

## To the Mayor and members of the Cabinet

### Finance and Performance Improvement Report: 2015/16 Quarter 3

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

#### EXECUTIVE SUMMARY

1. The Council and its partners ('Team Doncaster') are committed to building a strong local economy as the foundation for enabling all residents to achieve their full potential within progressive, healthy, safe and vibrant communities. The focus is on ensuring there is 'good' growth in Doncaster, which means:
  - Ensuring economic growth is built on solid foundations – by improving Doncaster's infrastructure and skills and supporting businesses to become more productive, innovative and competitive.
  - Supporting businesses to create quality jobs, for example by being able to access skilled workers.
  - Residents can enjoy the benefits of growth, for example having the skills to secure quality jobs.
  - Improving Doncaster as a place to live, for example its schools, transport links, housing, community, culture and leisure facilities, natural environment and public services.
  - Maintaining an absolute focus on ensuring all residents can live safe, active, healthy and independent lives and reducing inequalities between and within Doncaster Communities.
2. At the same time as adapting to these changing expectations, the Council must respond to on-going, unprecedented reductions in funding to local authorities as part of wider public sector reforms being implemented by the Government. Doncaster Council needs to deliver £109m savings over the period 2014/15 to 2016/17; including £39m in 2015/16. The projected outturn for this year is £2.0m overspend (less than 1% on total council budget); this includes Adults, Health & Wellbeing overspend of £4.7m (3% on Directorate budget); further details are provided in paragraphs 21 to 23 and Appendix A.
3. The overall performance of our service measures is good with 89% (32 out of 36) exceeding or close to our local targets which is an improvement from the Q2 position of 75%. We have the highest levels of house building in 15 years and business start-ups have increased by 27%. Measures that are further from our local targets are Direct Payments, successful Drug Treatment, NHS Health Checks and Jobs created through Business Doncaster; further detail is provided in Appendix A.
4. The Council has significantly less resources and the way some services are delivered has already had to change. Staff and Members have moved the Council closer to being the modern, effective and agile Council it needs to be. Many of the foundations for achieving 'Good' growth are being laid. The pace and breadth of the changes required will only increase. Ensuring the Council's services and interventions are making a clear difference to the lives of residents, whilst providing value for money has never been more important.
5. This quarterly monitoring report is intended to assist in assessing the progress being made, including the financial position, and what needs to be done to enable all residents to achieve their full potential.

## AREAS PERFORMING WELL

### More new homes are being built



**953**



so far this year, this is the highest amount in the last 15 years

### We do more business with local companies

64% of what we spend is local, 9% higher than the same quarter in 2014/15



**98.6%**

137/139

Of our 19 year old  
Care leaver are in  
suitable  
accommodation  
against a target of  
90%



**Only 4.2%**

Of our 16 - 18 year olds are  
not in Education, Training  
or Employment (NEET)

### There have been 1505 new business start-ups in Doncaster

This is an increase of 27% compared to the previous year



**£400K Recovered due to audit process and  
recovering individual client overpayments**

## AREAS FOR IMPROVEMENT



£4.7m

Overspend on Adult Social Care



Doncaster Residents  
in highly skilled  
occupations



**32.3%**

Yorkshire and Humber average 39%  
National Average 45%



**60%**

of our schools are  
judged Good or  
Outstanding

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

6. Significant progress being made, Doncaster is creating private sector jobs at a faster rate than the England average and the employment rate has been on an upward trend over the past four years; and currently stands at 70.2% and improvement from 68.5% in the previous period. The council does more business with local companies now making up 64% of what we spend. However, structural challenges remain for example in common with many other northern town and cities, the weekly wage rates of residents are lower than the average regional and national rate but have been improving consistently over the past 5 years.. A lower proportion of residents are in highly skilled occupations at 32% compared to 39% regionally and 45% nationally. New business start-ups increased by 27% (320) which is higher than the regional and national and 4.2% of our 16-18 year olds were Not in Employment Training or Education (NEET). This business growth, alongside an ambitious capital programme informs increased business rate income projections in subsequent years.
7. Schools judged 'Good or Outstanding' by Ofsted rose by 1% to 60.2%. This still puts Doncaster towards the bottom of the league table but improvement is limited as it is dependent on Ofsted's programme of inspections and only one school was inspected in Q3. In response, funds have been allocated for the Move on, Move up programme over the next two years as part of a wider strategy to support raising attainment across Doncaster for students aged 11 and 16 in conjunction with existing school provision. An Education and Skills Commission is in the process of being established to help shape an education and skills system that works for the people of Doncaster and local businesses.

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

8. There have been additional placements of people in long term care resulting in a projected overspend of £2.2m in this financial year. A strong management action plan has been implemented to help more people live independently at home and reduce residential placements during the remainder of the year and enable further savings in 2016/17. There has been some reduction in the number of admissions to long term care and initial signs look promising if they are sustained.

9. We invited a team from the LGA to review our adult safeguarding service which was undertaken during November 2015. The review highlighted some areas of concern and a review is taking place which is being led by the new DASS. Immediate actions have been taken and the action plan will be fully developed and implementation started by April 2016
10. The proportion of children on a child protection plan as having received visits within the agreed timescales is 93% within tolerance for this measure; also at 23% the number of repeat referrals to Children's Services is reporting a reduction which is a strong indicator that initial intervention is more effective than previous years. However there is a projected overspend of £0.7m on the Children's Services Trust contract for the Council mainly due to the increasing costs of children in care placements.

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

11. There were a 290 new homes built (council and private sector providers) bringing the total for the year to 953 which already exceeds last year's new build of 772 and is the highest achieved for some 15 years.
12. Around 7500 Smart light installations of LED lamps have been achieved throughout the Borough is saving the Council money and are more environmentally sustainable compared to our existing street light infrastructure.

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

13. The proportion of care leavers in suitable accommodation at age 19 years improved by 4.5% rising to 98.6% and remains above the 90% target and care leavers in education, employment and training reported a 2% increase from Q2 rising to 53% but still short of the 60% target. Persistent Absence for our children in care at a secondary level remains a concern at 13.6% against a target of 6.9% as does our GCSE 5 A\*-C attainment levels which dropped to 8.7% (provisional figure). GCSE 5 A\*-C attainment and persistent absence for children in care at secondary level remain an area of concern, with persistent absence reported at 13.6% against a target of 6.9% for Q3. Key reason for this high absence is the number of children on part-timetables, transitioning into education and fixed term exclusions. Tracking systems have been revised to enable earlier intervention.
14. The Expanded Stronger Families Programme continues to develop at a good pace and Doncaster continues to show that it is able to deliver. Identification processes are working well and we are increasing the number of families identified as eligible by other professionals, however there is still much more work to do. The January claim to DCLG for families who have shown evidenced progress on specified outcomes is likely to be around 10 which is comparable to other wave 3 programmes across the country.

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

15. There is a delay in the assets programme which shows a projected shortfall of £1.2m savings this year although it is expected to deliver in future years. The Modern & Productive Workforce proposals have been agreed and although there is currently a shortfall of £2.2m in 2015/16, the savings will be delivered in subsequent years.
16. A comprehensive Value for Money assessment has been undertaken across the Council; this has identified areas for potential savings. This work needs to be built upon and a vision of what council services might look like in 2020/21 and the level in which we might expect them to operate; in essence defining what are the future core council services in Doncaster.

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

17. The Council is increasingly an enabler and commissioner of services, but still directly delivers many diverse and complex services. The people of Doncaster and its businesses require the Council to keep up with society and adapt to their expectations in the type of services available

and how they are delivered. The Commissioning and Programme Management (CPM) review report is complete and implementation actions will follow to support how we improve further our commissioning functions.

## EXEMPT REPORT

18. This report is not exempt

## RECOMMENDATIONS

19. That the Mayor and members of the Cabinet: -

- a) Note areas of performance and financial information;
- b) Note the virements approved by the Chief Executive and approve the virements for Cabinet detailed in paragraph 33 and Appendix B;
- c) Note the new additions to the Capital Programme, as detailed in Appendix D.

## WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

20. As this report includes the current progress of the Corporate Plan objectives and the Council Budget, the implications of the contents may ultimately affect the delivery of services to the people of Doncaster. It is acknowledged that many services are currently in a phase of transition as the Council implements the major changes that are required to contain costs within available budgets.

## FINANCIAL POSITION

21. The Council is projecting an overspend of £2.0m for 2015/16. There are also a number of one-off savings which if adjusted result in an underlying overspend of circa £8.0m. This position has been reviewed as part of the 2016/17 budget setting process and funding allocated where required e.g. the additional £4.6m in Adults, Health & Wellbeing. The challenge to deliver savings is going to get harder and we need to deliver as many savings as possible before we start 2016/17; to achieve a sustainable budget position moving forward. A summary of the outturn position is provided below:

	Gross Budget £m	Net Budget £m	Total Variance £m
<b>Services</b>			
Adults Health and Wellbeing	144.0	80.9	4.7
Learning & Opportunities - Children & Young People (Includes Children's Services Trust £0.7m overspend)	84.9	46.0	0.2
Finance & Corporate Services	124.7	20.4	-2.2
Regeneration & Environment	125.2	39.4	0.4
<b>Total Services Budgets</b>	<b>478.8</b>	<b>186.8</b>	<b>3.2</b>
<b>Council Wide</b>			
General Financing/Treasury Management	7.7	7.7	-0.9
Council-wide savings targets	-2.7	-2.7	2.4
Other Council-Wide	28.0	20.9	-2.6
<b>Subtotal</b>	<b>33.0</b>	<b>25.8</b>	<b>-1.2</b>
Levying Bodies	19.6	19.6	0.0
Business Rates	0.0	-135.9	0.0
<b>Subtotal</b>	<b>19.6</b>	<b>-116.3</b>	<b>0.0</b>
<b>Total General Fund Services</b>	<b>531.4</b>	<b>96.3</b>	<b>2.0</b>

22. A summary of the major variances are provided below, further detail provided in Appendix A:

- Adults, Health & Wellbeing – The overall overspend for the Directorate is £4.7m which includes:
  - i. £2.2m overspend projected on independent residential placements for 2015/16; the 2016/17 pressure is estimated at £2.5m based on a sustainable reduction in residential

placements. Immediate management action has been implemented to tackle this issue and placements over the last two months have reduced by 53 and are line with the forecast in November, and should the trend continue, the 2016/17 saving target will be achieved.

- ii. The 2014/15 budget included a saving for the future provision of existing in-house Residential Care Homes for older people. To deliver the saving a consultation was carried out and after considering the options it was decided to transfer the Council's Residential Care Homes to a 3<sup>rd</sup> party provider. The actual transfer to Runwood Homes took place on the 1<sup>st</sup> September 2015. Therefore the Council needed to run the homes for a longer period, which has resulted in the full saving not being delivered in 2015/16, although the full-year effect of the saving will be realised in 2016/17. This has created a one off cost pressure of £1.6m in 2015/16 on the residential budget which includes £0.78m from the Service Transformation fund, and the lower independent residential placements costs are taken into account in the above pressure.
  - iii. Projected overspends on the cost of Care and Support at Home (personalisation) £0.9m, supported living contracts £0.8m; these are offset by one-off underspends on Care Act Grant £0.7m.
  - iv. Overall the commissioning budget is expected to be delivered in 2015/16 through a combination of commissioning savings on a number of contracts £1.63m, charging costs to the Better Care Fund £2.8m, vacancy management £0.3m and individual client reviews (direct payments) £0.55m. Whilst charging costs to the Better Care Fund releases some of the immediate pressure to reduce spending and make efficiencies in other areas (in the short term), this doesn't deliver the transformation and this funding source could potentially be removed in the future. Some of the savings have also been delivered on a one-off basis leaving an on-going pressure of £0.6m for 2016/17, which is taken into account in the 2016/17 budget proposals.
- Learning & Opportunities – CYP – The main area of overspend is the Doncaster Children's Services Trust, which is forecast to overspend by £0.9m. This is mainly due to costs of children placed in care £2.5m, which is offset by a projected salaries underspend of -£0.6m and additional income of -£0.9m. Under the risk-share mechanism (80/20 split) the Council is liable to fund £0.7m of the overspend. This is being offset by underspends across Learning & Opportunities – CYP, mainly on vacancies, maximising grants and additional income from schools, although it is recognised that L&O will need to commit some of these resources to improve outcomes for Education.
  - Finance and Corporate Services – this is mainly on salaries underspends, £0.9m, across the Directorate and additional income for housing benefit overpayments -£1.0m, which is due to the Real Time Information sharing. This is a volatile area and future recovery of overpayments will be impacted by the roll out of Universal Credit, which commenced in September 2015.
  - Regeneration & Environment – £1.2m forecast shortfall against the Appropriate Assets savings target of £1.8m in 2015/16, and £0.4m overspend on construction services. These overspends are offset by underspends on schools catering -£0.4m, release of ERDF clawback provision -£0.3m in relation to the Inclusive Enterprise programme, additional planning fee income forecast underspend -£0.3m and underspends in Waste and Recycling -£0.7m mainly due to one-off savings associated with the PFI facility.
  - Council-Wide – Underspend on centrally held items of -£1.4m, for items set out in the budget, which have not been needed but this is one-off and the funding will not be available in 2016/17. Other underspends include -£0.3m arising from £28m prepayment of pension deficit contributions, -£0.4m new burden grant for property search income and -£0.9m Treasury Management due to interest savings generated by being £62m under borrowed and additional interest generated through investments made. There is also currently an overspend of £2.2m on the centrally held Modern & Productive Workforce

target; the potential impact of improved sickness is within service budgets in 2015/16 and the target will be delivered in future years.

- The projections continue to assume we are able to meet any in-year reductions in grants by either reducing costs to match the funding reductions or use one-off ear-marked reserves in 2015/16. This includes the confirmed Public Health grant reduction of £1.5m for 2015/16 which will be met from the Public Health earmarked reserve.
23. The overall position has worsened from the quarter 2 projection by £0.8m. This is mainly due to the Adults, Health and Wellbeing forecast increasing by £0.5m due more placements in independent residential homes and supported living; these have been included in the review of the budget and taken into account in the 2016/17 budget proposals. And, the Council's proportion of the forecast overspend for Doncaster Children's Services Trust has increased from £0.3m at quarter 2 to £0.7m at quarter 3 (based on the risk share mechanism 80/20 split), which is mainly due to the growing costs of children placed in care.
24. It is important that an on-going sustainable budget position is achieved in 2015/16, to progress into 2016/17 where we need to meet the £31m budget gap, as detailed in the Council budget report on 1<sup>st</sup> March, 2016. The impact of quarter 3 outturn projections have been taken into account in the 2016/17 budget proposals and updated where required. The 2016/17 budget proposals and Treasury Management Strategy include changes to the MRP policy, which if approved will be implemented in 2015/16. This will release circa £7.5m (taking into account the Modern & Productive Workforce one-off payment of circa £2.7m) and will fund any 2015/16 overspend, with the remainder being set aside to achieve future years savings.

## **COUNCIL PRIORITIES - PERFORMANCE**

25. The following paragraphs provide a summary of progress against Corporate Plan outcomes. Performance is on track for 89 per cent of our service measures with 11 per cent currently below target. Further details are set out below and in the attached appendices.

