential and nursing care homes per 100,000 population

Next steps...

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

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

Where are we now...

- a) Doncaster is recovering well from the slump in the Housing Market caused by the recession and is proactively supporting and encouraging housing development. There has been a net increase of 1,057 new homes this years, which is the second consecutive year that supply has outmet our annual need of 920 new homes per year (1170 achieved last year). Doncaster housing delivery is outperforming both national and regional performance.

- b) An additional 161 additional affordable homes have been delivered this year, this delivery comes primarily from the Council House and the Registered Provider new build programmes (120 units) and 41 units from private development. We recognise that there is still a gap between supply and overall affordable housing need, which will be tackled using the strategies and policies within the forthcoming 17-year Local Plan. The number of empty properties continues its gradual reduction over the long term, however, there has been an increase in the final quarter of the year. The year-end figure now stands at 3,583 (based on council tax figures).
- c) Household domestic recycling rates remain higher than previous years and above target at 48% against a target of 43%. This follows a significant improvement from a low of around 31% a few years ago. Fly tipping collection within 5 days continues to see a significant improvement increasing from 60% at Quarter 2 to 85% at year end, and so is now only narrowly short of the 90% target. This continued improvement is due in part to a long term improvement plan which includes service level agreements between teams – to help deal more efficiently with an increase in activity resulting from easier resident reporting (e.g. apps, online etc.). There were almost 2500 fly-tipping jobs closed in Q4 which is significantly more than in previous years.
- d) 99.9% of waste collections were reported as complete on the schedule day this year, as per target. This figure includes all waste collections (black, green, box, trade, trade recycling and clinical), which amounted to over 3.5 million collections in total over the last 3 months.
- e) There was no regular grass cutting for Quarter 3 due to a seasonal pause that starts in September and ends in February. During that time the service caught up on any areas that were behind schedule, as well as completing one-off works. Areas have been inspected and are of an acceptable standard. At year-end, 100% of grass cutting works is completed as per schedule.
- f) Annually released data for 2016/17 regarding the condition of our principal and non-principal maintained roads remains good (98%) and exceeds the 96% targets. The quality of roads is determined by the industry standard SCANNER survey which assesses the surface condition / maintenance of our roads. It is our maintenance strategy to retain these road networks in the upper national performance quartile.
- g) The five year rolling average of all people killed or seriously injured on Doncaster roads is 118 (from 2015). The indications for 2016 are that the number of fatalities reduced, but due to a reclassification of serious injuries, the overall figure will potentially increase. Further analysis will take place once the final dataset is available. The levels of litter and detritus are decreasing with 86% of land and highways at the required standards, exceeding our target of 85%.

Red measures

None

Next steps...

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

Outcome 4: All families thrive

Where are we now...

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

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

- c) For Q4, the Children's Trust reported 82% of Care Leavers were living in suitable accommodation which is marginally behind the 83% target and 41.7% are engaged in employment, training or education which is lower than both the national average of 49% and the regional average of 58% (Doncaster's outturn was 36%). Trust affirmed that if the 'Keys to your Future' programme becomes validated this cohort of children will automatically go onto this programme which would count as 'training'. This would put this figure to nearer 100%. Stability for our children in care, regarding number of placement moves, and has consistently remained within target/tolerance levels since transfer to the Trust. The Corporate Parenting Board maintains focus on both children in care and care leavers to improve positive life outcomes for children in care.
- d) 100% of young people with learning or other disability had a final Education Health Care Plan within the target of 20 weeks from initial request. In 2016 the percentage of pupils reaching a Good Level of Development (GLD) in Doncaster was 70% which is higher than the national average as is those in receipt of Free School Meals.
- e) The annual national offer day regarding first choice school preference reported 96% (just over 3000) reception age children were awarded their first choice preference for reception places for 2017/18 and 92.5% (almost 3500) were awarded at secondary level. Both are above the national levels of 88% and 84% respectively.
- f) Our Early Help Hub received more than 250 enquiries more enquiries than previous quarter (1,626) demonstrating that there is an increased awareness of the service, thresholds and support to families at the earliest possibility.
- g) The average number of days to process a housing benefit claim is 23.42 against a target of 25. The average number of days to process a new claim for council tax support is 22.55 against a target of 25.

Red measures

None

Next steps...

- Continued embedding of the Early Help Hub and the support it provides
- Progress the implementation of the Stronger Families Case Management System

Outcome 5: Council services are modern and value for money

Where are we now...

- a) In the third quarter of the year Council Tax arrears reduced by over £6.90m compared to a target of £5.72m. The reduction is £1.6m more than that of the previous year.
- b) Outcomes from this quarter's workforce digest have identified a number of continuing HR and OD risks, specifically organisational stability; performance management and additional workforce spend. Although performance in some areas has not been sustained, there continues to be strong signs in other areas that action is being taken to address and mitigate these risks, and this remedial work is having a positive impact that needs to be sustained over the longer term.
- c) Overall Council sickness is 9.90 days lost per full time employee, compared to a target of 7.9 for Quarter 3. This is an increase of 0.21days from the last quarter (9.69 days), and has resulted in both the corporate target not being achieved and the on-going downward trend not being sustained for the first time in several years of continuous improvement.

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

Red measures

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

Next steps...

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

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

Where are we now...

- a) There have been 8 data protection incidents by the council this quarter and 6 by Doncaster Children's Services Trust. None were serious enough to be recognised as breaches by the Information Commissioner's Office. E-learning modules have been launched and the Data Protection Officer continues to complete investigations and complete mitigating actions with high risk areas and where incidents occur.
- b) Mandatory training for elected members is currently at 86.6 per cent. This is slightly lower than the 87.7 per cent reported for the same time last year. All mandatory training sessions have been scheduled for the year.
- c) All of our significant partners that have completed a partnership assessment. An associated action plan is now in place to ensure effective and consistent arrangements for the oversight of the work of external partnerships.
- d) Of the lead officers and members appointed to represent the Council on partnership boards, 74.2 per cent have attended Partnership Training, quite a gap from the 100 per cent target. This training will be compulsory for members who are appointed to an outside body

Red measures

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




Next steps...

- Produce the action plan for working with our significant partners
- Continue to provide training and awareness on data protection, especially to areas where data protection incidents are reported;
- Ensure members who require mandatory training are aware of the training dates available and are encouraged to attend.





Understanding the Quarter 4 Performance Report

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







Governance Indicators

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




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

Performance		Finance
	OK – Performance on target	An underspend of less than 3% or an overspend of less than 0.5%
	Warning – Performance mostly on target	An underspend of less than 5% or an overspend between 0.5% and 1%
	Alert – Performance below target	An underspend of more than 5% or an overspend of more than 1%
	Data Only – These performance indicators do not have targets	
	Unknown – 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
--	--	---

Council Wide - Governance Indicators



















Sickness – Days per FTE		Value	Target	DoT	Traffic Light
Adults Health and Well-Being		13.35	9.50	↑	🛑
Finance and Corporate Services		6.27	5.75	↓	🟡
Learning and Opportunities CYP		6.92	7.75	↓	✅
Regeneration and Environment		10.00	8.60	↑	🛑
Whole Authority Sickness		9.90	7.90	↑	🛑
PDR Completion - % of workforce with a PDR recorded		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	999 out of 1069	93%	95%	↓	🟡
Finance and Corporate Services	612 out of 644	95%	95%	↓	✅
Learning and Opportunities CYP	387 out of 408	95%	95%	↓	✅
Regeneration and Environment	1893 out of 2029	93%	95%	↓	🟡
Whole Authority	3891 out of 4150	94%	95%	▬	🟡
Internal Audit Recommendations - % completed that were due in period		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	1 out of 2	50%	100%	↑	🛑
Finance and Corporate Services	1 out of 2	50%	100%	↓	🛑
Learning and Opportunities CYP	0 out of 2	0%	100%	↓	🛑
Regeneration and Environment	0 out of 0	100%	100%	▬	✅
Whole Authority	2 out of 3	33%	100%	↓	🛑
Data Protection breaches that had an initial assessment Completed within 10 working days		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	1 incident	100%	100%	▬	✅
Finance and Corporate Services	4 incidents	100%	100%	▬	✅
Learning and Opportunities CYP	0 incidents	100%	100%	▬	✅
Regeneration and Environment	3 incidents	100%	100%	▬	✅
Whole Authority	8 incidents	100%	100%	▬	✅
Corporate Plan Updates Completed		Value	Target	DoT	Traffic Light
Adults Health and Well-being	20 out of 20	100%	100%	▬	✅
Finance and Corporate Services 2	9 out of 29	100%	100%	▬	✅
Learning and Opportunities CYP	29 out of 33	88%	100%	↓	🛑
Regeneration and Environment	34 out of 34	100%	100%	▬	✅
Whole Authority	112 out of 116	96.5%	100%	↓	✅

