

To all Members of the

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

AGENDA

Notice is given that a Meeting of the above Panel
is to be held as follows:

VENUE: Council Chamber - Civic Office
DATE: Thursday, 10th December, 2015
TIME: 11.00 am

Members of the public are welcome to attend

Items for Discussion:

1. Apologies for absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Declarations of Interest, if any.
4. Minutes from the Meetings of the Overview and Scrutiny Management Committee held on 8th and 16th October, 2015 (*Pages 1 - 14*)

A. Items where the Public and Press may not be excluded.

5. Public Statements.

[A period not exceeding 20 minutes for statements from up to 5 members of the public on matters within the Committee's remit, proposing action(s) which may be considered or contribute towards the future development of the Committee's work programme.]

Jo Miller
Chief Executive

If you require any information on how to get to the meeting by Public Transport, please contact
(01709) 515151 – Calls at the local rate

Issued on: Wednesday, 2nd December, 2015

Senior Governance Officer
for this meeting:

Caroline Martin
Tel: 01302 734941

6. Finance and Performance Improvement Report 2015/16 Quarter 2
(Pages 15 - 62)
7. SLHD Performance and Delivery Update 2015/16 Quarter 2 (Pages 63
- 70)
8. Overview and Scrutiny Work Plan 2015/16 Update and Progress -
December 2015 (Pages 71 - 88)

**MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT
COMMITTEE**

Chair – Councillor Councillor John Mounsey
Vice-Chair – Councillor Councillor Charlie Hogarth

Councillors John Cooke, Rachel Hodson, Richard A Jones, Jane Kidd, Tony Revill
and Craig Sahman

Invitees:

Paul O'Brien (GMB)

Education Co-optees*

John Hoare
Damien Thorpe

*Education Co-optees are invited to attend the meeting and vote on any Education functions which are the responsibility of the Authority's Executive. They may also participate in but not vote on other issues relating to Children and Young People.

Public Document Pack Agenda Item 4

DONCASTER METROPOLITAN BOROUGH COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 8TH OCTOBER, 2015

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on THURSDAY, 8TH OCTOBER, 2015 at 10.00 AM

PRESENT:

Chair - Councillor John Mounsey
Vice-Chair – Councillor Charlie Hogarth
Councillors Richard A Jones, Jane Kidd, Tony Revill and Craig Sahman

Invitee: - Paul O'Brien

ALSO IN ATTENDANCE:

Susan Jordan – Chief Executive of St Leger Homes and Chair of the Anti-Poverty Group
Geraldine Morton - Head of Revenues and Benefits
Sarah Abbotts – Senior Policy and Performance Officer
Matt Cridge - Head Of Stronger Families
Paul Williams – Business Safety and Licensing Manager
Karen Hanson – Head of Service Environmental Protection

		<u>ACTION</u>
17	<u>APOLOGIES FOR ABSENCE.</u>	
	Apologies for absence were received from Councillors Rachel Hodson, Neil Gethin and John Cooke	
18	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u> None	
19	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	Councillor Kevin Rodgers declared an interest in Item 6 Anti-Poverty Strategy as he was a Director of South Yorkshire Credit Union Councillor Jane Kidd declared an interest in Item 6 Anti-Poverty Strategy as she was employed by SYCIL	
20	<u>MINUTES FROM THE MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 3RD</u>	

	<u>SEPTEMBER, 2015</u>	
	RESOLVED: that the minutes of the meeting held on 3rd September, 2015 were agreed and signed as a correct record.	
21	<u>PUBLIC STATEMENTS</u>	
	There were no public statements made.	
22	<u>UPDATE REPORT ON THE WORK OF THE ANTI-POVERTY STRATEGY GROUP.</u>	
	<p>A report was provided detailing the establishment of the Anti-Poverty Group, the development of the Anti-Poverty Commitment Statement and actions that have been taken. The Committee held a detailed discussion, addressing the following areas:</p> <p><u>Information and Data:</u> Comments were made that the data used was out of date and Members expressed an interest in receiving more up-to-date information. Members were advised that attachments were for background information and had been prepared at the time of the partnerships Anti-Poverty Summits and that up to date information would be provided at the Members workshop. It was explained that the information was compiled from a wide range of sources and that every quarter, information is fed in centrally.</p> <p>A Member of the Committee commented that services needed to be more joined up to feed into the Anti-Poverty Strategy, that teams were working in silos and needed more co-ordination.</p> <p>It was questioned by one Member whether any analysis had been undertaken on when a new company comes into Doncaster, what is the effect on worklessness and apprenticeships within Doncaster communities. Members were advised that information may not be available although it was uncertain whether detailed work had been undertaken to assess this. There was a brief discussion around the business rate incentives in place once jobs had been secured (which was then measured by the provider and verified before funding is released).</p> <p>Members were informed about 'World of Work Academy'. A St Leger initiative where tenants who had been unemployed for 6 months or more were matched with potential employers.</p> <p><u>Welfare Reforms:</u> Members sought advice on inviting a representative from HMRC to a future meeting to report on tax credits. Members felt that it would be useful to understand the implications and effect of changes to welfare reforms and tax credits within the Borough. Information was requested at the meeting, which included; how many individuals were receiving such benefits and how many would be</p>	

effected between now and the year 2020. Members were informed that there had been difficulties in retrieving all the information that was needed to assess the impact of these reforms.

Regarding Discretionary Housing Payments (DHP's) – Members were informed that there was a trend that people were downsizing particularly within the private sector and even some moving back home to family.

In respect of support, Members were informed that information was shared amongst colleagues so that support could be provided to individuals either or both through DHP's and SLHD's Welfare Support Fund. It was explained that short term help in terms of finance was available to those who wanted to stay within their houses as well as help for those who were willing to move. It was noted that this targeted help couldn't be provided long term.

It was reported that 3,000 tenants within SLHD had been affected and that last year 120 had moved. It was acknowledged that there weren't sufficient smaller sized properties available.

A Member stated that they believed jobs were crucial, that in their previous work a lot of individuals had convictions and substance abuse problems but were unable to find work. It was noted that there were initiatives out there such as 'Ban the Box' and that the Probation Service had a Work Coach. It was questioned what the Council was doing to support those individuals. Members were informed that there were a number of schemes such as the 'World of Work Academy' and the work of the Work and Skills Board being undertaken with employers getting into schools. It was recognised that more work still needs to be undertaken.

A Member queried the amount of investment in regeneration and how this had impacted on job creation and levels of poverty.

Indices of Multiple Deprivation (IMD): Members expressed concern about Doncaster's latest positioning on the IMD. Members were informed that the corporate team was undertaking a lot of work on this including background, local data, health observations and case studies to bring the full picture together (although it was not available by ward).

Debt: In respect of debt, a Member questioned what levels of debt we had, what direction it was going in and how the borough compares to 10 years ago. Members were informed that this information wasn't available but that work was being undertaken, for example by St Leger Homes Doncaster, with individuals with debt. The Head of Service for Stronger Families also commented that there was a lot of anecdotal evidence that had emerged out of the Stronger Families programme.

Review of Advice Services funding – Members were informed that they

would be advised outside of the meeting when this review would be completed. Members were informed the level of advice depended on level of resources although it was accepted that there wasn't enough advice and support available as part of the Welfare Reform and debt agenda.

Impact of Health Issues: Concern was raised that health issues appeared to be a little narrow within the strategy. Members felt that in particular, there was little in the report regarding substance misuse and cancer which they believed presented serious concerns for now and in the future. Members referred to recent information presented at a Licensing Committee meeting in relation to substance misuse, alcohol, unemployment and NEETS that was very informative and felt that this information should be forwarded to Ward Members. Members were informed that key commitments/pledges had been identified and had been signed up to by Members of Team Doncaster. It was clarified that within the Team Doncaster umbrella sat the Health and Wellbeing Board which would address issues such as substance misuse and cancer. Members were informed that further conversations could be held with colleagues from Public Health.

Representation on Anti-Poverty Group: - Members stressed that they felt it was important for there to be an Executive Lead as part of the Anti-Poverty work. It was commented that the Team Doncaster Strategic Partnership Board was responsible for driving it forward and could be viewed that the Mayor was already involved in the Councils role in moving ahead with this work.

Members raised concerns that unions were not involved as a partner with the Anti-Strategy Group nor invited to summits. Following a brief discussion, Members felt that unions should be represented on the group and also participating more with the strands of work that are taking place.

Future Areas of Work – Members were informed that work was being focused in particular on the following areas: -

- Employment, education and skills
- Support mechanisms and funding opportunities
- Bringing in a directory to sit along financial and budgeting welfare support

Action Plan – Members were informed that this was a high level action plan with the purpose of encouraging Team Doncaster to work together. It was further explained that Team Doncaster partners would be then be encouraged to progress certain areas along where required.

RESOLVED that:-

1. A Members Anti-Poverty workshop be organised as soon as

	<p>possible.</p> <ol style="list-style-type: none"> 2. An update is provided at a future meeting of the Panel to include information including Anti-Poverty Needs Assessment, Action Plan and on the outcome of the Review of Advice Services Funding. 3. A representative is invited from the HM Revenue and Customs (HMRC) to a future OSMC meeting to help Members understand the implications and effects of welfare reforms. 4. Consideration is given as to how health issues (including cancer and substance misuse) and their impact can be included within the work of the Anti-Poverty Strategy group (via Health & Wellbeing Board). 5. Consideration is given for an Executive Member to be appointed as a lead for anti-poverty at a strategic level. 6. Consideration is given to ensure union representation is made within the Anti-Poverty Group through the Trades Council as appropriate, and to encourage union involvement through invitation to future summits and Task and Finish Groups. 	
23	<p><u>UPDATE ON THE STRONGER FAMILIES PROGRAMME.</u></p>	
	<p>Matt Cridge, Head of Stronger Families attended the meeting and gave a presentation giving an update on the Stronger Families Programme, detailing the progress being made to support families in Doncaster. The presentation covered the following areas: -</p> <ul style="list-style-type: none"> • Success and measuring success • Phase 1 claims • Case study • Expanded stronger families programme overview • Outcomes plan • Other reporting requirements • Working with members <p>Members were told that in Doncaster, Stronger Families is based within Communities as opposed to within Children Services like most authorities. It was viewed that this was the reason behind the programme's success as it meant that we can look at the impacts on the whole community rather than potentially isolate the family.</p> <p>Members requested that the Phase 1 Graph be circulated.</p> <p><u>Underage Drinking/Test Purchases:</u> A Member raised concern about underage drinking and clarification was sought about whether Police Officers are still able to carry out test purchases.</p> <p>Members were informed that gaps in service have been addressed. Members were told about the M-PACT programme for families affected by substance and alcohol misuse). It was reported that following a pilot last year the reviews had been very positive.</p>	

	<p><u>Early Years:</u> In respect of aligning the programme to the Early Help work currently being implemented, a Member raised concern about the fact that it had been reported in Quarter 1 that we were behind with the Early Help programme. It was explained that the Stronger Families programme was currently aligned to the Early Help programme and that at the right time it would become a functional part of that work. It was clarified that regardless of where Early Help was at, the Stronger Families programme would still progress and therefore any impact of the Early Help work falling behind was minimal.</p> <p><u>Action Plan - Phase 2 Expanded Troubled Families:</u> Members were informed that the Outcomes plan was the action plan which was currently being drafted.</p> <p><u>Future Issues:</u> In reference to the future of the Stronger Families Programme becoming more 'sustained' and 'self-funding', it was confirmed that it was the Government's intention for this to happen. Members were told that there was a lot of work to get to the point where it is sustainable and be achieved through cost-savings across partners.</p> <p>The Chair asked for clarification in relation to 'supporting the range of family levels as determined by the Government; from Complex families either in social care or in the edge of social care, through to 'superlight' families in need to early help and low level support to prevent them escalating into more complex issues'. Members were told that although there were no guarantees, it is likely that this would happen.</p> <p>In respect of running Phase 2 of the programme over the next 5 year, Members raised concern as the current grant was only for 2015/16 only and further funding is yet to be announced in autumn. Members were informed that if taken away the recurring income from the detachment figures would result in a need to re-profile. It was also noted that new initiatives could be pump-primed.</p> <p>The Chair thanked the Head of Stronger Families for attending the meeting and congratulated him on the successful outcomes being achieved by the programme.</p> <p><u>RESOLVED</u> that the Panel noted:-</p> <ol style="list-style-type: none"> 1. The success of the Phase 1 Stronger Families Programme. 2. The current proposals for the Expanded Programme. 	
24	<u>STATEMENT OF LICENSING POLICY 2016 - LICENSING ACT 2003.</u>	
	Paul Williams, Business Safety and Licensing Manager attended the meeting to present a report to update the Panel on the adoption of the Statement of Licensing Policy 2016 (Licensing Act 2003) following its	

	<p>quinquennial review.</p> <p>The report explained that Doncaster Council was required by the Licensing Act 2003 to produce a Statement of Licensing Policy and to review its Policy quinquennially. It also outlined that it was the fourth Statement of Policy produced by Doncaster Council, under the Licensing Act 2003, which will set out the basis for all relevant licensing decisions to be taken by the Authority over the next five years.</p> <p>Members held a brief discussion which included the following: -</p> <p><u>Test Purchasing:</u> A Member raised a query about whether the police were still able to carry out test purchases and it was advised that as far as Officers were aware that this was still being undertaken.</p> <p><u>Sex Entertainment Establishments:</u> There was a discussion around the legislation and licensing requirements that applied to sex entertainment establishments. It was suggested that this could be further discussed informally with Officers by the Chair and Vice Chair of Communities and Environment Overview and Scrutiny Panel as the Panel was the designated Crime and Disorder Panel as well.</p> <p><u>RESOLVED</u> that:-</p> <ol style="list-style-type: none"> 1. The Committee notes and supports the Statement of Policy – Licensing Act 2003 and the responses received during the consultation with a view to the Policy and responses being considered by the Licensing Committee before making a recommendation for its adoption by Council. 	
25	<p><u>STATEMENT OF LICENSING POLICY 2016 - GAMBLING ACT 2005</u></p>	
	<p>Paul Williams, Business Safety and Licensing Manager attended the meeting to present a report to update the Panel on the adoption of the Statement of Licensing Policy 2016 (Gambling Act 2005) following its triennial review.</p> <p>The report explained that Doncaster Council was required by the Gambling Act 2005 to produce a Statement of Licensing Policy and to review its Policy triennially. It also outlined that this was the fourth Statement of Policy produced by Doncaster Council under the Gambling Act 2005, which will set out the basis for all relevant licensing decisions to be taken by the Authority over the next three years.</p> <p>Members held a brief discussion which included the following:</p> <p><u>Betting Shops:</u> In respect of Betting Shops, Members were informed that applications forms need to clearly outline what the intentions of the business will be and how they are run bearing in mind community's main change in policy.</p>	

	<p><u>Risk Assessments</u>: It was noted that the Social responsibility code requires all premises licensees to carry out risk assessments. That Council sets out its Policy relevant matters that must be taken into account when undertaking risk assessments. It was added that this only applies to new premises and changes to existing.</p> <p><u>RESOLVED</u> that:-</p> <p>1. The Committee notes and supports the Statement of Policy - Gambling Act 2005 and the consultation responses received with a view to it being considered by the Licensing Committee</p>	
26	<p><u>OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE WORK PLAN 2015/16.</u></p>	
	<p>The Senior Governance Officer presented the current Overview and Scrutiny work plan highlighting areas of work undertaken by the Scrutiny Panels since the last meeting.</p> <p><u>RESOLVED</u> that: the 2015/2016 Overview and Scrutiny work plan, be noted.</p>	

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DONCASTER METROPOLITAN BOROUGH COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

FRIDAY, 16TH OCTOBER, 2015

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on FRIDAY, 16TH OCTOBER, 2015 at 10.00 AM

PRESENT:

Chair - Councillor John Mounsey

Councillors John Cooke, Rachel Hodson, Richard A Jones and Jane Kidd

Invitee: - Paul O'Brien GMB Union

ALSO IN ATTENDANCE:

Karen Johnson, Assistant Director for Communities

Scot Fawcus, Head of Service Contracts, Property and Governance – Legal

Michaela Pinchard, Head of Service, Policy and Improvement, Adults and Communities

Alison Jordan, Senior Development Officer, Adults and Communities

APOLOGIES:

Apologies for absence were received from Councillors Craig Sahman, Tony Revill, Kevin Rodgers and Jane Cox

Apologies for absence were also received from Councillor Glyn Jones, Cabinet Member for Adult Social Care and Equalities.