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

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

Doncaster's employment rate for 16-64 year olds rose by 1.7% putting it at 70.2%, which shows an improvement from the previous period but remains behind the Yorkshire and Humber rate and 3% behind the national average. At 5.6% Private sector employment growth looks positive with a net increase of 2,200 jobs, the average weekly wage rate dropped to £465 which is £15 less than the average Yorkshire and Humber rate and £67 less than the national average and only 32% of residents are in highly skilled occupations, which is only 0.2% higher than 10 years ago. The establishment the HS2 College will help address this.

The total of new FTE jobs created through Business Doncaster was below the Q3 target (118 FTEs against target of 140) but this was due to late submission of claims by employers and we remain confident that year-end target will be achieved. The local demand for apprenticeships continues to increase with provisional data showing a rise from 3350 to 4030 from 2013/14 to 2014/15. Per capita figures show Doncaster performing at 209 per 10,000 population compared to the national figure of 143; Doncaster is performing better than the national average.

Overall new investment gained into Doncaster has risen to just under £53m and exceeds target. Latest data shows that in 2014 new business start-ups increased by 27% (320) which is significantly higher than the rest of South Yorkshire, Yorkshire and Humber and the national average. With the correlation of business closures during 2014, we saw a reported 9.4% net growth (600) in business stock with both 1 and 2 year survival rates improving. The percentage of retail and retail service units occupied in the core area rose to 90% which is an 8% increase on last quarter and the first increase for a number of years. Quarter 4 will show whether occupation has been impacted by seasonal trend.

Major projects include the Finningley & Rossington Regeneration Route Scheme, the iPORT (Multi-modal logistics site), Unity project, Rail College and Airport Business Park. A target has been set to deliver an increase of 12,000 jobs over the next 10 years, 30 per cent of which will require higher level skills. Currently 32.3% of residents are employed in such jobs. A further challenge to this target is to ensure that the qualifications of the working age population rise accordingly, but trend indicates that the Doncaster is making little impact on the narrowing of the gap to national average for levels 2 and 3 qualifications by age 19 and for working age population with an NVQ 3 level or above.

Schools judged 'Good or Outstanding' by Ofsted rose by 1% to 60%. This still puts Doncaster towards the bottom of the league table but improvement is limited as is dependent on Ofsted's programme of inspections and only one school was inspected in Q3. Validated results for GCSE 5 A\*-C including English and Maths was announced in January. Doncaster reported 50% against a national average of 53.8% and Yorkshire and Humber average of 55%. The number of 16-18 year olds who are not in employment, education or training (NEET) also improved, with a 2% drop to 4.2% (376) and currently sits well below the national rate. This will rise in Q4 as the 'Not Known' cohort (9.5%) is validated. Our apprenticeship profile of 970 apprenticeship starts since 2013 remains on track to achieve the mayoral target of 750 despite the initial dip in applicants, which was predicted due to the introduction of the Raising the Participation Age in schools (RPA).

An Education and Skills Commission is in the process of being established to help shape an education and skills system that works for the people of Doncaster and local businesses; Dr. Ann Limb CBE has been appointed to as chair to the commission

#### *Red measures*

- Total new, FTE jobs, created through Business Doncaster, with a life expectancy of at least 1 year

#### *Next steps...*

- Council's internal Apprenticeship Programme to review those apprentices it is supporting to complete a level 3 qualification, and progress work through the 'Ambition Programme' which is aimed at attracting more young people into apprenticeships.
- Establishment of Doncaster Education and Skills Commission – scheduled for Q4
- Analysis of FTE jobs assisted by Business Doncaster
- Analysis of correlation between Doncaster investment figure and job profile

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

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

A single transformation plan for Adults, Health and Well-being has been developed and key staff and resources are being put in place to ensure these changes happen quickly. Some success is now being seen particularly through work on admissions to long term care which has seen a reduction from 142 admissions in Q2 to 117 admissions in Q3. A full end to end review and redesign of the adult social care pathway will be undertaken as part of the transformation programme. Direct payments should be seen in the context of this wider review as they are a means of delivering a service and not an end in themselves. Establishing an implementing a system that encourages self-care, builds community capacity to support people where they live and keeps being as active and healthy for as long as possible is the key to delivering high quality, person centred social care. Direct payments are a mechanism that can help when people need to consider formal care

The health outcomes of people in Doncaster are generally poorer than the national average and the performance measures on drug treatment and NHS health checks are performing under target as at quarter 3. Plans are in place to improve and this is possible for the drug treatment indicator but the NHS health checks may not deliver targets for this year and discussions with the provider have taken place to maximise performance from the current low base.

The Childrens Trust continues to report good performance with 93% of children on a child protection plan as having received visits within the agreed timescales, although a drop from Q2, the number of children on a plan has significantly increased this quarter and has risen to 443. At 23% the number of repeat referrals to Childrens Services is also reporting a reduction which is a strong indicator that initial intervention is more effective than previous years. The Trust begins a 6 month Practice Improvement Programme in January linked to its audit process and the impact of this is anticipated to improve the quality of its case files.

The October Big Power Switch assisted a total of 180 households to switch their power provider, bringing an average saving of £260 per annum for those households and a total saving of £47k per annum against the Q3 target of £32k. A cumulative saving of £97k so far this year. The number of households in fuel poverty dropped to 9.8% and improvements to council tenants have reported 785 properties have now received external wall and loft insulation top-ups which are anticipated to bring potential gas savings of £300 per annum per household. Likewise 684 council properties have now had solar PV fitted, providing electricity savings of circa £175 per household. It is predicted that this programme will deliver income of circa £5.8m to the Council/St.Leger Homes for an investment of £2.5m.

#### *Red measures*

- Proportion of all in drug treatment who successfully completed treatment and did not re-present within 6 months (per cent).
- Cumulative percentage of eligible population aged 40-74 who received an NHS Health Check.
- Proportion of people who access Direct Payments

#### *Next steps...*

- Co-ordinate a response and action plan to the recommendations of the Local Government Association Peer Review of safeguarding adults.
- Implement the Adults, Health and Well Being Transformation plan and ensure resources are in place to deliver.
- Continued performance meetings with external providers to improve performance with regard to NHS Health checks and Drug Treatment performance.
- Complete Annual Review of Trust arrangements and continue development of monitoring and challenge process in order to ensure assurance on improved performance, projections, financial acumen, data quality and assessment of impact.

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

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

There were a 290 new homes built (council and private sector providers) bringing the total for the year to 953 which already exceeds last years new build of 772 and is the highest achieved for some 15 years. In addition, there were a total of 43 affordable homes provided that were completed/reported in the quarter, 31 at Willow and 12 at Carr Lodge. Although 79 down on previous quarter, the number of empty properties remains fairly constant over the last few years, resting between 3550-3700.

Recycling rates for household domestic waste remains consistent with previous quarter at 48% and street inspections continue to report that our streets remain cleaner for both litter and detritus.

Solar PV has been installed on 11 council buildings across the borough. The 11 systems cost £0.4m and will return circa £1.4m over 20 years and helps protect against future energy cost increases.

The industry standard SCANNER survey which determines the reported condition / maintenance of our roads demonstrates that these exceed set targets of 4%. The next survey will take place towards the end of 2015/16.

#### *Red measures*

None

#### *Next steps...*

- Analysis to be undertaken of current level of reported empty properties (as determined by council tax records) to ascertain if the plateau level of 3550-3700 is churning and identify appropriate action
- To deliver the 2015-18 Housing Development Strategy.

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

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

Stability of children in care, in terms of number of placement moves showed a deterioration from 6.6% to 9.9%. Although this performance is still within target and the Trust assures that there analysis has indicated that this is due to a small cohort of young people moving to independent living arrangements. The proportion of care leavers in suitable accommodation at age 19 years improved 4.5% rising to 98.6% and remains above the 90% target and care leavers in education, employment and training reported a 2% increase from Q2 rising to 53% and the Children's Trust has a number of initiatives to improve this performance, including a Modern Apprenticeship programme 'Pathway to Traineeships' and mentoring scheme involving senior managers from both the Trust and the Council. Both attainment at GCSE level 5 A\*-C and persistent absence for our children in care, at secondary level are behind target/comparator levels and remain a concern. The persistent absence for children in care was reported at 13.6% against a target of 6.9% for secondary level, with key reasons being the number of children on part-timetables, transitioning into education and fixed term exclusions. Tracking systems have been revised to enable earlier intervention.

The persistent absence rate (15% absenteeism) for primary schools rose slightly to 3% but is still below 3.8% target. There was a reported 0.5% improvement on absence at secondary school level which reported an average of 6.5% for the 2014/15 autumn to spring term. The full academic year's performance data will be released in February.

Data in relation to the numbers of children receiving their first choice school placement/admission will be released on national announcement day later in the year.

100 per cent of young people with learning or other disability had a final Education Health Care Plan within the target of 20 weeks from initial request.

The Early Help Hub became operational on the 28th September 2015 and there have been 572 referrals received, 323 were stepped up/down between specialist services and 344 children had an early help assessment initiated, with 45% (187) completed within the quarter.

The average number of days to process a housing benefit claim is 20.75 against a target of 23. The average number of days to process a new claim for council tax support is 23.93; this just above the target of 24. A review of the process has led to a marked improvement in performance in these areas.

The Expanded Stronger Families Programme continues to develop at a good pace and Doncaster continues to show that it is able to deliver. Identification processes are working well and we are increasing the number of families identified as eligible by other professionals, however there is still much more work to do. The January claim to DCLG is likely to be around 10 families which is comparable to other wave 3 programmes and the number of families are achieving positive outcomes most notably 57 families have achieved positive outcomes with regard to Crime and Anti-Social Behaviour.

*Red measures*

None

*Next steps...*

- Further analysis of Early Help Hub data
- School Improvement Management Team to review position regarding persistent absence for children in care - looked after children virtual head to compile report.
- Progress the implementation of the Stronger Families Case Management System

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

*Where are we now...*

Overall Council sickness is 8.84 days lost per full time employee, compared to a target of 8.5 for 2015/16. It is also a marked improvement on the equivalent quarter in 2014/15, 9.81 days lost per full time employee.

Outcomes from this quarter's workforce digest have identified a number of major and emerging HR and OD risks. These continue to be the same as the previous quarter, and relate to organisational stability; performance management and additional workforce spend. It can be reported that there are signs that action is being taken to address and mitigate these risks, which are continuing to have a positive impact that now needs to be built upon and sustained. More detailed progress and next steps are set out at Appendix A of the report

The Council now provides 156 of its services online; this is an increase of 15 since the last quarter. An average of 21.53% of our customers contacted us on-line during quarter 3; this is an increase from the 16% reported in quarter 2.

During this quarter Council Tax arrears reduced by almost £1.2m, this keeps the year to date reduction on track and is a significant improvement on the same quarter last year. Business rate arrears have been reduced by £2.4m, which is well above the projected target of £0.8m.

Doncaster companies and suppliers are now used for 64 per cent of our total spend with third party providers. This is better than the 58 per cent target, better than the 55 per cent achieved last year and a welcome boost to the local economy.

The last three months have shown a steady improvement in the percentage of invoices paid within 30 days, from 91 per cent in October to 97 per cent in December. The overall figure for quarter 3 is 94 per cent which is a significant improvement on the quarter 2 figure of 89 per cent.

At the end of Quarter 3 a total of 285 contracts have been let, of which 127 (52 per cent) contain social value requirements. This is a vast improvement on the 52 per cent reported in quarter 2.

*Red measures*

None

*Next steps...*

- Continue to deliver the action plan in quarter 4 to ensure we meet the 95 per cent target for the percentage of invoices paid within 30 days
- Continue to increase the proportion of services that can be accessed online

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

### Where are we now...

The annual partnership summit took place at the Hub in November and hosted over 100 people from 44 different organisations. The next summit is planned for November 2016.

The overall attendance rate at the Team Doncaster and Partnership Board meetings is 73 percent against a target of 75 per cent. This is lower than the 79.42 per cent reported in quarter 2.

There have been 7 data protection incidents by the council this quarter and 3 by Doncaster Children's Services Trust. None were serious enough to be recognised as breaches by the Information Commissioner's Office. This is good news for the authority and we will look to continue doing all we can to sustain this position.

Mandatory training for elected members is currently at 83.6 per cent, well above the 75 per cent target. Additional mandatory training sessions have been scheduled for January and February.

### Red measures

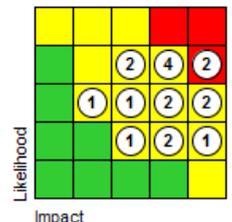
None

### Next steps...

- Ensure members who require mandatory training are aware of the training dates available and are encouraged to attend.

## STRATEGIC RISKS

26. There are 18 Strategic Risks and all have been updated as part of the Q3 reporting process. The Heat Map shows a summary of the scores.



## DONCASTER 2017 PROGRAMME

27. The Doncaster 2017 Programme is showing £3.59m projected slippage for 2015/16. This is mostly attributable to Appropriate Assets (£1.22m) and Modern & Productive Workforce (£2.17m); these figures have been included in the overall financial position for the Council for 2015/16. It should be noted that the pace of transformation for some of the projects is slow; one-off funding has been used to meet the shortfalls and some projects will need to extend beyond 2016/17 in order to achieve their outcomes.

28. The current target and projected savings for this year are as follows:

	£m
<b>Target Savings</b>	
2015/16	15.49
Carried forward from 2014/15	3.35
<b>Total Target Savings</b>	<b>18.84</b>
<b>Projected Savings</b>	
On-going	11.32
One-Off	3.93
<b>Total Projected Savings</b>	<b>15.25</b>
<b>Slippage/Gap</b>	<b>3.59</b>

(Slippage/Gap at Q3 was £3.83m)

29. Key points for 2015/16 are as follows:

- Adult Social Care programme savings have mainly been achieved by using Better Care Fund, not through service transformation.
- A shortfall in savings is projected on the following projects - Appropriate Assets £1.22m, Modern & Productive £2.17m, Procurement £0.34m, Fleet Management & Pool Cars £0.20m, Digital Council £0.11m.

30. Key points for 2016/17 and beyond are as follows:

- Robust plans are still to be developed for the Adults Improvement Programme which will feed into the wider transformation programme. There is a risk that the outcomes and £3.9m savings for 2016/17 will not be achieved.
- The pace of the following projects sees them extending beyond 2016/17 - Appropriate Assets £2m re-profiled into 2017/18 and an overall gap of £0.12m. Modern and Productive Workforce £1m now profiled for 2017/18. Early Help £0.92m savings profiled beyond 2016/17 which rely on service transformation and other efficiencies. Fleet Management & Pool Cars £0.11m re-profiled into 2017/18.
- 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.

31. The Implementation Boards that form part of the DN17 programme governance and support the outcomes and achievement of the £109m savings to 2016/17 are under review, to ensure they are fit for purpose going forward, these will be put in place for Q4 of 2015/16.

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

32. 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.

- In addition, the accumulated Council Tax Collection Fund surplus attributable to Doncaster as at 31<sup>st</sup> March, 2016 is estimated at £4.6m. The longer term collection rate since 1993 is 98.92 per cent, and, the accumulated Business Rates Collection Fund deficit attributable to Doncaster as at 31<sup>st</sup> March, 2016 is estimated at £0.6m
- Current rent arrears at quarter 3 stand at £2.1m and are 2.78 per cent of the rent debit, there has been an increase of £0.2m from £1.9m at Q2 (2.58 per cent). This performance is on track for a year end performance of 2.54 per cent and is currently ahead of profile. As at 31<sup>st</sup> December the amount of former tenants' arrears was £1.5m an increase of £0.1m from 30<sup>th</sup> September.