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

Overall Performance against Directorate Service Measures



Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
23. (AH&W) Proportion of people using social care who receive direct payments	Q4 2016/17			22.3%	28.8%	
24. (AH&W) Permanent admissions to residential and nursing care homes, per 100,000 population (65+ Only)	Q4 2016/17			195.1	155.1	
25. (AH&W) The proportion of people who use services and carers who find it easy to find information about services - Service Users Only	2015/16			72.62%	74.5%	
26. (AH&W) The proportion of people who use services and carers who find it easy to find information about services - Carers Only	2016/17			71.89%	65.5%	
38.(AH&W) Proportion of repeat safeguarding referrals	Q4 2016/17			10.62%	10%	
39. (AH&W) Proportion of all in treatment, who successfully completed drug treatment and did not re-present within 6 months (PHOF 2.15i+2.15ii)	Q4 2016/17			7.1%	14.0%	
40. (AH&W) PHOF2.22iii Cumulative percentage of eligible population aged 40-74 who received an NHS Health Check	2016/17			13.75%	13.2%	
43. (AH&W) The number of people that are currently in long term care	Q4 2016/17			1,396	1404	
43a (AH&W) The number of people that are currently in long term care (DMBC COST)	Q3 2016/17			1,031	-	
43b (AH&W) The number of people that are currently in long term care (FULL COST)	Q3 2016/17			365	-	
44. (AH&W) Assistive technology installations per 100,000 population , aged 65 and over (average per month)	Q4 2016/17			621.95	444.2	

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
27. (AH&W) Number of repeat victims of Domestic Abuse	Q4 2016/17			796	825	-	-
30. (AH&W) Number of people participating at DCLT Leisure Centres per 1000 population(includes multiple visits)	Q4 2016/17			1,746	1,402	-	-
31. (AH&W) Infant deaths under 1 year of age per 1000 live births	2015			5.2	5	4	4.3
32. (AH&W) % Of children aged 10-11 that are classified as overweight or obese	2015/16			33.9%	32%	32.2%	33.3%
33. (AH&W) Percentage of adults achieving at least 150 minutes of physical activity per week (PHOF 2.13i)	2015			52.6%	56.1%	57%	56.3%
70. (AH&W) Number of positive outcomes achieved through the Expanded Stronger Families Programme	Q4 2016/17			517	750	-	-
71. (AH&W) Number of Families Engaged in the Expanded Stronger Families Programme	Q4 2016/17			1,849	1,459	-	-
72. (AH&W) HWBB3 Number of Families Identified as part of the Stronger Families Programme	Q4 2016/17			3,249	2,625	-	-
73. (AH&W) Number of family claims made to DCLG through the Expanded Stronger Families Programme	Q4 2016/17			159	447	-	-

PI commentary







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

PI 24: Signs continue to be are really positive that there is now a strong grip on residential care admissions through a robust panel process. There has been an average of 34 admissions per month this year compared to 47 per month in 2015/16. If only those agreements where DMBC contribute financially are counted, then the total number of new agreements for the year is 273 or an average of 23 per month. There were an additional 137 full cost self-funders.





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

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

Adult Health and Well-Being Revenue

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

Adult Health and Well-Being Capital

Traffic Light	Programme Area	Q4 2016/17				
		Revised Base Budget	Q4 Projection (Full Year)	Revised Base Budget Future Years	Q4 Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	Adult, Health & Well-Being Total	6.58	6.30	12.46	14.89	5.69
No significant issues at Outturn.						
	Adult Social Care	4.19	4.17	11.04	11.56	3.93
The main areas of spend are Housing Adaptations and Disabled Facilities Grants (DFG) £3.93m. The decrease in expenditure from Q3 estimate is mainly due to a decrease in expenditure on DFGs (£0.09) and Adaptations (£0.04m).						
	Communities	2.34	2.08	1.42	2.20	1.76
The main areas of spend are the capital payment to DCLT £1.0m and Parks and Playing fields £0.5m. The decrease in anticipated expenditure from Q2 (£0.07m) is mainly due to the reprofiling of various schemes into future years. The main one is Schofield Park Mexborough (£0.04m).						
	Modernisation & Commissioning	0.05	0.05	0.00	0.00	0.00
The spend is on Safe and Well centre (Jubilee Court) £0.05m.						




Finance and Corporate Services - Corporate Plan Performance Indicators and Finance

Overall Performance against Directorate Service Measures



Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
78. (F&CS) Housing Benefit - Average number of days to process a new claim	Q4 2016/17	↑	↑	23.42	25.00	✓
79. (F&CS) Council Tax Support Application - Average number of days to process new claims	Q4 2016/17	↑	↑	22.55	25	✓
80. (F&CS) Delivery of actions under 5 Core Themes of the People Strategy	Q4 2016/17	↑	↑	95	100	✓
84. (F&CS) % of services with a fully transactional on-line self service capability	Q4 2016/17	↑	↑	61	60	✓
85. (F&CS) % of invoices are paid within 30 days	Q4 2016/17	↓	↑	96.5	95	✓
88. (F&CS) % of Council Tax collected in the year	Q4 2016/17	↑	↑	94.65%	94.30%	✓
89. (F&CS) Percentage of Non-domestic Rates Collected	Q4 2016/17	↑	↑	96.96%	96.80%	✓
90. (F&CS) Deliver 2016/17 savings	Q1 2016/17	▬	▬	37.4	40.2	⚠
91. (F&CS) Produce the budget for 2017/18 to 2020/21, including detailed savings for 2017/18	Q4 2016/17	↑	↑	23.5	23.5	✓
92. (F&CS) % of local authority spend with Doncaster companies/ suppliers (CORPP01)	Q4 2016/17	↑	↑	70	69	✓
93. (F&CS) % increase in contracts procured in 2015/16 that have Social Value reflected in them	Q4 2016/17	↑	↑	68.3%	75%	⚠
94. (F&CS) Percentage of expenditure (revenue transactions over £25k) that is within the framework of a contract.	Q4 2016/17	↑	↑	91	90	✓
97. (F&CS) Percentage of Lead Officers/Members appointed representatives that have attended the 'Partnership' training	Q4 2016/17	▬	↑	74.2%	100%	✗
98. (F&CS) Number of data protection breaches	Q4 2016/17	▬	▬	0	0	✓
99. (F&CS) % Members attending mandatory training (GOVS 01)	Q3 2016/17	↑	↑	86.6%	95%	⚠
100 (F&CS) Percentage of Head of Service planning templates completed	Q2 2016/17	▬	▬	100%	100%	✓

Whole Borough Indicator - Team Doncaster	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
81. (F&CS) Whole Authority Sickness	Q4 2016/17	↑	↓	9.90	7.90	✗
82. (F&CS) Whole Authority PDRs	Q4 2016/17	▬	↑	94%	95%	⚠
83. (F&CS) % of channel shift to on-line services by Doncaster residents as a result of the delivery of the Digital Strategy	Q4 2016/17	↑	↑	25	55	✗
86. (F&CS) Council Tax Arrears	Q4 2016/17	↑	↑	13,940,668	15,129,000	✓
87. (F&CS) Business Rates Arrears	Q4 2016/17	↑	↑	4,282,093	6,611,000	✓
95. (F&CS) Percentage of Theme Boards that have a Performance Management Framework in place and have reviewed Strategic Action Plans in place for 2016/17	Q2 2016/17	▬	▬	100%	100%	✓

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

PI commentary

Directorate Indicator








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

Whole Borough Indicator



PI 81: Overall Council sickness is 9.90 days lost per full time employee, compared to a target of 7.9 for Quarter 3. This is a slight increase in the rate of absence from the last quarter (9.69 days) or 0.21 days resulting in the annual rate exceeding the corporate target of 7.9 days per FTE. Further information is provided in Appendix A.