		<u>ACTION</u>
28	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
29	<u>DECLARATIONS OF INTEREST, IF ANY.</u> There were no declarations of interest.	All to note
30	<u>PUBLIC STATEMENTS</u>	
	Mr Stark, a Doncaster resident, stated that he had noticed that for the last 3 years across social care that the social care support system was being abused by the Courts. He stated that equipment had been removed from service users. He continued by stating that the Courts and St Catherine's Hospital were abusing clients by retaining their estates and taking their money, keeping documents, signing them and	All to note

	<p>claiming grants from the Council for Social Care.</p> <p>He stressed he had been ringing to get help for people in the community but no one wished to know. He explained that he had put questions to Cabinet Members but they were not interested in the issue.</p> <p>He outlined that he had worked out the cost of looking after people in St Catherine's stating it would be more cost effective to have two or three people living in care in a house. He reminded Members that people in care were being paid for by taxpayers of Doncaster.</p> <p>The Chair thanked Mr Stark for his statement and explained that Karen Johnson, Assistant Director of Communities would speak to him following the meeting about the points he had raised.</p>	
31	<p><u>IMPLEMENTATION OF REMOVAL OF SUBSIDIES FROM NON-RESIDENTIAL SOCIAL CARE CHARGES.</u></p>	
	<p>The Committee considered a report relating to the outcome of consultation on the proposal to implement the removal of subsidies from non-residential adult social care charges (Homecare, Day Care and Direct Payments), alongside the proposals in a separate report, to follow on the agenda, relating to transport provision.</p> <p>Members received a presentation outlining that the proposals were part of the overall modernisation policy to help people choose their adult social care in Doncaster aiming to address the inadequacies promoting choice and control and targeting resources to those most in need. The Committee was reminded that this proposal was agreed as part of the budget approval by Full Council and this paper was to provide information on consultation, impact and how implementation be put in to place. Changes for new service users would take effect in November 2015 with existing users in 2016.</p> <p>Members were of the opinion that there was a lot of unfairness with how service users were charged but noted that 614 people would be affected, with the majority seeing no change. It was stressed that peoples income would be assessed to ensure they are left with a minimum income guarantee for living costs in accordance with government guidelines. Support would be offered to anyone affected, for example, with Money management, support planning, benefit maximisations and ongoing care and support.</p> <p>The following points were raised during discussion:</p> <p>Direct Payments – when service users were offered heavily subsidised services, there was no incentive to accept a direct payment. It was noted that removing subsidy would provide people with increased choice.</p>	

Benefit Changes – are taken into account each April when the amount they have is updated whilst remaining on protected income. These people would still be within the group that are not affected by changes. It was confirmed that services users are not claimants of tax credits.

Follow up work being undertaken where questionnaires were not returned – because questionnaires were anonymous, no follow up work with individuals was being undertaken however it was confirmed that an analysis of groupings had been assessed to ensure tailored support could be made available. Additional work with existing users would be undertaken between now and April and specifically address with individuals if they unusually cancel a service.

Ability to pay for services – concern was expressed that the people classed as most in need may not have the ability to pay for services, and this number would probably increase due to an aging population, but it was stressed that some people have more income and are able to contribute more than they do now, balancing income that could be directed and tailored at those most in need. It was highlighted that vulnerable people would be provided, like all service users with a support package and officers to contact from a trained team in revenues and benefits. There is a national agreed minimum income and members were reassured that this would be considered and appropriate advice given. Members acknowledged there was a complex range of support for each service user.

Number of people in Doncaster that live independently – the number of people was unknown, but the Council currently supported over approximately 2,500 residents to continue with independent living providing individual choices. Members requested that an exact figure be provided following the meeting, split between elderly and those with disabilities.

Joint Strategic Needs Assessment – work was being undertaken for adult social care, including profiling the aging population and impact in future.

Budget – It was recognised that budget savings could not be included in the report at this point until each service user's needs had been assessed.

To conclude the Committee expressed regret that cuts were having to be made but it was stressed that services were not reducing but changes being made to ensure service users were able to make an informed choice of provision and that they could afford to continue to attend.

RESOLVED: that

Director

	<ol style="list-style-type: none"> 1. The Executive agree with the proposals in principle; 2. The Executive be asked to consider that the most vulnerable residents and service users affected by the changes receive ongoing care and support with financial management, be reviewed annually; 3. An update be provided on the wider modernisation agenda at a future Overview and Scrutiny Management Committee meeting; and 4. The Executive be asked to recognised that subsidies be equitable and that those with a lower income should contribute less whilst acknowledging that developing alternatives was difficult but an issue that needed to be addressed. 	<p>Adults, Health and Well-being</p>
<p>32</p>	<p><u>DAY SERVICES MODERNISATION: TRANSPORT PROVISION.</u></p>	
	<p>A report was presented to the Panel relating to consultation on proposals to increase the charge for transport to council run day centres and a draft transport/travel policy. Again this report was considered in conjunction with the proposal to remove subsidies from Day Care, Home Care and Direct Payments in that an increase in the flat rate charge for transport is consistent with the removal of subsidies.</p> <p>Transport providers – it was confirmed that a piece of work was being undertaken which would feed into who would be providing transport, whether it be through the tendering process or Doncaster Council transport services. It was dependent upon options for and the numbers of service users. The Committee was reminded that there will be exiting transport contracts that are undertaken through European contract procedures and value tested. Arrangements, routes, needs and costs will need to be reassessed as part of any contract renewal.</p> <p>Members stressed that the policy needs to state that every option be explore, including the use of bus passes and car sharing with friends.</p> <p>Budget – In response to a number of statements with regard to reducing services and costs, Members were reminded that the Council approved the budget and the Executive make proposals and decisions to meet savings but need to ensure that residents most in need would continue to receive transport provision.</p> <p>Impact on service users – a comparison of 115 service users that could be affected by both this proposal and those in the previous report, had been undertaken to ensure their income would be protected.</p> <p>Consultation – it was confirmed that a questionnaire was circulated for both this and the previous report, with a small amount of time in</p>	

between the two, giving notice to those who would be affected by both issues. Concern was expressed that the options could have been leading but it was recognised that scenarios could be difficult to follow and in some cases confusing, but that it was meaningful. The following was noted:

September, 2014 Focus groups in five locations c200 people
October, 2014 521 Questionnaires – 272 completed (52%)

There were concerns but there was a willingness to be flexible, altering arrangements and paying an increased charge.

Further consultation August 2015 582 questionnaires – 152 responses (23%)

- 67% transport to continue with increased charge
- 99 of 127 would pay £3
- 20 of 96 would pay £5
- Support for Policy

It was noted that collectively there had been a good response to consultation but concern was expressed that those that could not afford the changes did not respond and would stop using services. Again follow up work would be undertaken with service user groupings by assessing demographic take up.

It was stressed that this proposal and policy was not to cut services, as a the Local Authority has a legal duty to provide people with support, but ensuring service delivery is as effective and efficient as possible.

Strengthening Communities – to ensure transport for people with high needs that don't wish to attend a day centre would require strong communities to provide alternative options including the possibility of voluntary bus services.

Home care – It was stressed that the Local Authority was aware of services users that required home care and when using the transport service. When care assessments are undertaken it gives consideration to whether a person would wish to attend a centre and whether they required a personal assistant. It was noted that in these cases it incurs additional transport costs and is taken into account.

Consultants – a general discussion was held relating to the Council's use of consultants, particularly the annual cost to the Council.

Risks – concern was expressed that the income from the transport fee may not be generated but it was a risk that required qualifying once individual assessment with services users were complete. The committee addressed the risks detailed in the report and issues to mitigate against but noted it was difficult to predict what service users

	<p>behaviour would be.</p> <p>Use of Community Centres by the BME community – concern was expressed that day centres may be being underused by the BME community and Members requested that this be investigated.</p> <p><u>RESOLVED</u> that the Executive is asked to:</p> <ol style="list-style-type: none"> 1. Note, that the Committee agree with the proposals in principle; 2. Consider the Draft Travel Policy stating that every transport option be explored; 3. Consider that service users ability to pay fees and charges be reviewed annually; 4. Consider that further work be undertaken to understand the effect on the small number of services users who would be caught by changes to both Day Care Changes and Transport Costs; 5. Ensure that consultation be strengthened particularly with communities to investigate alternative transport options that could be made available, to ensure the implications of proposed changes are understood; and 6. Request that investigations be undertaken on whether day centres are underused by BME groups and if so, why. 	<p>Director Adults, Health and Well-being</p>
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To the Chair and Members of the Overview and Scrutiny Management Committee

Finance and Performance Improvement Report: 2015/16 Quarter 2

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 Mayor's three-year budget was agreed in 2014 in an environment of unprecedented cuts and pressures on local government and the public sector. The Council was required to make savings of approximately £109m over 3 years by delivering changes to services in very challenging circumstances. 2015/16 is the second year of the three year budget and this report sets out the financial position for the year, together with progress on delivering the outcomes agreed in the Corporate Plan.
2. The Council is currently projecting to overspend at the end of 2015/16 by approximately £1.2m which equates to just 0.2 percent of the Council's total gross budget of £527.6m. Services are maintaining overall performance on the delivery of Mayoral and corporate objectives, with the majority of agreed measures continuing to achieve targets.
3. To meet the challenge ahead, the Council is continuing to plan and deliver the transformation of its services, ensuring that it becomes a modern and flexible organisation that operates within its means. The Government reported on the 2015 Spending Review on 25th November and further clarity on the future financial picture will be available once this has been analysed and confirmation of government funding has been received mid-December.
4. This report evidences that some service areas have improved and are performing well, in some cases better than ever before. However, there are areas where performance is not at the level expected and where transformation is slower than anticipated.
5. There are positive signs in the local economy. Investment in the borough has increased steadily through the year and currently stands at £37m. Average weekly wage rates are higher than the Yorkshire and Humber average at £482.80. Four hundred and twenty two new homes were built, the highest quarterly figure in the past three years. The number of

apprentices continues to rise and local targets set by the Mayor are likely to be exceeded. The Council is supporting local business with 60.5percent of current spend with local providers, an increase of 8 percent on the previous year. There are a number of projects underway that will provide a major jobs and housing boost to the borough, and the Council is leading the borough-wide partnership effort to increase the skills of Doncaster residents to enable them to take advantage of the new opportunities.

6. Ofsted recently undertook an inspection of services for children in need of help and protection; children looked after and care leavers. The inspection came only 12 months after the establishment of the Doncaster Children's Services Trust and the report is expected to be published at the end of November 2015. Further details on the outcome of the inspection will be included in the next quarterly report. Despite the short timescales since the new arrangements were established, there is evidence in the quarter 2 performance figures that the service is improving towards the quality targets that have been set.
7. An Education Commission is being created to help to improve education in the borough, which remains a key priority. Provisional annual GCSE results of 49 percent indicate a slight fall in the number of children achieving 5 A*-C grades including English and Maths. There was a similar reduction in the national average figure of 52.8 percent. Qualifications for working age people are also lagging behind the Yorkshire and Humber and national averages. These education outcomes are having a direct impact on the proportion of Doncaster residents in highly skilled jobs, which is currently lower than regional and national comparators.
8. Plans are in place to speed up the work required to maximise independence and transform adult social care, which is not happening quickly enough. An overspend of £4.2m is forecast on Adults, Health and Wellbeing, which is 2.9 percent of the gross budget of £143.2m and an increase of £2.4m since quarter 1. This is mainly due to increased independent residential placements, despite Doncaster already having a disproportionate number of residents living in care homes. Modernisation projects are being scoped and activity will focus upon projects that will promote independence and reduce the need for traditional social care.

AREAS PERFORMING WELL



22% more children are ready for school compared to 2013



65% of children are now school ready compared to a target of 63%



New Apprenticeships

882

created towards the Mayors target of 1000 over 4 years



More people helped to live independently using technology

127.5 installations per 100,000 population compared to a target of 125

We do more business with local companies

60.5 per cent of what we spend is local, up by eight per cent



Average weekly wage

£482

Yorkshire and Humber = £479
National = £520



Vulnerable children are more stable in their placements



Only 6.6% had three or more placement moves

this is better than the national average

More new homes are being built



422



422 in Quarter 2 2015/16 compared to 225 in Quarter 2 2014/15

AREAS FOR IMPROVEMENT



£3m

Overspend on
Elderly
Residential
Services

The average number of
days to process a new
Council Tax Support
Application is

38.3 days

target 24 days

Not enough people are having NHS Health Checks

This year only 2.13% of people aged 14-74 had a Health Check compared to the target of 5%



High numbers of people admitted to Residential and Nursing Care



276 New admissions so far this year compared to
a target of 192



Doncaster Residents
in highly skilled
occupations



31.8%

Yorkshire and Humber
average 38.9%



49%

Of children achieved 5 or
more A* - C grades at
GCSE or equivalent
including English & Maths

National Average 52.8%

EXEMPT REPORT

9. This report is not exempt

RECOMMENDATIONS

10. That the Chair and Members of the Overview and Scrutiny Management Committee: -
- Note areas of performance and financial information;
 - Note the virements approved by the Chief Executive and approve the virements for Cabinet detailed in paragraph 22 and Appendix B;
 - Note the new additions to the Capital Programme, as detailed in Appendix D.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

11. 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

12. The Council is projecting an overspend of £1.2m; however there is a significant shortfall against a number of the programmes and cost pressures on independent residential home placements, which are being met this year from one-off savings. We are making temporary solutions to address long-term issues and are getting further away from a sustainable financial position. The underlying overspend is circa £8m; progress must be made on the programmes to deliver on-going savings and transformational change. The challenge is only going to get harder, we need to start 2016/17 with a balanced on-going budget position to then begin to deliver future years savings. A summary of the outturn position is provided below:

	Gross Budget £m	Net Budget £m	Total Variance £m
Services			
Adults Health and Wellbeing	143.2	77.2	4.2
Learning & Opportunities - Children & Young People (Includes Children's Services Trust £0.3m overspend)	83.9	45.8	-0.1
Finance & Corporate Services	121.9	17.9	-1.8
Regeneration & Environment	123.6	38.1	0.3
Total Services Budgets	472.7	178.9	2.6
Council Wide			
General Financing/Treasury Management	7.9	7.8	-0.6
Council-wide savings targets	-4.2	-4.2	2.2
Other Council-Wide	31.6	21.1	-2.9
Subtotal	35.3	24.8	-1.4
Levying Bodies	19.6	19.6	0.0
Business Rates	0.0	-132.8	0.0
Subtotal	19.6	-113.2	0.0
Total General Fund Services	527.6	90.5	1.2