## **VIREMENTS FOR APPROVAL**

33. The virements approved by the Chief Executive are detailed in Appendix B. It is recommended that Cabinet approve transfer of the Strategy & Performance Unit budget from Council-Wide to Finance and Corporate Services and the Corporate Landlord virement detailed at Appendix B.

## **LEVEL OF RESERVES**

34. The Service Transformation Fund of £8.9m is being used to help DMBC achieve the savings targets in a timely and well managed way, and fund any shortfall on the programmes. The estimated balance as at 31<sup>st</sup> March, 2016 is £4.3m and only £0.2m remains unallocated; this includes funding for the Adults transformation £2.2m and Early Help late delivery of savings £0.9m in 2016/17 and 2017/18. It also funds the Mayor's Move On, Move Up initiative, which is part of a wider strategy to support raising attainment across Doncaster for students aged 11 and 16 in conjunction with existing school provision. We will offer additional study support resources and help families to encourage everyone taking exams to make the most of their revision time.

35. General fund uncommitted revenue reserve as at 31<sup>st</sup> March, 2016 is estimated at £14.4m.
36. The Council needs to ensure that the level of reserves is sufficient to meet any potential future costs; this has been reviewed as part of the 2016/17 budget setting process. It is important we increase the level of uncommitted reserves to deal with the future financial sustainability and improve the Council's capacity to respond to any future funding reductions.

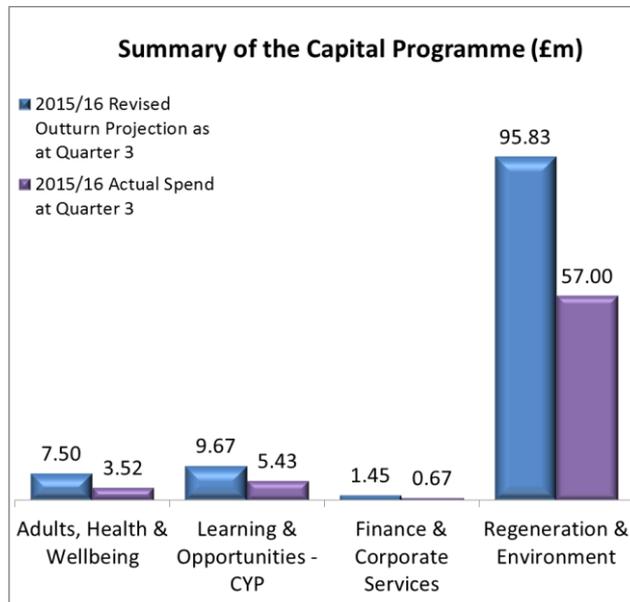
### HOUSING REVENUE ACCOUNT

37. The 2015/16 HRA budget had a balanced budget which included a contribution of £3.1m from balances. The projection at Q3 is that the HRA will be in balance (income equals expenditure), a positive variance of £3.1m. This is broken down as £2.4m which is slippage in the funding (revenue contribution to capital) for the Howards regeneration scheme in Wheatley and £0.7m of in year variances (explained below). The projected HRA balance as at 31 March 2016 is £6.1m, £2.4m of this is earmarked for the demolition and decants on the Howards regeneration in Wheatley. The other main variances are, £0.4m projected overspend on general management due to the increased cost of feasibility study costs and higher than budgeted pension charges. Capital charges are projected to overspend by £0.2m due to an impairment charge following the transfer of the Armthorpe and Adwick depot sites into the HRA. The provision for bad debt is projected to save £0.4m following a high level review of arrears and debtors balances. Most other budgets are projecting some small amounts of underspend which total £0.3m. Rent income is projecting £0.6m more than budgeted due to higher than budgeted average rents as a result of relets of voids at target rent. RCCO is projected to be less than budget by £2.4m this variance is due to the slippage within the capital programme on the scheme at Wheatley Howards which is funded by RCCO. All HRA capital and revenue budgets have been reviewed following the announcements in the Summer Budget and there is minimal impact in the current financial year. Future year budgets are still in balance and will be thoroughly reviewed during the budget setting process.

### CAPITAL PROGRAMME

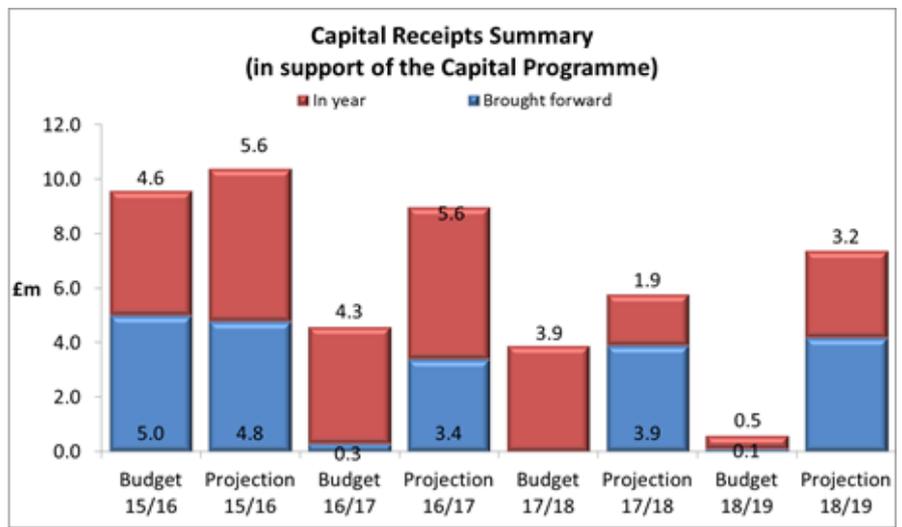
38. Capital expenditure totalled £66.6m at the end of quarter 3, being around 58 per cent of the projected 2015/16 spend. This is in line with trends from previous years but focus will be maintained on services to deliver projects in line with their estimated time frames to realise the benefits and outcomes expected.

39. The capital receipt budget target was £4.6m but the vast majority of the estimated sales have been re-profiled into 2016/17, when the sales are likely to complete. We have received £2.6m for the Belle Vue site and part of Lakeside plot 1 which were expected in 2014/15 at budget setting and £2.1m for the unbudgeted receipt from the sale of care homes. These additional receipts offset the re-profiling of receipts and the capital programme remains fully funded for 2015/16. £75k has been received in quarter 3 to total £5.3m.



The Capital Receipts Summary chart shows the estimated position for General Fund capital receipts at budget setting and at Quarter 3. The higher 2015/16 income estimate is mainly due to receipts being received in 2015/16 that were expected in 2014/15 (with spend also largely re-profiled to 2015/16) and the estimated care home receipt that was confirmed after budget setting.

A continuing concern is that the capital receipts target relies on a small number of high value disposals. Capital receipts are a vital funding source to allow the successful delivery of the capital programme and it is therefore important that receipts are delivered at the values and times estimated.



40. The major changes for programmes are contained in Appendix A.

**OPTIONS CONSIDERED**

41. Not applicable.

**REASONS FOR RECOMMENDED OPTION**

42. Not applicable

**IMPACT ON THE COUNCIL’S KEY OUTCOMES**

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

**RISKS & ASSUMPTIONS**

43. 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**

44. 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**

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

## **HUMAN RESOURCE IMPLICATIONS**

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

## **TECHNOLOGY IMPLICATIONS**

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

## **EQUALITY IMPLICATIONS**

48. 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.

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

## **CONSULTATION**

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

## **REPORT AUTHORS AND CONTRIBUTORS**

**Allan Wiltshire**, Head of Performance and Data

Tel: 01302 862307, E-mail: [allan.wiltshire@doncaster.gov.uk](mailto:allan.wiltshire@doncaster.gov.uk)

**Faye Tyas**, Head of Financial Management

Tel: 01302 862606, E-mail: [faye.tyas@doncaster.gov.uk](mailto:faye.tyas@doncaster.gov.uk)

**Simon Wiles**

**Director - Finance and Corporate Services**

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# Appendix A - Corporate Quarterly Performance Management Report



## Quarter 3 2014/2015 - (1<sup>st</sup> October 2015 to 31<sup>st</sup> December 2015)

### Understanding the Quarter 3 Performance Report

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

#### Governance Indicators

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

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

**Direction of Travel** - The direction of travel looks at whether things have improved stayed the same or become worse when. The purple arrow is short trend and shows the current value compared to 1<sup>st</sup> April 2015. 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		Value	Target	DoT	Traffic Light
<b>Whole Authority Sickness</b>		<b>8.84</b>	<b>8.50</b>		
Adults Health and Well-Being		11.51	10.70		
Finance and Corporate Services		4.10	6.00		
Learning and Opportunities CYP		8.31	9.70		
Regeneration and Environment		8.99	7.60		
PDR's	Number completed within timescale	Value	Target	DoT	Traffic Light
<b>Whole Authority</b>	<b>3973 out of 4150</b>	<b>95%</b>	<b>95%</b>		
Adults Health and Well-Being	1067 out of 1135	88%	95%		
Finance and Corporate Services	601 out of 605	99%	95%		
Learning and Opportunities CYP	473 out of 506	90%	95%		
Regeneration and Environment	1832 out of 1904	98%	95%		
Internal Audit Recommendations	Number completed in time	Value	Target	DoT	Traffic Light
<b>Whole Authority</b>	<b>8 out of 13</b>	<b>62%</b>	<b>100%</b>		
Adults Health and Well-Being	1 out of 3	33%	100%		
Finance and Corporate Services	7 out of 7	100%	100%		
Learning and Opportunities	0 out of 3	0%	100%		
Regeneration and Environment	none due	100%	100%		
Due Regard Statements	Number with appropriate statements	Value	Target	DoT	Traffic Light
<b>Whole Authority Due Regard Statements</b>	<b>10 out of 11</b>	<b>91%</b>	<b>100%</b>		
Adults Health and Well-Being	3 out of 3	100%	100%		
Finance and Corporate Services	4 out of 4	100%	100%		
Learning and Opportunities CYP	1 out of 2	50%	100%		
Regeneration and Environment	2 out of 2	100%	100%		
Data Protection Breaches (Investigation in 10 working days)	Number of issues	Value	Target	DoT	Traffic Light
<b>Whole Authority Data Protection</b>	<b>4 out of 7</b>	<b>57%</b>	<b>100%</b>		
Adults Health and Well-Being	2 out of 3	66.6%	100%		
Finance and Corporate Services	2 out of 3	66.6%	100%		
Learning and Opportunities CYP	0 out of 1	0%	100%		
Regeneration and Environment	0	100%	100%		
<b>NB - None of the issues investigated were reportable as breaches</b>					
Covalent	Number of elements updated	Value	Target	DoT	Traffic Light
<b>Whole Authority Covalent Update</b>	<b>98 out of 104</b>	<b>94%</b>	<b>100%</b>		
Adults Health and Well-Being	16 out of 17	94%	100%		
Finance and Corporate Services	27 out of 28	96%	100%		
Learning and Opportunities CYP	22 out of 26	85%	100%		
Regeneration and Environment	33 out of 33	100%	100%		

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

## Overall Performance Against Directorate Service Measures



Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
17. (AH&W) Proportion of people using social care receiving direct payments (ASCOF 1C 2a)	Q3 2015/16			21.75%	25%	
18a. (AH&W) The proportion of people who use services and carers who find it easy to find information about services - Service Users Only	2014/15			72.1%	74.5%	
18b. (AH&W) The proportion of people who use services and carers who find it easy to find information about services - Carers Only	2014/15			71.9%	65.5%	
19. (AH&W) The proportion of Adults Social Care users that are currently in Long Term Support	Q3 2015/16			61%	60%	
20. (AH&W) Assistive technology installations per 100,000 population, aged 65 and over (average per month)*	Q3 2015/16			145.9	125.5	
21. (AH&W) Permanent admissions to residential and nursing care homes, per 100,000 population (65+ Only)	Q3 2015/16			176.9	182.3	
26.(AH&W) Proportion of repeat safeguarding referrals	Q3 2015/16			9.67%	10%	
28. (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)	Q3 2015/16			9.2%	14%	
31. (AH&W) PHOF2.22iii Cumulative percentage of eligible population aged 40-74 who received an NHS Health Check	Q3 2015/16			4.63%	7.5%	

Whole Borough Indicator Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Aspiration	National Average	Yorkshire & Humber Average
22. (AHWB) Number of repeat victims of Domestic Abuse	Q3 2015/16			756	825	-	-
27. (AH&W) Number of people participating at DCLT Leisure Centres per 1000 population (includes multiple visits)	Q3 2015/16			1,286	1,024	-	-
52. (AH&W) Number of family claims through the Stronger Families Programme*	Q3 2015/16			First eligible claim within Phase 2 can be made in January 2016 (Q4 15-16).			
52a. (AH&W) Number of families achieving positive outcomes through the Stronger Families Programme*	Q3 2015/16			76	-	-	-
30. (AH&W) % Of children aged 10-11 that are classified as overweight or obese	2014/15			34.1%	32%	33.5%	33.4%
32. (AH&W) Percentage of adults achieving at least 150 minutes of physical activity per week (PHOF 2.13i)	2014			50.9%	56.1%	57%	56.1%
29. (AH&W) Infant deaths under 1 year of age per 1000 live births	2014			5.1	5	4	4.3

\* The expanded Stronger Families programme supports complex families in a co-ordinated way across public services. A family may achieve a number of positive outcomes until they meet the criteria whereby we can submit a formal claim to DCLG as part of the national programme. The positive outcome information is collected by area teams and workers that are supporting families directly and demonstrate progress families are making; the claim information is subject to audit processes and potentially 'spot checked' by DCLG.

#### PI commentary

**PI 17:** A full end to end review and redesign of the adult social care pathway will be undertaken as part of the transformation programme. Direct payments should be seen in the context of this wider review as they are a means of delivering a service and not an end in themselves. Establishing an implementing a system that encourages self-care, builds community capacity to support people where they live and keeps being as active and healthy for as long as possible is the key to delivering high quality, person centred social care. Direct payments are a mechanism that can help when people need to consider formal care

**PI 28:** There are complex health and social needs of opiate users who are in long term treatment. The 2015-16 contract had significantly less resources than previous years. Action plan is in place with the provider to improve performance particularly focussing on opiate clients with an aim to improve performance in the remainder of 2015-16; local targets at team and worker level have been agreed for opiate clients.

**PI 31:** The total number of Health Checks for Q3 is 2280; therefore 4218 year-to-date. (Target 6838 total to Q3) This equates to 4.63% of the total expected target population for the 5yr contract. The target for Q3 Yr. 1 of the contract was to have achieved 7.5% of this 5yr target, so the service are still under performing but have improved considerably over Q3. More GP's are now delivering the service and pharmacists are being targeted to also come on board - Lloyds have already started to deliver HCs.

HMSL are actively approaching businesses (including St Leger Homes) to increase community-based activity and a programme of promotional work was carried out during November to engage business' interest.

