

**To the Chair and Members of the
AUDIT COMMITTEE**

RECOVERY PLAN PROGRESS REPORT: 2013 ANNUAL STOCKTAKE

EXECUTIVE SUMMARY

1. This report allows Audit Committee to discuss the Annual Stocktake of the 2013 Recovery Plan which was presented at Recovery Board on 11th December 2013. The Intervention Commissioners are in the process of finalising their annual report and letter to the Secretary of State for Local Government and assuming it has been sent, this will be tabled on the day at Audit Committee. However, progress on the individual Recovery Plan strands for the past year is set out in the attached tables.

The full Annual Report is made up of the following elements:

- A letter from the Lead Commissioner to the Secretary of State (to follow)
- The Intervention Commissioners Annual Assessment (to follow)
- A progress summary from the Chief Executive (to follow)
- Detailed performance report of each Recovery Plan strand (attached)

RECOMMENDATIONS

2. Audit Committee is asked to note and comment upon the content of the report.

BACKGROUND

3. The Recovery Plan sets out the proposed recovery process to address the weaknesses summarised in the Corporate Governance Inspection report. Progress on delivery of the plan is reported on a quarterly basis.

IMPACT ON THE COUNCIL'S KEY PRIORITIES

	Priority Outcome	Implications of this initiative
1.	Doncaster's economy develops and thrives, underpinned by effective education and skills	
2.	Children are safe	
3.	Stronger families and stronger communities	

RISKS & ASSUMPTIONS

5. Without clear accountability and effective performance management arrangements the progress of activity in the recovery plan may not proceed as quickly as required.

LEGAL IMPLICATIONS

6. There are no specific Legal Implications arising from this report.

FINANCIAL IMPLICATIONS

7. Clear links between the budget process and Recovery Programme need to be maintained to ensure Recovery Programme actions can be contained within the Council's approved budgets.

CONSULTATION

8. There has been consultation with the three Commissioners on the format and layout of the reports. The progress report is widely communicated, including to all Members and is available to the public via the Doncaster Recovery Board website.

BACKGROUND PAPERS

9. Doncaster MBC Recovery Plan
Corporate Governance Inspection report 2010

REPORT AUTHOR & CONTRIBUTORS

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Jo Miller
Chief Executive




P6 - Obj 01 There is effective leadership, relationships, behaviours and development leading to increased confidence and better morale

Position Statement	<p>Agreed actions are on track at quarter 2. Specifically, sickness absence improved significantly in 2012/13 in comparison to 2011/12, however further reductions are still required to bring Doncaster in line with the national average. Directorate action plans are in place for the next 12 months focusing on teams where levels of absence are particularly high. The sickness reporting and monitoring process is now fully automated on the HR Portal allowing for appropriate challenge and action to take place where needed and for non-compliance with the procedure to be addressed. Figures from Quarter 1 are positive indicating a projection of further reductions for the 2013/14 year.</p> <p>In relation to the survey performance indicators, the full results from the staff survey were communicated corporately to staff in May. Since then directorates have been tasked with cascading communications on the results at local level and to start drawing up action plans in response to the specific results for their directorate / service area. Evidence that local actions have worked will be tested when next staff survey takes place in Feb 14.</p> <p>Evaluation of training and development satisfaction levels is continually evaluated and changes and improvements are made where required to ensure a high standard and value for money.</p> <p>PDR completion – monitoring exercises were carried out in May and July to coincide with when senior leaders and people managers were due to have had their PDR. Improved management information now means that non-compliance can be identified and any problem areas targeted. Monitoring will continue on a quarterly basis.</p> <p>Overall, the cultural climate, confidence and morale risks remain high and are anticipated to remain so over the year as changes to structures, service delivery, further staff reductions, budget implications etc. all continue, plus the imminent launch of the 'Doncaster 2017 – A Council Looking to the Future' Improvement programme.</p> <p> Because the changes the Council must make will inevitably impact upon this objective.</p>
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Linked Performance Indicators	Status	Current Value	Current Target	Short Trend	Long Trend
(P6 Obj 1) No. of days lost due to sickness absence (Whole Authority excluding Schools)		9.33	9.80		
(P6 Obj 1) % of staff who are proud to work for the Council		50%	55%	New PI	New PI
(P6 Obj 1) Response rate for completing staff survey		30%	40%		
(P6 Obj 1) % of staff who rate training/development as satisfactory/high standard		100	85		
(P6 Obj 1) Corporate Completion rates for PDRs (council wide)		75%	95%		