13. A summary of the major variances are provided below, with further detail provided in Appendices A and B:

- Adults, Health & Wellbeing – The overall overspend for the Directorate is £4.2m which includes:
 - £3.0m overspend projected on independent residential placements. Initially we were targeting a £1m saving on older people residential placements, which would have meant a reduction of circa 60 placements for the full year. The latest information shows that the number of placements have actually increased by between 40 and 50. Immediate management action has been implemented to tackle this issue. Work continues on the reasons for this increase, which will include workforce culture, alternative offers and data quality to inform decisions. It is proposed to remove the £1m target saving, which isn't achievable in 2015/16, and will be delivered by alternate proposals as detailed in paragraph 22 and Appendix B. This will amend the overspend to £2m, which the service will target actions to bring this budget back in line.
 - Projected overspends on the cost of personalisation £1.1m, supported living contracts £0.6m and unallocated savings £0.8m; these are offset by one-off underspends on Care Act £0.6m and Management of Change budgets £0.3m.
 - £0.43m one off due to the delay in transferring the in-house residential homes to the independent sector (1st September transfer date). This includes additional costs of circa £2.4m for the Council to run the independent homes prior to transfer less the savings on the placement budgets of £1.15m, and £0.78m funding which had been set aside from the Councils Service Transformation Fund to meet the majority of the shortfall. This full-year effect of the saving will be delivered in 2016/17.
 - Overall the commissioning savings (including the £1m mentioned above) and access to care management savings are mainly expected to be delivered through a combination of commissioning savings on a number of contracts £1.63m, charging costs to the Better Care Fund £2.9m and vacancy management £0.3m. This has changed from the initial target savings and the virements are detailed in paragraph 22 and Appendix B. 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.
 - The overall overspend includes £1.2m transitional funding from health to cover the reduction in Continuing Healthcare income. There is £1.7m funding in contingency for this pressure next year; this is being used this year to fund overspends across the Council.
- Learning & Opportunities – CYP – The main area of overspend is the Doncaster Children's Services Trust, which is forecast to overspend by £0.35m. This is mainly due to a projected overspend on placements of £1.56m, which is offset by a projected salaries underspend of -£0.79m and additional income of -£0.54m. Under the risk-share mechanism (80/20 split) the Council is liable to fund £0.28m 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 -£0.5m across the Directorate and additional income for housing benefit overpayments - £0.97m, 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 – £1.16m forecast shortfall against the Appropriate Assets savings target of £1.82m in 2015/16. The projected on-going savings are £0.5m from Netherhall, Concorde House, Barclay Court plus £0.16m one-off savings from backdated leases and fees. The overall target has been revised in the budget update to Cabinet on 20th October by £0.5m, the shortfall in 2016/17 and is expected to be delivered 2017/18. This overspend is offset by underspends on schools catering - £0.54m, release of ERDF clawback provision -£0.33m in relation to the Inclusive Enterprise programme, additional planning fee income forecast underspend -£0.36m and underspends across Waste and Recycling -£0.32m.
 - 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 -£0.27m arising from £28m prepayment of pension deficit contributions, -£0.39m new burden grant for property search income and -£0.60m Treasury Management due to interest savings generated by being £62m under borrowed and additional interest generated through investments made. There is also an overspend forecast due to slippage on centrally held Modern & Productive Workforce target £1.9m which is proposed to be delivered in 2016/17.
 - 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 earmarked reserves in 2015/16. This includes the confirmed Public Health grant reduction of £1.47m for 2015/16 which will be funded.
14. The overall position has worsened slightly from the quarter 1 projection by £0.3m; however there have been considerable changes within the figures. The forecast overspend for Adults, Health and Wellbeing has increased by £2.4m overall, which is mainly on the independent residential placements, detailed above. This has been offset by further one-off underspends in Council-Wide budgets including the release of provisions e.g. ERDF for inclusive enterprise programme £0.33m and Derelict land grant £0.27, additional new burden grant income £0.39m. Finance & Corporate Services has also improved by £0.33m due to being able to release grant income and increased income from Council tax costs.
15. It is important that an on-going sustainable budget position is achieved in 2015/16, to progress into 2016/17 where further significant savings are required. As reported to Cabinet on 20th October, 2015, the estimated budget position for 2016/17 has worsened following the Government's budget announcement in summer 2015. It is now estimated that the Council will have to find additional savings of circa £14.2m in 2016/17 and the overall budget gap for 2017/18 to 2020/21 is estimated at £79m; this will be a challenge for services and the Council. The Spending Review announcement on the 25th November 2015 provided some additional information but detailed grant figures for the Council for 2016/17 will not be confirmed by the Government until the 17th December.

COUNCIL PRIORITIES - PERFORMANCE

16. The following paragraphs provide a summary of progress against Corporate Plan outcomes. Performance is on track for 75 percent of our service measures with 25 percent 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...

At £482 the Doncaster average weekly wage rate exceeds the Yorkshire & Humber rate (£479) but is still slightly less than the national average (£520). The total of new FTE jobs created through Business Doncaster was slightly off target in quarter 2 but this is predicted to recover the shortfall and exceed target for year-end. The local demand for apprenticeships continues to increase with provisional data showing a rise from 3350 to 4030 from 2013/14 to 2014/15.

This year, 338 jobs have been created through 'Business Doncaster' which is slightly behind the quarter 2 target, but forecast estimates that it is still on track to claim another 729 jobs before the end of the year, which will exceed year-end target. Overall new investment gained into Doncaster stands at £36.7 million which is above half year target.

For Doncaster to achieve high and dynamic growth it needs to attract more high quality jobs in advanced engineering, manufacturing and creative industries. 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 percent of which will require higher level skills. Currently 31.8 percent 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.

Provisional GCSE results 5 A*-C including English and Maths at 49 percent shows a 0.4 percent drop against a national reduction of 0.5 percent. National average is currently 52.8 percent and Yorkshire & Humber 53.8 percent.

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 continued work through the 'Ambition Programme' which is aimed at attracting more young people into apprenticeships.
- Review of the School Improvement Post Ofsted Action Plan.
- Creation of an Education Commission.

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

Where are we now...

The Childrens Trust continues to report good performance with 97 percent of children on a child protection plan as having received visits within the agreed timescales. The Trust has undertaken work with an external provider with regard to improving its casefile audit tool

which is aimed at improving quality. The performance challenge process continues to develop as we continue to seek assurance on improved performance, data quality and assessment of impact. An Annual Review of arrangements now commences as the Trust has been operational for 1 year.

The work required to maximise independence and Transform Adult Social care services is not happening quickly enough and improved service outcomes, financial savings and ambition levels are not where they need to be at this time. Key projects are being scoped and activity is planned. There will be a greater focus on projects that will keep people out of the care system and reduce the reliance on traditional social care. A cross Council Improvement Board has been established which will oversee key work and govern the transformation process in the short to medium term, meeting on a three weekly basis. A single plan is being developed to 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. Key measures around admissions to long term care are still too high and this is a priority area of work over the next 12 months.

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 2. 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.

Red measures

- Proportion of all in drug treatment who successfully completed treatment and did not re-present within 6 months (percent).
- Cumulative percentage of eligible population aged 40-74 who received an NHS Health Check.
- Permanent Admissions to Long Term Care per 100,000 population (65+).

Next steps...

- Annual Review of Doncaster Childrens Trust, including progress and measures.
- A single Adult Social Care plan is being developed to 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.
- Local Government Association Peer Review of safeguarding adults.
- Continued performance meetings with external providers to improve performance with regard to NHS Health checks and Drug Treatment performance.

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

Where are we now...

Building more new homes continues to be a key priority for the Borough and in quarter 2 there were a further 181 completions, bringing the total up to 422 and therefore predicted to exceed the year-end target. In addition, there were a total of 56 affordable homes provided that were completed/reported in the quarter. These were split across council house new build (36) and Housing Association (20).

Quarter 2 street inspections show that our streets are cleaner for both litter and detritus and are better than the accepted standard of cleanliness. Recent investment in more efficient

cleaning machines will ensure this performance continues. Household domestic recycling rates (reported 1 quarter in arrears) are back on target after seasonal fluctuations.

Solar Electricity (PV) has been installed on 9 sites during quarter 1 and quarter 2 with both the Civic Office and CAST theatre being surveyed for potential installation. This will bring about energy efficiency improvements and contribute to the of CO2 emissions.

The number of empty properties remains fairly constant between 3550-3700.

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.
- Review of CO2 emissions data.

Outcome 4: All families thrive

Where are we now...

Stability of children in care, in terms of number of placement moves, further improved with the Trust reporting 6.6 percent which is better than target and both national and statistical neighbours. The proportion of care leavers in education, employment and training dropped from 64 percent in quarter 1 to 51 percent in quarter 2 and the Trust has commenced a number of initiatives to improve this performance, including 'Pathway to Traineeships' Programme, and Mentoring Scheme involving senior managers from both the Trust and the Council. Both attainment at GCSE level and school attendance for our children in care, at secondary level, is well behind target and comparator levels.

The annual measure for preparing our very young children for education reported a 12 percent improvement on 2014 performance, with 65 percent of children measured as 'school ready' as part of the Early Years Foundation Stage Profile. The persistent absence rates for primary schools improved, going from 4.8 percent in previous quarter to 2.3 percent in quarter 2 and we are on track to achieve our annual target. Improvement is needed on absence within secondary schools, which reported an average of 7 percent persistent absence. This was impacted by two schools having a much higher average – Mexborough Academy (13.4 percent) and Outwood Academy (12.89 percent). 94.6 percent of our children received their first choice school placement/admission.

100 percent 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 average number of days to process a housing benefit claim is 28.74 against a target of 24. The average number of days to process a new claim for council tax support is 38.3; this is well above the target of 24. Quarter 2 performance is traditionally lower for both of these performance measures.

The phase two of the Stronger Families programme is underway and an exercise has taken place to identify families eligible within this stage of the programme.

Red measures

- Housing Benefit - Average number of days to process a new claim.

- Council Tax Support Application - Average number of days to process new claims.

Next steps...

- New processes have been recently introduced to improve the delays being experienced in Council Tax registration this will also strengthen the interaction between Benefits and Council Tax staff to further improve performance
- Continue implementation of the Early Help agenda, including embedding of the Early Help Strategy, development of the Early Help Needs Assessment, establish an Early Help Hub and improved monitoring and scorecard report.
- School Improvement Management Team to review position regarding persistent absence for children in care at both primary and secondary level - 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...

The Council has reached a major milestone in achieving the target of 95 percent of all staff having an annual Performance and Development Review. This is a significant improvement since the quarter 1 figure of 78 percent and a big step forward in our drive to establish a modern, efficient and flexible workforce.

Overall Council sickness is 8.22 days lost per full time employee, compared to a target of 8.5 for 2015/16. It is also a marked improvement on the 2014/15 figure of 9.75 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. The three top key priority areas relating to organisational stability; performance management and additional workforce spend remain the same as the previous quarter. However, it can be reported that action is being taken to address and mitigate these risks, which is having a positive impact that now needs to be built upon and sustained. More detailed progress and next steps are set out at Appendix A (page 40) of the report

The Council now provides 330 (20 percent) of its services online, which is in line with targets for becoming a digital council. Of these services, 141 are now fully transactional, which is an improvement of 31 compared to the previous quarter.

In the second quarter of the year, the reduction of council tax arrears was just short of £1.3m. This has kept the year to date reduction on track and is also in line with the same time last year with a reduction of £3k more than 2014/15.

Business rate arrears have been reduced by £790k, which is better than the target of £777k. This is a slight improvement on the equivalent time last year and has brought performance close to the cumulative target.

Doncaster companies and suppliers are now used for 60.5 percent of our total spend with third party providers. This is better than target, better than the 56 percent achieved last year and a welcome boost to the local economy.

Red measures

- percent of channel shift to on-line services by Doncaster residents as a result of the Digital Strategy.
- percent increase in contracts procured in 2015/16 that have Social Value reflected in them.

Next steps...

- Deliver the action plan in Q3 to improve the percentage of invoices paid within 30 days
- Continue to increase the proportion of services that can be accessed online
- Undertake a review to determine the quality of staff PDRs

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

Where are we now...

Work is underway to prepare for the annual partnership summit, to take place in November, with an aim to attract more organisations to the event, improving on the 31 partner agencies that attended last year.

The overall attendance rate at the Team Doncaster and Partnership Board meetings is 79.4 percent against a target of 75 percent.

There have been 7 data protection breaches by the council this quarter and a further 4 by Doncaster Children’s Services Trust.

Mandatory training for elected members is currently at 88.8 percent, well above the 50 percent target.

Red measures

- Number of data protection breaches
- Deliver 2015/16 savings and prepare for the delivery of 2016/17 savings

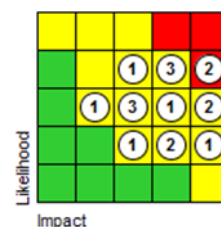
Next steps...

- Preparation for the annual partnership summit to be held on 20th November 2015;
- Measures are being taken with the relevant services to ensure that data protection breaches are minimised and all people accessing data undertake data protection training as a mandatory requirement
- Include reporting against ‘External Recommendations’ as part of Q3 Governance Measures

More detailed progress against the Corporate Plan priorities and Strategic Risks is set out at Appendix A of the report.

STRATEGIC RISKS

17. There are 17 Strategic Risks and all have been updated as part of the Q2 reporting process. The Heat Map shows a summary of the scores.



DONCASTER 2017 PROGRAMME

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

	£m
Target Savings	
2015/16	18.06
Carried forward from 2014/15	4.42
Total Target Savings	22.48
Projected Savings	
On-going	14.58
One-Off	4.07
Total Projected Savings	18.65
Slippage/Gap	3.83

19. Key points for 2015/16 to note are as follows:

- The total shortfall for projects not on target is £3.8m for 2015/16, which is currently at a similar level for 2014/15. Of those projects the following are Red (shortfall in brackets):
 - Modern and Productive Workforce (£1.87m)
 - Fleet Management and Pool Cars (£0.12m)
 - Appropriate Assets (£1.17m)
 - Residential Care Homes (£0.43m)
 - Adult Social Care Commissioning (£0.56m)
 - Access and Care Management (+£0.65m. Savings have been achieved through BCF re-alignment but transformation has not reduced spend. There is also a £2.5m Commissioning pressure which has clear links to Access and Care Management)

20. Key points for the 2016/17 programme are:

- The estimated non-delivery of savings in Adult Social Care is £4.81m overall; this includes Adults Social Care Commissioning (£5.5m) and Access & Care Management (+£0.69m – *Please see comment above regarding Access and Care management*).
- There are still concerns that that approx. £1.7m of savings potentially identified for Appropriate Assets will not be delivered by March 17, and will therefore carry over into 17/18. There are also concerns that the amount of savings slipping into 17/18 is on the increase.
- Regarding Early Help, options are being developed to deliver the overall project, although it appears that £0.467m will be required in 2016/17 for slippage of the savings into 2017/18.

BUSINESS RATES, COUNCIL TAX AND RENT ARREARS

21. 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 31st March, 2016 is estimated at £5.12m. The longer term collection rate since 1993 is 98.92 percent. And, the accumulated Business Rates Collection Fund deficit attributable to Doncaster as at 31st March, 2016 is estimated at £0.6m. Cabinet are informed that in accordance with Finance Procedure Rule D9 the Council's Chief Finance Officer has this quarter, in an Officer Decision Record, written off £1.4m of uncollected Business Rates as a result of companies having been

dissolved or in administration leaving the debt irrecoverable. These write offs are in line with the expected position in the budget.

- Current rent arrears at quarter 2 stand at £1.95m and are 2.58 percent of the rent debit, there has been a decrease of £0.08m from £2.03m at Q1 (2.68 percent). This performance is on track for a year end performance of 2.54 percent and is currently ahead of profile. As at 30th September the amount of former tenants' arrears was £1.5m an increase of £0.07m from 30th June.