### Adult Health and Well-Being Revenue

Traffic Light	Name	Q3 2015/16		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Adults, Health and Wellbeing Total Revenue Variance</b>	<b>144.011</b>	<b>80.930</b>	<b>4.709</b>
	<b>Public Health Revenue Variance</b>	<b>18.481</b>	<b>1.280</b>	<b>0.000</b>
	Public Health is forecast to break even. The in-year cut imposed by the government of £1.5m, has been managed using agreed contract reductions, reducing discretionary spend and committing the public health reserve, this has meant some planned schemes have not gone ahead.			
	<b>Adult Social Care Revenue Variance</b>	<b>26.300</b>	<b>18.202</b>	<b>0.886</b>
	Adult Social is showing a forecast overspend of 0.9m. This position is as a result of on the transfer of the seven care homes for older people to the independent provider that has resulted in a one off cost pressure of £1.6m in 2015/16, will lead to significant ongoing savings for 2016/17 onwards. This overspend is however offset from underspends in the several areas In-House Home Care. Minor adaptations, STEPS vacancies (£0.3m) which will be used to balance the 15/16 commissioning savings on a one off basis, Equipment and Adaptations (£0.2m), & Social Fund grants totalling (£0.1m).			
	<b>Communities Revenue Variance</b>	<b>13.212</b>	<b>7.787</b>	<b>0.033</b>
	Communities are slightly overspending, with most services marginally under or over, although there are no areas of significance.			
	<b>Director of Adults, Health and Wellbeing Revenue Variance</b>	<b>1.116</b>	<b>1.088</b>	<b>-0.235</b>
	Assistant Director for Modernisation & Commissioning post vacant and PA post. Any agency backfill on specific projects will be funded separately. Management of change (£0.08m) due to Unallocated Digital Council saving £0.22m offset by unspent management of change budget of (£0.3m).			
	<b>Modernisation &amp; Commissioning Revenue Variance</b>	<b>84.902</b>	<b>52.573</b>	<b>4.025</b>
	The overspend on residential placements £2.2m is a major contributor towards this position, however planned controls are now in place to reduce the new placements with a strategy to reduce the number of long term placements on a permanent basis. The current trend is			

Traffic Light	Name	Q3 2015/16		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)

now downwards, with a net position in residential placement of 53 fewer in care beds, and is line with the forecast in November, and should the trend continue the 2016/17 saving target will be achieved.

There is an in-year shortfall in achieving the Commissioning savings target of £0.3m, together with £0.9m overspend on cost in care and support at home (personalisation), of which £0.6m is a shift in CHC funding, £0.8m on supported living contracts, £0.2m the delay in changing the LD transfer block contract to residential placements from January 2016, borough wide day centres £0.1m, where the budget has been cut though the service continues, and Intermediate care services £0.1m,

These overspends are offset by underspends against the Care Act of (£0.7m).

It should be noted that the above forecasts on residential and Dom Care assumes (£1.2m) of one - off transition funding in respect of reduced CHC funding.

## Adult Health and Well-Being Capital

Traffic Light	Name	Q3 2015/16		
		Q2 Projection (Full Year)	Q3 Projection (Full Year)	Actual Spend Q3

	<b>Adults, Health and Well-Being Total</b>	<b>7.20</b>	<b>7.50</b>	<b>3.52</b>
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There are no significant issues in this area at Quarter 3

	<b>Adult Social Care</b>	<b>5.10</b>	<b>5.09</b>	<b>2.20</b>
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The main areas of spend are Housing Adaptations and Disabled Facilities Grants (DFG) (£4.2m) and the Social Care Capacity Grant (£0.8m). There are no significant issues in this area at Quarter 3.

	<b>Communities</b>	<b>1.75</b>	<b>2.05</b>	<b>1.16</b>
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No significant issues in this area at Quarter 3. The main areas of spend are the capital payment to DCLT (£1.0m), Parks and Playing fields (£0.9m) and grant funded project work at the Museum (£0.1m). The increase in anticipated expenditure is due to three new section 106 projects (totalling £0.3m) within Parks and Playing fields added at Quarter 3.

	<b>Modernisation and Commissioning</b>	<b>0.35</b>	<b>0.35</b>	<b>0.16</b>
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No significant issues in this area at Quarter 3. The main area of expenditure is the Adult Social Care System (£0.4m) which is currently under review.

# Finance and Corporate Services Corporate Plan Performance Indicators and Finance

## Overall Performance Against Directorate Service Measures

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Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
55. (F&CS) Housing Benefit - Average number of days to process a new claim	Q3 2015/16			20.75	23.00	
56. (F&CS) Council Tax Support Application - Average number of days to process new claims	Q3 2015/16			23.93	24	
57. (F&CS) Delivery of actions under 5 Core Themes of the People Strategy	Q3 2015/16			75	75	
63. (F&CS) % of invoices are paid within 30 days	Q3 2015/16			95.1	95	
64. (F&CS) Council Tax Arrears.(LPI 01)	Q3 2015/16			15,064,884.78	15,231,000	
65. (F&CS) Business Rates Arrears.(LPI 02)	Q3 2015/16			5,341,045.08	6,829,000	
66. (F&CS) % of Council Tax collected in the year (LPI 09 was BV09)	Q3 2015/16			93.78%	94.10%	
67. (F&CS) Percentage of Non-domestic Rates Collected (LPI 10 Was BV10)	Q3 2015/16			95.49%	96.60%	
68. (F&CS) Deliver 2015/16 savings and prepare for the delivery of 2016/17 savings	Q3 2015/16			37.2	39.2	
69. (F&CS) % of local authority spend with Doncaster companies/ suppliers	Q3 2015/16			64	58	
70. (F&CS) % increase in contracts procured in 2015/16 that have Social Value reflected in them	Q3 2015/16			86%	74%	
71. (F&CS) Number of organisations that attend the partnership summit	2014/15			36	33	
72. (F&CS) Increased positivity from the Team Doncaster Partnership Health Check survey	2014/15	Reported in Q4				
73. (F&CS) % attendance at the Team Doncaster and partnership Board meetings	Q3 2015/16			73%	75%	
74. (F&CS) Number of data protection breaches	Q3 2015/16			0	3	
75. (F&CS) % Members attending mandatory training	Q3 2015/16			83.6%	75%	

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Aspiration	National Average	Yorkshire & Humber Average
58. (F&CS) Whole Authority Sickness	Q3 2015/16			8.84	8.50		
59. (F&CS) Whole Authority PDRs	Q3 2015/16			96%	95%		
60. % of services with a fully transactional on-line self service capability	Q3 2015/16			25	27	-	-
61. % of channel shift to on-line services by Doncaster residents as a result of the delivery of the Digital Strategy	Q3 2015/16			21.53	30	-	-
62. % of residents operating digitally accessing Council Services	Q3 2015/16			17.5	30	-	-

## PI commentary

**PI 68:** The projected overspend is £2.0m, although this includes one-off savings as detailed in paragraph 21 of the main report.

**Whole Borough Indicator PI 61:** An average of 21.53% of customer contact was on-line in quarter 3; this is an increase from 16% in quarter 2. Many activities have contributed to this including waste services now being on-line, social media, digital bus activities, staff, phone channel messaging, and one-stop-shop sign-posting as well as marketing and publicity. Our target is ambitious but not unachievable with the next big deliverable on-line being council tax. Still red but an upward trend. Within Customer Services, this left 52.64% telephone contact and 25.83% face-to-face contact. The percentages are of the amount of contacts we receive rather than % of population due to many people never having to contact us.

**Whole Borough Indicator PI 62:** The population of Doncaster is recorded to be 304,400 and the number of unique visits to the website this quarter was 50,814, this equates to 17.5% of the population. This is an increase of 3.5%. The 30% target is difficult to achieve due to the fact many residents never contact us and some do not have the facilities to use on-line services, therefore work is being completed to add some reality to the target which may require amendment. The Superfast South Yorkshire rollout across Doncaster will also be mapped according to location and timescale adding more accuracy to what is actually achievable.

## Finance and Corporate Services Revenue

Traffic Light	Name	Q3 2015/16		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Finance &amp; Corporate Services Total Revenue Variance</b>	<b>124.679</b>	<b>20.401</b>	<b>-2.160</b>
	<b>Customer Services &amp; ICT Revenue Variance</b>	<b>8.599</b>	<b>6.256</b>	<b>-0.049</b>
	Salary underspends of £0.09m and one-off income received of £0.05m have been off-set by the £0.1m under recovery of income from schools.			
	<b>Finance &amp; Performance Revenue Variance</b>	<b>104.367</b>	<b>5.778</b>	<b>-1.703</b>
	Salary underspends of £0.55m from various services, housing benefit overpayment recovery of £0.96m plus new grants of £0.24m have been partially used to fund ERP salaries of £0.12m.			
	<b>Finance &amp; Corporate Services Director Revenue Variance</b>	<b>-0.010</b>	<b>-0.256</b>	<b>-0.065</b>
	£0.2m savings have been made early to meet the 2016/17 Corporate Services savings targets, which have been used to fund several one-off pressures in 2015/16.			
	<b>HR &amp; Communications Revenue Variance</b>	<b>4.621</b>	<b>3.629</b>	<b>-0.182</b>
	The underspend results mainly from salary savings of £0.06m and additional one-off income of £0.1m from a combination of a VAT correction, and services provided to academies and schools.			
	<b>Legal &amp; Democratic Services Revenue Variance</b>	<b>4.823</b>	<b>2.983</b>	<b>-0.161</b>
	The underspend mainly relates to one off £0.16m salary savings across various services.			
	<b>Strategy &amp; Performance Revenue Variance</b>	<b>2.279</b>	<b>2.011</b>	<b>0.000</b>
	Breakeven projected at Q3 following the service's move from Council Wide to F&CS, following movement of budgets from various Directorates. In relation to Business Intelligence, progress is now being made with the work assigned in SPU, with lead HoS and officers working in partnership with ICT. Initial examples of good practice have been identified locally and internationally.			

## Finance and Corporate Services Capital

Traffic Light	Name	Q3 2015/16		
		Q2 Projection (Full Year)	Q3 Projection (Full Year)	Actual Spend Q3
	<b>Finance &amp; Corporate Services Total</b>	<b>2.99</b>	<b>1.45</b>	<b>0.67</b>

There are no significant issues in this area at quarter 3. 46% of the full year projection has been spent, and with the revisions to the ICT projects, the projection is expected to be met in 2015/16. The variances are discussed in the sections below.

	<b>Customers, Digital &amp; ICT</b>	<b>1.95</b>	<b>0.97</b>	<b>0.40</b>
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No significant issues in this area at quarter 3 but nearly 60% of the spend is yet to be incurred. The main areas of spend are CRM / Digital Council project, Data Storage and Server Hardware upgrades, all £0.2m.

**Major change- ICT Strategy -£0.61m**, Much of the ICT Strategy is delivering one business intelligence store, collaboration and GIS – the PPPR2 review has significantly delayed delivery of the ICT strategy held things up but discussions are ongoing with Strategy and Performance and business requirements being worked up.

	<b>Finance</b>	<b>1.04</b>	<b>0.48</b>	<b>0.27</b>
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No significant issues in this area at quarter 3 but nearly 45% of the spend is yet to be incurred. The remaining area of spend for 2015/16 is the continuing implementation of the ERP system (£0.5m).

**Major change - Investment and Modernisation Fund -£0.56m**, Removed the remaining 2015/16 allocation and -profiled over 2016/17 to 2019/20 due to no new projects currently being assessed and to prevent unnecessary borrowing being taken out based on the estimated usage of this fund.

# Learning and Opportunities - CYP 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. (L&O:CYP) A4. Percentage of Child Protection visits that have not taken place on time (within 2wks) CT Contract Measure	Q3 2015/16			6.7%	5%	
24.(L&O:CYP) Case File Audits rated 'requires improvement' or 'inadequate' (Childrens Trust)	June 2015			54%	To be determined by Trust Annual Review	
25. (L&O:CYP) A1. Referrals to Children's Services that are repeat referrals within 12 mths (KIGS CH142) CT Contract Measure	Q3 2015/16			22.71%	25%	
42. (L&O:CYP) B10. Stability of placements of looked after children: number of moves 3 or more (BV49 NI_062 PAF CF/A1) CT Contract Measure	Q3 2015/16			9.9%	9.0%	
49. (L&O:CYP) % of young people with learning or other disability who have a final Education Health Care Plan within 20 weeks of initial request (new requests)	Q3 2015/16			100%	100%	
51a. (L&O:CYP) % of children with first choice school placement in Reception	2015/16			94.2%	94%	
51b. (L&O:CYP) % of children with first choice school placement in Secondary	2015/16			95%	95%	
53. (L&O:CYP) Number of referrals to specialist services (step-up/step-down)	Q3 2015/16			323	Targets not yet set – first initial data release from Early Help Hub	
54. (L&O:CYP) Number of people accepted and supported by an Early Help Assessment (reported through the Early Help Hub)	Q3 2015/16			344		

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Aspiration	National Average	Yorkshire & Humber Average
50a. (L&O:CYP) Primary school persistent absent rate (15% absenteeism)	Q3 2015/16			3.0%	3.8%	-	-
11. (L&O:CYP) Achievement of a Level 2 qualification by the age of 19	2013/14			81.2%	85.0%	85.4%	84.1%
50b. (L&O:CYP) Secondary school persistent absence rate (15% absenteeism)	Q3 2015/16			6.5%	6.9%	-	-
12. (L&O:CYP) Achievement of a Level 3 qualification by the age of 19	2013/14			46.8%	58.0%	58.2%	53.7%
14. (L&O:CYP) Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	2014/15			50.0%	59.1%	53.8%	55.1%
15. (L&O:CYP) Schools judged Good or Outstanding (Primary & Secondary settings)	Q3 2015/16			60.2%	80%	83.3%	78.5%
45. (L&O:CYP) B11. Percentage of care leavers age 19 in suitable accommodation (NI_147) CT Contract Measure	Q3 2015/16			98.6%	90.0%	-	-
46. (L&O:CYP) B12. Care leavers in education, employment or training (NI 148) CT Contract Measure	Q3 2015/16			53%	55%	-	-

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Aspiration	National Average	Yorkshire & Humber Average
47. (L&O:CYP) % of children who are 'school ready' as measured by the Early Years Foundation Stage Profile	2014/15			65.4%	63%	66.3%	64.6%
48. (L&O:CYP) Proportion of children attending early education programmes (including 2,3&4 year old entitlement)	2014/15			78%	89%	-	-
43c. (L&O:CYP) Persistent Absence of Children in Care Primary schools (Absenteeism 10%)	Q3 2015/16			4.2%	3.8%	-	-
43d. (L&O:CYP) Persistent Absence of Children in Care Secondary Schools (Absenteeism 10%)	Q3 2015/16			13.6%	6.9%	-	-
44. (L&O:CYP) Achievement of 5 or more A*-C grades at GCSE or equivalent for Children in Care (incl. English & Maths)	2014/15			8.7%	23.4%	-	-

### PI commentary

**PI 12** - Achievement of a Level 3 qualification by the age of 19 remains an area for improvement in Doncaster with a reported 11% gap between Doncaster and the National Average. Trend indicates that the gap is narrowing; however the pace of this is slow.

**PI 14** – Published GCSE 5 A\*-C including English and Maths was reported at 50%. An Education Commission is being created to improve this situation.

**PI 43c** - Persistent Absence for Children in Care Primary is based on those children with 10% absenteeism or more and stands at 4.2% for the September-December term. Children in year 2 have the highest percentage PA in this cohort.

