

To the Mayor and Members of Cabinet

Finance and Performance Improvement Report: 2017-18 Quarter 1

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 report focuses on the latest financial and performance information that indicates our position towards the 2017/18 budget and progress towards outcomes set out in the corporate plan.
2. As we are midway through the transition to the 2017- 18 Corporate Plan themes, for Quarter 1 we are still reporting on those priorities identified in the 2016/17 Corporate Plan, however the outcomes will be grouped under the new 2017-18 Corporate Plan themes – Working, Caring, Living, Learning and Connected Council.

Financial Position: £2.8m overspend

Performance Position: 91% of service measures at or close to target

3. At quarter 1 the Council is forecasting a year-end overspend of £2.8m. This includes funding of the Children's Trust £1.3m overspend (the Children's Trust projected overspend is £1.9m; under the 70/30 risk share mechanism agreement the Council are liable to fund the Trust for £1.3m of the overspend), Learning & Opportunities – CYP £0.9m overspend, Regeneration & Environment £0.5m overspend and Adults, Health & Wellbeing £0.5m overspend. These overspends are offset by £0.1m one-off underspends in Finance & Corporate Services and £0.3m one-off underspends in Council-Wide.
4. In quarter 1, the overall performance of our service measures is good with 91% (43 out of 47) exceeding or close to local targets, this is comparable to previous quarterly figure of 93%; more detail explaining this is provided in Appendix A. Doncaster has performed well in many areas; 95% of invoices were paid within 30 days, at £104m investment into Doncaster exceeded the £91m target, and 328 full-time jobs have been created through the support of Business Doncaster. There were 303 new homes built this quarter across Council & Private Sector Providers and our domestic recycling rates at 47% surpassed target levels. Permanent admissions to residential care (for over 65yrs) are at their lowest for 5 years with a total of 65 permanent admissions within Quarter 1 (52 DMBC funded and 13 self-funded) and 94 new direct payment agreements were established, giving a Quarter 1 total of 715.
5. Measures that are adrift from our local targets include schools persistent absenteeism at 13% for primary and 18.3% for secondary levels, drug treatment success rates is at 8%, 27% repeat referrals to Childrens Service and overall staff sickness of 9.3 days. See Appendix A.

EXEMPT REPORT

6. This report is not exempt

RECOMMENDATIONS

That the Mayor and Members of Cabinet: -

- a) Note areas of performance and financial information;
- 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) Approve the new charges and note the change to the charges approved in the 2017/18 budget detailed in paragraph 39. Note the new additions to the Capital Programme, as detailed in Appendix D.
- d) Note the changes to the Strategic Risks as detailed in paragraph 33

AREAS IMPROVING OR PERFORMING WELL

Council & Private Sector providers have built

303

new homes this quarter



(Annual need of 920)

65

Permanent admissions to residential and nursing care homes

DURING THIS QUARTER



(Quarter target 86)

(52 are DMBC funded and 13 self funded)

328

New full-time jobs created with support of

BUSINESS DONCASTER



(target 270)

Overall investment into and within Doncaster

£ 104m



(Quarter 1 target - £91m)

Domestic Recycling rate is

47%



(Target 38%)

Currently there are

715

DIRECT PAYMENTS AGREED



(This is an increase of 94 on previous quarter)

AREAS FOR IMPROVEMENT

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

27%

against a target of 22%



National average is 22%
Statistical neighbours 24%

Sickness - Whole Authority

9.31 DAYS



against a target of 8.75 days
the actual in quarter figure of 7.53 days

Proportion of all in treatment, who successfully completed drug treatment and did not re-present within 6 months



8.8%

against a target of 14 %

Persistent Absence Rate
Primary & Secondary Settings

13% - PRIMARY
18.3% - SECONDARY

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

WORKING:

7. Doncaster's employment rate has increased steadily since April 2013, growing from 66% to 71.8% at the end of Q3, and the percentage of residents aged 16-64 years claiming Out of Work benefits has continued steadily decreasing since 2014. The latest data (Dec 2016) shows that 11.1% are claiming benefits and the direction of travel remains positive matching that of comparators, nonetheless, the rate remains higher than the Yorkshire and Humber and England rates. Weekly full-time earnings for Doncaster residents in 2016 is £479.10; this is £16.60 higher than 5 years ago, but remains lower than comparators.
8. The percentage of residents in highly skilled occupations has increased slightly from last quarter and stands at 32.6%. This equates to approximately 48,000 residents aged 16+ in occupations like managers, directors, engineering, technology, business and media professionals. Doncaster's rate is significantly lower than comparators: e.g. Local authorities with similar characteristics (37%), Yorkshire and Humber (40.7%) and England (45.9%), and 47.2% (85,500 people) of the working age population have a qualification at NVQ3 or above. This is the highest number for over 12 years, and Doncaster has closed the gap with (and matched) the rate of our 15 similar comparator local authorities, albeit a significant gap remains with regional/national rates.
9. There has been £104m of new investment in Doncaster this quarter, exceeding the Quarter 1 target of £91m this is primarily from the rail sector. A proportion of this investment so far has been achieved with the support of Business Doncaster, who have been instrumental in attracting £21m of this quarter's total – significantly exceeding their target of £5m. Business Start-ups have been equally impressive, with the rate significantly increasing over recent years. There were 2,135 new businesses registered last year, an increase of 630 from the previous year. Private sector employment growth in Doncaster (5.5%) has continued to be significantly higher than regional/national rates, and we are in the top 10 areas for growth nationally. The number of new full time jobs created through Business Doncaster in quarter 1 was 328. This exceeds the end of year target of 270. The latest surge in job creation is from Wabtec Rail at Hexthorpe and from the Prospect property group on the Airport estate. 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 PWC Inclusive growth report highlights Doncaster as an area showing significant improvement within the good growth index.
10. The percentage of retail and retail service units occupied in the core area of the town has decreased from the end of Q4 from 89.9% to 89.1%, but remains above target (89%). There is a programme of events to further increase footfall within the town centre.
11. Regarding the younger age working population, the number 16-18year olds who are not in education, employment or training (NEETs) is 4.4%. This represents an increase on last quarter's figure of 4.0%, but is lower than compared to this time last year and remains below our target of 6%. This rise follows seasonal trends throughout the academic year. 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. Those care leavers in employment training and education rose a further 4% points to 46%, narrowing the gap to the national average of 49% remaining slightly behind that of regional and national levels. A recent Ofsted report rated our Apprenticeship team as 'Good'.

CARING:

12. The Transformation of Adults, Health and Wellbeing is a key area of development for the Council in 2017-18 but signs continue to be positive that there is now a strong grip on residential care admissions through a robust panel process. There have been 65 admissions in Quarter 1 this year, which is the lowest figure for five years and well below the target of 86. This demonstrates the effectiveness of the panel arrangements and the way in which social workers present individual cases for long term care.
13. Successful treatment exist for substance misuse has increased to 8.8% although this is still below the target of top quartile performance for all drug treatment services. However the commissioned service does benchmark well against other national comparators and is benchmarked against three types of use opiate, non-opiates and alcohol.
14. The Children's Trust became operational in October 2014 and has reported improved performance in many areas. Repeat referrals to Children's Social Care within 12 months has steadily risen throughout the last year and is currently reported at 27% which is worse than the national average and higher than target level of 22%. A recent peer review of the "Front Door" found that a closer analysis is needed in relation to 'step up' and step down' of cases which will provide further analysis of this issue.
15. The Expanded Stronger Families Programme works closely with families, with 709 positive outcomes achieved to date, particularly around supporting children who need help and supporting people into work. We have identified 3,590 suitable families, an increase of nearly 2000 in the previous six months, and are currently engaged with 2,237. This increase in the number of families involved in the programme should see increases in positive outcomes and claims to DCLG in subsequent quarters.

LIVING:

16. 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 in 2016/17; 192 homeowners and private tenants have received first time gas central heating; 376 St Leger Homes properties have received external wall insulation; three Big Power Switch campaigns have been completed since April, with 373 household switching, saving a combined £85,754.
17. Doncaster has seen a year-on-year increase in net new homes built since 2012, with 2015 and 2016 seeing the biggest delivery of housing in over fifteen years (1,170 and 1,057 homes respectively). This means we have exceeded our target against the average housing need over the next 15 years (920 homes per year). Quarter 1 of 2017/18 has seen an additional 303 new homes delivered. Over recent years, a further supply of new homes has come in the form of existing empty properties brought back into use. The total has reduced by 21 homes in Quarter 1 to 3,562. The Council House Build programme and joint Council/Registered Provider programme continue to deliver a supply of affordable homes; 8 additional units have been delivered in Quarter 1, with a further 120+ expected across the year. This builds on the delivery of 120 last year and 139 in 2015/16. Despite delivering our own contribution to affordable homes supply, we recognise there is still a gap between the broader need for 149 affordable housing units per year from private developments. However, there is a need to balance the requirements to make developments viable with the need to provide affordable housing. Our Care leavers in suitable accommodation remains constant at 82%, just 1% point below the national average and 3% points adrift of the regional average.
18. 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 46.6% against a target of 37.8% (as at the end of Quarter 4), a major achievement and improvement. The percentage of fly-tipping investigated and removed within five days was 80% in Quarter 1 against a target of 82% (2,200+ completed jobs). Although off track, performance has also improved significantly across the previous year, rising from 60% at Quarter 2. 99.9% of residential, trade and clinical waste collections are taking place on the scheduled day, as per target. 95% of grass cutting works have been completed against a target of 80%. Established plans and procedures

are in place which has maintained this level of performance consistently for over a year. The levels of litter and detritus are decreasing with 86% of land and highways at the required standards, exceeding our target of 85%.

19. 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.
20. The average number of days to process a new housing benefit claims has slightly increased, 23.42 to 25.84, as has the number of days to process Council Tax Support applications, 22.55 to 24.23. This is due to the additional work generated by year-end and uprating processes and historical trends show that this performance improves by Quarter 2.
21. In the first quarter of the year Council Tax arrears reduced by £2.16m compared to a target of £1.5m. This is usually the biggest reduction as previous year debt that hadn't been billed since annual billing would start to be collected, often in single payments. The reduction is up nearly £200k compared to the same period last year and shows the continued efforts of Revenues and Enforcement staff to pursue all outstanding debt to a conclusion.

LEARNING:

22. Latest published data regarding school persistent absence rates saw a further rise at both levels with 13% for Primary and 18.3% for Secondary; both are higher than target levels and are above national averages. Four of our secondary academies now have a reported persistent absence rate in excess of 25%. Persistent absence for Children in Care, at both levels, is also high at 9.6% for Primary levels, and 28.3% Secondary levels. A review of both systems and processes is scheduled.
23. 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%, (3% behind the national average of 49/9%). Latest 2016/17 provisional results will be released in Q2 with final results confirmed in Q3. The number of Doncaster schools rated 'good' or 'better' by Ofsted currently stands at 71.6% which is higher than previous years outturn, but Doncaster still remains towards the bottom of the national league (*as reported by Watchsted.com, which presents the very latest Ofsted inspection data regarding all local authority schools*).
24. Joint Chairs of the Education & Skills Programme Board have been appointed and initial planning meetings have been held. The first official Board meeting was held on 20th July. The role of the Board will be to govern the implementation of the independent Education and Skills Commission 'One Doncaster' report. Throughout Quarter 1, a number of workshops have been held with stakeholders to help shape delivery plans for wave 1 priorities, which focus on improving Education and Skills in the borough. Discussions are also underway with the Department of Education with regard to funding coming to Doncaster under its recent naming as a 'Social Mobility Opportunity Area'. Doncaster has been designated as an opportunity which will help to accelerate our plan for Education and Skills.

CONNECTED COUNCIL:

25. Outcomes from this quarter's workforce digest have identified a number of continuing HR and OD risks, specifically organisational and workforce capacity; performance management and additional workforce spend. The Leadership and Management Development Framework has been expanded this quarter to support building capacity to manage change effectively and ensure our leaders are equipped with the right skills and knowledge to deliver on the Council's priorities. This was also a key quarter for PDR completions for people managers, which at 91% is just below the required target of 95%. A recent process review brought PDR completion dates forward. This performance needs to be sustained given the challenging target for all PDRs to be

completed early in the next quarter. This quarter has also be seen a reduction in overall additional workforce spend down by 4% from £2.05m to £1.96m.

26. Current projected sickness is 9.31 days lost per full time employee, compared to an overall target of 8.75 days for Quarter 1 (actual in quarter sickness was reported at 7.53 days); and is a reduction of 0.59 days from the last quarter outturn (9.90 days). Therefore if this level of performance improvement be maintained, it will result in both the corporate target being achieved and the downward trend being sustained.
27. There has been a 26% channel shift to on-line services from those people who have undertaken business with the Council. The percentage of online transactions and the online channel continues to be the second busiest with telephone continuing to be the largest channel. Targeted marketing activities will focus on increasing the performance for quarter 2.
28. There have been 7 data protection incidents by the council this quarter and 4 by Doncaster Children's Services Trust. None were serious enough to be recognised as breaches by the Information Commissioner's Office. 1 incident reported in quarter 4 is being investigated by the ICO as to whether it is a data protection breach.
29. Mandatory training for elected members is currently at 34%, slightly lower than the 40% target. The majority of mandatory training courses have been scheduled for June and July, with members have 3 sessions per course to choose from. It is expected that the performance will improve for quarter 2.