VIREMENTS FOR APPROVAL

22. The virements approved by the Chief Executive are detailed in Appendix B. It is recommended that Cabinet approve the changes to the Adult Social Care savings targets which include reducing the original Commissioning and Access and Care Management savings with the balance to be met by charging costs to the Better Care Fund and Vacancy management, shown in Appendix B. Although within the Directorate this virement is proposed for Cabinet approval due to the materiality and it is amending budget proposals. Cabinet is also asked to approve the virement of £2.2m from general reserves to the Service Transformation fund for the Adults transformation as detailed in paragraph 25.

FEES AND CHARGES

23. A permit scheme for the management of road and streetworks enables the Council to coordinate all works on its strategic network. On the 1st October 2015 the Secretary of State withdrew from the approval process for all permit schemes, resulting in individual permit authorities having to make their own orders to legally operate a permit scheme. Additionally, the DfT have updated existing schemes to meet the latest national permit scheme framework, which means Doncaster's scheme must include a discount tariff for works working wholly outside of traffic sensitive times. In conjunction with neighbouring authorities a 30 percent discount has been introduced to encourage short duration works to be carried out between non-traffic sensitive hours. This discount will reduce the permit scheme income by around £2,000 per annum. This discount is a change to the Council's fees and charges and has therefore been approved by the Chief Financial Officer in line with the requirements of Financial Procedure Rules.
24. Charging for Mexborough car park was approved in the 2014/15 budget however wasn't implemented until improvement work had been completed. The works have now been completed and the car parking charges are due to be introduced. The income target is £0.210m for 2015/16, which is a cost pressure until the charges are implemented.

LEVEL OF RESERVES

25. The Service Transformation Fund of £7.7m is being used to help DMBC achieve the savings targets in a timely and well managed way. The fund is currently fully committed for; pressures, costs to achieve the savings e.g. Assets and Property project team, North Bridge depot refurbishment and Improvement team, and revised delivery of savings in 2015/16 including Appropriate Assets and Modern & Productive Workforce, should this be required. The fund will be reviewed by the Mayor and Director of Finance & Corporate Services to prioritise the funding and take into account the latest information. The Fund needs to be increased to deliver the transformation of Adults Services; it is recommended that £2.2m is transferred from general reserves to Service Transformation Fund to provide additional capacity to deliver the change. The £2.2m funding will:
- Strengthen the operational capacity to deliver the change programme;
 - Strengthen programme office capacity to deliver the change programme;
 - Buy in external expertise to establish a high ambition for the programme and provide specialist input and expertise on specific initiatives within the programme; and

- fund additional in house specialist expertise in areas of information. Commercials and contracts, Communications, Legal, financial modelling, and Digital Council that are all critical to progress the Programme.

26. General fund uncommitted revenue reserve as at 31st March, 2016 is estimated at £16.9m; the above recommendation would reduce this estimate to £14.7m.
27. The Council needs to ensure that the level of reserves is sufficient to meet any potential future costs; this will be 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.

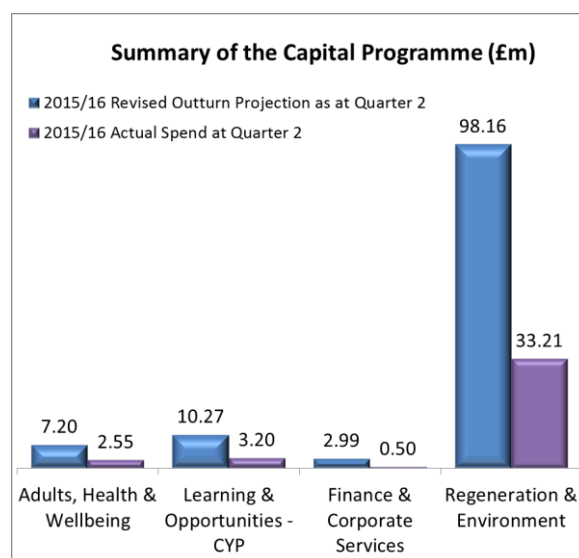
HOUSING REVENUE ACCOUNT

28. The 2015/16 HRA budget had a balanced budget which included a contribution of £3.1m from balances. The projection at Q2 is that the HRA will need a contribution from balances of £0.1m, a positive variance of £3.0m. 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 £0.6m of in year variances (explained below). The projected HRA balance as at 31 March 2016 is £6.0m, £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. The management fee for St Leger Homes is projecting a £0.3m surplus due to ongoing staffing vacancies and difficulties in recruiting in some areas. 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 £0.25m following a high level review of arrears and debtors balances. Rent income is projecting £0.4m 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.

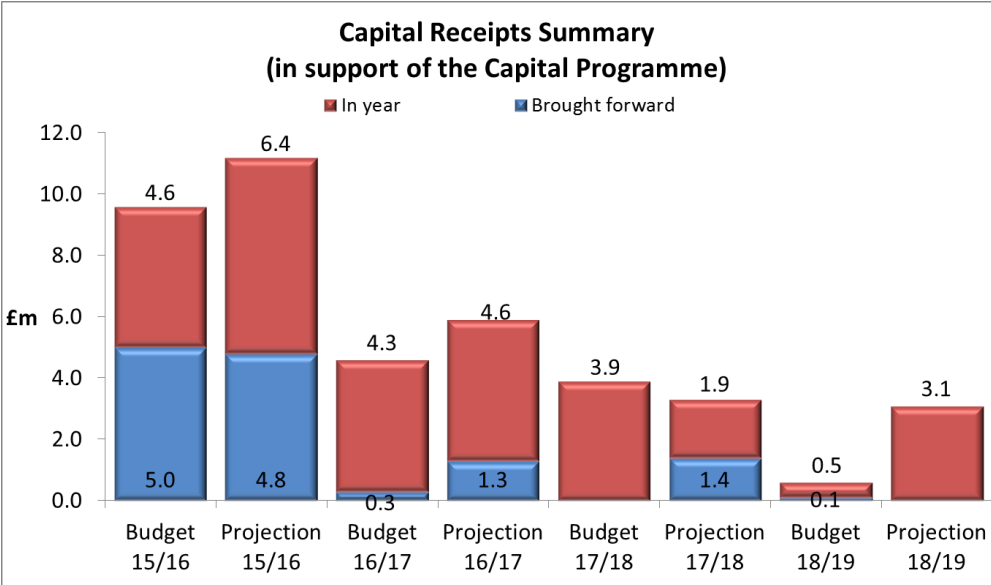
CAPITAL PROGRAMME

29. Capital expenditure totalled £39.5m at the end of quarter 2, being around 27 percent of the projected 2015/16 spend. This is in line with trends from previous years and does not raise any concerns at this time. We will review changes in capital expenditure projected and actual spend over the programmes to ascertain the extent of reprofiling and impact on service delivery.

30. The capital receipt budget target is £4.6m; £3.5m has been reprofiled to 2016/17 when the sales are likely to complete and £0.3m has been received at the end of quarter 2. We have also received £2.6m for the Belle Vue site and part of Lakeside plot 1 which were expected in 2014/15 and £2.1m for the unbudgeted receipt from the sale of care homes. These additional receipts offset the reprofiling of budgeted receipts to 2016/17 and the capital programme remains fully funded for 2015/16.



The Capital Receipts Summary chart shows the estimated position for General Fund capital receipts at budget setting and at Quarter 2. 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.

31. In addition to the updates in Appendix A, the FARRRS scheme has the following notable update:

- Under the Council's stewardship this hugely important project is now getting close to completion and remains on track to open early in the New Year. In fact the project is already delivering impressive investment returns by triggering transformational impacts on our economy, not only for the benefit of business but also for our residents. The economic benefits that FARRRS is delivering in terms of jobs, new investment, and growth is immense.
- The biggest impact so far has been at the airport which has just made the most significant announcement since it opened 10 years ago with Flybe providing 500,000 new seats to a variety of exciting European destinations from March next year. This news will see departures increase by an unprecedented 70 percent and follows the additional routes added by Thomson, First Choice, Aer Lingus and Wizz Air throughout this year. FARRRS has been the catalyst for this growth and also stimulated development at the airport business park and adjacent residential schemes.
- Additionally, the FARRRS connection to Junction 3 of the M18 is already complete and has facilitated construction of the vast iPort development. Two units are being built on the 337 acre site ready for opening in June next year. These make up the first 345,000 sq. ft. of the planned 6million sq. ft. of high grade warehousing which will sit alongside a dedicated rail freight terminal. Without the high quality motorway link FARRRS has already delivered, the significant employment opportunities soon to materialise at iPort would simply not come to fruition. This rail related development also has potential linkages to our National College for High Speed Rail at Lakeside.
- Building FARRRS like any project of this scale and complexity has had its challenges. There have been significant technical, procedural and inter-organisational complexities which the Council leads on and deals with to maintain the project's momentum. Controlling the potential impact of those complexities on cost and programme has been one of the council's key roles and it has successfully identified and implemented contingency measures as and when appropriate. These constantly evolving issues have continued to be managed by the Council throughout the construction phase and

have required £5.6m of additional works essential to completion of the project but beyond the original contingency estimate. Therefore, the scheme budget will increase from £54.9m to be £60.5m.

- The main cost challenges have been associated with:
 - a 12 month suspended start due to the extra time needed to complete all of the necessary funding agreements and undertake additional works to respond to fluctuating external requirements (additional £1.7m);
 - the huge earthworks operation required to build the massive FARRRS embankments using material from the former Rossington colliery (additional £1.0m);
 - carrying out additional works for Network Rail and Northern Powergrid (additional £0.5m); and
 - dealing with non-uniform ground conditions encountered along the route which required changes to the design of the scheme (additional £2.4m).
- Of this overall increase, £1.15m has previously been reported to Cabinet and will be funded by additional third party contributions. The latest increases are funded from extra third party contributions of £0.35m as provided for within the agreement for this reason, unallocated LTP grants of £2.85m, unused Section 106 contributions of £0.39m and unused corporate resources of £0.9m from other regeneration schemes. Using these contingencies to offset the additional work will have no impact on the Council’s current capital programme and will see the project through to opening and the creation of further economic successes for Doncaster and the Sheffield City Region.

VALUE FOR MONEY

32. A comprehensive Value for Money assessment has been undertaken across the Council, which has identified areas for potential savings and business plans have been produced. The business plans have identified potential savings for 2016/17 of between £1.9m and £2.15m. It is currently assumed that £0.7m could be delivered in 2016/17, from the initial £2m target leaving a shortfall of £1.3m to be delivered in 2017/18. Further potential savings were outlined for 2017 onwards in the region of £7.5m to £8.5m, which will need further work to progress. The Council also has a model to undertake its own Value for Money assessments in future.

OPTIONS CONSIDERED

33. Not applicable.

REASONS FOR RECOMMENDED OPTION

34. Not applicable

IMPACT ON THE COUNCIL’S KEY OUTCOMES

Outcome	Implications
All people in Doncaster benefit from a thriving and resilient economy. <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Be a strong voice for our veterans</i> • <i>Mayoral Priority: Protecting Doncaster’s vital services</i> 	Council budget and monitoring impacts on all priorities
People live safe, healthy, active and independent lives. <ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> 	

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

RISKS & ASSUMPTIONS

35. 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

36. 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

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

HUMAN RESOURCE IMPLICATIONS

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

TECHNOLOGY IMPLICATIONS

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

EQUALITY IMPLICATIONS

40. 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.

41. 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

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

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Appendix A - Corporate Quarterly Performance Management Report



Quarter 2 2014/2015 - (1st July 2015 to 30th September 2015)

Understanding the Quarter 2 Performance Report

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

Governance Indicators

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

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



















































Direction of Travel - The direction of travel looks at whether things have improved stayed the same or become worse when. The purple arrow is short trend and shows the current value compared to 1st 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
Whole Authority Sickness		8.22	8.50		
Adults Health and Well-Being		11.01	10.70		
Finance and Corporate Services		3.29	6.00		
Learning and Opportunities CYP		8.57	9.70		
Regeneration and Environment		8.04	7.60		
PDR's		Value	Target	DoT	Traffic Light
Whole Authority		95%	95%		
Adults Health and Well-Being		88%	95%		
Finance and Corporate Services		99%	95%		
Learning and Opportunities CYP		90%	95%		
Regeneration and Environment		98%	95%		
Internal Audit Recommendations	Number completed in time	Value	Target	DoT	Traffic Light
Whole Authority	14 out of 23	61%	100%		
Adults Health and Well-Being	2 out of 5	40%	100%		
Finance and Corporate Services	7 out of 10	70%	100%		
Learning and Opportunities	4 out of 7	57%	100%		
Regeneration and Environment	1 out of 1	100%	100%		
Due Regard Statements		Value	Target	DoT	Traffic Light
Whole Authority Due Regard Statements		100%	100%		
Adults Health and Well-Being		100%	100%		
Finance and Corporate Services		100%	100%		
Learning and Opportunities CYP		100%	100%		
Regeneration and Environment		100%	100%		
Data Protection Breaches (Investigation in 10 working days)	Number of Data Protection Breaches (in Quarter)	Value	Target	DoT	Traffic Light
Whole Authority Data Protection	7	100%	100%		
Adults Health and Well-Being	2	100%	100%		
Finance and Corporate Services	2	100%	100%		
Learning and Opportunities CYP	2	100%	100%		
Regeneration and Environment	1	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)	Q2 2015/16			21.12%	23%	
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	Q2 2015/16			60%	60%	
20. (AH&W) Assistive technology installations per 100,000 population , aged 65 and over (average per month)*	Q2 2015/16			127.45	125	
21. (AH&W) Permanent admissions to residential and nursing care homes, per 100,000 population (65+ Only)	Q2 2015/16			256	183.3	
26.(AH&W) Proportion of repeat safeguarding referrals	Q1 2015/16			5.84%	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)	Q2 2015/16			9.2%	14%	
31. (AH&W) PHOF2.22iii Cumulative percentage of eligible population aged 40-74 who received an NHS Health Check	Q2 2015/16			2.13%	5%	

Whole Borough Indicator Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
22. (AHWB) Number of repeat victims of Domestic Abuse	Q2 2015/16			792	825	-	-
27. (AH&W) Number of people participating at DCLT Leisure Centres per 1000 population (includes multiple visits)	Q1 2015/16			1,253	1,251	-	-
52. (AH&W) Number of families achieving positive outcomes through the Stronger Families Programme	Q2 2015/16			First eligible claim within Phase 2 can be made in January 2016			
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	2013			5.1	5	4	4.3

PI commentary

PI 21: The number of permanent admissions to long term care (65+) so far this year (6 months) is 276 which is higher than our target of 192. This is a priority of the internal improvement board and we are focussing on the performance of specific teams and looking at the pathway from hospital from which people are directly admitted to Long Term Care. This is a priority measure that will be reviewed regularly for the remainder of 2015-16.

PI 28: 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.

PI 31: 4320 invitations have been sent and 1482 Health Checks completed a 34% uptake. (The total number of Health Checks now completed is 1938 for Q1 +Q2 combined). Performance has improved considerably throughout Q2 with 40 GPs having signed up to delivering Health Checks through the practices and 15 of those having received training and already becoming active. More work will be carried out during Q3 to ensure all 40 GPs are active. The Health Checks team have attended several community events and are working on their marketing plans to continue building awareness of the programme across the borough. Numbers are still behind target but have increased dramatically during Q2, and with the GPs becoming active the team are confident of improvement in Q3 but may not hit current targets.