**PI 43d** – Persistent Absence for Children in Care Secondary is based on those children with 10% absenteeism or more and stands at 13.6% for Q3 September-December. Year 11 pupils have the greatest number of day's absence. Children experiencing at least 1 day FTE remains a key reason for the PA figure (15 out of 132 secondary children, amounting to 0.7% of the total OC2 cohort (including primary))

**PI 44** – Provisional data for Children in Care with 5 or more GCSE 5 A\*-C including English & Maths reported 8.7% against a 23% target, which is a decline from the 15% reported in the previous year (national was 12% in 2015). The appointment of the Senior Raising Achievement Officer will result in increased support and challenge with targeted cohorts in secondary settings with expected impact on in year progress. (NB: This is a measure which is based on a small cohort.)

**PI46** – Care Leavers in education, employment or training at 53% is below the 60% target value. The 18+ Service has a range of options targeting this cohort including the Modern Apprenticeship programme and mentor scheme and the service has completed a Pathway to Traineeships programme where 21 young people who were NEET enrolled.

**PI 48** – Eligible 2yr olds has an aspirational DfE target of 80% and current value is 64%. For 3 and 4yr olds, the target is 97% and the current value is 93%. There is a new pilot aimed at targeting eligible 2yr olds which is due to roll out in the autumn term. The reorganisation of children's centres and the development of the Early Help Strategy will also contribute to improving performance.

**PI 53** – first reported data from the Early Help Hub with was operational from the 28<sup>th</sup> September. 572 referrals for support were received in Q3, 83 (15%) were stepped up to a specialist service and 240 (42%) referrals received were stepped down from a specialist service; providing a total of 323 referrals relating to 'specialist services'. Remaining 249 (43%) were not related to 'specialist services' eg, education, health.

**PI 54** – first reported data from the Early Help Hub with was operational from the 28<sup>th</sup> September. The number of children referred with an Early Help Assessment in place was 152 (26%), 192 (34%) of the referrals required an Early Help Assessment to be completed. Overall 60% of referrals received into the Early Help Hub required an Assessment with the remainder being supported through single agency activity which includes activity through the Children's Centre Services.

## Learning and Opportunities CYP Revenue

Traffic Light	Name	Q3 2015/16		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning and Opportunities - CYP Total Revenue Variance	84.877	46.025	0.229
	Commissioning and Opportunities Revenue Variance	7.685	4.301	-0.108

The forecast underspend relates to staffing vacancies (£0.24m) mainly within Strategic Commissioning due to the time taken to fill posts in the new structure and Youth & Early Help where posts are being filled on a temporary basis until 31st March 2016 to carry out the obligations of the service whilst it is under review to deliver savings. This is offset by Aiming High overspend of £0.20m due to additional short break direct payments and sessional support. A rapid improvement plan has been implemented to address process, financial and data issues in Aiming High.

	Centrally Managed Revenue Variance	7.469	-2.453	0.293
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The projected overspend mainly relates to the allocation of corporate reductions totalling £0.28m for digital council and PPR2, which are unlikely to be delivered this financial year (work is progressing to resolve for 2016/17).  
Dedicated Schools Grant (DSG) for 2015/16 is showing an in-year underspend of (£1.24m), mainly from expected underspends on High Needs block services including the ARC's, SEN Statementing, Pre School Inclusion/Portage and contingency funding. The £1.24m has been earmarked to be carried forward to meet expected High Needs cost pressures in 2016/17, including the cost of places at St Wilfrid's AP Free School from September 2016.  
Of the £4.47m DSG underspend brought forward from 2014/15, £3.97m has been allocated/approved for usage in 2015/16 and beyond whilst £0.5m has been earmarked, subject to School Forum approval.

	Learning and Achievement Revenue Variance	27.575	6.384	-0.690
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The projected underspend mainly relates to staffing vacancies (£0.32m) due to the time taken to fill posts in new structures and in some cases the difficulty in recruiting to posts and continued work to maximise DSG and traded income (£0.25m). The underspend also includes (£0.11m) SEN Reform Grant for which a carry forward request will be made to cover fixed term posts into 2016/17. Since Q2 there has been an increase in the forecast underspend mainly due to increased vacancies.

	Children's Services Trust Total Revenue Variance	42.148	37.793	0.734
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Doncaster Children's Services Trust have supplied their revenue monitoring report to end of December, which presents a projected overspend of £0.92m an increase of £0.57m from Q2. The 80/20 risk share mechanism agreement means the Council are liable to fund the Trust for £0.73m of the overspend. Discussions about the overspend are addressed through the scheduled performance monitoring arrangements with the Trust.

The key area of overspend identified mainly relates to costs of children placed in care, projected at £2.47m. For OOA residential and independent fostering placements, the number of children has increased and within OOA several placements now cost significantly more than the average on which the budget was based. A significant increase in special guardianship order numbers is in line with national trends. The overspend is off-set by vacancies, net total (£0.57m), although this has reduced since Q2 due to the increase use of agency workers as a consequence of increased caseloads, sickness and low recruitment. The overspend is also off-set by additional income of (£0.88m) relating to continuing health care contributions and adoption fees and grant.

## Learning and Opportunities CYP Capital

Traffic Light	Name	Q3 2015/16		
		Q2 Projection (Full Year)	Q3 Projection (Full Year)	Actual Spend Q3
	Learning and Opportunities CYP Total	10.27	9.68	5.63
No significant issues in this area at Quarter 3.				
	Commissioning & Opportunities	0.14	0.04	0.00
No significant issues in this area at Quarter 3.				
	Learning and Achievement	10.13	9.64	5.63

No significant issues in this area at Quarter 3. The main schemes have been a new school in the Balby Woodfield area (Carr Lodge Academy), and a major extension to Hexthorpe Primary School, both completed for September 2015 deadline and both funded by a specific Government grant over 2 years (£6.2m). Other schemes include work at schools on the Schools Condition programme (£2.1m), school roofs (£0.7m) and remodelling and expansion work to increase the numbers of school places (£2.3m).

# 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
02a. (R&E) No. of people previously on JSA now in sustained employment (26 weeks +) as a result of the Ambition Programme	Q3 2015/16			0	Target not yet set	
04a.(R&E) Total new, FTE jobs, created through Business Doncaster, which have a life expectancy of at least 1 year.	Q3 2015/16			118	140	
06a. (R&E) Number of Apprentices completing a Level 3 or above qualification as part of the Council's Internal apprenticeship Programme	Q3 2015/16			0	Target not yet set	
07a. (R&E) Overall Investment gained (into and within Doncaster) with the support of Business Doncaster	2015/16			34,114,600	24,000,000	
16a. (R&E) Total Number of new Apprenticeships supported through Skills and Enterprise (Internal Council Target) (cumulative)	Q3 2015/16			295	Target not yet set	
33a. (R&E) Solar – Number of homes benefiting from Council Housing Solar Scheme	Q3 2015/16			684	650	
33b. (R&E) Big Power Switch - £s saved	Q3 2015/16			£46,980.00	£32,000.00	
34. (R&E) Recycling rate for household domestic waste	Q2 2015/16			48%	43.9%	
35. (R&E) Improved street and environmental cleanliness: Litter	Q3 2015/16			0.2%	12%	
36. (R&E) Improved street and environmental cleanliness: Detritus	Q3 2015/16			7%	20%	
37a. (R&E) Principal classified roads where maintenance should be considered	Q3 2015/16			2%	4%	
37b. (R&E) Non-principal classified roads where maintenance should be considered	Q3 2015/16			4%	4%	
38a. (R&E) Deployment of solar PV on Council buildings	Q3 2015/16			11	5	

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Aspiration	National Average	Yorkshire & Humber Average
01. (R&E) Employment Rate in comparison to national average	Q2 2015/16			70.2%		73.6%	72.4%
02. (R&E) Out of work benefit claimants (16-64) - Proportion/ Rate	Q1 2015/16			12.4%		9.1%	10.7%
03. (R&E) Doncaster working age population with qualification at NVQ 3 and above (%)	2014/15			46.5%		56.5%	52.1%
04. (R&E) Private sector employment growth.	2015/16			5.6%		4.9%	4.7%
05. (R&E) Wage rates (weekly full time - resident based)	2015/16			£465.50		£521.10	£479.00
06. (R&E) % residents in highly skilled occupations	Q2 2015/16			32.3%		44.7%	39%
07. (R&E) Overall Investment Gained (into and within Doncaster)	2015/16			£52,988,825	£48,000,000	-	-

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Aspiration	National Average	Yorkshire & Humber Average
08. (R&E) Total Doncaster Business Stock (Number of Enterprises in Doncaster)	2014/15	↑	↑	8,090		-	-
09. (R&E) Percentage of retail and retail service units occupied in the core area	Q3 2015/16	↑	↑	90.3%	89%	-	-
10. (R&E) New business Start-Ups in Doncaster	2014/15	↑	↑	1505		-	-
13. (R&E) 16 to 18 year olds who are not in education, employment or training	Q3 2015/16	↑	↑	4.20%	6.00%	10.2%	5.9%
16. (R&E) Total Apprenticeships in Doncaster	2014/15	↑	↑	3,990		-	-
33. (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)	2014/15	↓	↓	10.4%	10.4%	10.4% 2013/14	11% 2013/14
38. (R&E) CO2 Emissions (per capita)	2013/14	↓	↓	7.7 tonnes		7 tonnes 2013/14	8.1 tonnes 2013/14
39. (R&E) Net additional homes provided (Council and private sector provider/build)	Q3 2015/16	↓	↑	953		-	-
40. (R&E & SLHD) Number of affordable homes provided (Council, housing associations, section 106 agreements)	Q3 2015/16	↓	↓	43	0	-	-
41. (R&E & SLHD) Total number of empty homes, as determined from Council Tax records.	Q3 2015/16	↑	↑	3,533		-	-

### PI commentary

**PI 02a** – Up to December 2015 there have not been any people in work for 26wks. We have 14 people who have been in work for 13 weeks and have 13 apprenticeships

**PI04** - Doncaster created 4,500 additional private sector jobs between 2013 and 2014, a 5.3% increase. A reduction in public sector jobs of 2,300 meant the overall net change was 2,200. Doncaster is on track to meet its target of creating almost 12,000 net new jobs by 2024 as part of a Sheffield City Region target of 70,000. Delivering on this commitment would mean Doncaster has achieved a rate of jobs growth which is twice that forecast for the UK as a whole.

**PI04a** – Total new FTE jobs created through Business Doncaster, which have a life expectancy of at least 1 year. Currently stands at 456 at end of Q3 which is below target of 540, but forecast still looks to exceed the overall year-end target.

**PI16** - Total apprenticeships in Doncaster (all organisations and companies). Linked to internal Mayoral Pledge indicator (PI16)

**PI16a.** Through its focus on delivering the Mayoral Pledge, the Council is leading the Borough's drive to increase the number of apprenticeships to meet the growing demand from businesses, for example from Doncaster's expanding rail sector and we are on track to achieve the Mayoral Pledge of 1000. This contributes to the overall Borough-wide Apprenticeships indicator (PI16) which captures the Apprenticeship starts in all companies and organisations'

**PI06a** - Number of Apprentices completing a Level 3 or above qualification as part of the Council's Internal Apprenticeship Programme. This is a new measure. There are currently 87 learners and 23 have completed their qualification. The numbers starting and therefore completing a Level 3 Apprenticeship qualification is expected to increase over the coming 2 years. A target will be added to this PI

**PI05** – The wage rate dropped to £465 compared to a national rate of £521 and Y&H of £479. Doncaster is aiming to achieve both high and quality jobs growth – therefore almost 40% of the 12,000 new jobs over the next 10 years (see Commentary for PI04 above) are expected to be higher skilled (Level 4+) and better paid. The critical mass of development projects underway (FARRRS, iPORT, DN7 Unity etc.) will contribute to this.

**PI09** – The percentage of retail and retail service units occupied in the core area has improved to 90% despite previous quarter on quarter worsening trend over the last 2yrs. We are optimistic that this has not just been the impact of seasonal retail outlets.

**PI13** – Young people Not in Employment, Education or Training has improved, dropping to 4.2% which is well below comparators. The average 'Not Known' cohort is 9.5% and it is anticipated the NEET figure will rise slightly as some of those young people are classified as NEET.

**PI02** - Out of work benefit claimants (16-64) - Proportion / Rate although declining over the past few years, we have seen a similar decline in both National and Yorkshire & Humber rates so no real narrowing of the gap.

**PI03** – The percentage of working age population with qualification at NVQ 3 has increased over the past 10 years (from 36.4% to 46.5%) and Doncaster has narrowed the gap with Yorkshire and Humber, but not with the national average.

**PI06** - % residents in highly skilled occupations has shown a consistent decline for the last 4 quarters, more so than comparators and so widening the gap.

**PI34** – The recycling rates are provided one quarter in arrears.

## Regeneration & Environmental Revenue

Traffic Light	Name	Q1 2015/16		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Regeneration &amp; Environment Total Revenue Variance</b>	<b>125.187</b>	<b>39.402</b>	<b>0.401</b>
	<b>Director of R&amp;E Revenue Variance</b>	<b>0.052</b>	<b>0.000</b>	<b>-0.153</b>
	Projected underspend due to release of ERDF clawback provision £0.33m offset by unallocated savings (including Agency & Procurement).			
	<b>Development Revenue Variance</b>	<b>9.498</b>	<b>2.758</b>	<b>-0.112</b>
	Planning is projected to underspend by £0.33m mainly as a result of additional planning fees. The Skills saving target is expected to be underachieved by £0.23m in 2015/16 with the shortfall reducing to £0.15-0.18m in 2016/17; R&E will review potential virements to address the ongoing shortfall.			
	<b>Environment Revenue Variance</b>	<b>65.851</b>	<b>34.012</b>	<b>-1.011</b>
	Waste & Recycling is expected to underspend by £0.72m mainly due to one-off savings associated with the PFI facility. This level of underspend is not expected to continue in 2016/17 and Waste budgets are being reviewed to ascertain the ongoing position. Network Management is expected to underspend by £0.26m as a result of higher than anticipated Road and Streetworks Act income.			
	<b>Trading and Assets Revenue Variance</b>	<b>49.786</b>	<b>2.632</b>	<b>1.677</b>
	The key feature of the overspend is a £1.2m shortfall against the Appropriate Assets saving target. Additionally, there are overspends on Construction £0.46m (charges to capital lower than expected as more work done providing advice on a no fee basis) and Bereavement £0.22m (due to additional expenditure on cemetery walls and a shortfall in income from burials). Schools Catering is expected to underspend by £0.43m.			

## Regeneration & Environment Capital

Traffic Light	Name	Q3 2015/16		
		Q2 Projection (Full Year)	Q3 Projection (Full Year)	Actual Spend Q3
	<b>Regeneration &amp; Environment Total</b>	<b>98.16</b>	<b>95.83</b>	<b>56.83</b>
	<b>Development – Non Housing</b>	<b>21.59</b>	<b>20.87</b>	<b>14.80</b>

Main areas of spend include FARRRS Phase 1 (£14.4m), High Speed Rail College (£2.3m), SCRIF DN7 Unity Project (£1.2m) and Minor Transport Schemes (£1.0m). The 2015/16 programme has reduced by £0.7m from quarter 2 mainly due to the re-profiling of Urban Centre and Herten Way projects.