FINANCIAL POSITION

30. The projected outturn position for the Council is a £2.8m overspend. A summary of the projected outturn position is provided below: -

	Gross Budget £m	Net Budget £m	Total Variance £m
Services			
Adults Health and Wellbeing	144.8	79.2	0.5
Learning & Opportunities – Children & Young People	43.6	5.5	0.9
Doncaster Children's Services Trust	44.6	41.0	1.3
Finance & Corporate Services	118.4	20.2	-0.1
Regeneration & Environment	127.0	37.5	0.5
Total Service Budgets	478.4	183.4	3.1
Council Wide			
General Financing / Treasury Management	4.6	4.6	0.0
Council-wide savings targets	-1.0	-1.0	0.2
Other Council-wide	-3.7	18.1	-0.5
Subtotal	-0.1	21.7	-0.3
Levying Bodies	17.2	17.2	0.0
Business Rates	0.0	-116.3	0.0
Subtotal	17.2	-99.1	0.0
Total General Fund Services	495.5	106.0	2.8

31. A summary of the major variances are provided below, with further details in Appendix A: -
 - a. The Adults, Health and Wellbeing Directorate is projecting a £0.5m overspend. This is after utilising additional improved Better Care Fund (iBCF) money. The main variances to highlight are: -

- i. Short breaks/respice is forecast to overspend by £0.5m (£1.1m off-set by £0.6m iBCF). Service intervention to reduce admissions and review long-stay service users has not yet had an impact on spend.
 - ii. A new extra care scheme, Swallowdale, is running at double the hours than originally planned (13k) resulting in a forecast overspend of £0.2m. The issue is being picked up by panel to better oversee changes in packages.
 - iii. Charges from RD&SH for intermediate care services have increased £0.1m and are under review.
 - iv. The above overspends are partly mitigated by vacancies and running cost underspends across other in-house Community Services such as home care, which is in line with the delivery of the transformation programme and enabling service users to be more self-directing, including taking up personal budgets or community equipment.
- b. The Learning & Opportunities – CYP Directorate is projecting a £0.9m overspend. The main variances to highlight are: -
- i. There is a £0.5m overspend due to a remaining unmet cut to Education Services Grant (ESG). L&O-CYP is currently undertaking a Directorate wide functional review to address the ESG pressure, alongside additional savings required for 2018/19. This is being progressed through L&O-CYP Extended Leadership Group and was reported to Executive Board on 11th July 17.
 - ii. The budget pressure on Passenger Transport, currently projecting an overspend of £324k, was moved from R&E as at end of June 2017 and will be subject to a full review of transport costs by L&O-CYP to tackle the overspend. The projected overspend shown is mainly due to the increase in costs relating to Home to School Transport for pupils attending The Levett School and those pupils placed Out of Area. The EMIS route forecasts used are as at June 2017 but these may change with the start of the new academic year in September and with the creation and award of a new Home to School/College and Social Care Transport contract (with effect from November 17).
- c. The Children's Trust has reported a projected overspend of £1.9m. This overspend is after taking account of a contract variation that has been provisionally agreed for £1.1m to fund increased activity on the care ladder based on modelling submitted as part of the annual review. The 70/30 risk share mechanism agreement for 2017/18 means the Council are liable to fund £1.3m of the Children's Trust overspend. The overspend mainly relates to care ladder placements due to more activity in Out Of Authority placements, fostering and Special Guardianship Orders/Child Arrangement Orders than forecast in the care ladder modelling. The Council is receiving financial updates but continues to have significant concerns over this level of overspend and the ability of the Children's Trust to reduce expenditure within the budget. The Children's Trust have reserves of £73k and therefore do not have the funds to cover their share of the over spend.
- d. The Regeneration & Environment Directorate is projecting a £0.5m overspend containing a number of significant issues. The main variances to highlight are: -
- i. Within Trading & Assets, the Assets team is projected to overspend by £0.6m (of which £0.5m relate to a shortfall against the Appropriate Assets savings target due to delay in asset disposals and income) and Fleet is expected to underspend by £1.0m (mainly due to slower than expected vehicle replacement which has meant the former leasing budgets which were to be used to meet borrowing costs are not required in 2017/18; the underspend will reduce in 2018/19 depending on the value of vehicles

purchased in 2017/18). Other overspends include Public Buildings Maintenance £0.2m and Markets £0.2m.

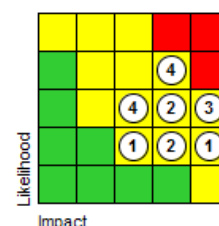
- ii. The main issue in Environment relates to Waste & Recycling overspends of £0.2m mainly related to the delay in the implementation of the new collection contract. There are several significant assumptions behind this which, should they not materialise, could reduce the overspend.
 - iii. Within Development there is a £0.3m overspend across various services including Planning, Bentley Training Centre and Accredited Learning.
- e. The Digital Council programme has been extended to June 2018. The projected shortfall in savings in 2017/18 is £0.2m (£0.1m LOYCP and £0.1m R&E included in the table above) after using £0.5m temporary resources in year. Although there is slippage on delivering the savings, the programme has delivered £3.0m savings to date, a further £0.4m is estimated for 2017/18 and £0.6m for 2018/19 giving an overall total of £4.0m at the end of the programme. 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.

COUNCIL PRIORITIES – PERFORMANCE

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

STRATEGIC RISKS

- 33. There are currently 17 Strategic Risks and all have been updated as part of the Quarter 1 reporting process. The heat map shows a summary of the scores and a more detailed update is included in Appendix A.
- 34. No current strategic risks have been proposed for demotion.
- 35. The following new strategic risks have been proposed:



- As a result of insufficient capacity and skills in AH&WB commissioning, contract management and monitoring is not effective, leading to non-compliance with legislation and internal governance and delaying plans for joint health and social care commissioning.
- Workforce issues in AH&WB and support services, including vacancies, recruitment, staff development and sickness, reduce the ability to transform at the pace required in current plans, leading to an inability to modernise services sufficiently to achieve the requirements of the Place Plan and Medium Term Financial Forecast.
- An underdeveloped local market and ineffective market management affects the ability to change services, leading to market instability and difficulty in meeting the needs of vulnerable people.

BUSINESS RATES, COUNCIL TAX AND RENT ARREARS

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

- a. The Council Tax Collection Fund is projecting to make an in-year surplus of £1.5m, largely attributable to the longer-term collection rate since 1993 of 98.61% being higher than the budgeted collection rate of 98.0%. After allowing for a planned redistribution of accumulated surplus of £3.0m during 2017/18, the accumulated Council Tax Collection Fund surplus as at 31st March, 2018 is estimated at £4.6m, of which £3.8m is attributable to Doncaster.

- b. The Business Rates Collection Fund is projecting to make an in-year surplus of £1.7m, largely attributable to lower levels of appeals and better than anticipated growth. After allowing for a planned recovery of accumulated deficit of £0.9m during 2017/18, the accumulated Business Rates Collection Fund surplus as at 31st March, 2018 is estimated at £0.3m, of which £0.2m is attributable to Doncaster.
- c. Current rent arrears at Quarter 1 stand at £1.793m and are 2.41% of the rent debit, there has been a decrease of £37k from £1.830m at year-end (2.44%). This performance is on track for a year-end performance of 2.50% and is currently ahead of profile. As at 30th June, the amount of former tenants' arrears was £1.1m, an increase of £89k from the year-end, write offs in the first quarter were £4k. Full service for universal credit is rolled out in Doncaster with effect from 11th October, 2017. This means that Housing Benefit, for all new claims or changes in circumstances for working age claimants, will be paid directly to the claimant and not direct to the Council. As a result, we will need to collect approximately £700k (in the period October 2017 to March 2018) of rent from tenants that we would have previously received directly from Housing Benefit. Extra resources are being employed to collect the rent and to help sustain tenancies and the rent arrears position will be tightly monitored.

VIREMENTS FOR APPROVAL

37. The virements approved by the Chief Financial Officer, Chief Executive, Portfolio Holder (Finance & Corporate Services) and virements requiring Cabinet approval are detailed in Appendix B.

FEES AND CHARGES

38. The Register Office has historically performed marriage ceremonies at its old premises at Elmfield on a Saturday morning only, with staff then attending civil ceremonies at approved premises across the Borough from 1pm. Following the move to Priory Place and the differing logistics of the venue, there is now the opportunity to marry on a Saturday between 1.30pm and 3.30pm, so allowing for up to three additional ceremonies.
39. The current fees and charges are split between Thursday and Friday/Saturday and the two different rooms available (meaning four distinct charges in total). Friday and Saturday morning ceremonies cost either £200 or £250 depending on which room at Priory Place is utilised, these charges have been approved by the Section 151 officer. The Saturday afternoon is a more attractive offering to couples wanting to marry, therefore it is proposed to charge £300 for the Premium Marriage Package / Civil Partnership Premium Package (Saturday pm at Priory Place in Priory Suite) and £350 Premium Marriage Package / Civil Partnership Premium Package (Saturday pm at Priory Place in Great Kitchen). The new charge will be introduced from the 1st January 2018. Following discussions with some couples that already have bookings, there is demand for this service and there has been no adverse feedback on the proposed charges, which are still 25% cheaper than having a Registrar attend at an approved premise.
40. The additional revenue generated could be between £24k (assuming 2 weddings per Saturday afternoon in the Priory Suite over 40 weeks) and £42k (assuming 3 weddings per Saturday afternoon in the Great Kitchen over 40 weeks). There will also be a resource impact as additional part time staff (1 x Grade 6 and 1 x Grade 5) will need to be recruited to fulfil this Saturday afternoon demand at an estimated cost of £16k.

LEVEL OF RESERVES

41. Current uncommitted general fund reserves are £12.8m (after the planned use of £2.0m to balance the 2017/18 budget) and as detailed in this report, £2.7m will be required for the 2017/18 overspend. This would leave an estimated balance, for use during 2017/18 and beyond, of circa £10.1m. 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. Existing Earmarked Reserves are being reviewed and those that are identified as being no longer required will be released back to general reserves.

42. The estimated closing balance of the Service Transformation Fund is £4.8m (opening balance £11.1m). The largest single uses of the reserve are for LOCYP Transformation £1.6m and Digital Council £0.6m. There are around 46 other proposed schemes for this reserve whose individual values are relatively low.

HOUSING REVENUE ACCOUNT

43. The revised 2017/18 HRA budget has a balanced budget which included a contribution of £1.0m from balances. The projection as at quarter 1 is that there will be an underspend of £0.9m reducing the amount required from balances to £0.1m, a positive variance of £0.9m. The other main variances are £0.2m projected underspend on overall management expenditure, £0.4m additional rent income as a result of lower than budgeted void rent loss (budgeted 1.5%, actual 1.2%) and both average rent and property numbers are higher than budgeted, £0.1m additional other income and £0.3m saving from loan charges due to lower than budgeted interest rates and debt levels.

CAPITAL PROGRAMME

44. Capital expenditure totalled £14.7m at the end of quarter 1 against a budget of £121.9m but capital spend is usually low in quarter 1 and so does not raise any concerns at this time. Main areas of spend to date include the CCQ multi storey car park and the Rail College.
45. It has now become apparent that there will be a shortfall between the capital receipts that will be available in year and the capital receipts currently being budgeted for use in the capital programme. During capital budget setting it was projected that the sales of assets would generate £11.0m of capital receipts in year (risk adjusted down from a gross amount of £22.7m) which along with a carry forward of £1.2m would fund £12.2m of capital schemes.
46. Quarter 1 capital monitoring projections are that £14.9m of capital receipts are required to fund the capital programme in 2017/18 (up from £12.2m due to slippage in schemes of £1.4m from 2016/17 and an increase of £1.3m in the Capital Reserve Fund). Asset sales will generate £5.5m of capital receipts in year (risk adjusted down from a gross amount of £8.5m) due to a number of sales being re-profiled to 2018/19. In addition due to lower than expected asset sales in 2016/17 the carry forward of capital receipts was only £0.9m.
47. There is therefore a shortfall of £8.5m in capital receipts. Due to a number of sales being re-profiled to 2018/19 it is currently projected that the shortfall would be recovered within that year. Assets and Properties are looking at possible actions to help reduce the shortfall such as the potential of bringing other asset sales forward but these are unlikely to be of high value.
48. The shortfall in capital receipts could lead to the delay or cancellation of schemes in the capital programme. Alternatively, schemes could be funded through additional borrowing. For each £1m borrowed around £67k normally needs to be added to the Council's revenue budget to repay borrowing and interest (based on borrowing through Public Works Loan Board for 25 years). This would have to be funded through the identification of additional budget savings.

OPTIONS CONSIDERED

49. Not applicable.

REASONS FOR RECOMMENDED OPTION

50. 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

51. 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

52. 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

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

HUMAN RESOURCE IMPLICATIONS

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

TECHNOLOGY IMPLICATIONS

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

EQUALITY IMPLICATIONS

56. 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.

57. 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

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

BACKGROUND PAPERS – N/A

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Appendix A - Corporate Quarterly Performance Management Report

Quarter 1 2017-2018 - (1st April 2017 to 30th June 2017)

Detailed Performance Narrative by Doncaster Growing Together Themes

WORKING:

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 quarter (328) represents an early overachievement of the end of year target (270). At £104m, overall investment gained into Doncaster in quarter 1 is also well above the full year target of £91m, of which £21m has been as a result of Business Doncaster support.
- 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. 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 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 quarter 3; 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.
- e) 11.1% of 16-64 year olds claim out of work benefit claimants, which is a 0.3 percentage points decrease this quarter. The Doncaster rate remains significantly higher than the Yorkshire and Humber rate of 9.5% and national average of 8.3%.

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

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

- f) The number of 16-18 year olds who are NOT in employment, education or training (NEET) has increased to 4.4%, which still exceeds the target of 6%. Care Leavers that are engaged in employment, training or education is at 46%, which is lower than the national average of 49%. Our own internal apprenticeship programme has added only one additional completion in quarter 1, with only a handful further expected across the year. The Skills Made Easy funding has come to an end.

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 2017 Q2 with a clearly defined target identified and agreed to take forward from Q2 onwards.

Next steps...

- The focus going forward will be on the level and quality of the apprenticeships, not purely the total number.

CARING:

Where are we now...

- a) The Transformation of Adults, Health and Wellbeing is a key area of development for the Council in 2017-18 but signs continue to be positive that there is now a strong grip on residential care admissions through a robust panel process. There have been 65 admissions in quarter 1 this year, which is the lowest figure for five years and well below the target of 86. This demonstrates the effectiveness of the panel arrangements and the way in which social workers present individual cases for long term care.
- b) The total number of long-term residential agreements continues to reduce and is now 1,370 as at the end of June 2017. The overall total can be broken down further in terms of supported by DMBC, 1022 individuals and self-funders costs met by individuals 348. We have exceeded our target with regard to people who self –fund their care but those who DMBC support is 7 higher than target; which has implications for our financial outlook in this area.
- c) There are currently 715 Direct Payment (DP) agreements which is an increase from 621 in quarter 4 (2016/2017) which is more than the previous three quarters combined. Although the 25.7% performance in quarter 1 is lower than the target of 27.8%, the trajectory is positive. The DP steering group meets fortnightly to look at issues and the improvements identified by this group are embedded into practice/business as usual, which includes paperwork, processes and the information available. There continues to be a DP Champions Group, which meets monthly, their main areas of responsibility being to look at issues, to be subject matter experts within each team in relation to DP and to undertake regular quality audits of paperwork to ensure that individuals receiving and assessment/review are aware of the DP options.
- d) 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. Continued areas of focus include the rising number of repeat referrals including impact of the 'step-up' and 'step-down' process and budget/financial management. See appendix A (page 32-35). Enquiries to the Early Help Hub reduced by 369 in quarter 1 to previous quarter, a total of 1257 enquiries were received. A contributing factor to reduced volumes was the school holidays.

- e) 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.
- 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 at 8.8% compared to a target of 14%, but has improved since 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 at 728 (*as at Q4, as data is reported a quarter in arrears*). Statistical releases show that Doncaster does have a higher reported incidents than both national and comparator groups, although some of this increase is believed to be brought about by increased awareness following the implementation of the Domestic Abuse Strategy and raised awareness of the Growing Futures project.
- h) The Expanded Stronger Families Programme provides early support to families with multiple needs. The programme works closely with families, with 709 positive outcomes achieved to date, particularly around supporting children who need help and supporting people into work. We have identified 3,590 suitable families, an increase of nearly 2000 in the previous six months, and are currently engaged with 2,237. This increase in the number of families involved in the programme should see increases in positive outcomes and claims to DCLG in subsequent quarters.

Red measures

- Proportion of all in drug treatment who successfully completed treatment and did not re-present within 6 months (%).

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.
- Further analysis of the 'Front Door' in relation to 'step up' and 'step down' of cases to and from the Early Help Hub
- Progress the implementation of the Stronger Families Case Management System

LIVING:

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 303 new homes this quarter, which follows 2 years over oversupply against the housing need figure identified in the Housing Strategy (2015). Doncaster's housing delivery is outperforming both national and regional performance.
- b) An additional 8 additional affordable homes have been delivered this year, with a further 120+ expected across the year from the Council House and the Registered Provider new build programmes. We recognise that there is still a gap between supply and overall affordable housing need, which will be tackled using the strategies and polices within the forthcoming 17-year Local Plan. For quarter 1, the Children's Trust reported 82% of Care Leavers were living in suitable accommodation, which is marginally behind the 85% target. The number of empty properties continues its gradual reduction over the long term. Quarter 1 saw a reduction of 21 empty homes,

which followed an increase in quarter 4, however, there has been an increase in the final quarter of the year. The quarter 1 figure now stands at 3,562 (based on council tax figures).