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

Finance and Corporate Services Revenue

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

Finance and Corporate Services Capital

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

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

Learning and Opportunities - CYP Corporate Plan Performance Indicators and Finance

Overall Performance against Directorate Service Measures



3



5



0











4

Traffic Light: Red 1 Amber 2 Green 5 Unknown 4

Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
34. (L&O:CYP) A4. Percentage of Child Protection visits in timescale where child was seen by their Social Worker (Childrens Trust)	Q4 2016/17			92.43%	80%	
35. (L&O:CYP) A3. Percentage of Case File Audits rated Requires Improvement or better CT Contract Measure	Q4 2016/17			93.75%	95%	
36. (L&O:CYP) A8 Percentage of Children in Need with an open and current plan CYP (Childrens Trust)	Q4 2016/17			92.11%	95%	
37. (L&O:CYP) A1. Referrals to Children's Services that are repeat referrals within 12 mths (KIGS CH142) (Childrens Trust)	Q4 2016/17			27.35%	24%	
62. (L&O:CYP) B10. Stability of placements of looked after children: number of moves 3 or more (BV49 NI_062 PAF CF/A1) (Childrens Trust)	Q4 2016/17			9.6%	9.0%	
67. (L&O:CYP) % of young people with learning or other disability who have a final Education Health Care Plan within 20 weeks of initial request (new requests)	Q4 2016/17			100%	100%	
68. (L&O:CYP) % of children with first choice school placement in Reception	2017/18			96%	94%	
69. (L&O:CYP) % of children with first choice school placement in Secondary	2017/18			92.5%	95%	
74. (L&O:CYP) Contacts to the Early Help hub from social care	Q4 2016/17			11	-	
75. (L&O:CYP) Number of enquires to Early Help Hub	Q4 2016/17			1,626	-	
76. (L&O:CYP) Percentage of contracts to Social Care which do not meet the threshold for statutory intervention	Q4 2016/17			18%	-	
77. (L&O:CYP) Percentage of enquires to the Early Help Hub for children pre-birth to five years of age	Q4 2016/17			28%	-	

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
16. (L&O:CYP) Percentage of pupils accessing good or better education (Primary and Secondary settings)	Q4 2016/17			69%	-	85.1%	80.3%
17. (L&O:CYP) Achievement of a Level 2 qualification by the age of 19	2015/16			77.5%	79.9%	-	-
18. (L&O:CYP) Achievement of a Level 3 qualification by the age of 19	2015/16			44.9%	58.0%	-	-

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
19. (L&O;CYP) National measure of attainment in 8 subjects	2015/16	-	-	46.8	-	Data not yet avail	
20. (L&O;CYP) National measure of progress in 8 subjects	2015/16	-	-	-0.21	-	Data not yet avail	
28.(L&O;CYP) Children with CP Plan per 10,000 pop aged U18 as at end of month (Childrens Trust)	Q4 2016/17			67.79	-	-	-
29. (L&O;CYP) Number of children living in households where reported domestic abuse occurs	Q3 2016/17			612	-	-	-
57. (L&O;CYP) Persistent Absence of Children in Care Primary schools (Absenteeism 10%)	Q4 2016/17			5%	3.8%	-	-
58. (L&O;CYP) Persistent Absence of Children in Care Secondary Schools (Absenteeism 10%)	Q4 2016/17			23%	6.9%	-	-
59. (L&O;CYP) Percentage of Care Leavers in suitable accommodation (age 19-21 years) (Childrens Trust)	Q4 2016/17			87.39%	85%	-	-
60. (L&O;CYP) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years) (Childrens Trust)	Q4 2016/17			37.5%	45%	-	-
61. (L&O;CYP) Achievement of 5 or more A*- C grades at GCSE or equivalent for Children in Care (incl. English & Maths)	2015/16			4%	23.4%	14.4%	13.7%
63. (L&O;CYP) Proportion of children attending early education programmes (including 2,3&4 year old entitlement)	2015/16			89%	80%	-	-
64. (L&O;CYP) Primary schools persistent absent rate (10% absenteeism)	Q4 2016/17			11.1%	9%	9%	-
65. (L&O;CYP) Secondary schools persistent absent rate (10% Absenteeism)	Q4 2016/17			17.5%	12.1%	12.1%	-
66. (L&O;CYP) % of children who are 'school ready' as measured by the Early Years Foundation Stage Profile	2015/16			70%	63%	66.3%	64.6%

PI commentary









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

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

Latest Result for Q4 2016-17

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

Directorate Service Measure	Last Update	D.O.T (6 Month Trend)	Value	Local Target	** RAG
(L&O:CYP) A2. Percentage of Single Assessments completed within 45 days (YTD cumulative) CT Contract Measure	Q4 2016/17	Stable	87%	92%	
(L&O:CYP) A06. Percentage of children currently on a child protection plan for 2 years or more (Childrens Trust)	Q4 2016/17	Stable	1.6%	3%	
(L&O:CYP) A09. Percentage becoming the subject of a Child Protection Plan for a second or subsequent time within a 2 year period (Childrens Trust)	Q4 2016/17	Stable	9%	16%	
(L&O:CYP) B9. Stability of placements of looked after children: length of placement >2 years (NI_063) CT Contract Measure	Q4 2016/17	Stable	69%	70.0%	
(L&O: CYP) B8. Average length of Care Proceedings (Number of Weeks) CT Contract Measure	Q4 2016/17	Stable	28wks	26wks	
(L&O:CYP) C14. Number of FTE Posts covered by agency staff (Social Care) CT Contract Measure	Q4 2016/17	Improving	8%	8%	
(L&O:CYP) C15. Staff Turnover (leavers in month expressed as % of FTE) CT Contract Measure	Q4 2016/17	Improving	0.8%	-	
(L&O:CYP) C16. Percentage front line Staff Receiving Supervisions in Timescale in Accordance with Policy CT Contract Measure	Q4 2016/17	Improving	88%	90%	
(L&O:CYP) D17. Gross Expenditure v Plan CT Contract measure	Information 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)	Q4 2016/17	Stable	90%	75%	
(L&O:CYP) F02. Youth Offending Services - Reoffending rate after 12 months	Q3 2016/17 (Latest Data)	Stable	39%	32%	

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

PI commentary

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

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

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

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

A2 – Timeliness of Single Assessments

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

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

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

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

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

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

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

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

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

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

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

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

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

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

A8 - Percentage Children in Need with Open and Current Plan

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

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

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

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

B8 – Average Length of Care Proceedings

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

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

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

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

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

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

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

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

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

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

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

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

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







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

F03 –Youth Offending Services – Custody Rates

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

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

Learning and Opportunities; CYP Revenue

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

Learning and Opportunities; CYP Capital






























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

Regeneration and Environment - Corporate Plan Performance Indicators and Finance

Overall Performance against Directorate Service Measures



Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
07. (R&E) No. of people previously on JSA now in sustained employment (26 weeks +) as a result of the Ambition Programme	2016/17			92	51	
08. (R&E) Number of Apprentices completing a Level 3 or above qualification as part of the Council's Internal apprenticeship Programme	2016/17			53	-	
09. (R&E) Total new, FTE jobs, created through Business Doncaster, which have a life expectancy of at least 1 year.	2016/17			894	800	
14. (R&E) Overall Investment gained (into and within Doncaster) with the support of Business Doncaster	2016/17			£58.98m	£40m	
22. (R&E) Cumulative total number of new apprenticeships created since April 2013 (Mayoral Target).	2016/17			1,175	750	
45. (R&E) Big Power Switch - £s saved	Q1 2016/17			£34,485.00	£29,000.00	
47. (R&E) Recycling rate for household domestic waste	Q3 2016/17			40%	37.8%	
48. (R&E) Percentage of land and highways that are assessed as having deposits of litter and detritus at the required standards	Q4 2016/17			86.12%	85%	
49. (R&E) Percentage of fly tips investigated and removed within 5 days from public areas	Q4 2016/17			84.5%	90%	
50. (R&E) % Completed collections at any participating address	Q4 2016/17			99.9%	99.9%	
51. (R&E) percentage of grass cutting works completed against programme	Q4 2016/17			100%	95%	
52. (R&E) Principal classified roads that are maintained	2016/17			98%	96%	
53. (R&E) Non-principal classified roads that are maintained	2016/17			97%	96%	






Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
01. (R&E) Employment Rate in comparison to national average	Q3 2016/17			71.8%	72.4%	74.1%	72.4%
02. (R&E) Out of work benefit claimants (16-64) - Proportion/ Rate	Q1 2016/17			11.6%	10%	8.4%	10 %
03. (R&E) % residents in highly skilled occupations	Q2 2016/17			32.2%	36.6%	45.5%	40.6%
04. (R&E) Doncaster working age population with qualification at NVQ 3 and above (%)	2016/17			47.2%	46.7%	55.6%	51.3%
05. (R&E) Private sector employment growth.	2015/16			5.5%	-	3%	2.7%
06. (R&E) Wage rates (weekly full time - resident based)	2016/17			£479.10	£486	£544.70	£498.30
10. (R&E) Overall Investment Gained (into and within Doncaster)	2016/17			£90.46m	£46m	-	-
11. (R&E) Percentage of retail and retail service units occupied in the core area	Q4 2016/17			89.7%	89%	-	-
12. (R&E) Total Doncaster Business Stock (Number of Enterprises in Doncaster)	2015/16			9,195	-	-	-
13. (R&E) New business Start-Ups in Doncaster	2015/16			2,135	-	-	-
15. (R&E) 16 to 18 year olds who are not in education, employment or training	Q4 2016/17			4.03%	6.00%	-	-
21. (R&E) Total Apprenticeships in Doncaster (all organisations & companies)	2015/16			4,140	-	-	-
41. (R&E) The % households in fuel poverty (i.e. fuel costs are above the national median level and spending that amount would leave a residual income below the official poverty line)	2015/16			8.9%	10%	-	-
42. (R&E) 5 Year rolling average of all people killed or seriously injured (KS1) on the roads	2016/17			118	119	-	-
46. (R&E) CO2 Emissions (per capita)	2014/15			7.1 tonnes	-	6 tonnes	7.3 tonnes
54. (R&E) Net additional homes provided (Council and private sector provider/build)	Q4 2016/17			263	-	-	-
55. (R&E & SLHD) Total number of empty homes, as determined from Council Tax records 5	Q4 2016/17			3,583	-	-	-
56. (R&E & SLHD) Number of affordable homes provided (Council, and private sector provider/build)	2016/17			156	120	-	-

PI commentary



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

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

Regeneration & Environmental Revenue

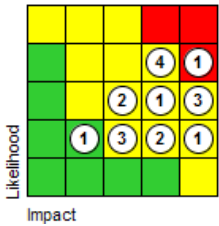
Traffic Light	Name	Quarter 4 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Regeneration & Environment Total Revenue Variance	127.087	38.203	2.803
	Development Revenue Variance	11.093	3.873	-0.334
Underspends from Transport Strategic Design & Infrastructure £476k, Talent Pathways (excluding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

Regeneration & Environment Capital

Traffic Light	Programme Area	Q4 2016/17				
		Revised Base Budget	Q4 Projection (Full Year)	Revised Base Budget Future Years	Q4 Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	Regeneration & Environment Total	87.95	82.02	170.42	187.03	73.94
Significant issues have materialised in relation to the DN7 Link Road project that have increased the quantified risk on project delivery; mitigation work is progressing to address the issues and the associated risks are being managed. In order to achieve key milestones, the scheme is accumulating expenditure eligible to be funded by SCRIF allocations earmarked for those projects but in advance of final SCR approval. Conditions for approval are expected to be met, so the likelihood of any costs becoming abortive or resources having to be found in lieu of SCRIF is considered low. Overall forecast expenditure has reduced from Q3 mainly due to re-profiling of various schemes. The re-profiling is part of the risk management enabling time for the issues to be resolved without missing key milestones. With continued progress, the issues are expected to be resolved.						
	Development - Non Housing	30.60	25.19	61.82	67.04	20.24
Main areas of spend include High Speed Rail college (£15.5m), DN7 Unity Link Road (£1.3m), St Sepulchre Gate/Station Forecourt (£0.9m) and Minor Transport Schemes (£0.9m). The 2016/17 programme has reduced by £4.9m from Quarter 3 mainly due to the re-profiling of schemes as outlined below.						
Urban Centre Colonnades - £0.6m re-profiled to 2017/18 due to delay in start on site resulting from design revaluation to ensure delivery of an affordable scheme. Overall completion date is not currently expected to be affected.						
Rail College - The latest profile received from the contractor means £0.3m re-profiled to later years. This is largely due to timing of work and payments, with the overall completion date and value unaffected.						
FARRRS Phase 2 - £1.7m re-profiled to future years after delays from objections to the CPO, which have subsequently been withdrawn after negotiation.						

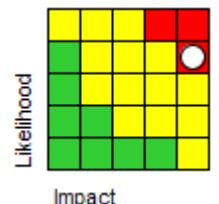
Traffic Light	Programme Area	Q4 2016/17				
		Revised Base Budget	Q4 Projection (Full Year)	Revised Base Budget Future Years	Q4 Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	DN7 – £0.6m re-profiled to later years resulting from further delay in conclusion of complex legal agreements for developer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

Strategic Risks

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

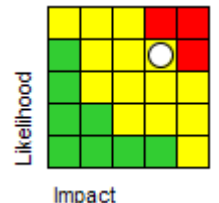
The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation

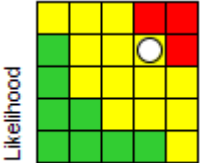
Damian Allen

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

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

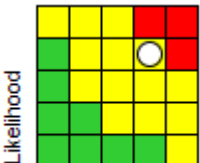
Simon Wiles

Current Risk	<p>16</p> 
	<p>CURRENT SITUATION: Following the formal agreement of the Data Quality Strategy 2016/17 – 2020/21, a working group is meeting regularly to drive forward the activity in the 2016/17 plan and develop the plan for 2017-18. Self assessments across the council for statutory returns have been completed but further work to analyse and chase up some needs to be completed. The Business Intelligence Board has overseen this work and will agree the 2017-18 action plan to ensure there is accountability and drive to achieve our ambitions over the next 12 months.</p> <p>MITIGATING ACTIONS: Adopt data quality standards across our key systems, enhance the self assessment process to all Information Asset Owners on the data they are responsible for, joined up working for the General Data Protection Regulation (GDPR) changes, explore the idea of data quality champions.</p> <p>TARGET SCORE: 4 (Impact) X 2 (Likelihood) = 8</p>

Current Risk	
<p>16</p> 	<p>CURRENT POSITION: The rapid improvement strategy is continuing and in addition to this a new reading strategy is now in place as an additional focus in this area. Indications from schools are positive and training attendance has been good. Feedback from STEPS report is positive and we are anticipating an uplift in outcomes in this area.</p> <p>The new Raising Achievement Strategy has been consulted on and accepted and we are now drafting a Raising Achievement Plan to deliver the Strategy.</p> <p>Two meetings have now been held of the new Ofsted Leadership Network, the aim of which is to facilitate schools having an increased understanding of the Ofsted framework.</p> <p>Plans are developing for a Secondary Teaching School Alliance. We are working on transition with a focus on reciprocal reading and subject leader networks.</p> <p>Data released for GCSE results has placed Doncaster 13th lowest nationally for attainment 8 scores and in the bottom 20% nationally for progress 8 scores.</p> <p>MITIGATING ACTIONS:</p> <ul style="list-style-type: none"> • Continue to deliver the School Improvement 3 year Post Ofsted Action Plan • Challenge Schools Commissioner and Sponsors of Academies on underperformance • A revised School Improvement Strategy was agreed in January and is being delivered • Deliver aspects of the One Doncaster Education and Skill Commission report - including KS2 and KS4 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 - MOMU programme is now in its 2nd year and has been expanded to include KS2 and to improve reading outcomes. Early indications are that attendance is similar to last year. • Leadership succession and recruitment support initiatives in partnership with the Teaching School Alliance <p>TARGET SCORE: 4 (Impact) X 3 (Likelihood)=12</p>

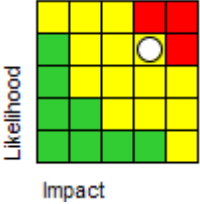
Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal

Peter Dale

Current Risk	
<p>16</p> 	<p>CURRENT POSITION: There are a number of deliberations both nationally and regionally that include the emergence of the concept of a metro Mayor at a spacial level that includes the whole of Yorkshire , coupled with the outcome of the judicial review with Chesterfield; the importance of shaping devolution has never been more important for Doncaster. Officers and Members collectively are at the forefront of discussions ensuring any devolution deals represent the best interests of Doncaster.</p> <p>A SCR group of senior representatives has been established to pull together the outline of a proposed consultation on a CA mayoral model the first meeting of this is scheduled for the 19th April</p> <p>MITIGATING ACTIONS: Officers, the Executive and Members from Doncaster Council are at the forefront of deliberations both at a national and regional level on issues relating to devolution, assurances are provided through our strategic and operational role with the SY Combined Authority, in addition to representations on the numerous executive boards supporting the City Region.</p> <p>TARGET RISK PROFILE: 4 (Impact) x 4 (Likelihood) =16</p>

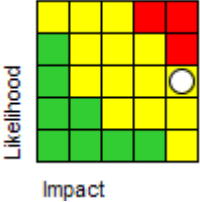
As a result of the decision for the UK to leave the European Union there is increased uncertainty across a number of policy and funding areas that could lead to disruptions in funding and/or projects locally in Doncaster.