**High Speed Rail college** - BIS have provided a draft letter confirming the availability of an £18.7m grant. The detail associated with the grant is being reviewed by Doncaster and Birmingham Councils. There is a risk that the Council will need to commit more expenditure before the grant is finally confirmed.

**SCRIF projects for DN7 Unity, FARRRS Extension, Urban Centre and Westmoor Link** – these are in development and are at various stages in the SCRIF approval process. Progress towards the construction phase is dependent on final draw down of SCRIF funding. Failure to do so could lead to the preparatory works being abortive and being charged to revenue but this risk is considered to be low. The securing of the contribution from the developer for the DN7 project is being progressed by the Council. Final Business Cases for Urban Centre projects re. CCQ, Colonnades and Waterfront West were approved by SCR January 2016.

### Major Changes: -

**SCRIF Urban Centre Colonnades -£0.7m.** Outline budget profile re-aligned after submission of SCRIF final business case. Overall value of project remains the same but all expenditure now expected 2016/17 (project is dependent on full SCRIF approval and £0.4mk further corporate resources subject to budget setting 2016/17).

**SCRIF Urban Centre Waterfront West -£0.5m.** Outline budget profile re-aligned after submission of SCRIF final business case. Overall value of project remains the same but £0.5m expenditure now expected 2016/17.

**Herten Way £0.4m.** Scheme brought forward after securing LSTF funding in advance of previously scheduled, construction due to commence February 2016.

Traffic Light	Name	Q3 2015/16		
		Q2 Projection (Full Year)	Q3 Projection (Full Year)	Actual Spend Q3
	<b>Development - Housing</b>	43.56	42.67	21.65

Due to the budget announcement regarding social housing rents being reduced by 1% for four years, all HRA funding has been reviewed. A revised four year programme of works has been reflected in the Q3 figures, based on the forecast resources available.

The Decent Homes programme has now finished and has been offered to all tenants and those who still require decency will be picked up when they become void or as part of the re-inclusion programme.

The main areas of forecast spend include Planned Maintenance to HRA properties (£30.7m), Council House New Build (£6.9m), Acquisition Programme (£2.4m), Maintaining Decency Standards (£2.3m).

**Major Changes: -**

**Council Owned G&T and Residential Site Improvements -£0.3m.** A fully worked up programme is still to be finalised. £0.3m has been re-profiled into 2016/17.

**Council House Building Phase 2 - Layden Drive -£1.09m & Victoria Court £0.3m.** The costs have changed this year to reflect the revised delivery plan submitted by the developer. The funding has been re-profiled to/from future years as appropriate.

**Capital Programme Delivery -£1.5m.** Capital delivery fee has now been allocated across all schemes 2015/16.

**Thermal Efficiency £0.5m.** The forecast has increased to reflect the allocation of capital delivery fee.

**Voids Decency Works £0.4m.** The previously reported forecast has been updated to reflect the latest information available.

	<b>Environment Schemes</b>	26.78	26.27	17.44
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No significant issues in this area at quarter 3. Main areas of spend are Transport Projects £12.5m, Waste PFI capital contribution £7.7m (PFI facility became fully operational in July 2015 according to plan) and Waste Transfer Station £5.4m (which became operational in October 2015 according to plan). The 2015/16 programme has reduced by £0.5m from quarter 2 mainly due to the re-profiling of various Transport Projects to 2016/17.

	<b>Trading and Assets</b>	6.23	6.02	2.95
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The main areas of spend are Main Fleet Purchases (£1.7m), Streetscene & Grounds Maintenance Fleet Purchases (£1.6m), markets projects (£0.7m) and the Buildings Improvement Programme (£0.5m). The 2015/16 programme has reduced by £0.2m from quarter 2 mainly due to the re-profiling of DECC Central Heating & Hot Water systems project.

**Buildings Improvement Programme** - Re-alignment to accommodate significant increase in scope of work, including addition of H&S works at the Central Library in 2015/16. The limit on resources means work for Sprotbrough and Tickhill now take place in 2016/17, whilst Hatfield and Woodland are dropped from the programme until resources can be identified. The new programme requires allocation of the 2016/17 block with a small balance held as contingency pending identification of full costs at Tickhill. This uses all approved resources for BIP.

**Major Changes: -**

**DECC Central Heating & Hot Water Systems -£0.3m.** Expenditure re-profiled to 2016/17 due to delays in Expenditure re-profiled to 2016/17 due to delays in approving the contract award.

## Strategic Risks

		2	4	2	
	1	1	2	2	
		1	2	1	

There are 18 Strategic Risks and all have been updated as part of the Q1 reporting process. The Heat Map shows a summary of the scores.

As a result of the Q3 review no risks have been nominated for demotion and no new strategic risks have been identified

### Risks with a score of 10 or more

**Current austerity measures result in increased poverty in Doncaster, causing deprivation for citizens and restricting the borough's ability to improve and grow**

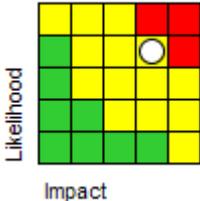
Simon Wiles

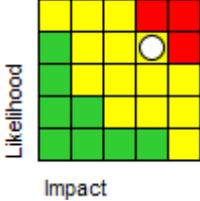
<b>Current Risk</b>	<b>Current position:</b> Score = 20 (impact 5 likelihood 4). The impacts of poverty and welfare reform continue to affect local people and are a risk to the achievement of Council and partnership objectives.
<b>20</b>	<b>Mitigating actions:</b> Following the elected member workshop, in December 2015, the completion of key tasks and consideration of additional evidence, the partnership Anti-Poverty Strategy Group is developing new actions to address the causes and effects of poverty within the borough.
	<b>Target Risk Score:</b> impact 3 x likelihood 4 = 12
	Poverty continues to be an issue in Doncaster, as evidenced by the recent Indices of Multiple Deprivation. The main task is to reduce the impact on local people.

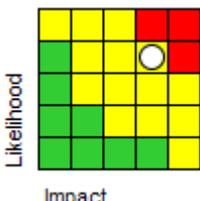
**Health and social care services do not change fast enough , impacting on quality, accessibility and affordability of services for people who need them most**

Kim Curry

<b>Current Risk</b>	<b>Current position:</b> The work required to maximise independence and Transform Adult Social care services has not happened quickly enough and improved service outcomes, financial savings and ambition levels are not where they need to be at this time. A single transformation plan is being developed and key staff and resources are being put in place to ensure these changes happen quickly. Some success is now being seen particularly through work on residential placements but there is much still to deliver over the next 18 months.
<b>20</b>	<b>Mitigating actions:</b> A cross council Improvement Board chaired by the Chief Executive will oversee key work and govern the transformation process in the short to medium term, meeting on a three weekly basis. Additional support both internal and external to the council has been put into place with further support in the process of being arranged. A single plan will co-ordinate the key strands of work that will deliver the changes needed to maximise people's independence and establish a modern health, well-being and social care service for Doncaster. A peer review of adults safeguarding has been undertaken and the recommendations from the review are now being progressed. A new Director of Adult's Health and Wellbeing has recently been appointed to drive the transformation forward.
	<b>Target Risk Score:</b> Impact 5 x Likelihood 3 = 15

<b>Current Risk</b>	<p><b>Current Position:</b> Provisional Key Stage 2 Level 4 results for reading, writing and Maths combined have shown a disappointing drop in performance for 2015 putting Doncaster in the bottom quartile nationally. 2015 GCSE 5 A*-C inc. English and Maths indicate a decline in line with the National trend but remain below the national average. Under the new Ofsted framework and inspection arrangements very few Doncaster schools have been subject to inspection, but those that have are improving their grades and the vast majority of interim Ofsted monitoring visits report positive progress. The Key Stage 2 rapid improvement strategy has been approved by the Minister for schools and has engaged the vast majority of schools in Doncaster. All interim targets so far have been reached. An indicative projection for outcomes based on standardised tests in year 6 is encouraging and a range of much focused initiatives are in place to raise standards according to the new framework of tests. A Key stage 4 strategy is planned with the Academies and a variety of challenging curriculum groups are in place led by the LA and supported by the Teaching School Alliance</p>
<b>16</b>	<p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>• Continue to deliver School Improvement 3 year Post Ofsted action plan which is currently midway through its implementation – with an improving picture regarding the quality of ‘Leadership &amp; Performance’ which will have an effect on the overall Ofsted outcomes.</li> <li>• Challenge Schools Commissioner and Sponsors of Academies on underperformance.</li> <li>• Ensure School Improvement Strategy is delivered, taking into account new Ofsted Measures.</li> <li>• Improve pupil attendance via enhanced early help</li> <li>• Deliver the aspects of the education and skills strategy, to include:             <ul style="list-style-type: none"> <li>- Key Stage 2 and 4 rapid improvement initiatives</li> <li>- Academy exploration and growth strategy for schools at risk of decline and those wishing to join Multi-Academy Trusts</li> <li>- Revision support in the community for students and parents</li> <li>- Leadership succession and recruitment support initiatives in partnership with the Teaching School Alliance</li> </ul> </li> </ul>
	
<b>Target Risk Score: Impact – 4, Likelihood – Possible 3</b>	

<b>Current Risk</b>	<p><b>Current Position</b> - The cumulative impact of policy and funding changes from Govt has significantly reduced the ability of HA's to deliver affordable housing in the Borough. Changes in planning definitions and introduction of new Starter Homes may further erode the delivery of Affordable Rented properties in coming years.</p>
<b>16</b>	<p><b>Mitigating Actions</b> - The Council and SLHD will continue to deliver the current committed programmes to increase supply of affordable through the Council House Building, Empty Homes Purchase and Empty Properties Grants. In addition the new Housing Delivery Programme will in future provide additional stimulus to help meet the Boroughs housing needs and demands across all market sectors.</p>
	<p><b>Target Risk Score</b> - Impact 3 Likelihood 2 = 6</p>

<b>Current Risk</b>	<p><b>Current position:</b> For 2015/16 the council has a challenging programme of savings to deliver, which is being robustly managed by programme leads and reviewed by AD's &amp; Directors on a quarterly basis. The overall overspend forecast is £2.0m; this includes a number of pressures which have been taken into account in the 2016/17 budget process and funding allocated accordingly.</p>
<b>16</b>	<p><b>Mitigating actions:</b> Developing other savings or utilising one off funds for any delays in the savings for 2015/16.</p>
	<p><b>Target Risk Score:</b> Impact 3 x likelihood 3 = 9</p>

<b>Current Risk</b>	<p><b>Current position:</b> Poor data quality may seriously hamper the ability for the Council' to transform and poor data and information will also reduce the effectiveness of the decisions that the Council makes. There are specific examples that demonstrate this including adult social care client management system that at the moment does not provide the quality of data that is required to support and add value that is needed.</p> <p><b>Mitigating actions:</b> A new Data Quality Strategy will be developed in early 2016 that will provide specific actions that will improve data quality across the council and set out the vision for data quality over the next few years. Engagement across all Council departments will be required to ensure improvements are made quickly and appropriately. A register for all returns to central government will be updated and monitored to ensure the data supplied nationally is of good quality and ownership is clear. A business intelligence model which will support 'open data' across Doncaster is in the early stages of discussion and will once established help to support good and where appropriate automated information flows between systems improving the quality of data available in Doncaster. This risk links to all existing council plans, since the data we use informs all actions and decisions.</p>
<p><b>16</b></p>	<p><b>Target Risk Score:</b> Impact 4 x Likelihood 1 = 4</p>

A failure to identify, or to act on, areas of serious performance weakness in the Doncaster Children's Service Trust or in the Council, which could result in significant harm to a child or children which could have been avoided, or which could lead to an 'inadequate' judgement at Ofsted Inspection, which will negatively impact on the reputation of the local authority.

Damian Allen

<b>Current Risk</b>	<p><b>Current Position:</b> The formal arrangements to monitor and review the effectiveness and input of services to children provided by the Trust and the council are believed to provide assurance against this risk. Trust and Council performance has shown an overall improvement against the key indicators since the establishment of the contract. Ofsted commented that formal systems for the Council to monitor and challenge performance by the Trust exceed the requirements set out in the contract between the organisations.</p> <p><b>Mitigating Actions:</b> The Council has formally agreed the results of the Annual Contract Review which includes a revised suite of performance indicators that have been subject to extensive joint development between the Council and the Trust.</p> <p>The new indicators are believed to provide more effective assurance against this risk, alongside additional Quality Assurance reporting, and this new approach has been agreed; which, taken together, will contribute towards the establishment of a continuous improvement framework. The formal variations to the contract await the Secretary of State's directions</p>
<p><b>15</b></p>	<p><b>Target Risk Score:</b> Impact 5 X Likelihood 3 =15</p>

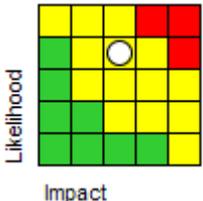
<b>Current Risk</b>	<p><b>Current Position:</b> The formal arrangements to monitor and review the effectiveness and input of services to children provided by the Trust are believed to provide assurance to this risk. Overall the safeguarding indicators specific to children are now performing better than they were this time last year although further improvement will be needed in order to achieve a higher Ofsted grading. Ofsted did not raise any concerns as to the safety of children in the borough, but did recommend improvements to social work practice.</p>
<p><b>15</b></p>	<p><b>Mitigating Actions:</b> An Ofsted improvement plan has been developed and was submitted to Ofsted in draft form on 9th February 2016. Further work in conjunction with Ofsted to embolden this plan will continue and a final iteration will be submitted before the deadline of 8th March 2016.</p>
	<p><b>Target Risk:</b> Impact 5 X Likelihood 3 = 15</p>

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

<b>Current Risk</b>	<p><b>Current position:</b> The Year Two action plan is reviewed and monitored by the Equalities Steering Group and Portfolio Holder Deputy Mayor Glyn Jones.</p>
<p><b>12</b></p>	<p>38 of the 44 actions within the Equality &amp; Inclusion Year 2 Action Plan are complete or on track, this equates to 86%.</p> <p><b>Mitigating actions:</b> - We have strengthened the governance arrangements and have been focusing on profiling our service specific equality objectives;</p> <ul style="list-style-type: none"> <li>• The leads of activities that are not on track are being asked to review and provide actions to bring activities back on track;</li> <li>• Additional assistance will be provided by the Strategy and Performance Unit to support the delivery of the actions;</li> </ul>
	<p><b>Target Risk Score:</b> impact 4 x likelihood 2 = 8</p>

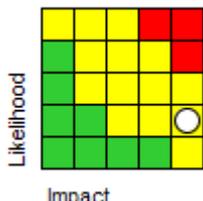
Failure to comply with the Data Protection Act 1998

<b>Current Risk</b>	<p><b>Current position:</b> There have been 6 data protection incidents by the Council in quarter 3 and 3 incidents reported by the Trust. None were serious enough to be reported to the ICO from the Council, however, the Data Protection Officer may have to report 1 incident from the Trust but is working with the team to establish if this does need to be reported depending on the score matrix when all information has been collated. As usual all incidents are down to human error.</p>
<p><b>12</b></p>	<p><b>Mitigating actions:</b> To mitigate this risk, the SIRO and Data Protection Officer as well as the SIRO Board are constantly implementing actions to deter any further breaches.</p>
	<p><b>Target Risk Score:</b> impact 4 x likelihood 2 = 8</p>