- c) Household domestic recycling rates remain above target at 47% against a target of 38%. This follows a significant improvement from a low of around 31% a few years ago. Fly tipping collection within 5 days continues to maintain its significant improvement since a quarter 2 low of 60% - increasing to 85% at year end and then a slight decrease in quarter 1 to 80% (target of 82%). There were over 2200 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. Grass cutting works reached 95% completion for quarter 1 against a target of 80%
- e) Annually released data for 2016/17 regarding the condition of our principal and non-principal maintained roads remains good (98%) and exceeds the 96% targets. The quality of roads is determined by the industry standard SCANNER survey which assesses the surface condition / maintenance of our roads. It is our maintenance strategy to retain these road networks in the upper national performance quartile.
- f) 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%.
- g) The percentage of households in fuel poverty has fallen below 9% for the first time in over five years. Our target is being over achieved by more than a percentage point (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.
- h) The average number of days to process a housing benefit claim is 25.84 against a target of 25. The average number of days to process a new claim for council tax support is 24.23 against a target of 25.
- i) Business Rates show a reduction of arrears of £120K, which is well below the projected target of £750k. The smaller than expected reduction is due to retrospective changes in liability being carried out in the current year back into the previous year which actually increase the arrears figure from the year-end position. These reduce through the year and it is expected that performance will be on target during quarter 2.

Red measures

None

Next steps...

- Development and approval of the Local Plan
- Continue the delivery of the 2015-25 Housing Strategy

LEARNING:

Where are we now...

- a) Joint Chairs of the Education & Skills Programme Board have been appointed and initial planning meetings have been held. The first official Board meeting was held on 20th July. The role of the Board will be to govern the implementation of the independent Education and Skills Commission

'One Doncaster' report, which was published in October. Throughout quarter 1, a number of workshops have been held with stakeholders to help shape delivery plans for wave 1 priorities which focus on improving Education and Skills in the borough. Discussions are also underway with the Department of Education with regard to funding coming to Doncaster under its recent naming as a 'Social Mobility Opportunity Area'. This funding will also help deliver the much needed improvements to address education and skills across the borough.

- b) 71.6% of Doncaster schools are rated good or better by Ofsted (as reported by Watchsted.com). 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.
- c) Primary school persistent absence is currently reported at 13% and Secondary level at 18.3% - both of which are higher than target levels and are above national levels. There are now 4 Secondary Academies who have persistent absence levels of more than 25%. Quarter 4 figures showed 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 (awaiting latest figures)
- d) 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. 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.
- e) 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.

Red measures

None

Next steps...

- First Education & Skills Programme Board meeting held. Develop and finalise implementation plans and Governance arrangements.

CONNECTED COUNCIL:

Where are we now...

- a) Outcomes from this quarter's workforce digest have identified a number of continuing HR and OD risks, specifically organisational and workforce capacity; performance management and additional workforce spend. The Leadership and Management Development Framework has been expanded this quarter to support building capacity to manage change effectively and ensure our leaders are equipped with the right skills and knowledge to deliver on the Council's priorities. This was also a key quarter for PDR completions for people managers, which at 91% is just below the required target of 95%. This needs to be sustained given the challenging target for all PDRs to be completed early in the next quarter. This quarter has also seen a reduction in overall additional workforce spend down by 4% from £2.05m to £1.96m.
- b) Current projected sickness is 9.31 days lost per full time employee, compared to an overall target of 8.75 days for Quarter 1; and is a reduction of 0.59 days from the last quarter outturn (9.90 days). Although the reduction signifies an improvement on the last quarter, should this level of

performance be maintained will result in both the corporate target not being achieved and the downward trend not being sustained

- c) 61% of services are now available on-line with more going live during for quarter 2, including Registrars, Benefits and Bereavement functions.
- d) There has been a 26% channel shift to on-line services against a target of 55%. Marketing will focus on increasing this performance in quarter 2.
- e) At the end of Q1 91% of all people managers had their Performance Development Review against a target of 95%.
- f) Doncaster companies and suppliers remain at 70% of our total spend with third party providers. This is the highest percentage reported over the last 3 years.
- g) The percentage of invoices paid within 30 days is currently 95.12% against a target of 95%. This performance has remained above target since Q3 2015/16.
- h) There have been 7 data protection incidents by the council this quarter and 4 by Doncaster Children's Services Trust. None were serious enough to be recognised as breaches by the Information Commissioner's Office.
- i) 34% of members have attended mandatory training sessions against a target of 40%. Additional training sessions have been scheduled for June and July and performance is expected to improve during quarter 2.
- j) 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.
- k) The percentage of lead officers/members appointed representative that have attended the partnership training is 18% against a 25% target. This is due to the recent Council election and the influx of new Councillors needing to undertake the training, which is being rolled out during quarter 2.

Red measures

- % of channel shift to on-line services by Doncaster residents as a result of the Digital Strategy;
- Business Rate arrears;
- Whole authority Personnel Development Reviews;
- Percentage of lead officers/members appointed representatives that have attended the 'Partnership' training;
- Members attending mandatory training;




Next steps...

- Continue to encourage sign-up to our on-line service;
- Work towards the corporate target for all performance development reviews to be completed by 31st July 2017;
- Deliver additional 'partnership' training to appointed officers and members;
- Continue to provide training and awareness on data protection, especially to areas where data protection incidents are reported;
- Deliver the scheduled mandatory training sessions to members;





Understanding the Quarter 1 Performance Report

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







Governance Indicators

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

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

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

Sickness – Days per FTE		Value	Target	DoT	Traffic Light
Adults Health and Well-Being		12.51	10.50	↑	🔴
Finance and Corporate Services		6.05	5.50	↑	🔴
Learning and Opportunities CYP		6.70	6.00	↑	🔴
Regeneration and Environment		9.31	9.50	↑	🟢
Whole Authority Sickness		9.31	8.75	↑	🟡
PDR Completion - % of workforce with a PDR recorded		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	107 out of 118	91%	95%	↓	🟡
Finance and Corporate Services	114 out of 117	97%	95%	↑	🟢
Learning and Opportunities CYP	58 out of 71	82%	95%	↓	🔴
Regeneration and Environment	144 out of 157	92%	95%	↓	🟡
Whole Authority	423 out of 463	91%	95%	↓	🔴
Internal Audit Recommendations - % completed that were due in period		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	0 out of 1	0%	100%	↓	🔴
Finance and Corporate Services	0 out of 1	0%	100%	↓	🔴
Learning and Opportunities CYP	0 out of 2	0%	100%	▬	🔴
Regeneration and Environment	0 out of 0	100%	100%	▬	🟢
Whole Authority	0 out of 4	0%	100%	↓	🔴
Data Protection breaches that had an initial assessment Completed within 10 working days		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	2 incident	100%	100%	▬	🟢
Finance and Corporate Services	2 incidents	100%	100%	▬	🟢
Learning and Opportunities CYP	1 incidents	100%	100%	▬	🟢
Regeneration and Environment	2 incidents	100%	100%	▬	🟢
Whole Authority	7 incidents	100%	100%	▬	🟢
Corporate Plan Updates Completed		Value	Target	DoT	Traffic Light
Adults Health and Well-being	20 out of 20	100%	100%	▬	🟢
Finance and Corporate Services	29 out of 29	100%	100%	▬	🟢
Learning and Opportunities CYP	29 out of 32	91%	100%	↑	🟡
Regeneration and Environment	34 out of 35	97%	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	Q1 2017/18	↑	↑	25.67%	27.83%	⚠
24. (AH&W) Permanent admissions to residential and nursing care homes, per 100,000 population (65+ Only)	Q1 2017/18	↑	↑	113.2	149.8	✓
25. (AH&W) The proportion of people who use services and carers who find it easy to find information about services - Service Users Only	2016/17	↓	↓	72.05%	73.7%	⚠
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	↑	↑	78.17%	65.5%	✓
38.(AH&W) Proportion of repeat safeguarding referrals	Q1 2017/18	↑	↓	10.6%	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)	Q1 2017/18	↑	↓	8.8%	14.0%	⛔
40. (AH&W) PHOF2.22iii Cumulative percentage of eligible population aged 40-74 who received an NHS Health Check	Q1 2017/18	↓	↓	3.1%	3.1%	✓
43. (AH&W) The number of people that are currently in long term care	Q1 2017/18	↑	↑	1,370	1,392	✓
44. (AH&W) Assistive technology installations per 100,000 population , aged 65 and over (average per month)*	Q1 2017/18	↑	↑	698.61	444.2	✓
23. (AH&W) Proportion of people using social care who receive direct payments	Q1 2017/18	↑	↑	25.67%	27.83%	⚠
24. (AH&W) Permanent admissions to residential and nursing care homes, per 100,000 population (65+ Only)	Q1 2017/18	↑	↑	113.2	149.8	✓

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)	2017	↑	↑	59%	56.1%	57%	56.3%
70. (AH&W) Number of positive outcomes achieved through the Expanded Stronger Families Programme	Q1 2017/18	↑	↑	709	900	-	-
71. (AH&W) Number of Families Engaged in the Expanded Stronger Families Programme	Q1 2017/18	↑	↑	2,237	1,832	-	-
72. (AH&W) HWBB3 Number of Families Identified as part of the Stronger Families Programme	Q1 2017/18	↑	↑	3,590	3,025	-	-
73. (AH&W) Number of family claims made to DCLG through the Expanded Stronger Families Programme	Q1 2017/18	↑	↑	182	610	-	-

PI commentary

PI 23: There are currently 715 Direct Payment (DP) agreements, which is an increase from 621 in quarter 4 (2016/2017) which is more than the previous three quarters combined. Although the 25.7% performance in quarter 1 is lower than the target of 27.8%, the trajectory is positive. The DP steering group meets fortnightly to look at issues and the improvements identified by this group are embedded into practice/business as usual, which includes paperwork, processes and the information available. There continues to be a DP Champions Group, which meets monthly, their main areas of responsibility being to look at issues, to be subject matter experts within each team in relation to DP and to undertake regular quality audits of paperwork to ensure that individuals receiving and assessment/review are aware of the DP options.

PI 24: The Transformation of Adults, Health and Wellbeing is a key area of development for the Council in 2017-18 but signs continue to be positive that there is now a strong grip on residential care admissions through a robust panel process. There have been 65 admissions in quarter 1 this year, which is the lowest figure for five years and well below the target of 86. This demonstrates the effectiveness of the panel arrangements and the way in which social workers present individual cases for long term care.

PI 39: 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 at 8.8% compared to a target of 14%, but has improved since 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 709 positive outcomes achieved to date, particularly around supporting children who need help and supporting people into work. We have identified 3,590 suitable families, an increase of nearly 2000 in the previous six months, and are currently engaged with 2,237. 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 1 2017/18		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Adults Health & Wellbeing Total Revenue Variance	144.773	79.207	0.469
	Adult Social Care & Safeguarding Revenue Variance	10.950	8.087	-0.021
Key pressures within the service continue in relation to additional agency costs within the LD ASC team of £290k and BIA/MHA DoLS external assessment costs of £225k, which are being off-set by capitalising the Minor Adaptations budget against DFG and reduced taxi hire costs. Otherwise agency pressures within the OT service have been addressed and overall Adult Social Care is forecast to slightly underspend.				
	Communities Revenue Variance	23.499	12.754	-0.122
A cautious view has been taken against the delivery of the day care service reduction (total target £396k) of a £180k shortfall whilst alternative community led provision is established. This is more than off-set by vacancies and running cost underspends across other in-house Community Services such as home care, which is in line with the delivery of the transformation programme and enabling service users to be more self directing, including taking up personal budgets or community equipment.				
	Director Of Adult Services Revenue Variance	1.102	1.102	-0.057
The forecast underspend is mainly due to savings following the split of costs relating to the Director of AHWB and LOCYP and other minor staff savings.				
	Commissioning & Contracts Revenue Variance	89.437	57.094	0.668
Progress is being made against the significant efficiency saving targets within Commissioning and Contracts. There are challenges in appointing key project leads and keeping up the pace of completing the reviews. £2.5m iBCF is being used to underpin the residential, short breaks, community equipment and home care budgets. Key pressures relate to; - independent Working age adult residential care £96k (£496k off-set by £400k iBCF) where activity is slightly higher (3) than the modelled target. There is also increased costs relating to transitions, S117 placements and FNC reviews and there is a shortfall against client fees, which is being investigated. - short breaks/respite is forecast to overspend by £483k (£1.1m off-set by £600k iBCF). Service intervention to reduce admissions and review long-stay service users has not yet had an impact on spend. - new extra care scheme, Swallowdale, is running at double the hours than originally planned (13k) resulting in a forecast overspend of £170k. The issue is being picked up by panel to better oversee changes in packages. - recharges from RD&SH for intermediate care services that have increased unexpectedly £102k and are under review.				
	Public Health Revenue Variance	19.685	0.070	0.000
Public Health has seen a further grant reduction from Public Health England of 0.6m in 2017/18. To ensure a break even position for 2017/18 earmarked reserves of £0.3m were included in the approved budget. This position has improved slightly for Q1 and the amount of reserves required has been adjusted to £0.2m mainly due to savings against the substance misuse contract with RDASH.				
	Director Of Improvement Revenue Variance	0.100	0.100	0.000
This is the additional resource required to deliver the AHWB Transformation programme. This is fully funded from temporary resources and any underspend will be carried forward to 2018/19.				