P6 - Obj 02 Well focussed Council and partnership plans, which recognise the wider national picture relating to the public sector, are adopted and implemented

Position Statement	<p>The Council Plan for 2013/14 is in place and being progressed, with specific monitoring reports produced on a quarterly basis. The partnership projects agreed at last year's Stock-Take are progressing well and the Strategic Partnership receives regular updates.</p> <p>The refresh of the strategic partnership is nearing completion and the plan is to have the new arrangements in place by the end of November. A partnership "Healthcheck" is currently underway and initial results indicate that the partnership is healthy and that trust between partners is strong. It also identified that partners feel that we could communicate our accomplishments better. Results will be communicated in due course and be used to strengthen our partnerships. The annual partnership Stock-Take event is planned for the 8th November 2013 and will be larger than previous events, with a much wider spectrum of invitees. A new Partnerships Team has been formed to get the maximum possible benefit for Doncaster from our partnership arrangements</p> <p>The refreshed CYPS Improvement Plan was formally approved by Cabinet on 2nd October</p> <p>A new "Children & Families Strategic Partnership Board" is now in place and will have a significant role in driving forward the improvement agenda. An engagement event with the Voluntary & Community Sector was arranged for 21st October and this will be followed by a specific "time out" event for the members of the new board, geared towards agreeing ambitions for children and families over the coming year.</p> <p> The priority has been rated green because all necessary plans are in place. Recovery Board has noted though that the Council and Partners must ensure that planned objectives are delivered.</p>
There are no performance indicators linked to this objective.	



P6 - Obj 03 Increase member commitment to the Council's change agenda and their engagement in driving improvements in Children's services and other key priority areas

Position Statement	<p>The new Member Development Framework was agreed at Full Council on 25/7/13. The Framework will be invaluable in improving Members involvement in the key improvements and changes that the Council needs to make. It contains a schedule of training on key Council issues such as Safeguarding, Equalities and Data Protection. Member engagement sessions on safe guarding were held on 24th (day time) and 30th (evening) July 2013, attendances at each session were 33 and 13 respectively. The first training session on performance management for Scrutiny Members was undertaken in September. This session was specifically aimed at the Schools, Children & Young People Panel and was attended by the Mayor and Deputy Mayor. Further sessions have been arranged and are planned for individual panels and all members for key issues. Two cross party member working groups have been meeting; one looking at Council size and the other reviewing the O & S function in Doncaster. The Centre for Public Scrutiny has held training sessions with Elected Members. Members are about to take part in the "networked Councillors – skills for the future programme "</p> <p>The Children's Services Lead Cabinet Member has a Peer Mentor and is engaged in the National Children's Services Leadership Programme.</p> <p> Because the Mayor is leading the Council's change very effectively, Cabinet is working well and positive steps continue to be made on member Development.</p>
There are no performance indicators linked to this objective.	