PI 32: Doncaster's physical activity figures have seen a drop of 4.2% and have fallen behind the regional (56.1%) and national (57%) levels. Physical activity and sport in Doncaster is coordinated with local partners and stakeholders through the Doncaster Active Partnership and priorities have been determined via the Physical Activity and Sport Strategy. There is currently a review of the Physical Activity and Sport system in Doncaster and recommendations will be made for future mechanisms to address participation. A funding application was submitted to Sport England to work in Askern, Clay Lane, Wheatley and Hexthorpe. This application was successful and we have received £167,000 for 3 years.

PI 52: At the end of Q2 we are working with 276 families through the Stronger Families Programme. As the criteria for making claims has changed in the new programme, we were not eligible to submit a claim in September as the minimum timescales had not passed (6 months), only early adopter areas were able to make claims. The claim process is now based on a collective improvement across all issues identified with a Family and so partial claims cannot be made as we could in Phase 1.

45 families had stepped down from child protection/children in need, 2 families had reduced incidents of domestic violence, 6 young people were no longer NEET, 20 families had reduced incidents of Anti-Social Behaviour, 25 families had moved into employment or are on a progress to work programme and 8 families had improved education attendance

Adult Health and Well-Being Revenue

Traffic Light	Name	Q2 2015/16		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Adults, Health and Wellbeing Total Revenue Variance	143.25	77.21	4.16
	Public Health Revenue Variance	18.60	-0.18	0.00

PH budgets forecast to break even at year end, although there is a £0.13m pressure to be managed in year. In addition the government's in-year cut to the grant of approx. £1.4m needs to be managed with all options being considered, pending the results of the consultation document for Department of Health. Options being considered focus on the use of current in-year reserves of £2.2m reducing to £0.80m.

	Adult Social Care Revenue Variance	23.23	17.60	-0.29
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The impact on the transfer of the seven care homes for older people to the independent provider has resulted in a significant cost pressure in this financial year. The costs of this are estimated at £2.4m whilst a one off pressure this year, does mean the Adult Social budget is significantly overspent. £0.784m has been allocated from the service transformation fund to meet some of the cost pressure based on the initial transfer date. This is however offset from underspends in the several areas In-House Home Care Minor adaptations, Re-alignment of the STEPS team to BCF (£1.4m) and also vacant posts within STEPS, Equipment and Adaptations, In-House Day Centres, & Social Fund grants totalling (£0.5m).

	Communities Revenue Variance	13.51	8.08	-0.16
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Communities are underspending within Safer Communities Area by (£0.2m) of which £0.1m is required for a Digital Council saving.

	Director Of Adults, Health and Wellbeing Revenue Variance	0.42	0.42	0.44
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The overspend relates to unallocated cuts of £0.8m which is reduced by the Management of change budget of (£0.3m) and vacant AD post (£0.1m)

	Modernisation & Commissioning Revenue Variance	87.49	51.29	4.18
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The service is currently forecast to overspend by £4.2m. There is an in-year shortfall in achieving the Commissioning savings target of £0.56m, together with £1.1m overspend in personalisation, and £0.6m on supported living contracts, offset by an underspend on the Care Act grant (£0.6m) and client contribution from In-house homes pre-transfer of (£0.5m). The forecast overspend of £3.0m on residential placements is a major concern to the service and reason for the significant change, although there is a lack of confidence in the activity data and forecasting applied to predict the year end overspend. Work is already underway to understand the different elements of this area of expenditure to more accurately report on this in Q3. Management actions are being re-defined and strongly applied to ensure assessment and care management, re-focus their energies on reducing admissions and reviewing cases already in care homes. This will be complemented with a revised placement process that introduces much more rigour and challenge, to enable the culture and practice changes required.

Adult Health and Well-Being Capital

Traffic Light	Name	Q2 2015/16		
		Q1 Projection (Full Year)	Q2 Projection (Full Year)	Actual Spend Q2
	Adults, Health and Well-Being Total	7.51	7.20	2.56

There are no significant issues in this area at Quarter 2.

	Adult Social Care	5.54	5.10	1.37
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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). **Major Change: Travis Gardens -£0.3m**, renovation works not happening as residents now moving to supported living scheme at Woodlands. Project was to be funded by a combination of Corporate Resources and Earmarked Reserves.

Also, St James Court roof is no longer planned to be repaired which means a further £100k Corporate Resources will not to be spent.

	Communities	1.57	1.75	1.12
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No significant issues in this area at Quarter 2. The main areas of spend are the capital payment to DCLT (£0.9m), Parks and Playing fields (£0.6m) and grant funded project work at the Museum (£0.2m). The increase in anticipated expenditure is due to a new project within Parks and Playing fields at The Avenue Bentley.

	Modernisation and Commissioning	0.40	0.35	0.07
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No significant issues in the area at Quarter 2. The main area of expenditure is the Adult Social Care System (£0.4m).

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	Q2 2015/16			28.74	24.00	
56. (F&CS) Council Tax Support Application - Average number of days to process new claims	Q2 2015/16			38.3	24	
57. (F&CS) Delivery of actions under 5 Core Themes of the People Strategy	Q2 2015/16			50	50	
58. (F&CS) Whole Authority Sickness	Q2 2015/16			8.22	8.50	
59. (F&CS) Whole Authority PDRs	Q2 2015/16			95%	95%	
60. (F&CS) % of services with a fully transactional on-line self service capability	Q2 2015/16			20	20	
61. (F&CS) % of channel shift to on-line services by Doncaster residents as a result of the delivery of the Digital Strategy	Q2 2015/16			16	25	
63. (F&CS) % of invoices are paid within 30 days	Q2 2015/16			88	95	
66. (F&CS) % of Council Tax collected in the year (LPI 09 was BV09)	Q2 2015/16			93.79%	94.10%	
67. (F&CS) Percentage of Non-domestic Rates Collected (LPI 10 Was BV10)	Q2 2015/16			96.25%	96.60%	
68. (F&CS) Deliver 2015/16 savings and prepare for the delivery of 2016/17 savings	Q2 2015/16			35.4	39.2	
69. (F&CS) % of local authority spend with Doncaster companies/ suppliers	Q2 2015/16			60.56	56	
70. (F&CS) % increase in contracts procured in 2015/16 that have Social Value reflected in them	Q2 2015/16			52%	73%	
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	Not reported until Q3				
73. (F&CS) % attendance at the Team Doncaster and partnership Board meetings	Q2 2015/16			79.42%	75%	
74. (F&CS) Number of data protection breaches	Q2 2015/16			11	3	
75. (F&CS) % Members attending mandatory training	Q2 2015/16			88.8%	50%	

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
62. (F&CS) % of residents operating digitally accessing Council Services	Q2 2015/16			14	25	-	-
64. (F&CS) Council Tax Arrears.(LPI 01)	Q2 2015/16			16,258,250.67	16,554,000	-	-
65. (F&CS) Business Rates Arrears.(LPI 02)	Q2 2015/16			7,687,379.8	7,606,000	-	-

PI commentary

PI 55 and 56 – Q2 performance is slightly lower compared to Q1 due to general resource issues as staff take summer leave etc. The team secured 5 temporary staff in August and resources have been deployed in training these staff. New process has been recently introduced to improve the interaction between Benefits and Council Tax to further improve performance.

PI61 – The proportion of customers using digital channels (web and app) for contact compared to phone and one-stop-shop in Customer Services is 16% this quarter compared to 18% in the previous quarter. This is due to the low amount of contact over July and August (8-9%) which then increased to 30% in September.







PI62 - % of residents operating digitally accessing Council Services has dropped to 14%, compared to 18% last quarter. The previous quarter's calculation included some unique visits from computers within the council which were not filtered out until June so would have inflated the Q1 results slightly. Therefore, it's fair to assume that this quarters figure paints a more accurate picture.

PI 68 – This shows the projected shortfall against the DN17 programme targets, there are also £4.3m savings forecast which are one-off in 2015/16. This represents a significant risk to the budget, especially if the on-going position continues when we need to make significant savings in future years.




PI 70 – 242 contracts have been let, of which 127 (50%) contain social value requirements. Work will be carried out to validate the data and the Procurement Team will work with commissioners to ensure they take account of the guidance provided.

PI 74 - There have been 11 data protection breaches, 7 by the Council a 4 by the Children's Trust. None met the criteria for reporting to the Information Commissioners Office and all initial investigations were completed within the 10 day timescale.

Finance and Corporate Services Revenue

Traffic Light	Name	Q2 2015/16		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Finance & Corporate Services Total Revenue Variance	121.94	17.88	-1.81
	Customer Services & ICT Revenue Variance	7.95	5.48	-0.02
Underspends in ICT of £-0.136m (one-off) on salaries/allowances due to vacancies, £-0.079m (on-going) on transport, materials and SIMS charges offset by an Overspend (on-going) of £228k due to reduced schools buy back of ICT services – currently 54 schools buy back.				
	Finance & Performance Revenue Variance	104.81	6.26	-1.46
Underspend (one-off) of £-0.971m in Revenues & Benefits due to an increase in overpayments resulting from a significant increase in Real Time Information sharing. This is a volatile area and future recovery of overpayments will be impacted by the roll out of Universal Credit. Underspend (one-off) of £-0.246m on salaries across several service areas due to vacancies. Underspend (one-off) of £-0.162m in Benefits due to New Burdens and DWP Maintenance Fund grants. Underspend in Revenues (one-off) of £-0.164m due to increased income from Council Tax costs. Overspend of £0.142m (one-off) due to ERP implementation staffing costs.				
	Finance & Corporate Services Director Revenue Variance	-0.00	-0.25	-0.07
Underspend (on-going) of £-0.266m from savings made early to meet the 2016/17 Corporate Services savings target of which £0.198m are being used to fund several one-off pressures in 2015/16.				
	HR & Communications Revenue Variance	4.21	3.22	-0.02
Underspend (one-off) £-0.025m additional income due to school adverts, salary advance charges & attachment orders.				
	Legal & Democratic Services Revenue Variance	4.97	3.16	-0.23
Underspend (one-off) of £-0.140m on salaries across several service areas due to vacancies; Underspend £-0.039m Members due to £-0.017m (on-going) lower NI costs and £-0.019m (one-off) training and allowances; Underspend (one-off) £-0.039m Coroners increased share of costs charged to Rotherham due to death rates being higher than estimated.				

Finance and Corporate Services Capital

Traffic Light	Name	Q2 2015/16		
		Q1 Projection (Full Year)	Q2 Projection (Full Year)	Actual Spend Q2
	Finance & Corporate Services Total	8.98	2.99	0.51
There are no significant issues in this area at quarter 2. The major change is outlined in the Finance and Performance section.				
	Customer Services & IT	2.85	1.95	0.30
No significant issues in this area at quarter 2 but the majority of the spend is yet to be incurred. The main areas of spend are CRM / Digital Council project (£0.2m), Electronic Document Management System (£0.1m) and the delivery of the 2014 - 2017 ICT Strategy (£0.8m). Major changes:- CRM / Digital Council project -£0.3m , Re-profiled to 2016/17 following implementation delays Electronic Document Management System -£0.4m , Re-profiled to 2016/17 to match anticipated timing of main system upgrade.				
	Finance & Performance	6.13	1.04	0.21
No significant issues in this area at quarter 2. The main items of spend are the continuing implementation of the ERP system (£0.5m) and the Investment and Modernisation Fund allocation (£0.6m). Major change - Investment and Modernisation Fund -£5.0m , Re-profiled the allocation over 2016/17 to 2018/19 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	Q2 2015/16			2.63%	5%	
24.(L&O:CYP) Case File Audits rated 'requires improvement' or 'inadequate' (Childrens Trust)	June 2015			54%	Target to be set at 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	Q2 2015/16			23%	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	Q2 2015/16			6.6%	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)	Q2 2015/16			100%	100%	
51. (L&O:CYP) % of children with first choice school placement/admission	2015			94.6%	94%	
53. (L&O:CYP) Number of referrals to specialist services (step-up/step-down)	Q2 2015/16	Under development				
54. (L&O:CYP) Number of people accepted and supported by an Early Help Assessment	Q2 2015/16	Under development				

Whole Borough Indicator Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
50a. (L&O:CYP) Primary school persistent absent rate (15% absenteeism)	Q2 2015/16			2.3%	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)	Q2 2015/16			7.0%	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			49.0%	59.1%	52.8%	53.8%
15. (L&O:CYP) Schools judged Good or Outstanding (Primary & Secondary settings)	Q2 2015/16			59.3%	62%	83.3%	78.5%
45. (L&O:CYP) B11. Percentage of care leavers age 19 in suitable accommodation (NI_147) CT Contract Measure	Q2 2015/16			94.1%	90.0%	-	-
46. (L&O:CYP) B12. Care leavers in education, employment or training (NI 148) CT Contract Measure	Q2 2015/16			51%	60%	-	-
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%

Whole Borough Indicator Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
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%)	Q2 2015/16	-	-	3%	3.8%	-	-
43d. (L&O:CYP) Persistent Absence of Children in Care Secondary Schools (Absenteeism 10%)	Q2 2015/16	-	-	15.4%	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%	-	-

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 – Provisional GCSE 5 A*-C including English and Maths shows a reduction of 0.4% to 49%. National rate also reduced by 0.5%. 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. Persistent Absence for Primary setting reported 3% at Q2 which is currently below the 3.8% target and is an improvement of 1.1% on the previous quarter (4.1%), this amounts to 4 children (out of 132) in the Primary phase who are categorised as persistent absent. All of these children are placed out of the local authority

PI 43d – Persistent Absence for Children in Care Secondary is based on those children with 10% absenteeism or more. At 15.4% this is currently above the target of 6.9%, which equates to 23 children (out of a total of 149) which are categorised as persistent absent; 11 of which are placed out of area and 12 within area. Personal Education Plan meetings have been held for all children identified as persistent absent and all children are offered one to one tuition and bespoke packages of support with the aim of improving engagement or ensuring any gaps in learning are kept to a minimum. Schools are also challenged to ensure plans are robust, reviewed and updated regularly with the intention of supporting a child back into full time education according to their needs.

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.)

PI 46 – Care Leavers in education, employment or training at 51% is below the 60% target value. This is a measure which is heavily distorted by a small cohort and especially by seasonal factors. The figures for Q2 will inevitably demonstrate a fall in numbers due to availability of new course commencement dates, entry to employment programmes and the labour market.

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 & 54 – Although not red, these indicators are considered as off track as data is not yet available for both indicators. These are new measures, which are being developed to reflect changes in the provision of this service, following the launch of the Early Help Strategy. It is anticipated that this will be reported against in subsequent quarters.

Learning and Opportunities CYP Revenue

Traffic Light	Name	Q2 2015/16		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning and Opportunities CYP Total Revenue Variance	83.90	45.76	-0.09
	Commissioning and Opportunities Revenue Variance	6.82	4.10	-0.02

The forecast underspend relates to staffing vacancies (£0.196m) mainly within Strategic Commissioning due to the time taken to fill posts in the new structure, 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 Higher overspend of £0.182m due to additional short break direct payments and sessional support. The swing from Q1 is due to a significant reduction in continuing healthcare income expected in Aiming Higher. A rapid improvement plan has been instigated for the service.

	Centrally Managed Revenue Variance	7.47	-2.45	0.16
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The projected overspend relates to the allocation of corporate reductions of £0.194m digital council and £0.086m PPR2, which are unlikely to be delivered this financial year and £0.034m cost for increase in Mexborough deficit after transfer to academy - late redundancy costs not previously notified. This is off-set by additional Education Services Grant (£0.086m) and an underspend against the Children's Improvement budget (£0.063m). Note the Director has made arrangements where work on delivering savings is prioritised and it is intended that the position will improve. The change since Q1 relates to the addition of the PPR2 cut, Mexborough deficit and the reduction in the underspend against the Children's Improvement budget, where temporary transformation posts have been agreed. Dedicated Schools Grant (DSG) for 2015/16 is showing an in-year underspend of £0.824m, made up mainly from expected underspends on High Needs Contingency £0.210m, SEN Statement funding £0.196m, Growth Fund £0.130m & Pre School Inclusion £0.119m. The £0.824m has been earmarked to be carried forward to meet the costs of the new AP free school from September 2016. Of the £4.47m DSG underspend brought forward from 2014/15, £2.57m has been allocated/approved for usage in 2015/16 and beyond whilst £1.6m has been fully committed/earmarked subject to either Secretary of State or Schools Forum approval. £0.30m is still under discussion with the Forum.