Adult Health and Well-Being Capital

Traffic Light	Programme Area	Q1 2017/18				Actual Spend (£m)
		Revised Base Budget (£m)	Q1 Projection (Full Year) (£m)	Revised Base Budget Future Years (£m)	Q1 Projection Future Years (£m)	
	Adult, Health & Well-Being Total	6.49	6.24	14.72	13.47	1.42
No significant issues at Q1.						
	Adult Social Care	4.43	3.53	11.31	12.83	0.39
The main schemes are Adaptations (£1.4m) and Disabled Facilities Grants (£2.1m). The £0.9m estimated reduction in expenditure from Q4 16-17 is due to lower expenditure on Adaptations (£0.56m) and DFGs (£0.35m) than budgeted.						
	Communities	2.46	2.71	1.41	0.64	1.02
The largest schemes in Communities are DCLT capital grant (£0.75m) and the Cycle Facility (£0.63m) and grant funded Museum projects (£0.37m). The remaining expenditure is mainly section 106 funded open space improvements/ play area installations. The increase in estimated expenditure from the previous quarter (£0.2m) is due to the 2 new additions to the programme.						
	Modernisation & Commissioning	0.05	0.00	2.00	0.00	0.00
The Safe and Well Centre scheme (0.05m) is not going ahead. The only other scheme in Modernisation and Commissioning is the Extra Care scheme (£2m) planned for later years (was originally planned for 20/21)						

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	Q1 2017/18			25.84	25.00	
79. (F&CS) Council Tax Support Application - Average number of days to process new claims	Q1 2017/18			24.23	25	
80. (F&CS) Delivery of actions under 5 Core Themes of the People Strategy	Q1 2017/18			25	25	
84. (F&CS) % of services with a fully transactional on-line self service capability	Q1 2017/18			61	60	
85. (F&CS) % of invoices are paid within 30 days	Q1 2017/18			95.12	95	
88. (F&CS) % of Council Tax collected in the year	Q1 2017/18			94.51%	94.80%	
89. (F&CS) Percentage of Non-domestic Rates Collected	Q1 2017/18			97.66%	97.10%	
91. (F&CS) Produce the budget for 2017/18 to 2020/21, including detailed savings for 2017/18	Q1 2017/18			23.5	23.5	
92. (F&CS) % of local authority spend with Doncaster companies/ suppliers (CORPP01)	Q1 2017/18			70	70	
93. (F&CS) % increase in contracts procured in 2015/16 that have Social Value reflected in them	Q1 2017/18			62%	60%	
94. (F&CS) Percentage of expenditure (revenue transactions over £25k) that is within the framework of a contract.	Q1 2017/18			91.7	90	
97. (F&CS) Percentage of Lead Officers/Members appointed representatives that have attended the 'Partnership' training	Q1 2017/18			18%	25%	
98. (F&CS) Number of data protection breaches	Q1 2017/18			0	0	
99. (F&CS) % Members attending mandatory training (GOVS 01)	Q1 2017/18			34%	40%	
100 (F&CS) Percentage of Head of Service planning templates completed	Q1 2017/18			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	Q1 2017/18			9.31	8.75	
82. (F&CS) Whole Authority PDRs	Q1 2017/18			91%	95%	
83. (F&CS) % of channel shift to on-line services by Doncaster residents as a result of the delivery of the Digital Strategy	Q1 2017/18			26	55	
86. (F&CS) Council Tax Arrears	Q1 2017/18			18,352,519.21	19,000,000	
87. (F&CS) Business Rates Arrears	Q1 2017/18			7,012,494.18	6,350,000	
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%	
96. (F&CS) Percentage of significant partners that have had a completed partnership assessment	Q1 2017/18			100%	100%	

PI commentary

Directorate Indicator

PI 97: Lead officer and member appointed representatives that have attended the partnership training is currently 18% against a target of 25%. This is due to the influx of new councillors and the review of representatives.

PI 99: Members attending mandatory training is 6% below the 40% target; this is due to the influx of new councillors following the elections.








Whole Borough Indicator

PI 82: 91% of PDR's for all people managers were completed within timescale. The next target is 95% of all PDR's to be completed by 31st July





PI 83: The channel shift to online services is 26% There will be a focus on targeted marketing during quarter 2.

PI 87: The target for business rate arrears is £750K and we achieved £120k. It is well below target and is attributed to retrospective changes in liability being carried out in the current year.

Finance and Corporate Services Revenue

Traffic Light	Name	Quarter 1 2017/18		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Finance & Corporate Services Total Revenue Variance	118.372	20.198	-0.065
	Customers, Digital & ICT Revenue Variance	8.217	5.937	0.359
The largest pressure in this area at quarter 1 is the under recovery of income from schools and academies of £0.20m and funding the 17/18 salary costs for the new General Data Protection Requirement officers £0.12m. The service is considering options to increase the levels of schools income.				
	Finance & Corporate Director Revenue Variance	0.369	0.123	-0.018
No significant issues in this area at quarter 1.				
	Finance Revenue Variance	97.955	5.221	-0.482
Following a review of the Revenue and Benefits service, underspends of £0.34m have been identified and proposals for the use of this across F&CS are being developed. One-off salary underspends from a range of services totalling £0.15m will be used across F&CS in 17/18.				
	HR, Comms & Exec Office Revenue Variance	4.400	3.522	0.181
No significant issues in this area at quarter 1.				
	Legal & Democratic Services Revenue Variance	5.139	3.294	-0.055
No significant issues in this area at quarter 1.				
	Strategy and Performance Revenue Variance	2.292	2.100	-0.050
No significant issues in this area at quarter 1.				

Finance and Corporate Services Capital

Traffic Light	Programme Area	Q1 2017/18				
		Revised Base Budget	Q1 Projection (Full Year)	Revised Base Budget Future Years	Q1 Projection Future Years	Actual 17/18 Spend
		£m	£m	£m	£m	£m
	Finance and Corporate Services Total	12.14	16.67	43.30	42.98	0.30
The main changes from budget relates to the re-profiling of £4.76m of the Investment and Modernisation in 2017/18. The spend is low and is being reviewed during quarter 2 and will be subject to increased scrutiny during the year.						
	Customers, Digital and ICT	3.59	3.28	4.65	4.65	0.01
The £0.31m reduction from the Revised Base Budget reflects a lower level of reserve being available to the capital programme. For 2017/18 the largest elements of this programme are the renewal of Council Wide systems £1.25m and the ICT Strategy £0.59m.						
	Finance	8.25	13.09	38.65	38.33	0.01
No significant issues in this area at quarter 1. The main element of this area of the programme is the Investment and Modernisation Fund (IMF) £10.55m. The major change from budget is the re-profiling of £4.76m of IMF						
	Legal & Democratic Services	0.30	0.30	0.00	0.00	0.28
No significant issues in this area at quarter 1. The schemes in this area relate the relocation of the Registrars function from Elmfield Park.						

Learning and Opportunities - CYP Corporate Plan Performance Indicators and Finance

Overall Performance against Directorate Service Measures



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.(New) A4. Percentage of Children seen within appropriate timescales (to include CIN, CPP, CiC)	Q1 2017/18			77%	80%	
35. (L&O:CYP) A3. Percentage of Case File Audits rated Requires Improvement or better CT Contract Measure	Q1 2017/18			93%	95%	
36. (L&O:CYP) A8 Percentage of Children in Need with an open and current plan CYP (Childrens Trust)	Q1 2017/18			93%	95%	
37. (L&O:CYP) A1. Referrals to Children's Services that are repeat referrals within 12 mths (KIGS CH142) (Childrens Trust)	Q1 2017/18			27%	22%	
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)	Q1 2017/18			9.0%	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)	Q1 2017/18			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	Q1 2017/18			1,257	-	
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	Q1 2017/18			30%	-	

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)	Q1 2017/18			68.7%	-	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	Q4 2016/17			728	-	-	-
57. (L&O;CYP) Persistent Absence of Children in Care Primary schools (Absenteeism 10%)	Q4 2016/17	-		9.8%	3.8%	-	-
58. (L&O;CYP) Persistent Absence of Children in Care Secondary Schools (Absenteeism 10%)	Q4 2016/17	-		23.9%		-	-
59. (L&O;CYP) Percentage of Care Leavers in suitable accommodation (age 19-21 years) (Childrens Trust)	Q1 2017/18			82%	85%	-	-
60. (L&O;CYP) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years) (Childrens Trust)	Q1 2017/18			46%	48%	-	-
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)	2016/17			90%	80%	-	-
64. (L&O;CYP) Primary schools persistent absent rate (10% absenteeism)	Q1 2017/18			13%		9%	-
65. (L&O;CYP) Secondary schools persistent absent rate (10% Absenteeism)	Q1 2017/18			18.3%		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






No red / off-track measures

APPENDIX A Doncaster Childrens Trust Contract Measures Year 3 2017/18

Latest Result For Q1 2017/18

Traffic Light: Red- 2, Amber- 8, Green- 8, Not Yet Reported- 2

Directorate Service Measure	Last Update	D.O.T (6 Month Trend)	Value	Local Target	** RAG
37. (L&O:CYP) A1. Referrals to Children's Services that are repeat referrals within 12 months	Q1 17/18	Stable	27%	22%	
A2. Timeliness of Single Assessments (% completed by children's social care services within 45 days)	Q1 17/18	Volatile	83%	90%	
35. (L&O:CYP) A3. Percentage of monthly Case File Audits rated Requires Improvement or better	Q1 17/18	Stable	93%	95%	
34. A4. (New) Percentage of Children seen within appropriate timescales (to include CIN, CPP, CiC)	Q1 17/18	New for 17/18	77%	80%	
A06. Percentage of children currently on a child protection plan for 2 years or more	Q1 17/18	Stable	1.3%	3%	
36. (L&O:CYP) A8 Percentage of Children in Need with appropriate and current plan	Q1 17/18	Improving	93%	95%	
A09. Percentage becoming the subject of a Child Protection Plan for a second or subsequent time within a 2 year period	Q1 17/18	Volatile	10%	10%	
B8 (New). Percentage of Care Proceedings on Track to be completed within 26 weeks	Q1 17/18	New for 17/18	79%	90%	
B9. Stability of placements of CiC: length of placement >2 years	Q1 17/18	Volatile	66%	70.0%	
62. (L&O:CYP) B10. Stability of placements of CiC: number of moves 3 or more	Q1 17/18	Stable	9%	9.0%	
59. (L&O:CYP) B13. Percentage of Care Leavers in suitable accommodation (age 19-21 years)	Q1 17/18	Improving	85%	85%	
60. (L&O:CYP) B14. Percentage of Care Leavers in Employment, Training and Education (age 19-21 years)	Q1 17/18	Improving	47%	48%	
C14. Percentage of FTE Posts covered by	Q1 17/18	Improving	8%	8%	

agency staff (Social Care)					
C15. Staff Turnover (leavers in month expressed as % of FTE)	Q1 17/18	Stable	14%	16%	
C16. Percentage front line Staff Receiving Supervisions in Timescale in Accordance with Policy	Q1 17/18	Volatile	83%	90%	
C17. (New) Outcomes for families that have received family support on closure	Report at end of Q2	New for 17/18	Report at end of Q2	TBC	-
C18. (New) Length on intervention from family support services	Report at end of Q2	New for 17/18	Report at end of Q2	TBC	-
F01. Youth Offending Services - % of cohort completing their order in EET Situation	Q1 17/18	Quarterly Measure	85%	75%	
F02. Youth Offending Services - Reoffending rate after 12 months	Q1 17/18	Quarterly Measure	28%	32%	
F03. Youth Offending Services - Custody rates	Q1 17/18	Improving	0.22	0.42	

PI commentary

The revised suite of performance indicators arising from the Year 3 Annual Contract Review are in their first quarter. The following information is based on the Trust's Q1 2017/18 Performance Report.

The majority of measures either met or exceed target (Green Rated) or are within contract tolerance (Amber rated). Only two measures are Red RAG rated. Changes for this new reporting year show:

- Three measures have improved: Stability of short-term placements (B10); Care Leavers in suitable accommodation (B13) and Youth Offending Custody Rates (F03) improved from within tolerance to at or above target (Amber to Green). Care Leavers in EET improved from outside tolerance to within tolerance (Red to Amber).

- There are four new measures added to the contract: Children in Need with appropriate and current plan (including CIN, CPP, CiC), Care Proceedings on Track, Outcomes for families received family support, length of intervention from family support services.

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 was below target threshold cases in May 2017. 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 state they continue to set a high standard for assessments and will ask case holders to revisit them if they do not meet them, this will potentially extend timescales for the sake of quality. Tracking takes place by team and work is underway with team managers to recover performance and ensure tracking reports are used effectively.

B8- Care Proceedings Completed within Timescale

This is a new measure for 2017/18 designed to measure throughput of the care proceedings process and to increase sample sizes. The first quarter is 1% outside of tolerance, which the Trust reported equates to one case. This measure will be monitored for improvement as reporting continues each quarter.

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

An important 'bellwether' PI to demonstrate robustness of process. Performance remains outside target, just within tolerance. 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 DCSB 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.

A3 - Percentage Case File Audits Requires Improvement or Better

Performance remains within tolerance. 48% of case file audits are rated as 'Good' or 'Outstanding' a decrease from 51% last quarter, however 'Outstanding' cases improved from 3% to 7%.

There is a general trend of cases which require improvement or better and more cases are rated as good with a trend of fewer cases rated inadequate. Where cases are graded inadequate these have immediate action plans put in place that are monitored to completion by the Head of Service with an independent audit within 6 months. The DCSB receive a regular report of the audited cases from DCST.

Ofsted had rated some cases higher than the Trust's own internal audit and the Trust plan to review thresholds. The Trust has started work with audit to reassess the case level thresholds. In addition, historical case file issues are affecting current gradings even when current work is effective.

A4 - Percentage Children Seen within Appropriate Timescales

This is a new measure for 2017/18 designed to measure visit rates for all in children in need, including those subject to CPP or in Care. Visit schedules differ for each of these cohorts and this measure takes this into account. Performance is within tolerance. The measure is an important barometer for safeguarding and requires careful monitoring

A8 - Percentage Children in Need with Open and Current Plan

There is a new methodology attached to this PI which gives a more realistic assurance to oversight and was agreed in the annual contract review. Current performance is almost at target, within tolerance. Notwithstanding the methodological changes, the trend is improving. As the Trust states there will always be a time-lag as cases move between thresholds.]

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 remains within tolerance 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.

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 is showing an improving trajectory and is again within tolerance, however, this remains below comparator figures: 2016 outturn National average = 49%, Statistical Neighbours =58%.

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.






C14 -Percentage Frontline FTE Posts Covered by Agency Staff

This indicator is a challenge due to the highly competitive market and pressures from competing providers. Pleasing performance in May 2017 as more members of staff are in permanent contracts, a number of agency staff will always be inevitable, given the nature of children's social work.





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

Performance is within tolerance and reflects the improved challenge of teams. This is not a measure of casework supervision but one of general supervision.