Simon Wiles

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

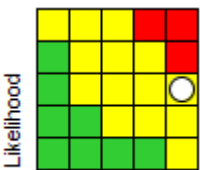
Failure by the Council and the Trust to agree and set a realistic annual budget target

Damian Allan

Current Risk	
<p>15</p> 	<p>CURRENT POSITION: The 2017/18 annual budget for the Trust has been agreed and the Annual Review report was signed off by the DfE in January 2017 as scheduled. The report set out that there are a number of budget items that are still subject to confirmation and would be addressed via contract variation once they are resolved, for example, increase in care ladder volumes and prices, the transfer of the Family Support Service (FSS) and any changes to service level agreements. A contingency has been set aside and discussions with the Trust have progressed, the FSS transfer has been confirmed.</p> <p>The Trust's quarter 4 outturn financial report will present a forecast outturn overspend for 2016/17 of £1.5m and contract variations have been agreed to fund the balance by the Council. Note £1.9m contract variations were agreed earlier in the year for price and volume increases, so the underlying overspend by the Trust was £3.4m. The key pressure continues to be cost of children placed in care within residential and special guardianship placements. The Council is receiving financial updates but continues to have significant concerns over this level of overspend and the ability of the Trust to reduce spend within the budget. The Trust is tasked with producing a sustainable operating model/recovery plan.</p> <p>MITIGATING ACTIONS: Regular (monthly) performance and financial monitoring meetings take place between DCST and the Council to keep the forecast under review. Additional information, mainly with regard to volume and prices of the care ladder, were requested to inform the Annual Review process and achieve a realistic budget target for 2017/18.</p> <p>TARGET RISK PROFILE: 5(Impact) x 2 (Likelihood) = 10</p>

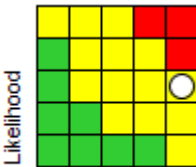
Failure to obtain assurance as to the safeguarding of children in the borough Failure to meet children's safeguarding performance requirements which could lead to an 'inadequate' inspection judgement by Ofsted

Damian Allen

Current Risk	
<p>15</p>  <p>Likelihood</p> <p>Impact</p>	<p>CURRENT POSITION: The formal arrangements to monitor and review the effectiveness and input of services to children provided by the Trust are believed to provide assurance to this risk and go beyond contractual requirements. Overall the safeguarding indicators specific to children are now performing better than last year. Ofsted did not -raise any concerns as to the safety of children in the borough, but did recommend improvements to social work practice which are being addressed through the Ofsted Improvement Plan. This is regularly challenged with the Trust and at individual HoS level.</p> <p>The first Ofsted Monitoring visit took place in August 2016 and concentrated on management of demand at the front door and quality of practice and found that significant progress is being made to improved services for children and that no children were deemed to be at risk of significant harm. The quality of provision was found to be better and that prompt and appropriate action is taken to address safeguarding concerns this is evident in the quality of assessments and ensuring children are seen alone and their views heard. However, there remain inconsistent quality of assessments and timeliness is deemed variable. In addition, more work is needed to ensure that thresholds for social care intervention are understood across the partnership. The second monitoring visit took place in October 2016 with a focus on quality of practice in particular the quality and effectiveness of plans for CIN of help and protection reviews and work to reduce risk to this cohort; the quality of pre – proceedings work. The conclusion of the visit was that the Trust had made ‘significant progress’ in improving the quality of work since the inspection in November 2015. Inspectors highlighted the continued pace of improvement and reaffirmed the conclusion of the previous visit that no children were found to be in situations of unassessed, unmanaged or unacceptable risk. The third monitoring visit took place in March 2017 and identified significant progress in the quality of services provided for look after children since the full 2015 inspection; that both the Council and the Trust have responded thoroughly to the actions required and that children and young people are placed at the heart of strategic planning and operational work, with welcome recognition of the ambition of both parties for this vulnerable cohort.</p> <p>MITIGATING ACTIONS: Social work practice is challenged with the Trust at each meeting and at individual HoS level. The Joint strategic Inspection Group regularly reviews the Improvement Plan as to actions required to improve quality of practice and attendant progress. The High level challenge meetings review specific audits and all challenge meetings review the basket of contractual PIs, which include bellwether PIs in respect of CIN plans; the care pathway – especially front door management; assessment completion and quality of audits. In addition, reference is made to volumetric measures and the wider context in order to provide reassurance as to caseload management; geographical / team pressures; deployment of staffing resources etc.</p> <p>DMBC is clear that the three most pressing impediments to this risk remain demand management, placement policy and quality of practice and is pleased that Ofsted in its second monitoring visit found that ‘significant progress had been made in the quality of work since the 2015 inspection and that , overall the quality of provision was better and prompt and that appropriate actions was .taken to address safeguarding concerns with improvements evident in the quality of assessments and enquiry; that children are seen alone and their views are heard and Ofsted noted the pace of improvement.</p> <p>A further monitoring visit is expected in June 2017.</p> <p>DMBC focus continues to be to ensure that quality of practice and assessment completion is more consistent and embedded and that a sustainable financial and operating model is in place.</p> <p>TARGET RISK SCORE: 5 (Impact) x 2(Likelihood) =10</p>

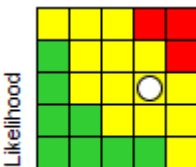
Failure to successfully prevent a major cyber attack

Simon Wiles

Current Risk	
<p>15</p>  <p>Likelihood</p> <p>Impact</p>	<p>CURRENT POSITION: Successfully achieved PSN accreditation for another year. Implemented recommendations from annual ICT Security Audit. Further reports on ICT Security to the SIRO Board. ICT Security Officer studying to gain professional security qualification and expertise. Linking in with local authority partners to communicate and learn from incidents. Promoting spam and phishing email e-learning to all and ensuring new councillors complete as part of their induction. Completing Cyber Essentials accreditation which if successful will provide us with something to put on our website to reassure citizens.</p> <p>MITIGATING ACTIONS: Annual ICT Security Audit. Annual Cabinet Office PSN ICT Security Assessment with rating outcome to gain accreditation. ICT Security considered in every ICT project and implementation. Appropriate software and measures to monitor and block inappropriate cyber activity. A 6 weekly ICT Security report to the SIRO Board by the ICT Security Compliance Officer. A Cyber Incident Response Team primed to deal with and resolve any incidents minimising business disruption.</p> <p>TARGET RISK PROFILE: 3 (Impact) x 2 (Likelihood) = 6</p>

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

Damian Allan

Current Risk	
<p>12</p>  <p>Likelihood</p> <p>Impact</p>	<p>CURRENT POSITION: The Children and Families Partnership Board is the forum for the arrangements to discharge the S10 statutory responsibility which is now led by a new core group of leading partner members - the Interim Executive Group which is driving forward the actions needed with pace and direction, which had hitherto been lacking.</p> <p>MITIGATING ACTIONS: Arrangements are in hand to implement the governance review which will see a new Executive Board to formalise the Interim Executive Group and which will meet monthly and which will provide overarching governance and delivery oversight across the partnership of the CYPP along with a new fit for purpose sub structure and a new strategic forum which will meet quarterly to comment plan and shape the CYPP championing the voice of CYP,.</p> <p>The new JSNA is a more dynamic document as is the consequential Children's plan for 2017-2020, as well as significant development of participation and engagement of CYP embodied in the new and developing Participation and Engagement strategy</p> <p>The publication of the three key documents JSNA; CYPP and P&E strategy will considerably mitigate this risk as well as the implementation of a fit for purpose governance structure both underpinning the board and laterally in relationship to other strategic boards, which will enhance the functionality of the Children and Families Partnership Board as the keystone in the oversight and management of the children's strategic partnership across the entire 'estate'</p> <p>The three key documents will be formally launched at a high profile event on 23rd May, 2017.</p> <p>The Governance sub structure is aligned with and reflects the CYPP. A new Participation & engagement sub group has been in place since Dec 2016 and has been active developing the Participation & Engagement strategy and the co-production of the CYPP and the PES with children and young people. .</p> <p>TARGET RISK SCORE: 4 (Impact) x 2 (Likelihood) = 8</p>

Risk Title (Risks with a score of less than 10)	Risk Score	Owner
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	10	Damian Allan
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 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	8	Simon Wiles
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	6	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 & Inclusion (EDI) continues to underpin the work and ethos of the Council at all levels. We are structuring our EDI objectives around the Corporate Plan priorities to deliver 'one approach'; We have strengthened the governance structure that is wrapped around our EDI Framework; Elected Member Champions are now in place to help us to understand our community profiles, and ensure we shape and deliver our services in response to their changing needs and requirements.