	Learning and Achievement Revenue Variance	27.04	6.02	-0.52
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The projected underspend relates to staffing vacancies (£0.160m) due to the time taken to fill posts in the new structure which has been delivered to make improvements in line with the Ofsted action plan, continued work to maximise the use of DSG (£0.124m), additional trading with schools (£0.118m) and less running costs (£0.051m). The underspend also includes (£0.102m) SEN Reform Grant for which a carry forward request will be made to cover fixed term posts into 2016/17. This is off-set by overspending on children with disability placements of £0.037m due to additional placed in care costs.

	Children's Services Trust Total Revenue Variance	42.56	38.09	0.28
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Doncaster Children's Services Trust have supplied their revenue monitoring report which presents a projected overspend of £0.348m on a nominal basis. Placements projected to overspend by £1.563m and other running costs projected to overspend by £0.115m. This is offset by a projected salaries underspend of (£0.788m) and additional income of (£0.542m). Under the risk-share mechanism (80/20 split) the council is liable to fund £0.278m of the overspend. Concerns about the increased overspend position are being escalated with the Trust under the contract monitoring arrangements.

Learning and Opportunities CYP Capital

Traffic Light	Name	Q2 2015/16		
		Q1 Projection (Full Year)	Q2 Projection (Full Year)	Actual Spend Q2
	Learning and Opportunities CYP Total	10.52	10.27	3.20
No significant issues in this area at Quarter 2.				
	Commissioning & Opportunities	0.13	0.14	0.00
No significant issues in this area at Quarter 2.				
	Learning and Achievement	10.39	10.13	3.20

No significant issues in this area at Quarter 2. 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 (£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 (£2.5m).

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				Data not yet available		
04a.(R&E) Total new, FTE jobs, created through Business Doncaster, which have a life expectancy of at least 1 year.	2015/16			338	400	
06a. (R&E) Number of Apprentices completing a Level 3 or above qualification as part of the Council's Internal apprenticeship Programme	Q2 2015/16			2	-	-
07a. (R&E) Overall Investment gained (into and within Doncaster) with the support of Business Doncaster	September 2015			12,187,500	5,000,000	
16a. (R&E) Total Number of new additional Apprenticeships supported through Skills and Enterprise (Internal Council Target). (cumulative Mayoral target)	2015/16			882	849	
33a. (R&E) Solar – Number of homes benefiting from Council Housing Solar Scheme	Q2 2015/16			99	50	
33b. (R&E) Big Power Switch - £s saved				Data not yet available		
34. (R&E) Recycling rate for household domestic waste	Q1 2015/16			48.8%	46.8%	
35. (R&E) Improved street and environmental cleanliness: Litter	Q2 2015/16			0.2%	12%	
36. (R&E) Improved street and environmental cleanliness: Detritus	Q2 2015/16			6.5%	20%	
37a. (R&E) Principal roads classified roads where maintenance should be considered	Q1 2015/16			2%	4%	
37b. (R&E) Non-principal roads classified roads where maintenance should be considered	Q1 2015/16			2%	4%	
38a. (R&E) Deployment of solar PV on Council buildings	2015/16			6	6	

Whole Borough Indicator Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
01. (R&E) Employment Rate in comparison to national average	Q1 2015/16			68.5%	-	73.1%	71.9%
02. (R&E) Out of work benefit claimants (16-64) - Proportion/ Rate	Q4 2014/15			12.8%	-	9.8%	11%
03. (R&E) Doncaster working age population with qualification at NVQ 3 and above (%)	2014/15			46.5%	-	56.7%	52.1%
04. (R&E) Private sector employment growth.	2014/15			5.3%	-	5.2%	4.7%
05. (R&E) Wage rates (weekly full time - resident based)	2014/15			£482.80	-	£520.80	£479.00
06. (R&E) % residents in highly skilled occupations	Q1 2015/16			31.8%	-	44.3%	38.9%
07. (R&E) Overall Investment Gained (into and within Doncaster)	2015/16			£36,772,200	£32,000,000	-	-
08. (R&E) Total Doncaster Business Stock (Number of Enterprises in Doncaster)	2014/15			8,090	-	-	-

Whole Borough Indicator Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
09. (R&E) Percentage of retail and retail service units occupied in the core area	Q2 2015/16			82.3%	89%	-	-
10. (R&E) New business Start-Ups in Doncaster	2013/14			1,185	-	-	-
13. (R&E) 16 to 18 year olds who are not in education, employment or training	Q2 2015/16			6.30%	6.00%	5.5%	5.9%
16. (R&E) Total Apprenticeships in Doncaster	2014/15			4030	-	-	-
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)	Q2 2015/16			10%	10%	10.4%	10.6%
38. (R&E) CO2 Emissions (per capita)	2013/14			7.7 tonnes	-	7 tonnes	8.1 tonnes
39. (R&E) Net additional homes provided (Council and private sector provider/build)	Q2 2015/16			422	-	-	-
40. (R&E & SLHD) Number of affordable homes provided (Council, housing associations, section 106 agreements)	Q2 2015/16			56	6	-	-
41. (R&E & SLHD) Total number of empty homes, as determined from Council Tax records.	Q2 2015/16			3,612	-	-	-

PI commentary

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 338 at end of Q2 which is below target, but forecast still looks to exceed the overall year-end target.

PI01 – Employment Rate in comparison to national average saw a 0.6% improvement from last quarter but is still behind comparators. 134,700 Doncaster people are in employment, an increase of 400 since last quarterly release but 3,200 lower than the same time last year. Jobs are being created in Doncaster (see PI04 above) and the Council is leading the Borough's efforts to ensure residents can access them with the support of a learning and skills system that meets the needs of businesses – a key objective which is guiding the work of the Education Commission.

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. 24,520 residents are accessing out of work benefits, an increase of 610 on previous quarters release. Also see commentary for P101 above.

PI03 – The percentage of working age population with qualification at NVQ 3 has increased significantly 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. Also see commentary for P101 above.

PI05 – At £482, the wage rates (weekly full time - resident based) for Doncaster now exceeds the Yorkshire & Humber average of £479 but is still behind the National rate of £520. 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.

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 75 learners completing a level 3 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

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. Also see commentary for P105 above.

PI08 - Total Doncaster Business Stock. The latest data from ONS just released, estimates that the number of businesses in Doncaster has risen by 1,385 between March 2014 and March 2015, taking the total to 8,090. This is a 20.7% increase. However, a significant anomaly with the data has been raised with ONS: a 550 increase in 'Other business support service activities' (+323%). ONS have identified that this is due to multiple registrations at one business location. Other areas (e.g. Leeds) have identified similar anomalies. ONS are currently discussing how to deal with this issue.






PI09 – The percentage of retail and retail service units occupied in the core area has shown a consistent quarter on quarter worsening trend over the last 2yrs. However, it should be noted that 86% of the units owned by DMBC are occupied and, the Council is working with the Retail Forum to address vacancy issues in the private sector (e.g. in the Frenchgate Centre).

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. The 20% increase in the total number of apprenticeships in Doncaster (PI16) over the past year demonstrates the positive progress the Borough is making.

PI34 – The recycling rates are provided one quarter in arrears. Q1 performance exceeds the target

PI39 – A net additional homes provided figure of 422 for Q2 in an increase of 197 on the same time last year and brings the total for the year to date to 663. This means that Doncaster is on track to meet the recently re-assessed housing need (920 per year for the next 17 years) and indicates a growing confidence in Doncaster's economy amongst developers and house buyers.

Regeneration & Environmental Revenue

Traffic Light	Name	Q2 2015/16		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Regeneration & Environment Total Revenue Variance	123.65	38.07	0.32
	Director of R&E Revenue Variance	0.02	-0.03	-0.26
The amount to be repaid as a result of clawback of ERDF grant for the Inclusive Enterprise programme is less than anticipated. As a result an underspend is created by releasing £328k from the clawback provision.				
	Development Revenue Variance	9.30	2.64	-0.21
Underspend is primarily a result of £357k more income from planning fees than budgeted.				
	Environment Revenue Variance	65.85	34.01	-0.49
Underspends include Waste & Recycling £316k, Network Management £254k and Traffic Management £171k. Overspends include Parking Development £250k.				
	Trading and Assets Revenue Variance	48.48	1.44	1.27
Overspend primarily due to a £1.15m shortfall against the Appropriate Assets savings target. Other key variances include Schools Catering which is expected to underspend by £542k and overspends against Bereavement £142k and Facilities Management £144k.				

Regeneration & Environment Capital

Traffic Light	Name	Q2 2015/16		
		Q1 Projection (Full Year)	Q2 Projection (Full Year)	Actual Spend Q2
	Regeneration & Environment Total	97.99	98.16	33.22
	Development	19.73	21.59	6.70

Main areas of spend include FARRRS (£14.4m), High Speed Rail College (£2.3m), SCRIF Urban Centre (£1.4m) and SCRIF DN7 Unity Project (£1.2m). SCRIF projects for DN7 Unity, FARRRS Extension and Urban Centre – 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. Individual Urban Centre projects are now being recognised in the programme. CCQ - Cinema legal agreements are in the process of being signed and the cinema is expected to open in Q4 of 2016/17 (dependant on securing restaurant operators).

Major changes:- FARRRS Phase 1 +£4.5m. Mainly due to risks exceeding the budgeted contingency as detailed in the body of the report. This is proposed to be funded by reserved LTP IT Grant £2.8m, new S106 contributions £0.4m, increased Developer contributions £0.4m and re-allocating corporate resources from Lakeside Power Supply £0.5m (replaced by SCRIF), SCRIF FARRRS Extension £0.1m (replaced by LTP IT Grant) and Major Projects Delivery £0.3m (see below). This assumes that the projects funded by SCRIF will proceed as planned or be reduced if that funding is not approved. **SCRIF Urban Centre -£1.9m.** Allocation and re-profiling of block budget to recognise the development of individual projects. This includes the re-profiling to later years of CCQ - Cinema Infrastructure/Public Realm and Lakeside Power Supply, which are existing projects in the capital programme but also included in the Urban Centre programme.

	Environment Schemes	26.02	26.78	15.64
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Issues to report include St Georges Bridge where costs are expected to exceed initial estimates by £0.5m mainly due to additional works and operational factors, these include: resurfacing Markets Roundabout, bridge deck waterproofing repairs, extended accommodation works, upgrading the joint system and extended night time operations. The additional costs will be covered from an uncommitted LTP Highways Maintenance Capital balance £0.4m and a revenue contribution £0.1m, which has been diverted from other Bridge Maintenance schemes. Main areas of spend are Waste PFI capital contribution £7.7m (PFI facility became fully operational in July 2015 according to plan), Transport projects £15.1m and Waste Transfer Station £5.4m, which became operational in October 2015 according to plan.

	Housing	44.23	43.56	9.36
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Due to the budget announcement regarding social housing rents being reduced by 1% for four years, all HRA funding has been reviewed. A revised programme was agreed by the Mayor and Portfolio Holder for approval as part of this report.

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 the HRA properties (£29.3m), Affordable Housing projects (£7.9m), Empty Property Strategy (£2.0m).

Major change - Silverwood House -£1.3m. Re-profiling of project into future years. Funded from Major Repairs Reserve.

	Trading and Assets	8.01	6.23	1.52
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No significant issues in this area at quarter 2. The main areas of spend are Main Fleet Purchases (£1.7m), Streetscene & Grounds Maintenance Fleet Purchases (£1.6m), markets projects (£0.9m) and the Buildings Improvement Programme (£0.5m).

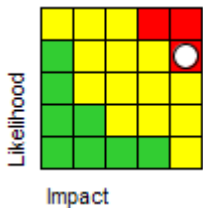
Major changes:- Pool Car Purchases -£0.5m. Auction income from disposal of current fleet is lower than expected so further purchases have been re-profiled to later years in anticipation of the 'disposal price:purchase price' ratio improving. Funded by prudential borrowing **Main Fleet Purchases -£0.7m.** Delays in identifying vehicle replacement and changes in specification has resulted in this being re-profiled to later years. Funded by prudential borrowing **BIP Colonnades -£0.4m.** Transfer of corporate resources to the SCRIF Urban Centre Colonnades project in Development **Service Transformation Challenge -£0.4m.** Re-profiled to later years. Funded by capital receipts.

Strategic Risks

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

20



Current position: Score = 20 (impact 5 likelihood 4). The impacts of welfare reform continue to affect local people and are a risk to the achievement of Council and partnership objectives. This is now a wider issue than merely welfare reform and is being tackled as a general risk of poverty within the borough. The title of the risk has now been changed to reflect poverty rather than welfare reform.

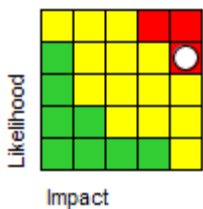
Mitigating actions: A partnership Anti-Poverty Strategy Group is operating and is currently working in a number of key areas, including; financial exclusion (impact of latest Govt budget, welfare payments, Local Assistance Scheme, Universal Credit, Tax Credits etc); employment, education and training; housing; health and well-being; community support and advice. Key themes have now been agreed and actions are being progressed. Current progress has been presented to the Overview and Scrutiny Management Committee and a series of recommendations have been made by the committee. In line with these recommendations a member workshop has been arranged in December to further join up the work of the Anti-Poverty Group with that of Ward Members.

Target Risk Score: 12 (impact 3 likelihood 4). Poverty is already an issue in Doncaster, as evidenced by the recent Indices of Multiple Deprivation. The main task is to reduce the impact on local people.

(AH&W) Health and social care services does not change fast enough, impacting on quality, accessibility and affordability of services for people who need them most

Dave Hamilton

20



Current Position: The work required to maximise independence and Transform Adult Social care services is not happening quick enough and improved service outcomes, financial savings and ambition levels are not where they need to be at this time. Key projects are being scoped and activity is planned. There will be a greater focus on projects that will keep people out of the care system and reduce the reliance on traditional social care.

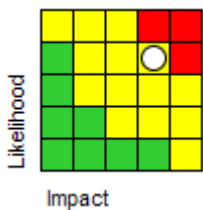
Mitigating Actions: A cross council Improvement Board has been established which will oversee key work and govern the transformation process in the short to medium term, meeting on a three weekly basis. External support both internal and external to the council have been put in place with further support in the process of being arranged. A single plan is being developed to 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..

Target Risk Score: Impact 5 (out of 5) and Likelihood 3 (out of 5) = 15

(L&O:CYP) Children and Young People do not achieve in line with national expectation

Damian Allen

16



Current Position: Provisional Key Stage 2 Level 4 results have shown a disappointing drop in performance for 2014 putting Doncaster in the bottom quartile nationally. Provisional 2014 GCSE 5 A*-C inc. English and Maths indicate a 2% improvement but we are still behind national performance and too few of our schools are rated 'Good' or 'Outstanding' putting Doncaster at the bottom of the league table.

Mitigating Actions: 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 & Performance' which will have an effect on the overall Ofsted outcomes.