P6 - Obj 04 Control spending during 2013/14 and robustly prepare the 2014/15 to 2016/17 Budget


Position Statement	<p>The Quarter 2, Finance and Performance Monitoring report was presented to Cabinet on the 20th November. It shows an overall projected underspend of £0.2m. There is still considerable concern about Children's Services which is projecting a £3.6m overspend, although this has reduce from £4.3m in Quarter 1. The projection for Adult Services shows an underspend of £2.9m, which is in addition to £2.6m of on-going savings that were returned from the directorate in Quarter 1. Customer Services reductions have not been fully met (£2.7m across the whole council) and there are procurement savings yet to be delivered of £1.8m. The Council has also been able to set aside £5.6m of centrally held funds to help to deliver the savings in future years for one-off costs associated with staffing reductions, funding for potential delays and funding for upfront costs to make the necessary changes.</p> <p>The overarching budget strategy has been produced which has an outline plan for £70m out of the £109m savings required. This was released as part of the "budget conversation" in October 2013. Meetings with informal Cabinet are progressing well. Further work continues to produce the detailed budget proposals.</p> <p> Because, given the current level of savings required, a robust budget for the next 3 years will be difficult to achieve</p>				
Linked Performance Indicators	Status	Current Value	Current Target	Short Trend	Long Trend
Council-Wide Budgets Revenue Variance		-£154k	0		
Service Budgets Revenue Variance		£446k	0		




P6 - Obj 05 All Services Reviews completed that identify scope for service change and maximise Value for Money

Position Statement	<p>All Services have now been reviewed as planned. The Council is now in the process of implementing those changes that could be immediately executed. The ASR programme of work has also helped to identify the Major and Minor programmes of work and projects to be implemented over the next 3 years as part of the financial strategy. Cabinet and senior officers are working closely to identify additional savings using the outputs from the All Service Review process.</p> <p> Because the reviews have been completed as planned and used to identify future change opportunities. These opportunities must be exploited as part of the 2013-2017 budget setting process.</p>				
There are no performance indicators linked to this objective.					

 **P6 - Obj 06a Implementation of the Customer Service and ICT Strategies**

<p>Position Statement</p>	<p>Comprehensive work has been progressing to greatly improve the experience of our residents/customers, open up more cost efficient channels, modernise the way we work and realise significant efficiencies.</p> <p>Major advances and “firsts” for Doncaster include; the implementation of a new and rationalised integrated front office for the whole organisation (one-stop-shop), a much improved and fully transactional website, a mobile app and a new telephone contact centre model. These advances have been made using improved processes and technology such as a the Customer Relationship Management System, a work scheduling tool, mobile working, a single account for all residents and joining up with relevant service systems providing the automated, monitored, quick and efficient routing of customer enquiries/requests to mobile devices used by staff out in the borough. Other key deliverables for this year are the transfer of the Council's connectivity to a modern cloud based ICT network and infrastructure, the introduction of an Enterprise Resource Planning System to improve all resource management, the decommissioning and rationalisation of old technology. A Channel Shift Strategy is also being developed and a Digital Assumed proposal for the whole authority will be under consideration shortly.</p> <p>The total efficiencies assigned to the Customer Access Programme delivering much of the Customer Service Strategy is £3.7 million in total, £0.88 million has been achieved, £1.6 million is now in progress this year with the rest to follow in 14/15.</p> <p>Most of the key deliverables within the current ICT Strategy have been achieved or are progressing.</p> <p> Because, although progress has been made, the required savings are not being realised quickly enough</p>
<p>There are no performance indicators linked to this objective.</p>	

 **P6 - Obj 07 Political leadership drives improvement and implementation, learning from others**

<p>Position Statement</p>	<p>Better engagement with LGA; Evidence of improvement within Portfolio areas; Evidence of involvement with other Local Authorities.</p> <p>The whole Council is now engaging better with the LGA from mentoring and advice to Cabinet Members to use of LGA facilities such as LG Inform. Cabinet Members are making use of their specific LGA Mentors and the Mayor is also building relationships with the Greater London Authority via Len Duvall.</p> <p>The Cabinet Members with specific responsibilities for Children’s Services and Health and Adult Social Care are visiting other South Yorkshire Authorities and have plans to increase their links to other Councils.</p> <p>The Lead Cabinet Member for Children’s Services is currently undertaking the National Children’s Services Leadership Programme at Warwick University.</p> <p>The current budget process (2014/15 to 2016/17) is an important measure of political leadership. The process has started much earlier this year and is progressing well in a much more open way and with full recognition of the financial problems the Council faces and finding solutions to resolve them.</p> <p> Because the new political arrangements have only been in place a short while. It is clear that if the current progress continues this objective will very shortly be rated as green.</p>
<p>There are no performance indicators linked to this objective.</p>	