Learning and Opportunities; CYP Revenue

Traffic Light	Name	Quarter 1 2017/18		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning & Opportunities C&YP Total Revenue Variance	88.151	46.457	2.196
	Centrally Managed Revenue Variance	8.894	0.662	-0.017
<p>The underspend of (£17k) mainly relates to a vacancy within LOCC. The arrangement for the Director covering AHWB is included within these figures which is 2/3s of the Director's salary being charged to AHWB and this available resource is being redirected to fund 2 interim Heads of Service and other back fill arrangements in LOCYP.</p> <p>Dedicated Schools Grant (DSG) for 2017/18 is showing an in-year uncommitted underspend of (£0.45m), made up mainly from expected underspends on High Needs Contingency £0.26m and Early Years Contingency £0.24m.</p>				
	Partnerships & Operational Del Revenue Variance	9.727	2.244	-0.077
<p>The projected underspend of (£77k) mainly relates to staffing vacancies (£47k), running costs (£25k), and there is additional (£5k) income expected from Early Years training charges. The Starting Well & Early Help Service is forecast to spend to budget following the staffing restructure in 2016/17.</p>				
	Commissioning & Business Devel Revenue Variance	24.889	2.522	0.991
<p>The overspend of £667k mainly relates to the unmet cut of £450k Education Services Grant (ESG), increased demand for children with disability placements £107k and additional Short Breaks £137k. LOCYP are currently undertaking a Directorate wide functional review which is intended to address the ESG pressure alongside additional savings required for 2018/19. This is being progressed through LOCYP Extended Leadership Group and has been reported to Executive Board (11th July 17). There is also a Short Breaks Task Group that is reviewing the service and the impact of this is that the financial position is improving and the pressure is expected to be mitigated from 18/19 onwards.</p> <p>The overspend shown is offset by school attendance fine income of (£125k) following the recent court case to enable Local Authorities to fine parents for school holiday taken in term time without permission and (£72k) one off saving in respect of the business systems contract. The Digital Council saving target of £286k have been met from one-off utilisation of Development fund budget. Work on delivering permanent digital council savings is progressing and is also being picked up as part of directorates functional review.</p> <p>The budget pressure on Passenger Transport, currently projecting an overspend of £324k, is being moved from R&E as at end June 2017 and will be subject to a full review of transport costs by LOCYP to tackle the overspend. The projected overspend shown is mainly due to the increase in costs relating to Home to School Transport for pupils attending The Levett School and those pupils placed Out of Area. The EMIS route forecasts used are as at June 2017, but these may change with the start of the new academic year in September and with the creation and award of a new Home to School/College and Social Care Transport contract (with effect from November 17).</p> <p>The Service Transformation Fund for LOCYP Change & Transformation Programmes is progressing as planned, and in 2017/18 the forecast is to draw down £974k from the 2016/17 c/f of £762k and the £850k allocated for 2017/18. The balance at year end will be c/f and there is planned spend against the full allocation in 2018/19 and 2019/20.</p>				
	Childrens Services Trust Revenue Variance	44.641	41.029	1.299
<p>Doncaster Children's Services Trust have supplied their Q1 monitoring report which shows that their projected overspend is £1.856m. The over spend is net of a contract variation that has been provisionally agreed for £1.115m to fund increased activity on the care ladder based on modelling submitted as part of the annual review. The 70/30 risk share mechanism agreement for 2017/18 means the Council are liable to fund the Trust for £1.299m of the overspend. The Trust's overspend mainly relates to care ladder placements despite the additional £1.115m contract variation due to more activity in OOA, fostering and SGO/CAO than forecast in the care ladder modelling. The Council is receiving financial updates but continues to have significant concerns over this level of overspend and the ability of the Trust to reduce spend within the budget.</p> <p>Note, DSCT have reserves of £73k, therefore do not have the funds to cover their share of the over spend.</p>				

Learning and Opportunities; CYP Capital

Traffic Light	Programme Area	Q1 2017/18				
		Revised Base Budget	Q1 Projection (Full Year)	Revised Base Budget Future Years	Q1 Projection Future Years	Actual Spend
		£m	9	£m	£m	£m
	Learning & Opportunities - CYP Total	10.85	9.25	21.04	29.70	0.35
The overall spend to date is very low however this is not uncommon at this part in the financial year (prior to school holidays when a significant amount of work is scheduled).						
	Centrally Managed	0.25	0.25	0.75	1.00	0.00
The £0.25m budget is set aside for emerging schemes and to cover various small overspends.						
	Commissioning & Business Development	0.63	0.48	0.93	0.40	0.00
Total spend relates to additional School Places £2.2m, Schools Condition Programme £2.0m, School Roof Programme £0.8m, additional Early Years places for the 30 Hours programme £2.5m, Safeguarding & Access schemes £0.3m and devolved schemes funded and spent directly by Schools £0.6m.						
The slippage from the original budget relates to delays on the Safeguarding & Access fund and delays in the creation of School Places.						
	Partnerships and Operational Delivery	9.97	8.52	19.99	28.30	0.35
The total spend includes work on the Starting Well buildings £0.4m. This allocation has reduced since budget setting based on revised cost of works received from Construction Services.						

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	2017/18			11	21	
08. (R&E) Number of Apprentices completing a Level 3 or above qualification as part of the Council's Internal apprenticeship Programme	2017/18			54	-	
09. (R&E) Total new, FTE jobs, created through Business Doncaster, which have a life expectancy of at least 1 year.	2017/18			328	270	
14. (R&E) Overall Investment gained (into and within Doncaster) with the support of Business Doncaster	2017/18			£21.27m	£5m	
22. (R&E) Cumulative total number of new apprenticeships created since April 2013 (Mayoral Target).	2017/18			1,193	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	Q4 2016/17			43.6%	35.2%	
48. (R&E) Percentage of land and highways that are assessed as having deposits of litter and detritus at the required standards	Q1 2017/18			97.16%	82%	
49. (R&E) Percentage of fly tips investigated and removed within 5 days from public areas	Q1 2017/18			79.97%	82%	
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	Q1 2017/18			95%	80%	
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	Q4 2016/17			11.1%	10%	8.4%	10 %
03. (R&E) % residents in highly skilled occupations	Q3 2016/17			32.6%	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)	2017/18			£103.5m	£91m	-	-
11. (R&E) Percentage of retail and retail service units occupied in the core area	Q1 2017/18			89.1%	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	Q1 2017/18			4.40%	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)	2015/16			6.8 tonnes	-	6 tonnes	7.3 tonnes
54. (R&E) Net additional homes provided (Council and private sector provider/build)	Q1 2017/18			303	-	-	-
55. (R&E & SLHD) Total number of empty homes, as determined from Council Tax records 5	Q1 2017/18			3,562	-	-	-
56. (R&E & SLHD) Number of affordable homes provided (Council, and private sector provider/build)	2017/18			8	8	-	-

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 late 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 quarterly target. However, a significant improvement has been achieved from the 60% achieved in Quarter2 last year such that the service is marginally off track (80% vs target 82%). This comes at a time of larger job volumes being identified via improved customer access options (e.g. app, online etc). There were over 2200 fly-tipping jobs in last Quarter.

Regeneration & Environmental Revenue

Traffic Light	Name	Quarter 1 2017/18		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Regeneration & Environment Total Revenue Variance	126.950	37.454	0.513
	Development Revenue Variance	9.160	2.572	0.271
Projected overspends from Planning £48k, Transport Strategic Design & Infrastructure £32k, Strategic Housing £19k, Bentley Training Centre £87k and Accredited Learning £87k. The figures for Development Management and Building Control contain £46k overspend relating to unallocated Digital Council saving targets; however, the service contend that the other £46k declared achievable by the DC team 2017/18 also cannot be delivered.				
	Director Of Regen & Enviro Revenue Variance	-0.362	-0.403	0.028
Small overspend projected due to unbudgeted £22k contribution to Economic Strategy. It is currently assumed that directorate wide savings targets (Digital Council, Professional Business Support, Procurement and Agency staff) are either achieved or reduced through allocation of Service Transformation Fund.				
	Environment Revenue Variance	64.718	31.449	0.275
Main factors contributing to the overspend are, Waste and Recycling £163k overspent due to Unplanned contract extension costs £426k, This is offset by additional income from the Recycling Rebate -£70k and underspends on green waste, Disposal Costs and collection costs. Further underspends on Streetlighting due to reduction in energy spend £40k and Highways expenditure £48k. Overspends within environment include £100k in Regulation and Enforcement for unallocated savings, £56k corporate health and safety due to the service withdrawing charging against internal capital works and Environment overspends of £50k mainly due to income shortfalls and historic budget pressures. There are several significant assumptions made which have been made, should these not materialise then the overspend may reduce. These are that streetlighting will underspend on energy enough to meet the savings already taken and the one off contribution to streetscene. Also assumptions have been made that as part of the new collection contract DMBC will not begin to receive the Recycling rebate of £70k each month until March and also the new waste vehicles will not be purchased by DMBC and a monthly adjustment will be made due to the borrowing costs until March. Should either of these occur sooner than a reduction in spend shall occur.				
	Trading & Assets Revenue Variance	53.435	3.836	-0.061
Projected overspends against Assets £573k (of which £452k relate to the Appropriate Assets savings target), Public Buildings Maintenance £200k, Markets £176k. Fleet is expected to underspend by £1,038k mainly due to slower than expected vehicle replacement which has created underspends against budgets used for the repayment of borrowing and interest.				

Regeneration & Environment Capital

Traffic Light	Programme Area	Q1 2017/18				
		Revised Base Budget	Q1 Projection (Full Year)	Revised Base Budget Future Years	Q1 Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	Regeneration & Environment Total	90.80	98.05	120.43	146.98	16.05
Significant issues continue to exist 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 the Revised Base Budget 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	31.44	31.08	41.22	59.97	8.84
Main areas of spend include FARRRS Phase 2 (£7.2m), CCQ Multi Storey Car Park purchase (£5.9m), High Speed Rail college (£4.4m), Colonnades Refurbishment (£3.2m), DN7 Unity Link Road (£2.9m), St Sepulchre Gate/Station Forecourt (£2.2m), Doncaster Market SCRIF Element (£1.4m), Minor Transport Schemes (£1.4m), Robin Hood Business Park Development (£1.0m) and Doncaster Culture & Learning Centre (£0.9m). Although the Quarter 1 projection is similar to the Revised Base Budget c. £7.4m has been re-profiled to later years (main variances outlined below) but there have also been c. £6.9m of new additions relating to the CCQ car park and the Culture & Learning Centre.						
CCQ Cinema Infrastructure - £0.5m reduction. £0.6m re-profiled to 2018/19 after delays in scheme due to termination of the Waterdale Development Agreement. The funding is restricted to public realm expenditure which, if the Council undertakes the scheme, would now be in 2018/19. If the SCR allow other expenditure to be eligible it could be brought forward again. Also includes an additional £0.1m relating to the purchase of preparatory cost information from the original developer.						
SCRIF Urban Centre Doncaster Markets - £1.9m re-profiled to 2018/19 mainly from delays relating to the process of negotiating tenancy arrangements.						

SCRIF Urban Centre Waterfront West - £0.8m re-profiled to 2018/19 due to delays in defrayal of grant award to Network Rail, which results from the timing of their development						
SCRIF Urban Centre Lakeside Power - £0.6m reduction in 2017/18 due to removal of scheme from the programme (£1.275m across all years). NPG have confirmed that the sub-station is no longer required so SCRIF match funding will not be needed and can be re-allocated by the SCR						
FARRRS Phase 2 - £0.7m reduction mainly due to re-profiling of costs to 2018/19 resulting from the revision of the CPO statutory period from 3 weeks to 3 months, which has put back the expected start on site date						
DN7 – £3.0m re-profiled to 2018/19 to reflect further delays in resolving third party issues surrounding shared value in the development to be serviced by the new road. These issues impact on the contribution agreement for the road, it's subsequent start on site, easements from Network Rail and the CPO. Independent arbitration is being sought. 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.						
Other Issues: -						
SCRIF Urban Centre St Sepulchre Gate/Station Forecourt - SCRIF submissions include £1.0m of public sector funding in 2021/22, the source of which has not been formally identified. Relates to Phase 3 but failure to deliver Phase 3 may have clawback implications for grant drawn down in previous phases.						
SCRIF Urban Centre St Sepulchre Gate/Station Forecourt - £1.0m SCRIF claimed for demolitions but only represented by £0.9m expenditure identified on the ledger. £0.13m of this may be ineligible due to expenditure on the wider project rather than demolitions and £0.11m may be ineligible because the actual payment was not made from the bank account by the claim date. Therefore £0.34m is at risk of claw back. Further spend on demolitions is expected 2017/18, which may not be eligible for the remaining grant and may also require resources identifying. Position needs clarification before CFO sign off of declaration of expenditure.						
	Development - Housing	34.42	35.65	64.81	65.83	6.87
An additional £2.24m HCA grant funding has been approved and built into the Council House New Build programme over the next two years.						
Fire Safety / Sprinkler Systems in High Rises - Report submitted to cabinet for approval on 18th July. Figures not yet included as not yet known, will be included at Q2.						
The main areas of forecast spend are:- Planned Maintenance to HRA properties (£17.1m) and Council House New Build (£12.7m).						
The main areas of forecast spend are:- Planned Maintenance to HRA properties (£17.1m) and Council House New Build (£12.7m).						
The priorities of the housing capital programme (as approved by Council 2nd March 2017) in 2017/18 are:						
1. Creation of new affordable homes through the Council House Building programme and Registered Social Landlords.						
2. Improving and maintaining the existing housing stock.						
	Environment	11.89	20.85	12.19	16.24	0.00
Main areas of spend are Smartlight Phase 2 (£4.7m) and Transport Schemes (£7.1m) plus new additions for Waste Collection Vehicles (£6.7m) and Waste Bins for co-mingled recycling (£2.3m). The 2017/18 programme has increased by c. £8.6m largely due to these new additions.						
	Trading & Assets	13.05	10.47	2.21	4.94	0.35
Main items of spend are Herten Triangle (£3.2m), Corn Exchange Roof & Façade (£1.3m), Arthur Street Development Ltd. Share Purchase (£1.3m) and North Bridge Depot Modernisation (£0.8m). The 2017/18 programme has reduced by £2.6m from the Revised Base Budget mainly due to the re-profiling of schemes as outlined below.						
Herten Triangle - £2.5m re-profiled to 2018/19 reflecting a September 2017 start on site; a more accurate profile will be included in future report.						

Strategic Risks

Current Risk	There are currently 17 Strategic Risks and all have been updated as part of the Q1 reporting process. The heat map shows a summary of the scores and a more detailed update is included in Appendix A.
<p>Likelihood</p> <p>Impact</p>	<p>No current strategic risks have been proposed for demotion.</p> <p>The following new strategic risks have been proposed:</p> <ul style="list-style-type: none"> As a result of insufficient capacity and skills in AHwb commissioning, contract management and monitoring is not effective, leading to non-compliance with legislation and internal governance and delaying plans for joint health and social care commissioning. Workforce issues in AHwb and support services, including vacancies, recruitment, staff development and sickness, reduce the ability to transform at the pace required in current plans, leading to an inability to modernise services sufficiently to achieve the requirements of the Place Plan and Medium Term Financial Forecast. An underdeveloped local market and ineffective market management affects the ability to change services, leading to market instability and difficulty in meeting the needs of vulnerable people.

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	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 2017/18 plan. Self assessments across the council for statutory returns have been completed, policy management and sign off to acknowledge the strategy and e-learning training completion have been a focus for this quarter. A huge task to ensure we can respond effectively to the GDPR by May 2018 is required and training for information asset owners has taken place to establish responsibilities and raise awareness
<p>16</p> <p>Likelihood</p> <p>Impact</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)</p>

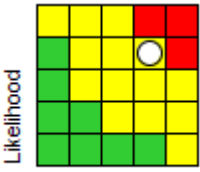
Children and Young People do not achieve in line with national expectation

Damian Allen

Current Risk	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. To date the reading strategy has targeted 55 schools with results of less than 60% (which is 6% below the national average). Of the 55 schools, 43 have demonstrated improved outcomes and 8% are at either the same level or have had a slight drop. Reading strategy schools have improved performance by an average of 12% which is much higher than the national average. The new Raising Achievement Strategy is in place and work is continuing on drafting a Raising Achievement Plan to deliver the strategy. A 3rd meeting is due to be held on 13th July 2017 for the new Ofsted Leadership Network, the aim of which is to facilitate schools having an increased understanding of the Ofsted framework. Plans are continuing for a Secondary Teaching School Alliance (part of PiL), with the focus on transition, reciprocal reading and subject leader networks.
<p>16</p> <p>Likelihood</p> <p>Impact</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 is being delivered Deliver aspects of the One Doncaster Education and Skills 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)</p>

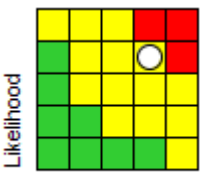
Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal

Pete Dale

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

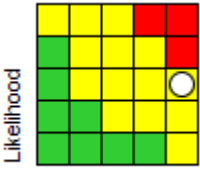
As a result of the decision for the UK to leave the European Union there is increased uncertainty across a number of policy and funding areas that could lead to disruptions in funding and/or projects locally in Doncaster.