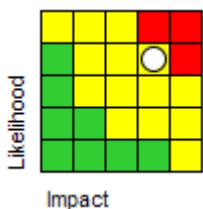
- . Challenge Schools Commissioner and Sponsors of Academies on underperformance.
- . Ensure School Improvement Strategy is delivered, taking into account new Ofsted Measures.
- . Improve pupil attendance via enhanced early help
- . Rapid improvement plan for KS2 outcomes and KS1 phonics

Target Risk Score: Impact – 4, Likelihood – Possible 3

Failure to achieve the budget target for 2015/16 and 16/17

Simon Wiles

16



Current Position: 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 & Directors on a quarterly basis. Although an overall overspend of £1.2m is forecast, there is a significant shortfall forecast against the delivery of savings in 2015/16 of circa £3.6m (on-going shortfall circa £7.8m less one-off savings £4.3m which are helping to meet the shortfall this year).

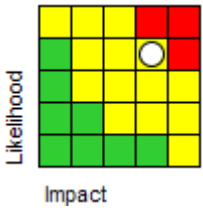
Mitigating Actions: Developing other savings or utilising one off funds for any delays in the savings for 2015/16.

Target Risk Score: Impact 4, likelihood 4 – this has increased due to the shortfall forecast for the 2015/16 savings targets at Q2.

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

Simon Wiles

16



Current position: Poor data quality will seriously hamper the Digital Council Programme, which in turn will reduce the Council's ability to transform. Clearly poor data and information will also reduce the effectiveness of the decisions that the Council makes. The likelihood of a real impact is increasing and poor data will reduce the effectiveness of the Council's new Strategy and Performance Unit.

Mitigating actions: Self-assessment returns have been received from all service areas. They will now be used to aid the development of a new, more rigorous, Data Quality Strategy. The importance of quality data will also be raised at all key meetings including Executive Board, OSMC and Audit Committee. Engagement across all Council departments will be required to ensure improvements are made quickly.

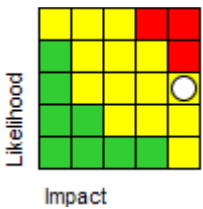
This risk links to all existing council plans, since the data we use informs all actions and decisions.

Target Risk Score: Impact 2 (moderate) Likelihood 1 (very unlikely)

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

15



Current Position: The formal arrangements to monitor and review the effectiveness and input of services to children provided by the Trust are believed to provide assurance as to this risk.

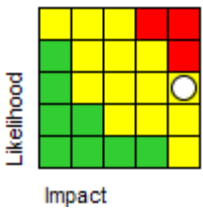
Mitigating Actions: The annual review of the contractual arrangements will seek to embolden the effectiveness of this scrutiny in proposing revisions and additions to the current performance and Q.A. indicators and will take cognisance of the Ofsted Inspection Report findings into the Performance Management System which are due to be revealed during November 2015.

Target Risk Score: Target has been amended to Impact 5 x Likelihood 3.

Failure to obtain assurance as to the safeguarding of children in the borough

Damian Allen

15



Current Position: The formal arrangements to monitor and review the effectiveness and input of services to children provided by the Trust are believed to provide assurance as to this risk.

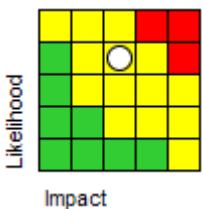
Mitigating Actions: The annual review of the contractual arrangements will seek to embolden the effectiveness of this scrutiny in proposing revisions and additions to the current performance and Q.A. indicators and will take cognisance of the Ofsted Inspection Report findings into the Performance Management System which are due to be revealed during November 2015.

Target Risk Score: Currently remains at 5x3 as Childrens Trust has only been operational for 9 months. Target will be reviewed with the Trust.

Failure to set robust assumptions on pensions deficit recovery and future contribution rate for the 2017 valuation

Simon Wiles

12

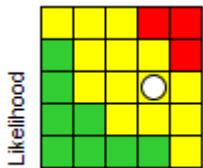


Current Position: The next tri-annual assessment is due in 2017 and effective for the 3 year period 2017/18 to 2019/20, this is a significant cost for the Council and will need to be based on robust assumptions for pensions deficit recovery and future contribution rates. The Council has been prudent in its assumptions from 2017/18 but a relatively small change in discount rates could result in significant extra costs for the Council.

Mitigating Actions: The Council will be reviewing and challenging the assumptions made by the Actuary with SYPA and other LA's in South Yorkshire. The Actuary will be attending a meeting of the South Yorkshire Finance Directors to explain the position. The assumptions need to be finalised in summer of 2016 in order that the information can be fed into our budget setting process. The Council will be working with other LA's at a local and at a national level through the LGA to minimise any additional costs arising from the 2016 Valuation.

Target Risk Score: Impact 2, Likelihood 2 = 4.

12



Current Position: Unfortunately, there have been 7 data protection breaches by the Council and 4 by Doncaster Children's Services Trust.

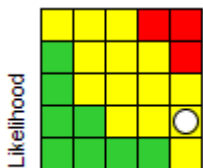
Mitigating Actions: These were mostly due to human error and as always, mitigating actions are being taken such as approaching specific services, raising and discussing at the SIRO Board, completing investigations, implementing lessons learned and taking disciplinary action where relevant as well as all staff accessing data undertaking data protection training as mandatory.

Target Risk Score: The target risk rating is Major Impact (4) with an Unlikely Likelihood (2) = 8.

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

Dave Hamilton

10



Current Position: Safeguarding Adult Risk Assessment Matrix in place, Case File Audits measuring adherence to the safeguarding process and action plans on-going to address shortfalls.

Mitigating Actions: Review of South Yorkshire procedures in light of Care act on-going and out for consultation across South Yorkshire. Safeguarding Adults Training continues to be provided to raise awareness and a training needs analysis is underway. Care Act implementation plan embedded into Policy and Practice sub group work plan to coordinate and direct all work streams. Draft Making Safeguarding Personal Strategy going to Board for approval.

Target Risk Score: Impact 5 Likelihood 2

Strategic Risks with a Score of Less than 10

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
Lack of capacity from house builders to build affordable properties	9	Peter Dale
DN17 Programme does not deliver the level of savings required and this impacts on the services the council can offer to the public	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 Performance Report

The Year 2 Action Plan is progressing well and 14% of the actions are already complete. During Quarter 2 we have strengthened the governance arrangements and have been focusing on profiling our service specific equality objectives. These are intended to address inequalities for protected groups, narrow the gap, improve outcomes and support the most vulnerable groups living in Doncaster. Our service specific objectives have been aligned to the Corporate Plan and how well we are doing will be monitored from Quarter 3 through performance measures developed in consultation with directorate management teams.

What has been achieved



The 9th Annual event of **Doncaster Pride** took place on the 22nd August in Sir Nigel Gresley Square. *“Doncaster Pride is supported every year by DMBC. This support is vital to the planning and smooth running of the event and we are extremely grateful for their continued involvement. From advice, to hands on assistance and marketing of the event DMBC works with the Pride team throughout the year and helps us to make our event not only safe and clean but well supported in so many ways. This year we were delighted that both Mayor Ros Jones and Cllr Glyn Jones were able to join us and we hope to continue to develop the working relationship year on year”*

Jenny Dewsnap Event Director Doncaster Pride

We received formal feedback on 30th September on how Doncaster is celebrating difference and preventing and tackling homophobic bullying, bi-phobic and trans-phobic language in schools. We have moved three places up the National league table and in our second year we are ranked as a top 20 Local Authority.



All schools/academies have been provided with a **Model Anti-Bullying Policy 2015**. The new policy includes support for trans young people. We are working regionally to produce a trans tool kit for schools. This year the National Anti-Bullying Alliance theme is *‘Make a noise about bullying’*. This runs from 16th November for a week. We have applied for the **Children and Young Peoples Anti-Bullying Charter Mark**. A celebration event will be held during anti-bullying week for all schools taking part. Everyone is welcome to take part.

The **Voluntary, Community and Faith Sector Policy** was agreed by Cabinet on Tuesday 6th October. The Policy is the result of detailed consultation, taking into account the needs of a diverse range of VCF organisations, further refined alongside a working group consisting of sector representatives, and representing numerous organisations. Work is now on-going to embed the action plan contained within the policy. **“Do More, Share More, Support More”**



Health & Well Being Strategy In July 2015 the Health and Wellbeing Board launched a 12 week public and stakeholder consultation to gain feedback about its refreshed Health and Wellbeing Strategy. Responses received included views from a cross section of the Doncaster community including stakeholders, third sector groups and in particular representation from minority ethnic groups, physical and learning disabilities; young people, carers and older groups and also from the LGBT community. The results of the consultation will inform amendments in the final strategy around health inequalities, areas of focus and wellbeing.

Dignity at Work Policy launched



The Council is committed to prompting a culture of dignity and respect in all of its workplaces. The **Dignity at Work** Policy and Procedure which replaces the previous Bullying and Harassment Policy and Procedure was launched on 1st October and has a more proactive approach to promote positive behaviours, respect and fairness.

We have, once again, committed to support ‘show racism the red card.’ - the UK’s anti-racism educational charity. The organisation utilises the high-profile status of football and football players to help tackle racism in society. The majority of the campaign’s output is the delivery of education to young people and adults in their schools, their workplaces and at events held in football stadiums. Across Britain, Show Racism the Red Card delivers training to more than 50,000 individuals per year.



The Equality and Inclusion Plan includes an objective to “improve the Council workforce profile, to better reflect the diversity of Doncaster’s population”. The following table illustrates the diversity of the council workforce as at quarter 2, compared to the 2011 Census (the latest available breakdown for the whole of Doncaster). Of staff who disclosed their ethnicity, the percentage of the council workforce who are not white is 2.22%, compared to 4.8% for the whole of Doncaster. The biggest proportionate gap exists in the “White (Other)” category which is 0.05% for the council and 3.4% for Doncaster.

	DMBC (Current)		Doncaster (Census)	
	Number	%	Number	%
White (UK)	3479	94.26	277,740	91.8
White (Other)	2	0.05	10,326	3.4
Asian/Asian British	46	1.25	7,614	2.5
Mixed	9	0.24	3,321	1.1
Black/Black British	18	0.49	2,337	0.8
Other	9	0.24	1,064	0.4
Declined	128	3.47		
Total	3691*	100	302,402	100

* The total DMBC workforce is actually 4610. The difference between the two figures is due to the fact that 919 staff have not disclosed their ethnicity (19.9% of the 4610 total workforce). The council is working to address this situation, since the high number of non-disclosures could have a significant impact on the figures quoted above.

Workforce Digest

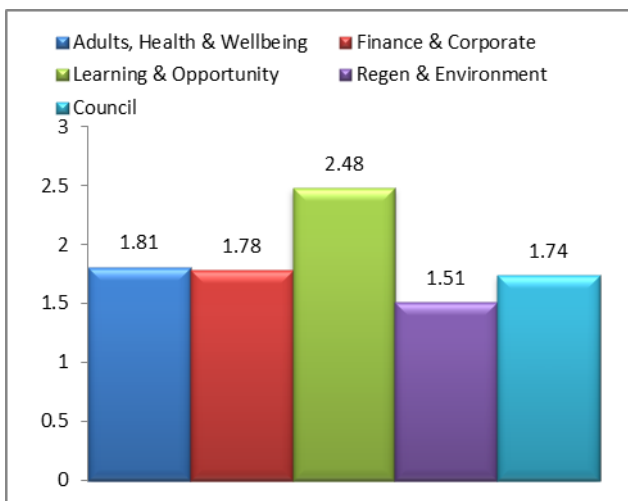
An accurate and up to date picture of the workforce information, trends, and risks is essential to achieving the cultural aspirations that the Council has set out in the Team Doncaster Charter to achieve better people management, engagement and communication and to help develop and deploy people better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

Top 3 Priority Areas

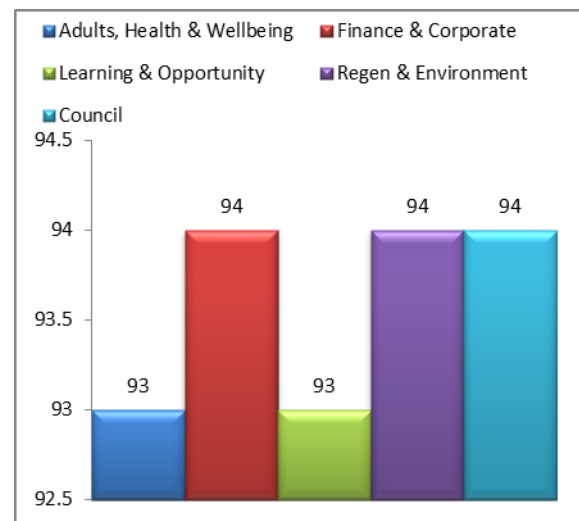
In the last report a number of major and emerging HR and OD risks were identified. These continue to be the same however in some areas there are early signs that action is being taken which is having a positive impact that now needs to be built upon and sustained.

1. **Organisation Stability:** The continued stability as shown in the low turnover (1.74% for the quarter or 3.09% cumulative for the year to date, compared nationally at 11%) and high retention rates (94% with 1 years' service, 84% with 3 and 89% 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 an opportunity to address this at both a strategic 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 %

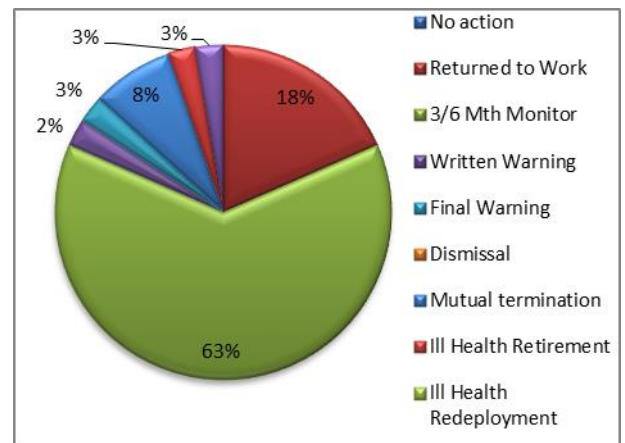
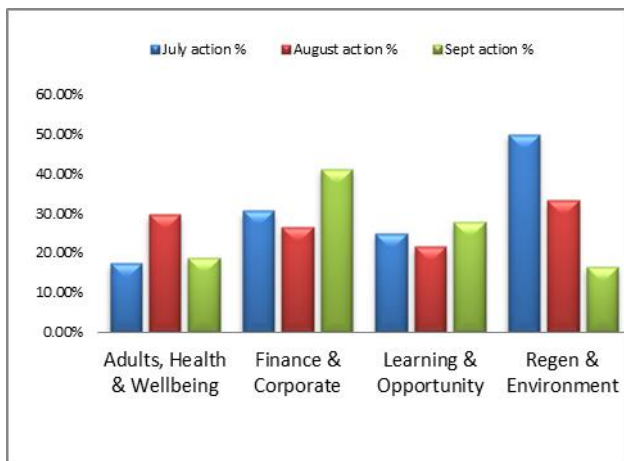


One Year - Retention Rate by Directorate %



2. **Performance Management:** Case management continues to be dealt with more efficiently and remains low in occurrence, although the continued low level of employee capability cases being recorded as managed (2 cases completed during the quarter) is a concern. However the increased level of completion of PDRs achieving the corporate target of 95% for the first time does give more assurance that performance management is being undertaken. This needs to continue with the completion of any outstanding PDRs in quarter 3 and the production of development or performance improvement plans for those assessed at level 4 and 5. The increased rate of absence this quarter and low level of sickness triggers showing as actioned on the HR Portal (25.21%) continues to be monitored although there was an improvement in some Directorates immediately following the quarter 1 report. 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 high levels of non-employment contract spend on casual workers, additional hours, overtime and agency has reduced slightly from 11% to 10.5% which gives some assurance that this issue is starting to be addressed, until this is reduced further and the reduction sustained it will remain as a key risk. The continued high levels of non-employment contract spend at £ 2.23m would still appear to indicate problems with the balance between the core and temporary workforce which should be used to provide numerical flexibility, expanding and contracting in size to meet fluctuations in demand. More emphasis is now being placed on this area during organisational restructures and in workforce planning; the development of the corporate workforce planning framework will assist with this.