P6 - Obj 08 Improve the use of intelligence and information to inform strategic planning and service delivery










Position Statement	<p>Through a combination of the Policy, Performance and Research (PPR) review and the associated Data and Intelligence review the Council will shortly have all it needs to improve the use of intelligence and information.</p> <p>The PPR review will put the relevant structures in place and the Data and Intelligence review will provide an effective model to ensure that ALL Council data is effectively used and combined with wider partnership information through a "hub and spoke" model and revised Data Observatory arrangements.</p> <p>The Doncaster Partnership Chief Officer Group has endorsed a new Data Observatory approach that includes the production of strategic needs assessments across a wide range of service areas together with a "knowledge management" role and the ability to commission specific intelligence reports.</p> <p>In addition, a revised Data Quality Strategy has been produced and was approved by Cabinet in November. This includes a new Data Quality Toolkit that will be combined with policy compliance arrangements to improve accountability for the quality of the data used.</p> <p>Two new strategies have been approved by Cabinet that will improve how the Council uses information. They are; the Adults & Communities Commissioning Strategy and the Corporate Commissioning & Procurement Strategy.</p> <p>All of the above will vastly improve the Council's ability to commission services more efficiently and effectively and ensure that strategic and operational decisions are evidence based.</p> <p> Because the Council continues to move forward to ensure effective use of intelligence, though it is acknowledged that more speed is now required.</p>
There are no performance indicators linked to this objective.	







P6 - Obj 09 Create financial viability in Children & Young Peoples Service

Position Statement	<p>CYPS is forecast to overspend by £3.6m, a reduction of £652k since quarter 1. The key overspend variance is mainly due to increased children in care placements, where the budget set was based on Children in Care numbers forecast by the service. CYPS are still heavily reliant on agency staff and at this time have 88, although this is a reduction of 21 since quarter 1.</p> <p>The refreshed Improvement Plan has been approved by Cabinet and work is well underway with iMPower to do a detailed analysis of the above areas and put in place an effective strategy to align services with the required resources. In addition to this, actions to bring down the current overspend are being progressed, including looking at halting all discretionary spend, speeding up the appointment of staff leading to the reduction of agency posts and speeding up the various steps to reduce the number of children placed in care or moving children in more appropriate and better value placements.</p> <p> Because an overspend of £3.6m is predicted for the 2013/24 financial year.</p>				
Linked Performance Indicators	Status	Current Value	Current Target	Short Trend	Long Trend
CYPS Total Revenue Variance		£3,632k	0		

 **P6 - Obj 10 Maximise Public Health contribution to wider Doncaster objectives**

Position Statement	<p>A procurement plan timeline was presented to cabinet 5th July as part of the Public Health Way Forward paper. Public Health programme 3 year financial plan options presented to informal cabinet on 26th July. The Public Health Governance Processes established. An Internal Audit on this process has taken place - timescales of work and formal feedback awaited. Further work continues on a forward plan for Health Improvement through a series of 'well programmes', delivering the 'public health offer' to the NHS Clinical Commissioning Group, a high level statement on public health assurance and integrated commissioning plans with other directorates within DMBC are all ongoing.</p> <p>The LGA will be undertaking a "peer review" of our health and wellbeing arrangements in November.</p> <p> Because the integration of Public Health into the Council and the arrangements for Health & Wellbeing in Doncaster have been acknowledged as good practice.</p>				
Linked Performance Indicators	Status	Current Value	Current Target	Short Trend	Long Trend
Life Expectancy at Birth: FEMALE	Data Only	81.4	Data Only		
Life Expectancy at Birth: MALE	Data Only	76.8	Data Only		
Percentage of children aged 4-5 classified as overweight or obese	Data Only	23.9%	Data Only		
Percentage of children aged 10-11 classified as overweight or obese	Data Only	33.5%	Data Only		