<b>Current Risk</b>	<p><b>Current Position</b> - The Doncaster 2017 Programme is showing £3.59m projected slippage for 2015/16. This is mostly attributable to Appropriate Assets and Modern &amp; Productive Workforce. It should be noted that the pace of transformation for some of the projects is slow, one-off funding has been used to meet the shortfalls and some projects will need to extend beyond 2016/17 in order to achieve their outcomes.</p> <p><b>Mitigating action</b> - Robust plans are being developed for the Adults Improvement Programme which will feed into the wider transformation programme.</p> <p>It is recognised that Digital Council is a key enabler for transformation across the Council and therefore the aim is for the digital strategy to be fully 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.</p> <p>The Implementation Boards that form part of the DN17 programme governance and support the outcomes and achievement of the £109m savings to 2016/17 are under review, to ensure they are fit for purpose going forward, these will be put in place for Q4 of 2015/16.</p> <p><b>Target Risk Score</b> Impact 3 x Likelihood 2 = 6</p>
<b>12</b>	
	

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

Kim Curry

<b>Current Risk</b>	<p><b>Current position:</b> Revised South Yorkshire Procedures launched across Doncaster on 5th October 2015 in line with the Care Act. LGA Peer Review undertaken during November 2015, highlighted areas for improvement and urgent review to ensure pathways and processes are robust and effective; as confusion on current work creates an increased risk for vulnerable adults.</p> <p><b>Mitigating actions:</b> The action plan from the Peer Review and implementation of required changes will take place from 1 April 2016, with a view to reducing the risk identified here, by improving process and delivering a clearer pathway for safeguarding individuals. Implementation of the SY Procedures brings a new model for safeguarding adults, to include Health professionals, in decision making process will be supported by training for staff to ensure successful implementation of the new procedures.</p> <p><b>Target Risk Score:</b> Impact 5 x Likelihood 2 = 10</p>
<b>10</b>	
	

**Risks with a score of less than 10**

Risk Title	Risk Score	Owner
Poorly developed early help services could result in children and young people failing to maximise their opportunities and the council failing to improve or ameliorate health, education and life inequalities across the Borough	9	Damian Allen
Failure to set robust assumptions on pensions deficit recovery and future contribution rate for the 2017 valuation	9	Simon Wiles
Failure to identify and manage Health and Safety risks	8	Peter Dale
Failure to respond adequately to borough emergencies or mitigate effectively against the effects of extreme weather conditions e.g. flooding.	8	Peter Dale
Low staff motivation/morale and low performance	6	Simon Wiles
Failure to implement the Council's key borough objectives in partnership	6	Simon Wiles

## Equalities and Inclusion Plan

Overall progress against the Year 2 Action Plan is at 17% complete. During Quarter 3 we have strengthened the governance arrangements and have been focusing on profiling our service specific equality objectives. Our service specific objectives have been aligned to the Corporate Plan and how well we are doing will be monitored from Quarter 4 through performance measures developed in consultation with directorate management teams.

### 1. To provide strong leadership, build organisational knowledge and commitment:

#### *Measures of success we have delivered:*

- Established a new corporate steering group to drive forward the Equality & Inclusion priorities and objectives;
- Developed on-line guidance for members and officers on the requirements of the Public Sector Equality Duty;
- Reviewed and strengthened corporate report and writing guidance;

#### *Measures of success we are progressing:*

- Implementing our Equality Communications Plan;
- Delivering mandatory equality training to Members;
- Working towards Level 1 of the LGA Equality Framework;

### 2. Evidence based decision making to provide efficient, responsive services that meet the needs of local people improving outcomes and customer satisfaction

#### *Measures of success we have delivered:*

- Show due regard to the three aims of the general duty in our 'due regard' statements;

#### *Measures of success we are progressing:*

- Integrating equality considerations into the commissioning process;

### 3. To know our local communities and understand their needs:

#### *Measures of success we have delivered:*

- Community profiles have been reviewed and updated in light of new data coming available. The profiles now report on demographic information on age, ethnicity and religion at community level.
- Equality factsheets have been published on the data observatory website;
- In Partnership, established the Inclusion and Fairness Forum;
- Developed guidance and support for managers who are undertaking consultation;

#### *Measures of success we are progressing:*

- Ensuring corporate systems are developed that breakdown data by protected groups;
- Introducing a standard equality monitoring template across the organisation to generate consistent data;

### 4. To bring residents closer to the decision making process so that they help shape and improve service delivery:

#### *Measures of success we have delivered:*

- Launched the Voluntary, Community and Faith Strategy;

#### *Measures of success we are progressing:*

- Developing a Community Engagement Strategy
- Establishing a register of local groups to improve engagement and consultation;
- Increasing understanding of the challenges related to inclusion and fairness facing those who live, work and visit Doncaster;

### 5. To encourage a diverse workforce in an inclusive and supportive workplace:

#### *Measures of success we have delivered:*

- Published the workforce profile as part of our Annual Equality Report;
- Internal workforce digests published quarterly;
- Policies are compliant with the Public Sector Equality Duty;
- Equalities E-Learning module available for staff;

#### *Measures of success we are progressing:*

- Reviewing workforce equality objectives;
- Robust performance indicators are being developed to inform action planning;
- Implementing a revised 'Dignity at Work' policy;

## Workforce Digest

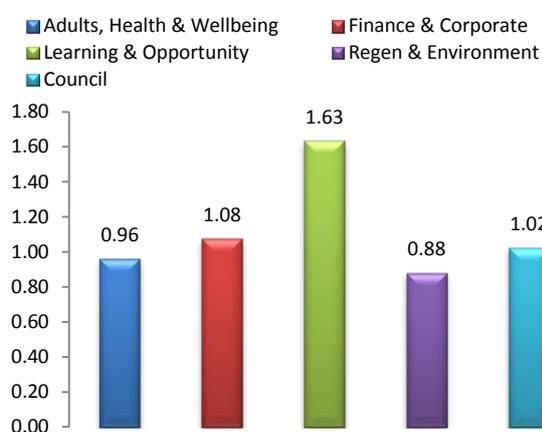
An accurate and up-to-date picture of the workforce information, trends, and risks is essential to achieving the cultural aspirations that the Council has set out in the Team Doncaster Charter to achieve better people management, engagement and communication and to help develop and deploy people better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

### Top 3 Priority Risk Areas

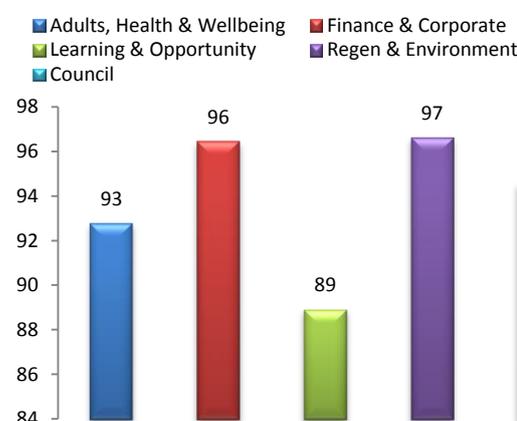
In the last report a number of major and emerging HR and OD risks were identified. These continue to be the same however in some areas there are signs that action is being taken which is having a positive impact that now needs to be built upon and sustained.

1. **Organisation Stability:** The continued stability as shown in the low turnover (1.02% for the quarter or 4.11% cumulative for the year to date, compared nationally at 11% pa) and high retention rates (95% with 1 years' service, 85% with 3 and 80% with 5 years) is likely to present the council with significant risks. Although these are normally associated with risk to organisational renewal capacity they are also likely to present a significant risk to the Council's transformation and change agenda, limiting the ability to affect change in the equalities profile, succession planning and meeting future skills needs. There is opportunity to address this at both a strategic level and service level. Areas with an ageing workforce also have the opportunity to integrate this into their workforce plans and should be considering succession.

Turnover Rate By Directorate %



One Year - Retention Rate by Directorate %



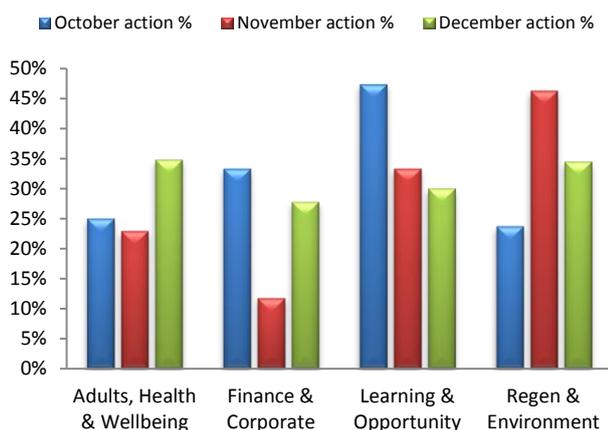
The council's equalities profile in the table below illustrates the diversity of the council workforce as at quarter 3, compared to the latest 2011 Census. This is also reflected in the Equality and Inclusion Plan objective to improve the council's workforce profile to better reflect the diversity of Doncaster's population. Of staff who disclosed their ethnicity, the percentage of the council workforce who are not white is 1.79% compared to 4.08% for the whole of Doncaster. The biggest proportionate gap exists in the 'white (other)' category of 1.61% for the council and 3.45% for the Doncaster community.

	DMBC		Doncaster			
	Number	%	Census 2011		Census (Economically Active) 2011	
			Number	%	Number	%
White (UK)	3413	74.16	277,740	91.8	226,435	92.45
White (Other)	74	1.61	10,326	3.4	8,461	3.45
Asian/Asian British	45	0.98	7,614	2.5	5,496	2.24
Mixed	9	0.20	3,321	1.1	1,848	0.75
Black/Black British	19	0.41	2,337	0.8	1,842	0.75
Other	9	0.20	1,064	0.4	827	0.34
No data	1033	22.45				
<b>Total</b>	<b>4602</b>		<b>302,402</b>		<b>244,909</b>	

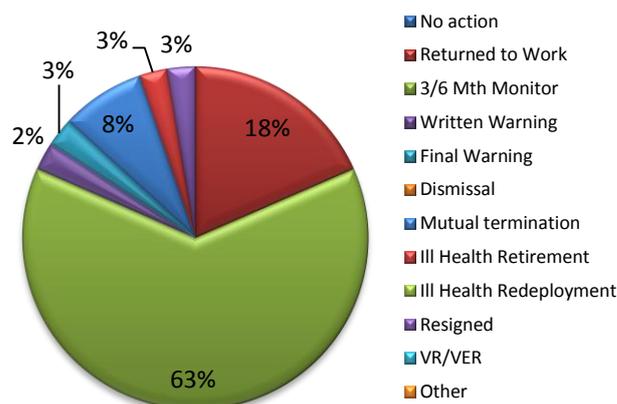
2. **Performance Management:** The continued low level of employee capability cases being recorded as managed (2 cases completed during the quarter) remains a concern however the increased level of completion of PDRs now exceeding the corporate target at 96% does give more assurance that performance management is being undertaken. This performance needs to continue with the completion of any outstanding PDRs in quarter 4 and the production of development or performance improvement plans for those assessed at level 4 and 5.

The rate of absence has increased in quarter from 2.25 days per fte employee to 2.61 days per fte (+0.36 days), the projected yearly overall whole authority sickness figure is 8.84 against a target of 8.5. There was an improvement in some Directorates immediately following the quarter 2 report but this was not sustained through the quarter. However, sickness triggers showing as actioned on the HR Portal have slightly improved by 6% from 25.21% to 31.18% and some further assurance of improvement in this area can also be seen with increasing demand for management development and other people management development activity

**% of Sickness Triggers Actioned by Directorate**



**Managing Attendance Outcomes**



3. **Additional Workforce spend:** The levels of spend on overtime, casual workers, additional hours and agency has reduced again this quarter from 10.5% to 9% from £2.23m to £1.86m, which gives some continued assurance that this issue is starting to be addressed. However, the spend remains significantly high and until this reduces further and the reduction sustained it will remain as a key risk.

The levels of long term agency usage (63% are greater than 6 months) are continuing, which indicates problems with the balance between the core and temporary workforce that should be used to provide numerical flexibility, expanding and contracting in size to meet fluctuations in demand.

More emphasis will now be placed on this area as a result of the modern and productive workforce changes to set limits and monitor working practices, changes during organisation restructures and in workforce planning and the development, which the newly developed corporate workforce planning framework will assist with this.

The combination of these 3 risk areas continue to indicate a culture where workforce performance and management of change are still not being effectively achieved at pace. Although, in this quarter, some progress is continuing which does provide partial assurance, but this needs to be sustained and achieved at a faster pace, along with building capacity for the organisation to manage the transformation required.

**4. Actions to address and mitigate these risks**

In the last report a number of actions were identified to mitigate against risk and the focus on these need to be addressed and sustained:

- To increase and improve the use of workforce data to assist with longer term workforce and succession planning, particularly in areas with an ageing workforce and high levels of additional workforce spend;
- To monitor turnover and stability rates to ensure workforce renewal and to inform decisions regarding the skills and qualifications required for the future workforce and addressing any gap, including creating apprenticeship roles; and during structures to focus more on modern and efficient ways of working to support a digitalised council;
- Further training and development for managers to deal more effectively and consistently with standards of employee performance; continued targeting of staff hitting sickness triggers; completion of remaining PDRs including development and performance management for those scoring 4 & 5.
- Better monitoring and continued reduction of agency assignments in particular longer term assignments that are not cost effective.
- A corporate governance indicator for the overall workforce digest will be introduced from 2016/17.

# CUSTOMER SERVICE PERFORMANCE

Q3 2015/16



## Quarter 3 Highlights

Continued increase in telephone calls due to changes in waste collections. We have also experienced an increase in customers accessing services on-line, receiving twice as much contact on-line compared to quarter 2, this is also attributed to the increase in customers due to waste issues.



**ONE STOP SHOP**  
39,860



**EMAIL**  
8,478



**PHONE**  
84,274



**ONLINE SELF-SERVE**  
30,673



**ONE STOP SHOP AVERAGE WAIT**  
10:14 ↑



**ONE STOP SHOP AVERAGE SERVE**  
08:16 ↑



**MY DONCASTER APP REGISTERED USERS**  
3,043



**CALLS ANSWERED IN 20 SECONDS**  
69%



**CUSTOMER SATISFACTION KIOSK**

EXCELLENT - 61%  
GOOD - 17%

## COMPLAINTS TO THE COUNCIL

DIRECTORATE	VOLUME	% ANS IN 10 WORKING DAYS
F&C	58	98%
AH&WB	29	100%
R&E	323	36%
DCST	20	5%
LOCYP	2	100%
SLHD	229	96%

## TARGETS

ANSWER CALLS  
20 SECONDS  
ONE STOP SERVE  
TARGET  
10.00 MINS

## CUSTOMER COMMENTS

"I LOVE IT"  
"FANTASTIC COMMUNITY SPIRIT"  
"QUICK & EFFICIENT"  
"VERY HELPFUL - THANK YOU!"