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



Doncaster's Inclusion and Fairness Forum

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

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

For further information please visit:

www.teamdoncaster.org.uk/inclusion-fairness-forum

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



During January we marked 'Dry January', promoting the cutting down on alcohol and launched a Supporting Staff Leaflet containing information resources and support.

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

8th March International

Women's Day

celebrating women's achievements

throughout history and across nations. People

made a range of pledges for the 'This Girl

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

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

- I'm going to take this away to read thank you (regarding the Flexible working policy)

- It's amazing how much women manage to do, on top of their days work!

- "Just go for it ladies - I'm all for celebrating women's achievements"

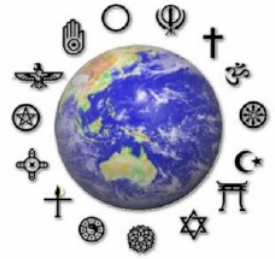
- "This is fantastic - it has been so hard for women, you don't realise where we have come from"

- "This is brilliant - you've done a grand job"

- "I had two weeks off with my new baby, it was amazing, more time would have been nice" (Male member of staff)

- "Do you think men feel the same when they return from paternity, that they feel conflicted to return?"

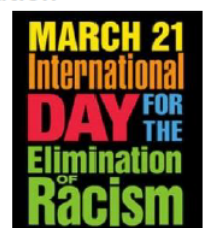
- "We don't celebrate women enough!"



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

21st March **International Day for the Elimination of Racial Discrimination**

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



Workforce Digest

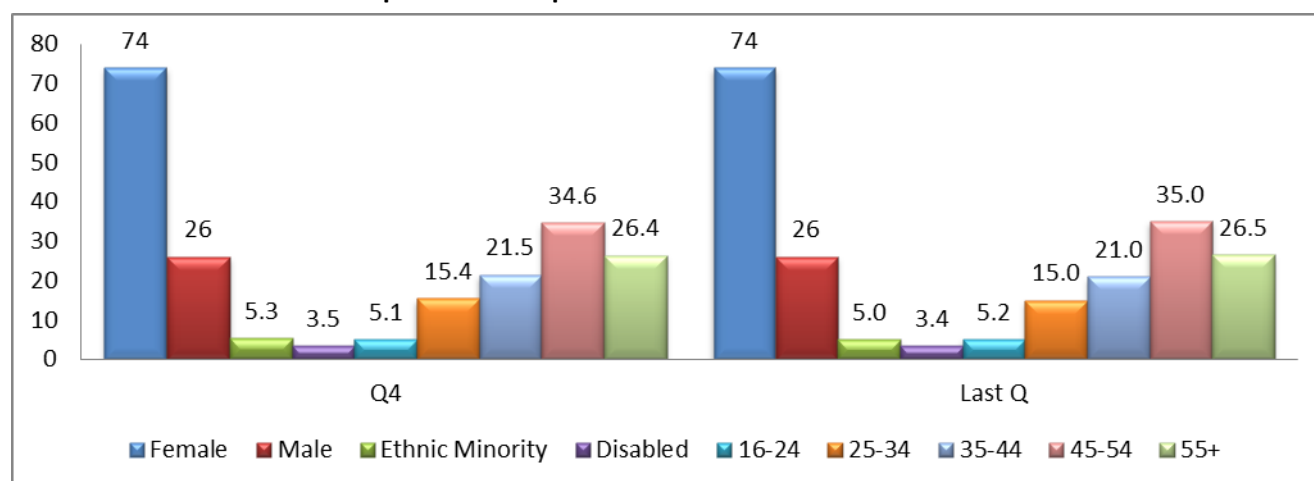
An accurate and up to date picture of the workforce information, trends and risks is essential to achieving the cultural aspirations that the Council has set out in the People Strategy and Team Doncaster Charter to achieve better people management, engagement and communication and to help develop and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

Top 3 Priority Risk Areas

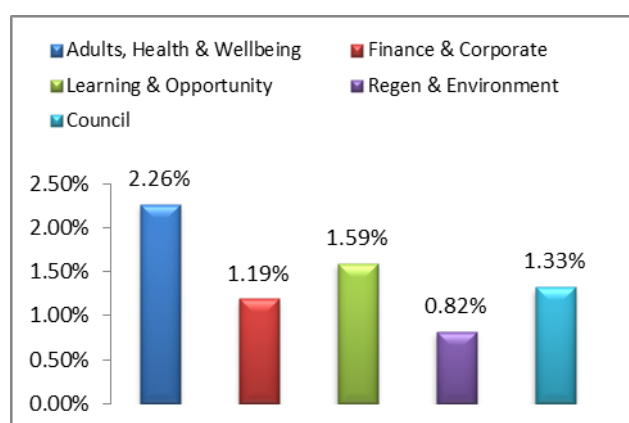
In the last report a number of major and emerging HR and OD risks were identified. These continue to be the same in this quarter and some areas of improvement reported in earlier quarters have not been sustained. However in some areas there are further signs that action is being taken which is having a positive impact and this needs to continue to be built upon and sustained.

1. **Organisation Stability:** The continued stability as shown in the low turnover (1.33% for the quarter compared nationally at 15.4% pa and public sector at 10.5%) and high retention rates (96% with 1 years' service, 84% with 3 and 76% with 5 years) continues to present the council with significant risks. Although these are normally associated with risk to organisational renewal capacity they are also likely to present a significant risk to the Council's transformation and change agendas, limiting the ability to affect change in the equalities profile, succession planning and meeting future skills needs. There is opportunity to address this at both a strategic level and service level. Areas with an ageing workforce also have the opportunity to integrate this into their workforce plans and should be considering succession. Opportunities also exist for the creation of apprenticeship posts from entry level through to professional and degree levels and these should now be considered in any organisational restructuring.

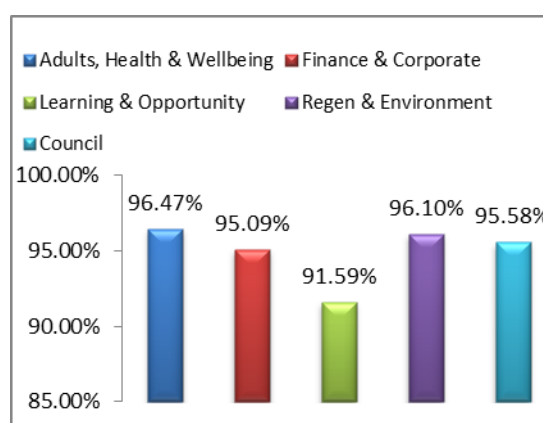
Council Workforce Profile compared to last quarter shown as %



Turnover Rate By Directorate %



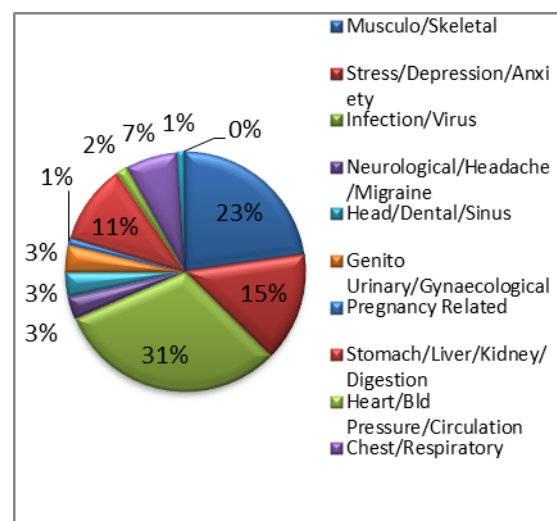
One Year - Retention Rate by Directorate %



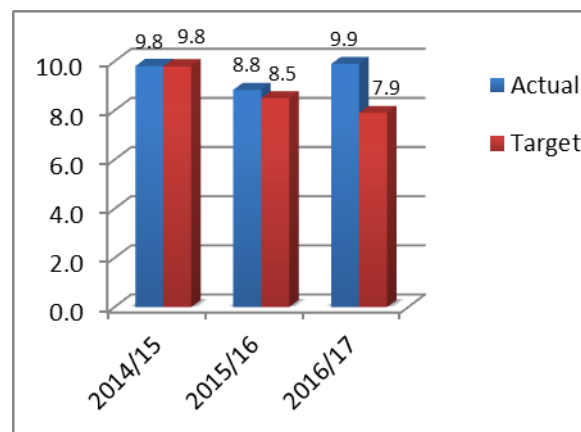
2. **Performance Management:** There has been a slight increase in the number of employee capability cases however overall the continued low level of cases being recorded as managed is a concern, as is the drop in the level of completion of PDRs which are now just below the corporate target at 94% in this quarter. This is mainly due to managers not undertaking a PDR when employees return from long term sickness or maternity leave absence. Continued high levels on conduct resulting in advisory cautions, or no case to answer, may also indicate a need to ensure that managers do communicate and reinforce the standards required. Directorates need to ensure that the emphasis on performance management is sustained and that effective arrangements are in place for new employees and those returning from periods of absence. In addition, to ensure that all development and performance improvement plans for those assessed at level 4 and 5 are in place.