Simon Wiles

Current Risk	<p>CURRENT SITUATION: During June 2017 the queens speech alluded to key pieces of legislation which will enable the UK to exit the European Union and there are around 8 pieces of legislation which are likely to go through parliament. The uncertainty still remains, however the government have provided more of a road map in which to exit the European Union .</p> <p>MITIGATING ACTIONS: Review key pieces of legislation and work with regional and national government to ensure impacts of exiting the European Union are minimised as much as possible.</p> <p>TARGET SCORE:4 (IMPACT) X 2 (LIKELIHOOD)</p>
<p style="text-align: center;">16</p>  <p>Likelihood</p> <p>Impact</p>	

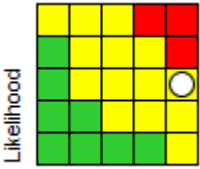
Failure by the Council and the Trust to agree and set a realistic annual budget target

Damian Allen

Current Risk	<p>Current position: The Q4 Finance report, set out the provisional outturn for the financial year, subject to external audit, a surplus of (£23k), Under the 75/25 risk share mechanism in the contract for 2016/17, DMBC was entitled to (£17K) of the surplus but has agreed to waive claiming this back from the Trust. The provisional outturn figure included in the year contract variations providing DCST with additional funding of £3.5m, mainly in relation to children placed in care costs. The main pressure on budgets is placements, transport and legal costs for children and young people. The repatriation of children placed out of area policy should help wherever this is achievable, given the need to balance financial considerations with the health, education and social care needs of children. The other presenting issue is the level of demand from the community at the ‘front door’ for possible early help / social care provision. It is pleasing to note that there has been underspend on pay costs due to reduced engagement of Agency workers.</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 style="text-align: center;">15</p>  <p>Likelihood</p> <p>Impact</p>	

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

Damian Allen

Current Risk 15  Likelihood Impact	<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 Head of Service level. The first Ofsted Monitoring visit took place in August 2016 and concentrated on management of demand at the front door and quality of practice and found that significant progress is being made to improved services for children and that no children were deemed to be at risk of significant harm. The quality of provision was found to be better and that prompt and appropriate action is taken to address safeguarding concerns this is evident in the quality of assessments and ensuring children are seen alone and their views heard. However, there remain inconsistent quality of assessments and timeliness is deemed variable. In addition, more work is needed to ensure that thresholds for social care intervention are understood across the partnership. The 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. Ofsted is visiting the Trust for a final stock-take meeting in July 2017, pending the likely re-inspection of social care and safe-guarding which is expected to take place in September 2017. <u>Safeguarding in schools and DMBC interdependent services</u></p> <p>Audit / Inspection Outcomes:</p> <ul style="list-style-type: none"> • Ofsted - 94% of Doncaster schools / academies inspected during the period June 2016 to June 2017 were judged effective for safeguarding • S175/157 annual safeguarding reports show year on year improvements to safeguarding in Doncaster schools • S11-19 Heads of Service and Managers have completed a full S11 audit and action plans shared with DSCB. This demonstrates how safeguarding is strengthening across all service areas • S11 - Dip sampling of schools and academies has taken place (July 2017) this demonstrates how schools are meeting S11 statutory duties (in addition to S175) <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>The DSCB receives a regular report of the audited cases from the DCST and regularly reviews the quality of Multi-Agency thematic audits at its Quality and Performance Sub Group.</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</p>
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safeguarding concerns with improvements evident in the quality of assessments and enquiry; that children are seen alone and their views are heard and Ofsted noted the pace of improvement. DMBC focus continues to be to ensure that quality of practice and assessment completion is more consistent and embedded and that a sustainable financial and operating model is in place.

Safeguarding in Schools and DMBC Interdependent Services:

- Annual safeguarding report to be submitted to the DSCB
- New Ofsted complaints linked to safeguarding handling, monitoring in place, analysis is provided and lessons learned implemented
- New part-time safeguarding officer post to commence August 2017 to support the LA Safeguarding Manager and develop effective anti-bullying strategies.

Target Risk Score: 5 (Impact) x 2(Likelihood) = 10

Failure to successfully prevent a major cyber attack

Simon Wiles

Current Risk	Current Position: The score remains the same however we are in a good place to respond to a cyber-attack. Our system patching process and regime remains strong and we now have a completed Cyber Incident process document. The threat remains real but we are in a stronger position than most of our counterparts.
<p>15</p> <p>Likelihood</p> <p>Impact</p>	<p>Mitigating Actions: We are constantly evaluating the strength of our perimeter security and internal processes and procedures to ensure we are adequately protected. Due to the nature of virus outbreaks and the constant variation of these we will still carry a risk.</p> <p>Target Score: 3 x 2 = 6</p>

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

Damian Allen

Current Risk	Current Position: The Children and Families Partnership Executive Group is the forum for the arrangements to discharge the S10 statutory responsibility which is a new core group of leading partner members.
<p>12</p> <p>Likelihood</p> <p>Impact</p>	<p>Mitigating actions: Arrangements are now in place following the governance review which see a new Executive Board to formalise the former interim Executive Group and which will meet monthly and which will provide overarching governance and delivery oversight across the partnership of the CYPP along with a new fit for purpose sub structure and a new strategic forum which will meet quarterly to comment plan and shape the CYPP championing the voice of CYP,.</p> <p>The new JSNA is a more dynamic document as is the consequential Children’s plan for 2017-2020 which has now been formally launched and disseminated extensively through partnerships. The Participation and Engagement strategy is pending formal sign-off and dissemination.</p> <p>Mitigating Actions: The publication of the three key documents JSNA; CYPP and P&E strategy will considerably mitigate this risk as well as the implementation of a fit for purpose governance structure both underpinning the board and laterally in relationship to other strategic boards ,which will enhance the functionality of the Children and Families Partnership Strategic Forum as the keystone in the oversight and management of the children’s strategic partnership across the entire ‘estate’</p> <p>The Governance sub structure is aligned with and reflects the CYPP. A new Participation & engagement sub group has been in place since Dec 2016 and has been active developing the Participation & Engagement strategy and the co-production of the CYPP and the PES with children and young people and a child-friendly version of the PES will be produced in September 2017 to mirror the child-friendly version of the CYPP.</p>

Target Risk Score: 4 (Impact) x 2(Likelihood) = 8

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

Peter Dale

<p>Current Risk</p> <p style="text-align: center;">12</p>	<p>Current Position: Failure to respond adequately to borough emergencies is a possibility in the event of a major incident which requires mutual aid activation from partners in the emergency services and other local authorities. This due to the current national responses and recovery arrangements which are ongoing and the mutual aid arrangements which are currently active to support the terrorist attacks in Manchester and London.</p> <p>Resilience and Emergency Planning have supported the response to 20 incidents since April 2017.</p> <p>Preparedness arrangements</p> <ul style="list-style-type: none"> • Following the Manchester and London attacks the UK Threat Level for International Terrorism remains at Severe. There is no specific intelligence of threats to South Yorkshire. • Resilience and Emergency Planning are continuing to liaise closely with SY Police on planned events in Doncaster to ensure that they can consider the details and attendance profile of each individual event. • Resilience and Emergency Planning supported the delivery of a strategic terrorist fire arms incident exercise in June 2017. The exercise received full support of DMBC on-call Gold Officers and Local Resilience Forum Partners. The exercise provided the ability to rehearse the South Yorkshire strategic arrangements for command, control, coordination, consequence and impact management, public reassurance, recovery and organisational resilience. • Locally an exercise to rehearse the response to incident at the Scottish Power Control of Major Accident Hazards (COMAH) site at Hatfield Woodhouse was also held in June 2017 with partners from the emergency services. The exercise aimed to ensure that the consequences of a major accident at the COMAH were responded to both onsite and off-site. • Resilience and Emergency Planning have been providing updates to local communities as part of the Tenth anniversary of the floods in Doncaster in June and July. The aim is to give people in the borough a chance to reflect on the floods of 2007 and find out about the range of improvement works that have taken place, as well as helping them guard against future flooding. <p>Response arrangements</p> <p>Doncaster Council has activated its Corporate Emergency Response arrangements to respond to the attacks in Manchester at Strategic and Tactical level and has worked closely with partners and emergency services in South Yorkshire to put arrangements in place to reflect the threat level increase and provide information and support to staff, members, event venues, schools and those affected by the attacks.</p> <p>Doncaster Council has been providing support to the Local Authorities and partners working within the Grenfell Response and Recovery Group.</p>
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The agreed standards and policies are not adequately understood and implemented by practitioners who work with vulnerable adults increasing the risk of vulnerable people experiencing harm or abuse

Damian Allen

<p>Current Risk</p> <p>10</p> <p>Likelihood</p> <p>Impact</p>	<p>Following on from a Peer review (November 2015) and subsequent follow up review undertaken by Dr Adi Cooper (September 2016) the Safeguarding Adults Hub was formed to manage all Adult Safeguarding and MCA DoLS for Doncaster.</p> <p>This brought together what were previously separate teams, workers from Area Teams and also a Health Worker. All based within the same building as the District Nurses Single point of Contact for Health, the Police Public Protection Unit, Child Sexual Exploitation Service and the Domestic Violence Team, facilitating easy access to a variety of key teams and personnel to facilitate information sharing to inform robust decision making.</p> <p>The Safeguarding Adults Hub was formed in April 2016 and has been in operation for 14 months. During this time the system and process has changed to ensure that we are Care Act compliant and applying the principles of Making Safeguarding Personal. All Safeguarding is now Managed within the Team enabling better management and monitoring of cases and ensuring a greater level of consistency. The Teams staffing resource has increased in order to facilitate these changes and has resulted in cases being responded to in a more timely manner at the front door.</p> <p>In response to the Peer Review a comprehensive multi-agency action plan was produced with clear actions and timescales and this has been reviewed on a regular basis, The action plan was updated following the review undertaken by Adi Cooper which resulted in positive feedback. As at 5th July 55 out of 64 actions were complete with 6 actions still in progress. These are discussed and reviewed at the Performance and Quality sub group of the Safeguarding Adults Board (DSAB). Regular performance reports are completed and reported on to the DSAB for governance purposes.</p> <p>The Board continues to provide a multi-agency training programme to support staff across the multi-agency partnership to deliver safeguarding in line with South Yorkshire Procedures and the Care Act 2014.</p> <p>Mitigating Actions</p> <p>The Board has revised its Performance and Assurance framework which is providing assurance to the Board that safeguarding practice is now outcome focused and in line with the 6 principles of safeguarding adults.</p> <p>The Council has now developed a draft Safeguarding Adults Policy and is currently working to develop internal safeguarding procedures all of which are aligned to South Yorkshire procedures and will be accompanied by mandatory training for key staff.</p>
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Risk Title (Risks with a score of less than 10)	Risk Score	Owner
The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation	9	Damian Allen
Failure to achieve the budget targets for 2016/17 and 17/18	9	Simon Wiles
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 Childrens 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 identify and manage Health and Safety risks	8	Peter Dale
Failure to implement the Council's key borough objectives in partnership	6	Simon Wiles

Equality, Inclusion & Diversity

Equality, Diversity & Inclusion (EDI)

continues to underpin the work and ethos of the Council at all levels. Work is still underway to structure our EDI objectives around our council and partnership priorities and our revised EDI Framework will be in place for October 2017.

Both Elected Member and Senior Officer EDI champions are now in place to help shape and deliver our EDI priorities.

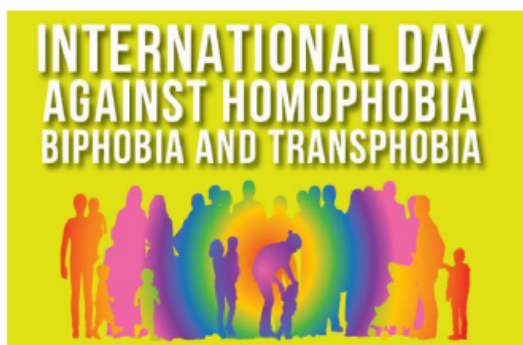
The following highlights are just a sample of the varied achievements and activity that took place during quarter 1.



We supported International Deaf Awareness Week (15th May

2017). HR&OD worked with DMBC Deaf Instructors to deliver a signing drop in workshop – they taught 16 people to sign their name, and deliver basic greetings. We also provided teams with hand outs to teach these greetings to their teams.

International Day Against Homophobia, Biphobia and Transphobia (17 May 2017). HR&OD had a stall in the atrium in partnership with Doncaster Pride and Unison where they provided information and support to over 60 members of staff.



The Rainbow flag was also raised in Sir Nigel Gresley Square and above the Mansion House. An image of the flag was shared on the Doncaster Pride Facebook page and reached over 3500 people. Five people also registered their interest in starting a LGBT+ Staff Network.

Gypsy, Roma, Traveller History Month

(28 June 2017). HR&OD, in partnership with EMTAS and the Virtual School held an awareness raising event. We saw over 85 members of staff, staff were also asked to choose a winner of the GRT History Month in schools art completion. Some example quotes:

- It's just the media, they get it wrong so often
- Why don't we know any of this - why don't we hear any of this good stuff?
- Thank you for this - I'd never know about him (Jack VC)
- I know it's not right to say they're all the same
- I've been to Appleby before, this is great that we are having something here
- It's great that you've got the children involved



We have also introduced new frameworks for **apprenticeships and work experience provision**, which combined with the Council's involvement in the **National Graduate Development Programme** for the LGA has enhanced the profile of the council for younger recruits.

Workforce Digest Summary

During the quarter considerable support has continued to be provided to the Council's improvement and transformation agendas, in particular the Adults, Health and Well Being programme, including their recruitment campaign and the emerging Doncaster Growing Together (DGT) programme.

Support continues to be provided in **remodelling the organisation** through managing restructures and service reviews which continue to increase in terms of size, complexity and urgency of timescale and impact on other areas of HR and an increase in post restructure organisational development activity. There has been an increase in requests for OD support to aid resolution to unresolved workplace conflict and more timely management and resolution needs to take place to stop such issues escalating.

The **Supporting Staff Framework** launched this quarter provides effective support to staff going through workplace changes. Support and development has continued around retraining, upskilling and deployment of employees which continue to bring benefits for both the individual and the organisation. Work has continued around apprenticeships, work experience and National Graduate Development Programme recruitment which has enhanced the Council's profile, in particular regards younger recruits.

Performance management continues to be embedded through the Leadership and Management Development Framework; with coaching skills and bespoke development sessions for managers and their teams remaining popular and successful interventions. The Framework has been expanded this quarter to include new Manager Induction sessions, Management Development Bootcamps and bite size sessions around courageous conversations, resilience and emotional intelligence.

Focus has remained on performance management as this was a key quarter for **PDR completions for people managers**. This needs to be sustained given the challenging target for all PDRs to be completed early in the next quarter. Improved governance around key programmes, together with an increased emphasis on effective project and programme management training has strengthened the Council's approach.