## FREEDOM OF INFORMATION REQUESTS

RECEIVED - 253 ↓ **90%** ANSWERED IN 20 WORKING DAYS ↓

## DATA PROTECTION REQUESTS

RECEIVED - 17 ↓ **94%** ANSWERED IN 40 WORKING DAYS ↓

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

## Appendix B - Virements in Quarter 3

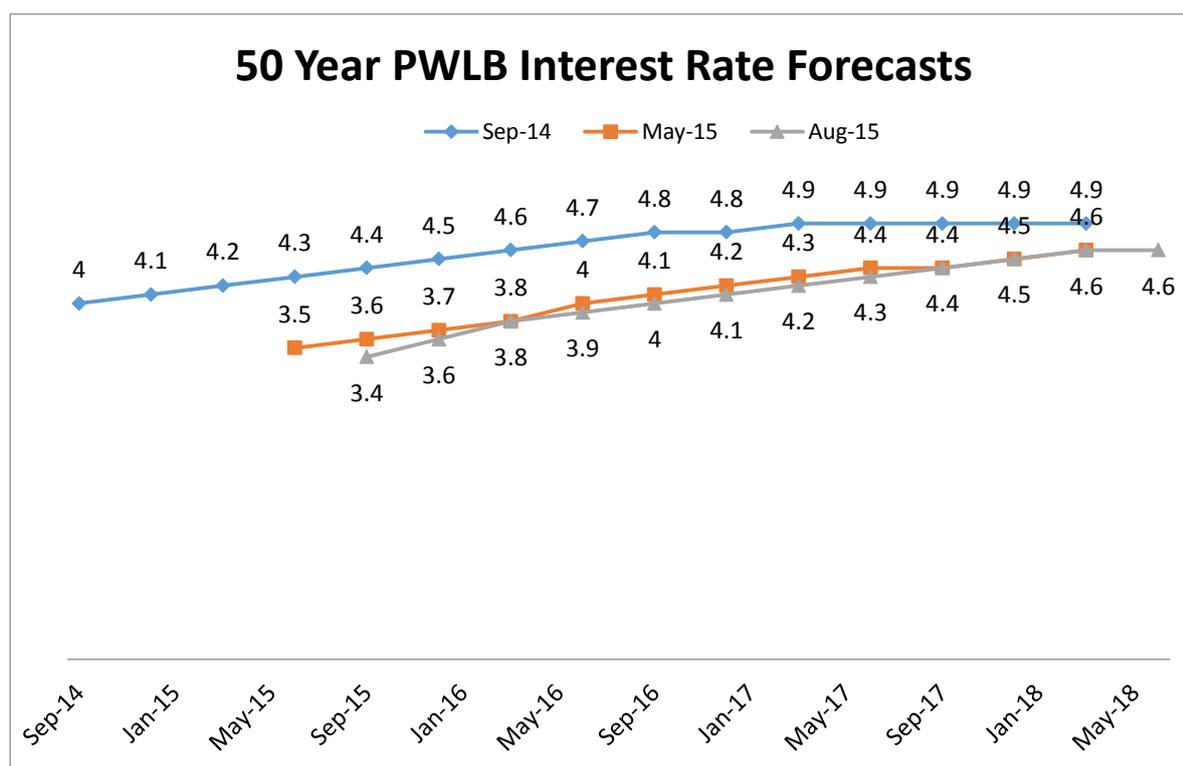
Reason	Directorate	2015/16 £	
<b>Amounts approved by Chief Executive up to £0.25m</b>			
1	Temporary transfer of Stronger Families programme expenditure and income budgets to fund 0.4 FTE Operations manager in LO-CYP and backfill of Youth Offending Team staff to support complex families within the programme.	AHW LOCYP  <i>Gross budget virement</i> AHWB LOCYP	0 0  -126,000 +126,000
2	Allocation of general reserves to create earmarked reserve for match funding budget re. ESIF New Business Programme 2016/17 to 2018/19 to lever £283k of ESIF grant.	Council Wide Regeneration & Environment	-189,000 +189,000
3	Allocation from centrally held contingency to the earmarked reserve for the Tour de Yorkshire. After this transfer the total value of the reserve will be £200k, which is detailed in the 2016/17 budget report.	Council Wide Regeneration & Environment	-20,000 +20,000
<b>Amounts proposed for Cabinet approval up to £0.50m</b>			
1	Transfer of further premises and associated budgets to Assets and Property as part of the Appropriate Assets Programme to carry out the corporate landlord function:-  Day Centres (Moat Hills, Crimpsall, Sandalwood, Lansdowne, Mexborough Day Centre, Askarne Centre, Hayfield SEC, Adwick SEC, Ivanhoe Centre, Elm Green Lane Centre, Adwick Community Enterprise, Hayfield Wheelers, Cedar VTU, LD Resource Centre,)  Area Supervisors miscellaneous premises budgets (Adwick Town Hall, Holmescarr Centre)  Care Homes (Amersall court, Hamilton Court, 88 Travis Gardens, Redmond Centre, Linney Centre, Wickett Hern Road)	Regeneration & Environment  Adults, Health & Wellbeing  Adults, Health & Wellbeing  Adults, Health & Wellbeing	725,780  -414,420  -74,740  -236,620
2	Transfer of the Strategy and Performance Unit budgets from Council-wide to Finance (gross budget is £2.204m)	Council Wide Finance	-2,010,920 2,010,920

\* In future reports the approval for virements will change per the updated Financial Procedure Rules approved by Council on 28<sup>th</sup> January, 2016, to include Chief Financial Officer up to £0.1m and Chief Executive £0.1m to £0.25m.

## Appendix C - Treasury Management Update - Quarter 3 2015/16

- The outturn forecast for Treasury Management is an under spend of £934k. This will be achieved by taking advantage of the lower than budgeted long term interest rates, which have fallen in line with the falling oil prices and to reflect that the next interest rate increase is likely to be later than previously forecast. This is an increase of £327k from Quarter 2. As the first increase in interest rates seems further away (despite George Osborne's recent announcements), we will borrow the remaining £24m over shorter terms, bringing the additional interest rate savings of £141k between now and year end. The reduced interest costs will also benefit the Council over the next couple of years. In addition during Q3 we have received £70k unplanned income from dividends and interest penalties and a review of the MRP policy has identified additional savings of £116k.

**Figure 1: The 50 year PWLB interest rate forecasts as at September 2014, June 2015 and August 2015**

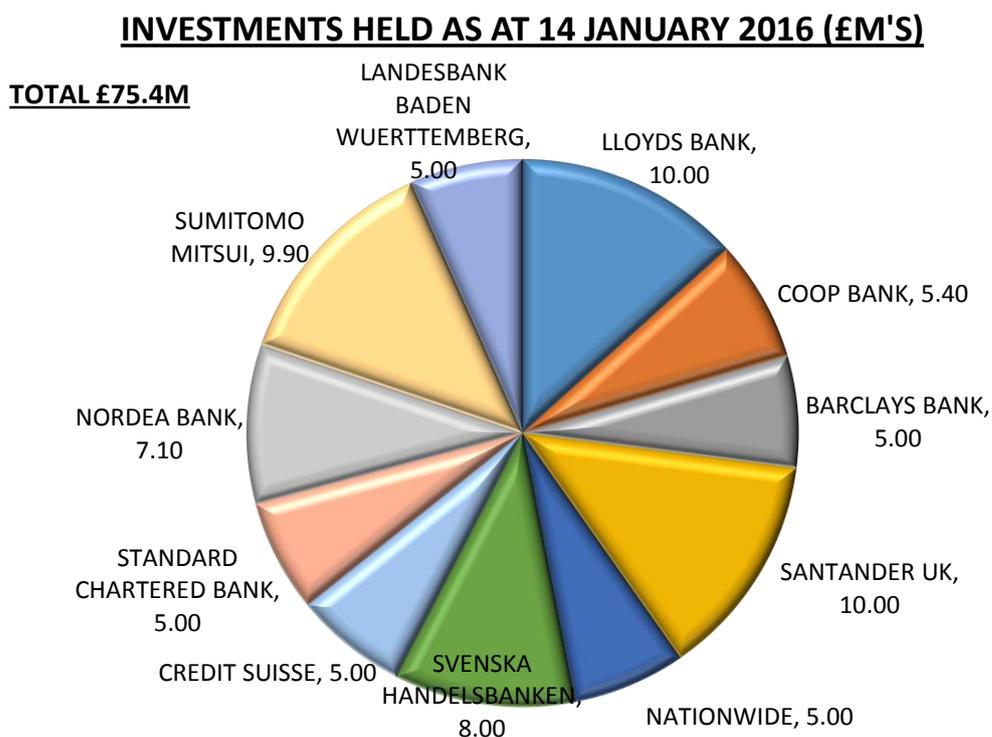


- The under spend is being achieved by being under borrowed and delaying external borrowing as long as possible. When borrowing is required, we are taking long term loans to take advantage of the historically low rates. Being £62m under borrowed is a key contributor to the under spend.

### Investment

- The investment portfolio can be seen in Figure 2. The balance has reduced by £10m since last quarter and the forecast balance for year-end is approximately £60m

4. **Figure 2: The following chart summarises the Council's investment portfolio as at 14<sup>th</sup> January 2016.**



5. The average interest rate on the investment portfolio year to date is 0.69% against a benchmark target of 0.36%. As the Council is under borrowed to minimise risk and borrowing costs, all investments were made up to a maximum of 12 months, which reduces the level of interest rates available. Investment rates in general have reduced significantly over the last 24 months as a result of the Governments Funding for Lending scheme which provides banks with liquidity at extremely generous rates, reducing their reliance on obtaining funding from the rest of the market and thus driving rates down.
6. Officers can report that no investment limits have been breached during the financial year 2015/16.

### **Borrowing**

**Figure 3: The following table summarises the Councils forecast Debt Portfolio as at 14<sup>th</sup> January 2016.**

<b>DMBC Debt Portfolio and Maturity Profile as at 14<sup>th</sup> January 2016</b>				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	11.40	52,302
12 to 24 Months	50	0	9.72	44,588
24 Months to 5 Years	50	0	11.49	52,747
5 Years to 10 Years	75	0	6.79	31,161
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			60.60	278,078
40 Years to 50 Years				
50 Years and above				
<b>TOTAL</b>			<b>100.00</b>	<b>458,877</b>

7. During the 2015/16 financial year the Council has a forecast borrowing requirement of £66.2m. £21.5m in new external borrowing to support the Capital Programme and £43.9m to replace loans maturing during the year. A reduction of £9.3m since Quarter 1.
8. Short and long term interest rates at historically low levels still offer opportunities for both shorter term borrowing and for locking in to long term historic low rates. We will therefore target

advantageous rates over the whole range of rates while applying a maximum borrowing rate of 2%.for all new lending taken out during the year. This will likely restrict borrowing to a maximum of 5 year terms.

9. The forecast debt portfolio of £458.9m can be seen in Figure 3.
10. Actual External Debt as at 14/01/16 is £441.5m.
11. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 3rd March, 2015, have been breached during this financial year.

#### **Risks**

12. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 3<sup>rd</sup> March, 2015.

#### **General Banking**

13. Lloyds Banking Group have been awarded the contract to provide DMBC with general banking facilities from 1<sup>st</sup> January, 2016. This follows Cooperative Bank putting us on notice that they will cease to support Local Authority Banking from 31/03/16, despite having a contract until 2018. A project is under way to ensure a smooth transition, despite the tight timescales.
14. In addition to providing budget savings for the next 7 years, the move has provided the council with an excellent opportunity to review all our banking arrangements and we are working closely with Lloyds Bank to implement significant improvements to our banking efficiency and ensure that our banking is as cashless and paperless as possible.

## Appendix D - Capital Programme New Additions Quarter 3 2015/16

	Funding Source	New Addition 2015/16 £m	New Addition Total £m
<b><u>Adults, Health &amp; Wellbeing</u></b>			
<b>Parks &amp; Playgrounds</b>			
Play Equipment, Mercel Avenue, Armthorpe – Replacement of play equipment, installation of rubber grass mats and improvement to fencing.	S106	0.03	0.03
Finningley Blaxton Sports Project – grant to Finningley and Blaxton Parish Council as a contribution towards a new sports pavilion.	S106	0.25	0.25
Bentley Linden Walk - to improve the existing Natural Play and provide a Fitness Trail on Public Open Space at Linden Walk, Toll Bar.	S106	0.02	0.02
<b>Total Adults, Health &amp; Wellbeing</b>		<b>0.30</b>	<b>0.30</b>

<b><u>Learning &amp; Opportunities: Children &amp; Young People</u></b>			
<b>Learning &amp; Achievement</b>			
Mexborough Doncaster Road - New scheme for demolition and replacement of an outbuilding to provide essential support and intervention space for the newly amalgamated primary school.	Capital Maintenance Grant	0.09	0.09
Edlington Victoria Fencing - Replacement of fencing at the front of the school to address an identified safeguarding requirement.	Capital Maintenance Grant	0.01	0.01
Moorends West Road - Full re-pipe of the school, scheme originally part of the 2016-17 budget setting process however due to the urgency of the work this scheme and the fund for it has been brought forward in 2015-16	Capital Maintenance Grant	0.20	0.20
<b>Total Learning &amp; Opportunities: Children &amp; Young People</b>		<b>0.30</b>	<b>0.30</b>

<b><u>Regeneration &amp; Environment</u></b>			
<b>Development</b>			
<b>Robin Hood Airport Business Park Development</b> - Loan payable to private sector developer to build 4,088m2 of business space at Robin Hood Airport. The loan only becomes repayable if the development achieves a 15% increase in market value.	Growing Places Fund through Sheffield City Council		1.10
<b>Housing</b>			
<b>Adwick Town Hall New Boiler</b>	Housing Capital Receipts	0.03	0.03
<b>Council House Building Phase 2 – Yew Gardens</b> - Directly purchase 4 x 2 bed apartments at Yew Gardens, Edlington from Keepmoat Homes Ltd.	Affordable Housing S106 / HCA Grant	0.17	0.17

	<b>Funding Source</b>	<b>New Addition 2015/16 £m</b>	<b>New Addition Total £m</b>
<b>Council House Building Phase 3</b> <b>Council House Building Phase 2 - Unallocated</b> Re-profiling of resources between phases	Revenue Contribution HRA / Major Repairs Reserve		2.00 -2.00
<b>Council House Building Phase 3 – Wheatley Howards</b> <b>Wheatley Howards Acquisitions/Demolition</b> Re-profiling of resources relating to building of new properties 2018/19 and later years	Revenue Contribution HRA / Major Repairs Reserve		14.00 -14.00
<b>Environment</b>			
<b>New minor highways schemes brought forward from 2016/17 to maximise use of 2015/16 funding: -</b> <b>Carriageway Maintenance: -</b> C445 Thorne Road (Phase 2) C97 Armthorpe Lane, Barnby Dun <b>Bridge Maintenance: -</b> A19 Tilts Drain Culvert (Design Fees)	DfT LTP	0.03	0.03
<b>Trading &amp; Assets</b>			
<b>Property Investment Fund</b> - A fund to enable the purchase of commercial properties intended to make a return on investment to help achieve part of the Asset saving. £2m is estimated to generate a return of £140k; a further £2m is being considered as part of 2016/17 budget setting.	Capital Receipts		2.00
<b>Solar Panels Bentley Myplace</b>	Prudential	0.04	0.04
<b>Solar Panels Bentley Whisper in the Willows</b>	Borrowing	0.04	0.04
<b>Solar Panels Sprotbrough Early Years</b> Installation of solar panels expected to generate net revenue saving of £100k over 20 years.		0.03	0.03
<b>Total Regeneration &amp; Environment</b>		<b>0.34</b>	<b>3.44</b>