The increase in the absence rate, particularly short term absence, seen in the last quarter continues. The outturn is now 9.90 days per FTE which means that the corporate target of 7.9 days per FTE has not been achieved. This remains a concern, and the overall on-going reduction and downward trend year on year, has now not been sustained. The quarter has seen a slight increase in the number of sickness triggers actioned and where attendance is being formally managed there has been an increase in the number of staff returning to work. HR and OD continue to support services in high areas with absence clinics which, together with increased support for attendance management casework, should only be for short term transformation and not be a substitute for developing effective management capacity in this area. Rates of non-attendance on training courses have improved, as have completion levels of mandatory training for managers but compliance needs to continue as in some areas completion rates are below the targets required. Improvement in this area can also be seen from the increasing demand for management development, capability and other people management development activity which does give some assurance that some areas are being addressed.

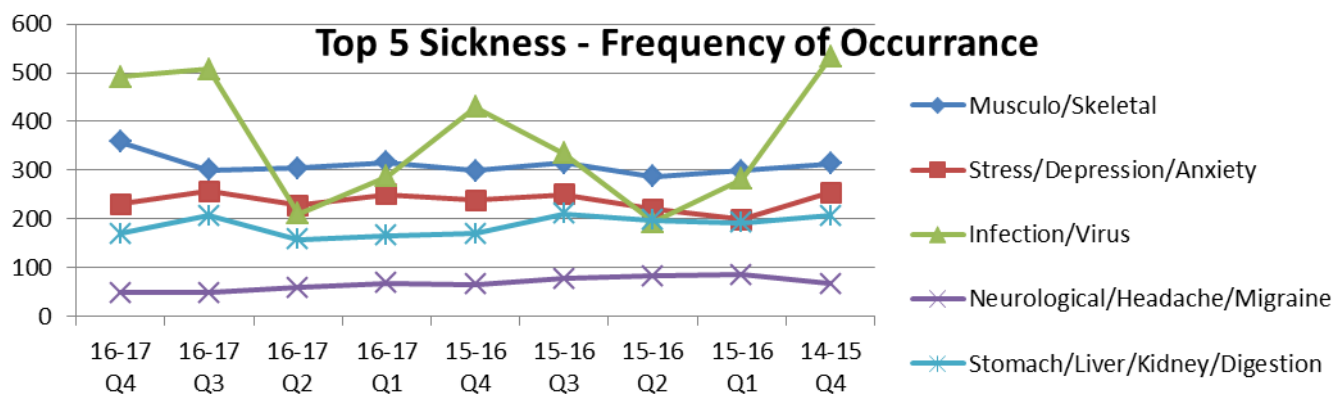
% Type of Sickness Occurring



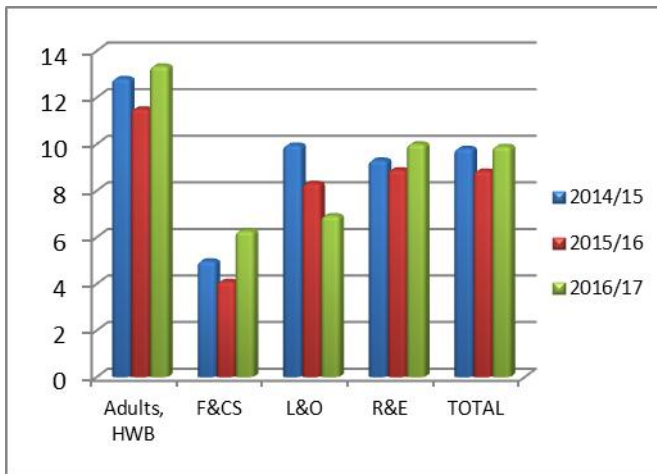
Sickness Days Lost /FTE



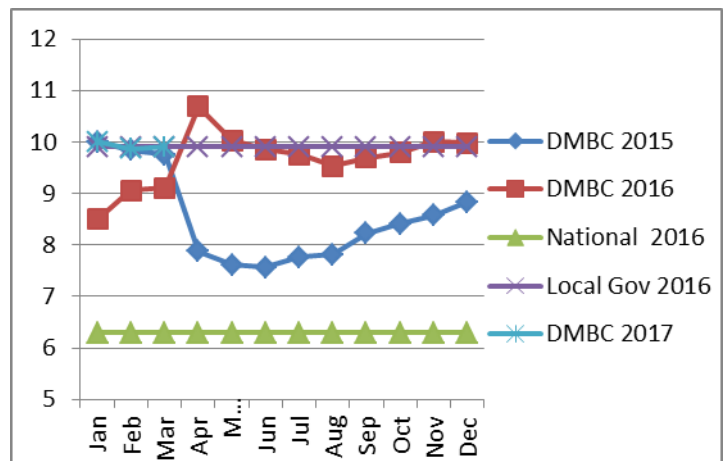
Top 5 Sickness - Frequency of Occurrence



Sickness Days Lost Per FTE



Sickness Days Lost /FTE



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

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

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

ss, stress, mental health and then musculoskeletal

n increase in stress over the last year and 2/3 an increase vate sector

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

There has been a slight increase on spend for casuals, additional hours and overtime which means the reductions seen in the last quarter as a result of the implementation of the Modern and Productive Workforce collective agreement changes have not been sustained. This, together with the overall levels of spend, still appear to indicate problems with the balance between the core and temporary workforce and in changing ways of working. A greater emphasis on workforce planning, supported by the implementation of the corporate workforce planning framework will assist with this. Directorates also need to ensure that they are complying with Modern and Productive Workforce changes and working time provisions to address this risk.

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

Adults Health and Wellbeing

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

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

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

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

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

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

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

The increase in the cost of agency staff remains a concern, however, there was a decrease in agency assignments at the end of March and it is anticipated that the move to fixed term contracts for the transformation posts and recruitment to the vacant Occupational Therapist posts will alleviate this to some extent. However, it is important for workforce planning to be embedded throughout the directorate going forward.

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

Learning, Opportunities and Skills

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

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

- Additional hours and overtime is monitored on a monthly basis to identify any individuals predicted to breach levels set under the Modern and Productive Workforce changes.
- Continual review of agency assignments to ensure there is a legitimate business case for using agency workers. Ensuring vacancies are recruited to as soon as possible to minimise the numbers of agency workers.

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

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

Regeneration and Environment

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

Work to reduce non contract spend continues, including:

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

Performance action plans on all who were assessed at level 4 and 5 continue to be monitored. Managing attendance well continues to be a priority as sickness levels continue to increase and the directorate's action plan continues to be reviewed and updated. Wellbeing initiatives continue in hotspot areas and there is an increased focus on the management of long term sickness. Sickness challenge meetings continue to be held in Assistant Director service areas where compliance with the policy and action plan is examined and non-attendance at Occupational Health appointments is challenged. Sickness is managed systematically in areas with high levels and further support and training is offered across the Directorate. The Directorate's pilot of a new engagement assessment tool is well underway and a number of workshops are planned relevant to the outcomes and the final resilience workshops for people managers has been held.

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

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

Finance and Corporate Services

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

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

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

- Managers with un-actioned sickness trigger points are contacted by HR, as are managers who have actioned triggers but comments entered on the portal give cause for concern about how they are managing absence.
- DLT are monitoring performance on absence levels across the directorate and HR offer targeted support to those service areas who are performing above the directorate target, for example, tailored managing attendance refresher training was delivered to people managers in Customers, Digital & ICT during Q4.