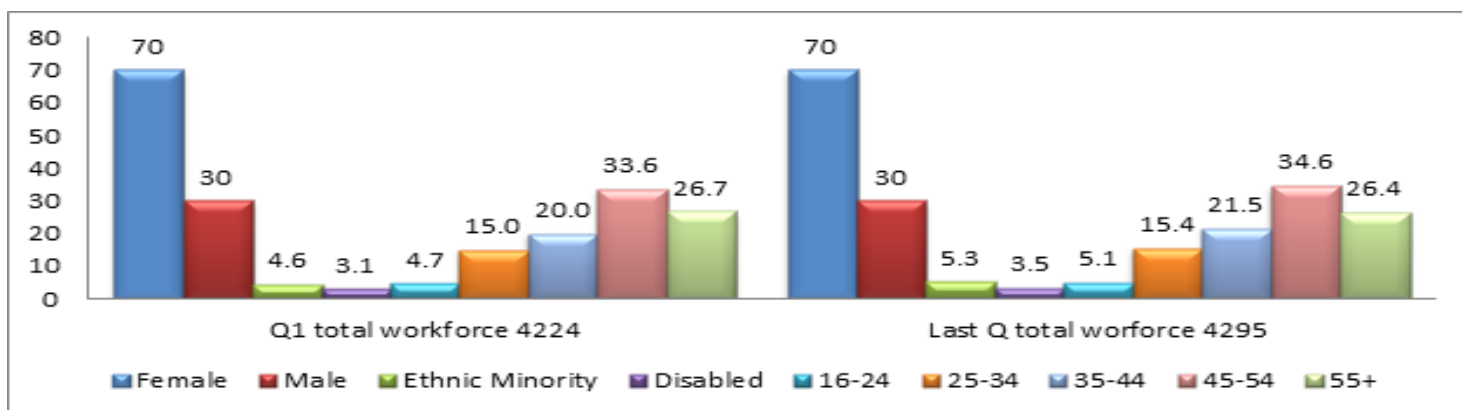
Levels of casework, which had previously been falling, have begun to increase, as have timescales for resolution, with just less than two thirds being dealt with in the eight week timeframe. Further targeted development needs to be considered to reinforce standards in some areas and to create the capacity for managers to deal with these issues more effectively to ensure that there is **capacity for greater support for strategic and transformational activity**.

The Council's commitment to **diversity** continues to be embedded in the workplace and events were run to mark the International Day against Homophobia, Alzheimer's support, and Gypsy, Roma and Traveller History month.

Outcomes from this quarter's workforce digest have identified a number of continuing HR and OD risks, specifically **organisational and workforce capacity; performance management and additional workforce spend**. The Leadership and Management Development Framework has been expanded this quarter to support **building capacity** to manage change effectively and ensure our leaders are equipped with the right skills and knowledge to deliver on the Council's priorities. This was also a key quarter for PDR completions for people managers, which at 91% is just below the required target of 95%. This quarter has also seen a reduction in overall additional workforce spend down by 4% from £2.05m to £1.96m.

Current projected sickness is 9.31 days lost per full time employee, compared to an overall target of 8.75 days for Quarter 1; and is a reduction of 0.59 days from the last quarter outturn (9.90 days). Although the reduction signifies an improvement on the last quarter, should this level of performance be maintained will result in both the corporate target not being achieved and the downward trend not being sustained.

Council Workforce Profile compared to last quarter shown as %

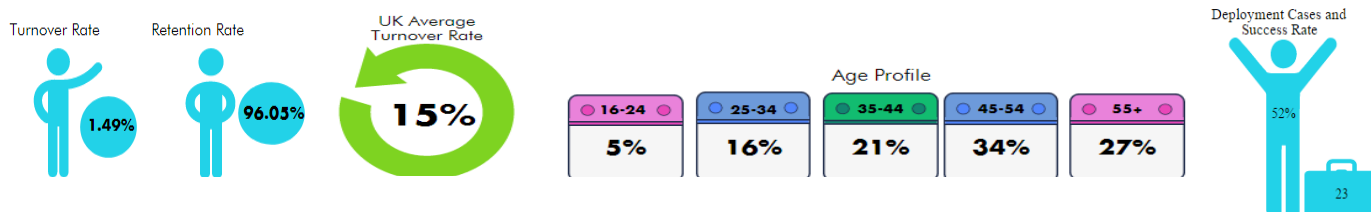


The following provides an update on the more significant risks.

1. Organisational and Workforce Capacity

What are the issues?

- Consistently low turnover rate and consistently high retention rate (in comparison to national average) poses a risk to organisational renewal.
- Age profile of the workforce shows imbalances at each end of the spectrum
- Adaptable and flexible approaches to recruitment and stronger job design to ensure the Council has the right people in the right jobs with the right skills at the right time.



Actions taken and outcomes achieved

Adults, Health & Wellbeing

- There has been no further progress on the HROD plan for the directorate in Q1 as the plan was put on hold in order to allow time for the recruitment to crucial posts in the PMO Team; work will commence again in August 2017. However, bespoke team sessions and further development has continued to support the transformation programme, with a focus on up-skilling staff and emphasis on the required behaviours for the new ways of working.
- The recruitment campaign has continued and 19 appointments have been made to date, with a mixture of internal and external candidates appointed.
- Greater challenge on job design is undertaken by Senior HROD Officers with managers to ensure improved quality of job descriptions. There are still a number of managers who are agency workers that do not have sufficient knowledge in this area and this is having an impact on this work.
- Opportunities to create apprenticeship jobs are being explored at relationship management meetings with Heads of Service.

Finance & Corporate Services

- Following the previous creation of a trainee solicitor, post options are now being explored to create a pathway from that into a fixed term post initially. This will have a positive impact on the age profile of the Legal team and retain someone whose development we have already invested in over the last two years.
- Four redeployees were successfully redeployed into other posts within the council retaining knowledge and skills and saving on redundancy costs.

Learning & Opportunities: Children & Young People

- Workforce planning session scheduled to take place on 16 August.
- Attempts to recruit externally to posts vacant following the management review had mixed levels of success. Work started in Q1 to identify a recruitment partner to support the directorate to fill these key posts.
- Following the management review which was implemented in Q4 of 2016/17, initial work commenced in Q1 to plan for a review of functions and structures below management levels. The review will take place throughout the 2017/18 year with implementation of the new structure on 1st April 2018.

Regeneration & Environment

- Key actions from workforce planning sessions continue to be embedded and inform reviews of structures.
- A number of additional apprenticeship and career graded posts have been created to support succession planning.

2. Managing Performance

What are the issues?

- PDR completion rate is below the corporate target of 95%.
- Sickness absence rate is above the corporate target of 8.75 days. The top three reasons for sickness are muscular/skeletal, stress / depression / anxiety and infection / virus.
- Continued low levels of managing employee performance cases
- Compliance with completing mandatory training



Actions taken and outcomes achieved

Adults, Health & Wellbeing

- Sickness levels have reduced by 0.87 days per FTE from Q4
- The Managing Attendance Action Plan for 2017/18 has been approved and now includes sickness absence clinics at Head of Service level. These have been introduced to challenge and support managers on actions taken to monitor and improve short term and long term sickness absence. In addition, a programme of “spot check” meetings has been agreed to assess compliance with policy and procedure. Bespoke sessions with managers and employees on understanding the managing attendance process and their own accountability with regard to this have also been undertaken.
- PDR completion rates have continued to be sustained with 91% of managers’ PDRs completed by the deadline in May of this year. Development plans are in place for anyone assessed at level 4 and 5. A number of informal and formal performance plans are in place across the directorate with HROD providing support and guidance.
- Bespoke people management development induction sessions have been held including follow on work with staff on performance standards and behaviours
- There has been significant improvement in the number of staff undertaking mandatory training.

Finance & Corporate Services

- Sickness levels have reduced by 0.22 days per FTE from Q4
- A new directorate managing attendance action plan was drafted. It is expected that this will be approved and implemented during Q2.
- PDR completion rate for people managers was 96% by the deadline.

Learning & Opportunities: Children & Young People

- Sickness levels have reduced by 0.22 days per FTE from Q4
- The directorate's managing attendance action plan has been reviewed and updated in order to tackle hotspot areas, short term absence, identify trends and challenge actions taken by managers.
- Sickness absence issues, including unactioned triggers, are discussed with Heads of Service during monthly relationship management meetings to challenge performance, change behaviour and improve performance in future.
- Deadlines for PDRs were publicised through Extended Leadership Group and Senior Leadership Team meetings and Director's monthly briefing to staff. People managers' completion rate by the May deadline was 86%.

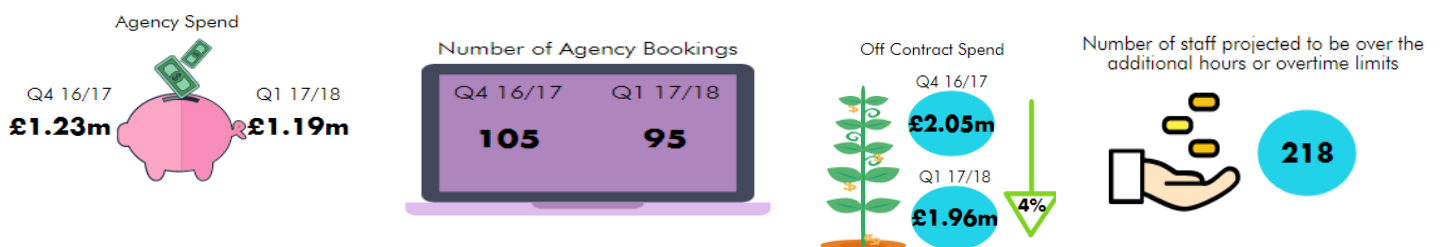
Regeneration & Environment

- Sickness levels have reduced by 0.59 days per FTE from Q4
- The directorate's action plan for managing attendance has been reviewed and updated in order to tackle hotspot areas, problematic cases and long term absence. Stretch performance targets have been set by each service area.
- PDR completion rate for people managers was 92% by the deadline. Underperformance continues to be monitored and action plans for all who were assessed at levels 4 and 5 are progressing.
- The outcomes of the directorate's pilot of the We Thrive engagement survey tool continue to be embedded.

3. Additional Workforce Spend

What are the issues?

- Continued high spend on agency workers
- The total off contract spend (including agency, overtime and additional hours) is above average operating at 9.96% compared to an average for other large organisations of 5% - 8%.



Actions taken and outcomes achieved

Adults, Health & Wellbeing

- The length of agency assignments, governance and spend in the directorate is being robustly monitored and the number of assignments continue to reduce. Further appointments to temporary posts following the recruitment campaign will also reduce the need for off-contract spend on agency workers.
- Additional hours, overtime and excessive working patterns are continuously monitored on a monthly basis at Heads of Service meetings. New ways of working have been introduced to alleviate these issues in the directorate, e.g. annualised contracts in STEPS, new rota patterns in the HEART and ARC services. Further work is still required in the Learning Disabilities services and this will be picked up in the review of the service.
- Longer term workforce planning to continue to be picked up by Senior HROD Officers in Heads of Service meetings.

Finance & Corporate Services

- Overtime and additional hours are monitored on a monthly basis. Any areas of concern are flagged up to DLT and discussed with appropriate Head of Service/manager to identify solutions to minimise the risk of exceeding caps.
- Use of agency workers is monitored and extensions challenged. Actions taken to ensure appropriate authorisations are in place where needed, e.g. ODRs.

Learning & Opportunities: Children & Young People

- Overtime and additional hours are discussed with Heads of Service during monthly relationship management meetings to identify any areas of concern and if needed, solutions needed to minimise the risk of exceeding caps.
- Use of agency workers is monitored and extensions challenged. Actions taken to ensure appropriate authorisations are in place where needed, e.g. ODRs.

Regeneration & Environment

- Agency worker usage continues to be monitored
- Career graded posts have been created in engineering where it is difficult to recruit/retain
- The use of variable hours, annualised hours and peripatetic contracts has increased and provides extra flexibility
- Recruitment processes have been changed to ensure vacancies are filled quicker in higher turnover areas

Customer Services



Customer Service Performance

Q1 2017/2018

Quarter 1 Highlights

Customer Services have served 126,350 customer this quarter, with a further 70,178 customer enquiries being dealt with by self serving or automation. As we continue our journey of becoming a Digital Council we now have 62% of our council services on line, with 26% of all council transactions being made online this quarter.



ONE STOP SHOP

41565



EMAIL

9397



PHONE

75388



ONLINE SELF-SERVICE

32734



ONE STOP SHOP
AVERAGE WAIT

08:58



ONE STOP SHOP
AVERAGE SERVE

08:23



MY DONCASTER
Registered Users
(Website Account &
Phone App)



CALLS
ANSWERED IN 20
SECONDS

60%



Top 3 Self
Service requests

Council Tax Forms

Requesting an Additional
Bin or Box

Housing & Council Tax
Benefit Form



COMPLAINTS TO THE COUNCIL

Directorate	Volume	% Ans in 10 working days
-------------	--------	--------------------------

F&C

66

97%

AH&WB

10

100%

R&E

158

79%

LOCYP

5

100%

DCST

35

69%

SLH

246

94%

Customer Satisfaction

69% Excellent

16% Good

15% Poor

61%

OF COUNCIL
SERVICES NOW
AVAILABLE ON
LINE

Freedom of Information Requests

DMBC :

257

93%

Answered in
20 working
days



DCST:

59

96%

Data Protection Requests

DMBC :

21

86%

ANSWERED IN
40 WORKING
DAYS



DCST :

11

50%

"Customers Are Our Business and Define our Success"

Complaint Trends

Q3 : 2016/17



Regen & Environment

Waste & Recycling - Non return of waste container -
Non delivery of recycling box

Street Scene - No response/update on outstanding
tree reports / Lack of care in grounds maintenance
duties

Finance & Corporate

Council Tax - Annual billing

Customer Services - Lack of advice on Blue Badge
applications

Elections - Accessibility of polling station

Housing Benefits - Suspension of benefit

Adults Health & W. Being

Attitudes and action of staff

L&O: Children & Young People

School Admission applications



Compliments

"I wanted to say thank you for new street lights. They are brilliant and made a noticeable difference from the first night they were erected, we really do appreciate them."

"Visiting Doncaster town centre recently I was very impressed at the external refurbishment of the Mansion House"

"Customer came into the Civic Building last week, she would like to pass on her compliments to the staff dealing with her situation and the two ladies who helped her were really compassionate and helpful."

" Today the large field behind my house has been mowed. Can I compliment the worker that did the mowing, he has made the most excellent job of it. I can't remember when it was done so well"

What are our customers enquiring about this quarter ?