 **P6 - Obj 11 Fewer Council buildings, used more efficiently and effectively**

Position Statement	<p>Good progress has been achieved during Q2:-</p> <ul style="list-style-type: none"> • An Assets Board has been established • A delivery model has been developed (for Assets Board and Cabinet consultation/approval) • Quick win disposals have been identified and are to be progressed imminently <p>At the end of Q2, only £40,000 savings have been realised against target. It would be normal to expect more activity to take place towards the end of the financial year than during the first two quarters, however the amount realised to date is below expected levels. A number of issues have been identified in respect of buildings budget savings, including the retention of budgets by individual service departments as buildings are released and various external factors preventing the disposal of buildings.</p> <p> Because, although progress has been made against the action plan, the savings are not being realised against target.</p>				
Linked Performance Indicators	Status	Current Value	Current Target	Short Trend	Long Trend
(P6 Obj 11) Revenue budget savings for Assets from Change Strand		£40,000	£300,000		











Recovery Plan Update



Priority 2 Children are safe

Position Statement	<p>The Secretary of State for Education has issued a direction notice to establish an independent trust to deliver services to young people and children, which will be designed and commissioned by the Council, partners and the newly appointed Commissioner for Children's Social Care. The Mayor has stated that there must be urgency about providing services that are the best they can be and that progress must be accelerated.</p> <p>Some progress was made from January 2013, strengthened by the appointment of a new Director and the partnership with iMPower from July. A more objective view has been adopted supported by much stronger working with the Council's corporate services. There has been significantly better performance management and increased accountability and compliance within the CYPS service. The new quality assurance framework has been effective in uncovering problem areas. The main focus has been on changes to the duty and assessment service into social care (CMARAS) to improve its effectiveness and efficiency, better performance monitoring, identifying the barriers to recruiting social workers, reducing reliance on agency staff, and developing early help.</p> <p>A refreshed Improvement Plan was approved by Cabinet on 2nd October. It identifies the key strategic and operational issues that need to be addressed in CYPS, across the council and across our partner agencies if Children's Services are to improve. Cabinet Members have requested a progress update on a quarterly basis.</p> <p> Because, although positive action continues to take place there is still much more to do and the majority of related performance indicators remain below target.</p>
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Linked Performance Indicators	Status	Current Value	Current Target	Short Trend	Long Trend
Percentage of young people (16-18 year olds) not in education, employment or training (NEET)		7.6%	6.7%		
(P2 Obj 1) Timeliness of single assessment (replaces initial assessment and core assessment) - 45 days	Improving	93.99%	New – no target set		
(P2 Obj 1) CIN per 10,000 population under 18		460.3	420.69		New PI
(P2 Obj 1) Rolling 3 month average number of CAFs		33	311		
(P2 Obj 1) Percentage of Child Protection visits that have not taken place on time (within 4wks)		2.75	1		
(P2 Obj 3) Number of case audits completed across the service		300	150		New PI
(P2 Obj 2) Percentage of substantive qualified social workers		74.2%	90.0%		
(P2 Obj 1) Children on CPR per 10,000 pop aged U18		77.59	45.3		
(P2 Obj 4) Children looked after per 10,000 aged U18		78.9	71.6		
(P2 Obj 4) 06. Stability of placements of looked after children: number of moves (BV49) (PAF CF/A1)		8.2%	9.0%		
(P2 Obj 1) Referrals to children's social care going on to initial assessment (KIGS CH143)		55.39%	78.2%		

(P2 Obj 5) Achievement at level 4 or above in both English and Maths at Key Stage 2		72%	78.0%		
(P2 Obj 5) Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths		56.3%	58.0%		
(P2 Obj 4) Percentage of care leavers age 19 in suitable accommodation		90.5%	85.0%		
(P2 Obj 4) Health of children looked after - percentage that have had Initial Health Check		29.0%	100.0%	