Customer Services

Customer Service Performance

Q4 2016/17



Quarter 4 Highlights

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



ONE STOP SHOP
43092



EMAIL
9519



PHONE
74219



ONLINE SELF-SERVICE
32141



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



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



**MY DONCASTER
APP
REGISTERED
USERS**



**CALLS
ANSWERED IN 20
SECONDS**

60%



**Top 3 Self
Service requests**

Council Tax Forms

Requesting an Additional
Bin/box

Housing & Council Tax
Benefit Form



COMPLAINTS TO THE COUNCIL

Directorate Volume % Ans in 10
working days

F&C

42

95%

AH&WB

29

96%

R&E

171

84%

DCST

41

48%

LOCYP

4

100%

SLH

271

90%

Customer Satisfaction

73% Excellent

15% Good

12% Poor

61%

OF COUNCIL
SERVICES NOW
AVAILABLE ON
LINE

Freedom of Information Requests

DMBC :

345

93%

Answered in
20 working
days



DCST:

16

100%

Data Protection Requests

DMBC :

13

92%

ANSWERED IN
40 CALENDAR
DAYS



DCST :

16

75%

"Customers Are Our Business and Define our Success"

Complaint Trends

Q4 : 2016/17

Regen & Environment

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

Finance & Corporate

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

Adults Health & W. Being

Attitudes and action of staff

L&O: Children & Young People

Various , no trends



Compliments

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

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

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

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



What are our customers enquiring about this quarter ?

One Stop Shop

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

Contact Centre

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

"Customers Are Our Business and Define our Success"

Appendix B - Virements in Quarter 4

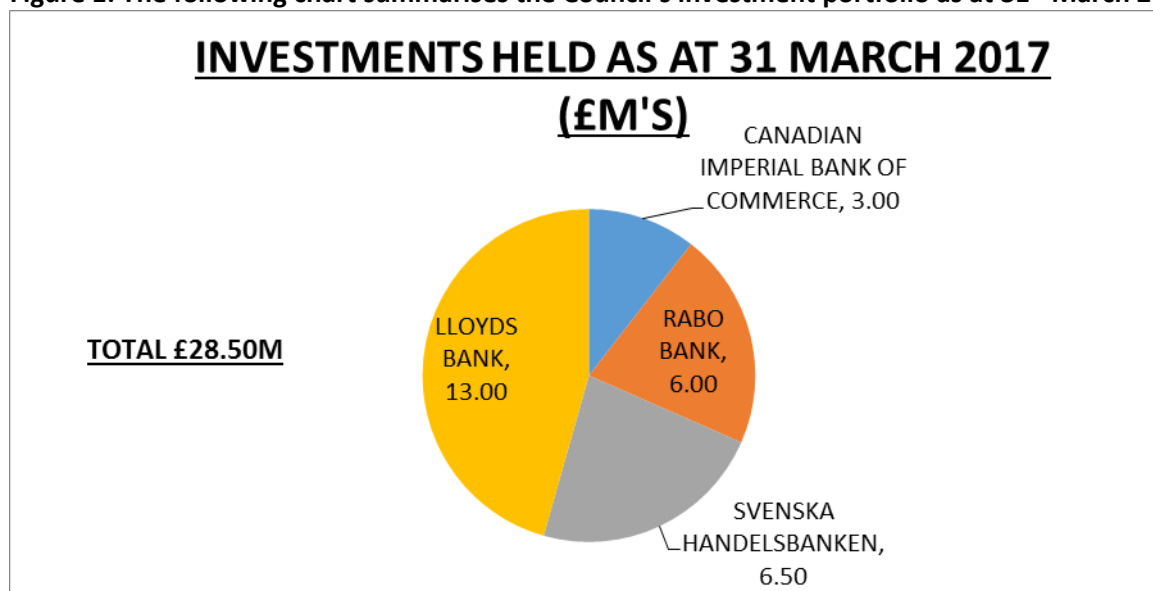
Reason		Directorate	2016/17 £
Amounts approved by Chief Financial Officer up to £0.10m			
1	7 months rental for Oaklands Short Break Unit between Regeneration & Environment and Doncaster Children Service Trust	R & E LOCYP	(17,500) 17,500
2	Temporary movement of salary budget in respect of 2 grade 5 posts within Professional Business Support being funded by LOCYP to carry out Direct Payments audit function.	LOCYP F&CS	(5,860) 5,860
3	Permanent funding from LOCYP towards Corporate Parenting Board.	LOCYP F&CS	(7,000) 7,000
4	Transfer of post from AHWB (SAPAT funeral team) to R&E (cost centre was transferred in Q2)	AHWB R&E	(20,460) 20,460
5	Temporary movement from F&CS (SPU) to AHWB Policy and Commissioning to fund Connect 2 Support	F&CS AHWB	(25,000) 25,000
6	Transfer of 50% of Children's Centre lettings income back to LOCYP.	LOCYP R&E	(17,250) 17,250
7	Use of Digital Region returned funds to finance BDUK demand stimulation costs in 2016/17	F&CS CWB	29,090 (29,090)
8	Contribution for MyDigital marketing campaign	F&CS R&E	2,000 (2,000)
9	Allocation of Care Act funding	F&CS AHWB	56,710 (56,710)
Amounts approved by Chief Executive £0.10m to £0.25m			
1	Funding Transport savings shortfalls from contingency budgets (including £40k planned to come from Children's Trust)	R&E Council Budgets Wide	206,000 (206,000)
Amounts approved by Portfolio Holder £0.25m to £0.5m			
	None this quarter		
Amounts for Cabinet approval greater than £0.5m			
1	Budget not required in 2016/17 regarding the Sensitive Case to be transferred back to Council Wide Budget from LOCYP.	CWB LOCYP	511,170 (511,170)
2	Use of Insurance Fund underspend to help fund DCST overspend	LOCYP CWB	1,964,000 (1,964,000)
3	Centralisation of MRP and Investment and Modernisation budgets	CWB AHWB F&CS R&E	2,052,410 (6,880) (3,990) (2,041,540)
4	Transfer balance of earmarked reserves related to demolition of the Sorting Office and other St Sepulchre Gate West buildings to be used to meet FARRRS phase 1 overspend	Earmarked Reserves R&E	(544,620) 544,620
5	Transfer of Minimum Revenue Provision (MRP) budget to Severance earmarked reserves £2.4m and Service Transformation Fund £1.0m	CWB Earmarked Reserves	3,491,970 (3,491,970)

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

1. The outturn for Treasury Management is an under spend of £1.58m.
2. The under spend has been predominantly achieved by being under borrowed and delaying external borrowing as long as possible. DMBC is currently £70m under borrowed (£73m at Q3) which is a key contributor to the under spend. If the £70m was borrowed at 2% there would be an additional external interest cost of £1.4m per annum. The reduction in under borrowing has occurred due to taking out additional borrowing for the planned capital programme which has subsequently slipped.
3. Speculation around what Brexit will look like continues to dominate the money markets. Recent data releases have been mainly positive around global growth, but there could still be a few shocks to come. Article 50 has now been triggered giving the UK and the EU 2 years of negotiations with the EU and the rest of the world around trade agreements. The previous 16% fall in sterling against the US Dollar during 2016/17 was partially reversed when the Government announced a snap General Election for June 8th. The only certainty at the moment is that there will remain a considerable amount of uncertainty over the next few years and it is the role of the UK Government and Bank of England to steer the country successfully through. There are risks and opportunities at this time, which are outlined below.

Investment

4. The investment portfolio, which currently stands at £28.5M, can be seen in Figure 1. The investments are a mixture of call accounts for liquidity, fixed rate investments and certificates of deposit.
5. The current average investment rate is 0.67%, against a benchmark rate of 0.20%. However, there are still many unknown factors that could require the Bank of England to take more/or less monetary policy easing as the various pieces of data that show the direction of travel of the UK economy are released. This will affect investment rates going forward, however, it is unlikely that we will see any significant increase in rates in the near future.
6. **Figure 1: The following chart summarises the Council's investment portfolio as at 31st March 2017.**



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

Borrowing

Figure 2: The following table summarises the Councils Debt Portfolio as at 31st March 2017.

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

8. During the 2016/17 financial year the Council originally had a borrowing requirement of £35.5m which has since reduced to a borrowing requirement of £27.6m. £4.5m in new external borrowing to support the Capital Programme (reduced from £8.1m in Q3) and £23.2m to replace loans which matured during the year. However, £32.5 million had been borrowed prior to the latest forecast, which is within the original approval but more than actually required.
9. Historically low interest rates does provide an opportunity to reverse the under borrowed position but this would come at an additional budget cost, and based on forecast interest rates remaining low for the foreseeable future (50 year borrowing rates forecast to increase from 2.3% to 3.2% between now and March 2020) there is no real need to do so immediately.
10. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 1st March, 2016, have been breached during this financial year.

Risks

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

General Banking

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

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

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

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

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

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

Appendix E – 2016/17 Carry Forwards

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