One Stop Shop

- Customer Services (School Admissions, Taxi Licensing, Blue Badges etc.)
- Housing & Council Tax Benefit
- Home Options (Homeless)
- Council Tax
- St Leger Homes (Housing)

Contact Centre

- Bins, Recycling & Waste
- Blue Badges
- Pest Control
- Trees & Ground Maintenance
- Dumped Rubbish
- Highways & Street Lighting



"Customers Are Our Business and Define our Success"

Appendix B - Virements in Quarter 1

Reason		Directorate	2017/18 £
Amounts approved by Chief Financial Officer up to £0.10m			
1	Create a temporary budget for 2017/18 for the coffee shop at the central library. Transfer the budget from the Library service to Catering.	AH&WB R&E	(22,500) 22,500
2	Priory Place MRP budget to be centralised.	F&CS Council Wide	(8,840) 8,840
3	Temporary budget transfer from LOCYP to fund temporary Legal role for Academisation.	LOCYP F&CS	(41,000) 41,000
4	Temporary budget transfer from LOCYP to Financial Management to maintain capacity in the finance team for Academy Conversion Support.	LOCYP F&CS	(19,570) 19,570
5	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	(13,390) 13,390
6	Reversal of HAS interest charge	F&CS R&E AHWB	(260) (16,300) 16,560
7	Allocation for a month agency costs for Streetscene from Contingency	Council Wide R&E	(7,440) 7,440
8	Car allowance budget saving delivery	AHWB F&CS LOCYP R&E	(50,760) (610) (15,470) 66,840
9	Virement of building related income budget for former SJ Johns Ambulance	R&E F&CS	(9,700) 9,700
10	Allocation of Care Act funding	AHWB F&CS	(13,770) 13,770
11	Temporary 2 year budget transfer to fund Voluntary & Community Sector Officer post and associated VCS costs within FCS. Funded from New Horizons budget within AHWB.	AHWB F&CS	(70,000) 70,000
12	Budget transfer from Council Wide to the Doncaster Children's Services Trust to fund increments for staff in the Children with Disabilities Social Work team and Oaklands respite unit that transferred from the Council in 2016/17.	Council Wide LOCYP	(10,120) 10,120
13	Movement of residual building budget balances to Assets.	AHWB R&E	(190) 190
Amounts approved by Chief Executive £0.10m to £0.25m			
1	Temporary transfer of Stronger Families programme expenditure and income budgets to fund posts at DCST. 0.4 FTE Operations Manager and backfill of Youth Offending Team staff to support complex families within the programme.	AH&WB LOCYP AH&WB LOCYP	0 0 (126,000) 126,000
2	Temporary transfer of Stronger Families Grant expenditure and income budgets to IFSS Early Help Services.	AH&WB LOCYP AH&WB LOCYP	0 0 (200,000) 200,000
3	Temporary transfer of Stronger Families programme expenditure and income budgets to fund new Parenting Support post at DCST.	AH&WB LOCYP	0 0
			<u>Gross Budget</u>
			<u>Gross Budget</u>

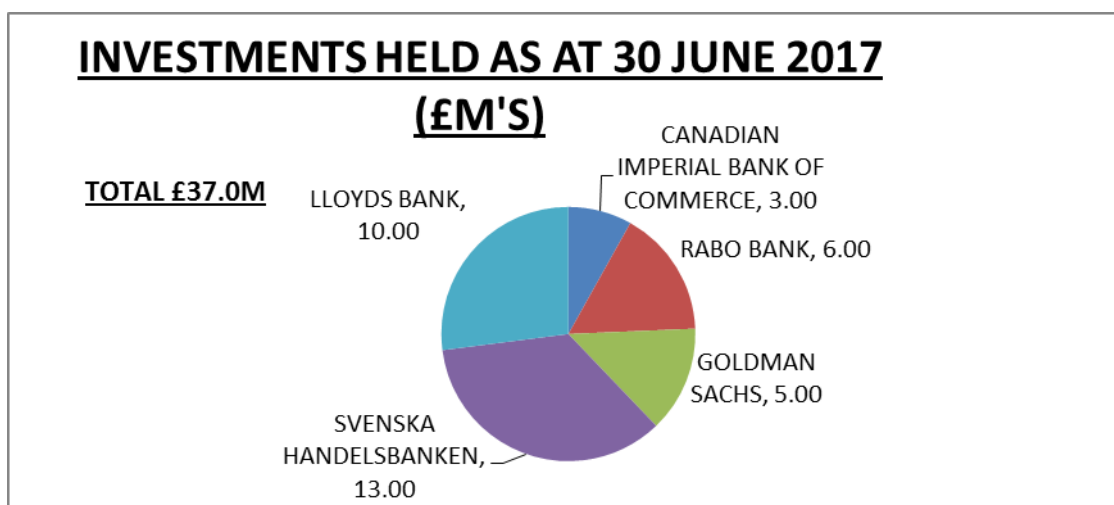
Reason		Directorate	2017/18 £
		AH&WB LOCYP	(33,350) 33,350
Amounts approved by Portfolio Holder (Finance & Corporate Services) £0.25m to £0.5m			
1	Transfer of the Martin Wells Centre from AH&WB to R&E Facilities Management	AHWB R&E	(459,410) 459,410
Amounts for Cabinet approval greater than £0.5m			
1	Centralisation of MRP and Investment and Modernisation budgets.	R&E Council Wide	(598,600) 598,600
2	Budget transfer from Council Wide to the Doncaster Children's Services Trust to fund increased activity on the care ladder.	Council Wide LOCYP	(1,115,000) 1,115,000
3	Budget transfer from Regeneration & Environment to LOCYP in respect of Home to School Transport.	R&E LOCYP	(4,012,570) 4,012,570

Appendix C - Treasury Management Update - Quarter 1 2017-18

1. The forecast outturn for Treasury Management is break even.
2. The treasury budgets have all been reviewed; this included cleansing the data and moving all the individual budgets into the central treasury budget as part of the Investment & Modernisation Fund (IMF)/Minimum Revenue Provision (MRP) review. The pension prepayment budget has also been created following the decision to make a further prepayment for 3 years 2017/18 to 2019/20.
3. As an authority we remain under borrowed by £70m in the long term. It should be noted however, that this position has been temporarily reduced for the next 3 years by the pension prepayment. This unwinds at approx. £18m per year, as temporary borrowing is repaid. Remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt. This minimises interest paid on external debt but isn't a permanent solution.
4. The result of the UK referendum (Brexit) and political uncertainties continues to dominate the money markets. A wide range of politicians, economists and institutions have varying views as to the probable outcome over the short and long term. The only certainty at the moment is that there still remains a considerable amount of uncertainty over the next few years and it is the role of the UK Government and Bank of England to steer the country successfully through.

Investment

5. The investment portfolio can be seen in Figure 1. The investments are a mixture of call accounts for liquidity, fixed rate investments and Certificates of Deposit.
6. The current average investment rate is a creditable 0.75%, against a benchmark rate of 0.11%, primarily as a result of using strong credit-quality UK Banks such as Lloyds Banking Group and Goldman Sachs International Bank, combined with accessing strong non-UK counterparties via the Certificates of deposit market and making use of the Svenska handelsbanken call account facility.
7. However, the average rate is boosted by fixed rate investments (at 1.45% and 1.05%) which we will only be able to re-invest at lower rates when they mature. However, there are many unknown factors that could require the Bank of England to take more monetary policy easing or tightening as the various pieces of data that show the direction of travel of the UK economy are released. The Brexit process is likely to cast a shadow over the markets until the process is complete.
8. **Figure 1: The following chart summarises the Council's investment portfolio as at 30th June 2017.**



9. Officers can report that no investment limits have been breached during the financial year 2017/18.

Borrowing

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

DMBC Debt Portfolio and Maturity Profile as at 30th June 2017				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	4.65	24.000
12 to 24 Months	50	0	11.08	57.187
24 Months to 5 Years	50	0	12.42	64.096
5 Years to 10 Years	75	0	6.80	35.101
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			65.05	335.561
40 Years to 50 Years				
50 Years and above				
TOTAL			100.00	515.945

11. The debt portfolio of £515.945m can be seen in Figure 2.
12. During the 2017/18 financial year the Council has a borrowing requirement of £92m. £18.5m in new external borrowing to support the Capital Programme, £17m to replace loans maturing during the year and £56.5m to prepay the Councils pension deficit contribution and part fund future service contributions.
13. Short and long term interest rates remain low and offer opportunities for both shorter term borrowing and for locking in to longer term low rates. As there are no signs that interest rates will rise over the next year (with the possible exception of a reversal of the 0.25% base rate cut applied last July) we will therefore target advantageous rates over the shorter terms to minimise interest costs. We will be targeting a maximum borrowing rate of 1.5% for all new lending taken out during the year.
14. Historically low interest rates does provide an opportunity to reverse the under borrowed position but this would come at an additional budget cost, and based on forecast interest rates remaining low for the foreseeable future (50 year borrowing rates forecast to increase from 2.4% to 2.9% between now and March 2019) there is no real need to do so immediately. It should also be noted that the under borrowed position is currently being utilised to prepay the pension deficit contribution.
15. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 2nd March, 2017, have been breached during this financial year.

Risks

16. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 2nd March, 2017.
17. Key risks relate to our investment portfolio.
18. The risk of reduced interest rates is considered minimal.
19. Counterparty risks are reviewed weekly and action taken to minimise the risk that any investments placed are returned on the due date. Creditworthiness data is received on a daily basis from our Treasury Consultants and action will be taken to reduce exposure or remove institutions from the list if negative indicators deem it appropriate, as recently happened with the Bank of Qatar.
20. The low interest rate and heightened risk investment environment will make it difficult to place surplus funds successfully and it is therefore appropriate at this time to remain under borrowed and minimise the cost of holding funds until they are required.

Appendix D – Capital Programme New Additions Quarter 1 2017-18

	Funding Source	New Addition 2017/18 £m	New Addition Total £m
Adults, Health & Wellbeing			
Conisbrough Court Rolls - The purchase and maintenance of archive documents.	Heritage Lottery	0.21	0.21
Mere Lane Edenthorpe - Improvements to Public Open Space - includes new equipment, new tarmac path and removal of existing posts.	Section 106	0.04	0.04
Total Adults, Health & Wellbeing		0.26	0.26

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

Learning & Opportunities: Children & Young People			
Commissioning & Business Development			
New additional school places at Armthorpe Southfield Primary school totalling £80k. This scheme is to draw down on the block Armthorpe School Places allocation of £500k.		0.08	0.08
1 new school safeguarding scheme at Rosedale Primary for tarmacking work totalling £5k. This scheme is to draw down on the block safeguarding allocation of £80k.		0.01	0.01
Total Learning & Opportunities: Children & Young People		0.09	0.09

Regeneration & Environment			
Development			
Purchase of Civic Quarter Multi Storey Car Park. (The £1.0m of corporate resources required are expected to be realised from land sales that should result from the dissolution of the Waterdale Development Agreement).	IMF Borrowing & Corporate Resources	5.92	5.92
Construction of new single Central Library, Museum, Art Gallery and Archives, using the Girls' Grammar School site.	Minimum Revenue Provision underspends & IMF Borrowing	0.93	14.00
Lighting, fire detection and rewiring works at the Museum to retain it as an interim storage facility.	IMF Borrowing		0.10
Allocation of Integrated Transport block budgets to new schemes or additional resources to existing schemes:-	LTP Integrated Transport Funding		
Doncaster Town Centre Cycle Enhancements		0.02	0.02
Integrated Transport (Targeted Casualty Reduction Schemes)		0.06	0.06
Doncaster Market Place Signing Enhancements		0.01	0.01
Thorne Town Centre Signing & Accessibility Enhancements		0.01	0.01
Thorne Road Wheatley Parking Enhancements		0.03	0.03
Ashfield Road Balby One Way Enforcement		0.01	0.01
Variable Message Sign A19 St George's Bridge		0.03	0.03
CCTV A18 Shaw Lane Roundabout		0.03	0.03
Major Projects – FARRRS, St Sepulchre Gate/Station Forecourt, Westmoor Link		0.50	0.50
Corresponding Reduction in Block Budget		-0.70	-0.70
Housing			
Affordable Housing - Thorne Extra Care, Capital grant to a third party (Ongo Housing Association) to assure the viability of the scheme to deliver 50 new affordable units.	Section 106	0.25	0.25
Council House New Build - Thomson & Dixon – 20 new units	HCA Grant & Usable Capital	1.20	2.40

	Funding Source	New Addition 2017/18 £m	New Addition Total £m
	Receipts		
Council House New Build - Thomson & Dixon – Infrastructure	Usable Capital Receipts	0.45	0.45
Environment			
Purchase of new electric ultra-low emission vehicle to promote air quality measures.	DEFRA Grant	0.03	0.03
Purchase of 30 new waste collection vehicles to maximise savings arising from the Council's waste collection contract.	IMF borrowing	6.68	6.68
Purchase of 140,000 new co-mingled recycling bins to maximise savings arising from the Council's waste collection contract.	IMF borrowing	2.27	2.27
Allocation of Highways Maintenance block budgets to new or re-instated schemes or additional resources to existing schemes: -	Highways Maintenance LTP funding		
Highways: -			
C317 Middle Lane / Joan Croft Lane / Bell Croft Lane Thorpe-in-Balne		0.27	0.27
Sprotbrough Road & Melton Road Phase 1		0.10	0.10
Crookes Broom Avenue, Hatfield, Resurfacing		0.05	0.05
The Green / Orchard Street Thorne Resurfacing		0.09	0.09
Broomhouse Lane / The Broadway Balby Resurfacing		0.07	0.07
Braithwell Road Bentley Resurfacing		0.01	0.01
Red House Lane / Fern Bank / Village Street Adwick-le-Street Resurfacing		0.11	0.11
Manor Lane / Church Road Adwick-upon-Deerne Resurfacing		0.05	0.05
A19 / C763 Roundabout / Askern Road / High Street / Arksey Lane Resurfacing		0.13	0.13
Sheep Bridge Lane / Station Road / Stripe Road Rossington Resurfacing		0.17	0.17
Balby Carr Bank / Roundabout Resurfacing		0.07	0.07
Cockhill Field Lane / Willow Crescent Braithwell Resurfacing		0.01	0.01
Oldfield Lane Stainforth Resurfacing		0.03	0.03
B1220 Broad Highway Roundabout / Doncaster Lane Woodlands Resurfacing		0.07	0.07
Permanent Patching		0.02	0.02
Micro-asphalt Programme		0.11	0.11
Footway Reconstruction Block		0.07	0.07
Footway Permanent Patching		0.08	0.08
Bridges: -			
Sutton Road Culvert		0.05	0.05
Woodhouse Green Road Culvert		0.06	0.06
Stainforth Station Footbridge		0.15	0.15
Jubilee Bridge		0.03	0.03
Street Lighting: -			
Street Lighting Improvement Programme		0.18	0.18
Corresponding decrease in block budget		-1.98	-1.98
Trading & Assets			
Refurbishment of the current Fleet Transport Office to create North Bridge Reception Area (and relocate the Fleet Transport Team to the adjacent office space), in order to accommodate and ensure the safety of increasing visitor numbers to the depot.	Service Transformation Fund	0.04	0.04
Purchase of new fuel management system and associated works	Revenue Contribution	0.03	0.03
Alterations to fencing and paths around Elmfield House to facilitate its disposal	Corporate Resources	0.05	0.05
Allocation of Retained Buildings Investment Programme Block Budget to new schemes: -	Corporate Resources		

	Funding Source	New Addition 2017/18 £m	New Addition Total £m
Refurbishment of Conisbrough Library lift		0.05	0.05
Refurbishment of Colonnades Shopping Centre lift.		0.15	0.15
Corresponding decrease in block budget		-0.20	-0.20
Allocation of Property Investment Fund Block Budget to new scheme: -	Corporate Resources		
Investment in Arthur Street Development Ltd shares to help realise Assets savings target.		1.31	1.31
Corresponding decrease in block budget		-1.31	-1.31
Installation of an air-curtain to the rear staff entrance and delivery doors at the Civic Office.	Service Transformation Fund	0.04	0.04
Total Regeneration & Environment		17.89	32.26