The combination of these 3 risk areas in the last quarter were indicating a culture where workforce management and performance had not been a priority and where change was not effectively achieved at pace. However, in this quarter, progress does appear to have been made and this now needs to be sustained to build capacity for the organisation to manage change and improvement.

Actions to address and mitigate these risks

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

- Corporate development of a strategic toolkit for workforce and succession planning; improving use of workforce data to assist with longer term workforce planning, particularly in areas with an ageing workforce including creating apprenticeship roles, supporting secondments and talent spotting to develop staff; monitoring of turnover and stability rates to ensure workforce renewal and to inform decisions regarding the skills and qualifications required for the future workforce and addressing any gaps;
- Further training and development for managers to deal more effectively and consistently with standards of employee performance; continued targeting of staff hitting sickness triggers; during restructures to focus more on modern and efficient ways of working to support a digitalised council; continued focus on completing PDR's including development and performance management for those assessed at levels 4 and 5; address and manage non-compliance and improving the quality of supervision. Corporate training and development support on emotional intelligence and personal resilience and the impact on other people; retaining and developing sustainable skills to reduce the need and use of consultants.
- Better monitoring of temporary staffing costs that are not cost effective. Use of casual workers and targeting those workers with regular or excessive work patterns and employing on more appropriate balance of temporary and permanent contracts or introducing other types of contract including annualised hours and peripatetic workers on contract.

CUSTOMER SERVICE PERFORMANCE

Q2 2015/16



CUSTOMER ACCESS CHANNELS



ONE STOP SHOP
40,523



EMAIL
9,481



PHONE
82,577



ONLINE SELF-SERVE
16,563



ONE STOP SHOP AVERAGE WAIT
09:39 ↑



ONE STOP SHOP AVERAGE SERVE
06:38 ↑

MY DONCASTER APP REGISTERED USERS



CALLS ANSWERED IN 20 SECONDS



CUSTOMER SATISFACTION KIOSK



EXCELLENT - 61%
GOOD - 17%

COMPLAINTS TO THE COUNCIL

DIRECTORATE	VOLUME	% ANS IN 10 WORKING DAYS
F&C	50	100%
AH&WB	27	96%
R&E	129	80%
LOCYP	7	86%
DCST	27	26%
SLHD	236	96%

TARGETS

ANSWER CALLS
20 SECONDS

ONE STOP SERVE TARGET
10.00 MINS

CUSTOMER COMMENTS

"LOVELY PEOPLE & SO PROFESSIONAL"

"FRIENDLY & WELCOMING" "WAITING TIME TOO LONG"

"VERY HELPFUL - THANK YOU!"

FREEDOM OF INFORMATION REQUESTS

RECEIVED - 245 ↓ **92%** ANSWERED IN 20 WORKING DAYS ↑

DATA PROTECTION REQUESTS

RECEIVED - 10 ↓ **90%** ANSWERED IN 40 WORKING DAYS ↓

"Don't wait in line..... GET ONLINE"

Appendix B - Virements in Quarter 2

Reason	Directorate	2015/16 £
Amounts approved by Chief Executive up to £250k		
1	Transfer of Contingency Budget to the Music Service to correct an imbalance arising from the reorganisation CWB LOCYP	-43,000 43,000
2	Temporary budget transfer from Adult Workforce Development to contribute towards E-Learning subscription AHW F&CS	-28,350 28,350
3	Transfer the Citizen advice Bureau grant budget to Adults, Health & Wellbeing as per ODR dated 14/07/15. (gross budget is £152,150 including £42,330 HRA funding) FCS AHW <i>Gross virement</i> FCS AHW	-109,820 109,820 -152,150 152,150
4	Transfer of Insurance Premium/Recharge savings. (FCS £130,700 includes £-3,300 of FCS savings) AHW LOCYP R&ENV CWB FCS	-18,320 -3,460 -98,630 -10,290 130,700
5	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: Registrar £35,800, Coroner £72,700, Accounts Receivable rent £5,070, Denaby Springwell Centre £59,040 FCS AHW R&E	-113,570 -59,040 172,610
6	Decision made to reverse the Metroclean public buildings Corporate Recharge as it is affecting the Appropriate Asset Review, instead the charges will be made directly to the buildings. AHW F&CS R & E	240,070 8,720 -248,790
7	Centralising WAN connection budgets to ICT, to facilitate a reduction in the number of manual recharges required and the delivery of procurement savings. AHW LOCYP R&E FCS	-14,830 -28,320 -28,860 72,010
8	Cancellation of BT telephone lines no longer required. Contributing to the delivery of procurement savings. AHW LOCYP R&E FCS	-2,100 -870 -4,300 7,270
9	Transfer of Contingency budget to reverse previous assumption on DCLT saving. A potential revenue saving was identified through making capital alterations to the Dome funded by prudential borrowing, however following further review this wasn't possible. This virement removes the budget saving. AHW CW	65,000 -65,000

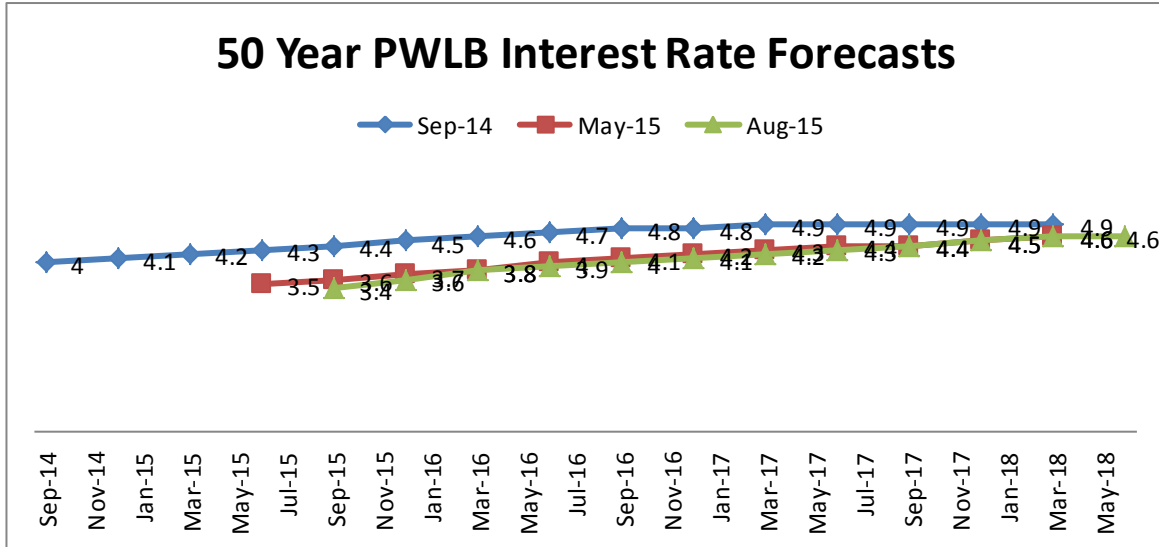
Amounts requiring Cabinet approval over £500k

1		Approved Saving £m	Amended Saving £m	Change £m
	<i>Updates to Adults, Health & Wellbeing Saving Targets:</i>			
	• Managing demand - Independent Older People Residential Homes	1,000	0	-1,000
	• Commissioning	2,398	1,400	-998
	• Access to Care	650	283	-367
	• Access to Care – One Team Working	222	222	0
	• BCF Re-alignment	666	2,925	+2,259
	• Eligibility Client Fees Subsidies	244	0	-244
	• Vacancy management	0	300	+300
	• Recovery of supported living income /future Proposals	0	50	+50
		5,180	5,180	0

Appendix C - Treasury Management Update - Quarter 2 2015/16

- The outturn forecast for Treasury Management is an under spend of £607k. 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 £177k from Quarter 1. £117k of which relates to interest savings made by re-profiling the Capital Programme.

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

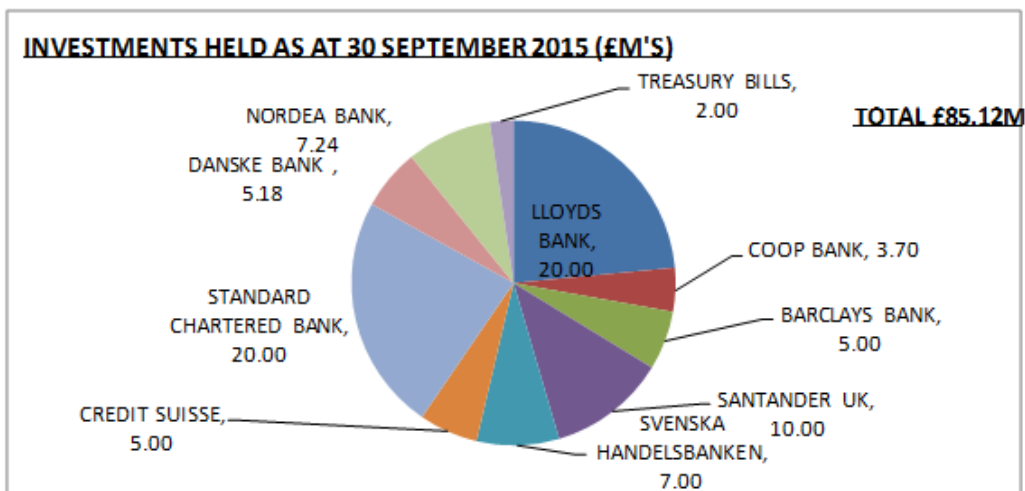


- The under spend is being achieved by being £62m under borrowed and delaying external borrowing as long as possible. When borrowing is required, we are taking long term loans to take advantage of the historically low rates.

Investment

- The investment portfolio can be seen in Figure 2. Following the downgrade by credit rating agencies of the Co-operative Bank we have adjusted our investment policy to restrict any investments with them to overnight. Lloyds Bank is part nationalised, the Government support provided is considered to reduce counterparty risk. As the Government has stated that they will reduce their stake in Lloyds Banking group over the term of the parliament our advisers have changed their assessment and are no longer treating them as a part nationalised bank to ensure that our positions are wound down prior to the bank returning to its non-nationalised state. It should be noted that this does not reflect a reduction in credit quality of the bank. The Council currently has 3 fixed term investments with Lloyds Bank 2 of which totalling £10m mature in early November 2015. There would be a financial cost to break the investments therefore they will be allowed to run their course, at which point, unless Lloyds banking group are upgraded, the funds will be placed elsewhere.

Figure 2: Summarises the Council's investment portfolio as at 30th September 2015.



4. The average interest rate on the investment portfolio year to date is 0.72% 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.
5. 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 30th September 2015.

DMBC Debt Portfolio and Maturity Profile as at 30th September 2015				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	11.42	52,307
12 to 24 Months	50	0	9.74	44,586
24 Months to 5 Years	50	0	11.52	52,747
5 Years to 10 Years	75	0	6.80	31,161
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			60.52	277,150
40 Years to 50 Years				
50 Years and above				
TOTAL			100.00	457,951

6. During the 2015/16 financial year the Council has a forecast borrowing requirement of £65.4m. £21.5m in new external borrowing to support the Capital Programme and £43.9m to replace loans maturing during the year. A reduction of £10.1m since Quarter 1.
7. 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 4% for all new lending taken out during the year.
8. The forecast debt portfolio of £458.0m can be seen in Figure 3.
9. Actual External Debt as at 30/09/15 is £446.5M.
10. 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

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

General Banking

12. DMBC's current banking contract with Co-operative Bank is due to expire on 31/03/18. However, following their well-publicised financial issues the bank has made the decision to withdraw from the Local Authority banking sector. We have been placed on notice that they wish to exit our relationship by 31/12/15 at which point the support from the bank will cease.
13. Following an OJEU open market tender process Lloyds Banking Group have been awarded the contract to provide DMBC with general banking facilities from 01/01/2016. A project is under way to ensure a smooth transition. At the same time improvements are being identified, for implementation as soon as practicable to improve our banking efficiency and ensure that our banking is as cashless and paperless as possible.

Appendix D - Capital Programme New Additions Quarter 2 2015/16

	Funding Source	New Addition 2015/16 £m	New Addition Total £m
Adults, Health & Wellbeing			
Parks & Playgrounds			
The Avenue, Bentley S106 - Re-develop derelict CISWO land at The Avenue, Bentley to reinstate football pitches, hard standing play area and create a space for a local community free play and sport area	S106	0.18	0.18
Community Safety			
Liveability – CCTV Hexthorpe – Use of remaining Liveability grant underspend to install CCTV cameras for Hexthorpe Park	Liveability/RCCO	0.01	0.01
Adult Social Care			
Almond Tree Court Renovation - To redesign some rooms for Occupational Therapists occupation	Better Care Fund grant	0.04	0.04
Care Act IT implementation costs – Following the Care Act legislation requirement to produce a new OLM software system and care account, an IT system will be created to record deferred payment agreements & care accounts	Better Care Fund grant	0.08	0.08
Total Adults, Health & Wellbeing		0.31	0.31
Learning & Opportunities: Children & Young People			
Learning & Achievement			
Hayfield Lane Primary School – Extension at Hayfield Lane Primary School to provide additional school places for September 2016. The value of the works to be reviewed as the project develops	Basic Need Grant	0.25	0.80
Total Learning & Opportunities: Children & Young People		0.25	0.80
Regeneration & Environment			
Development			
SCRIF Urban Centre Block Budget – Allocation and re-profiling of block budget to individual schemes within the SCRIF Urban Centre programme, leading to the new additions below. CCQ - Cinema Infrastructure/Public Realm and Lakeside Power Supply are also part of the overall Urban Centre package but are already recognised in the capital programme. SCRIF funding will replace £1.28m corporate resources allocated to Lakeside Power Supply; it is proposed that £0.80m will be redistributed to other schemes in the Urban Centre programme whilst £0.48m will be redistributed to cover increased costs on FARRRS Phase1. SCRIF funding and additional developer contributions are provisional pending further agreement – values and profiles will be subject to change as the programme develops	SCRIF	-2.09	-23.88
SCRIF Urban Centre Colonnades – Refurbishment of the office and retail areas. This also requires the re-allocation of £0.61m of corporate resources from the Buildings Improvement Programme. The initial project value was given as £3.33m but there is a shortfall in approved corporate resources of £0.44m, which has led to the budget being reduced to £2.89m – the scope of the project will have to be adjusted accordingly unless further resources can be identified	SCRIF / Corporate Resources	0.69	2.89
SCRIF Urban Centre Doncaster Market – Refurbishment of Irish Middle Market and associated public realm	SCRIF / Corporate Resources		2.10

	Funding Source	New Addition 2015/16 £m	New Addition Total £m
SCRIF Urban Centre Quality Streets – Refurbishment of footways and public realm Silver Street / Hall Gate	SCRIF / Corporate Resources		1.45
SCRIF Urban Centre St Sepulchre Gate / Station Forecourt – Creation of vibrant new gateway to Doncaster	SCRIF / Developer Contributions		10.51
SCRIF Urban Centre Waterfront West – Part contribution towards the strengthening of Grey Friars Bridge to allow for development of new Network Rail depot headquarters	SCRIF	0.75	0.75
SCRIF Urban Centre Waterfront East – Remediation and regeneration of derelict brown-field site	SCRIF / Corporate Resources		8.10
<u>Integrated Transport Programme</u>			
Cycleboost (Town Centre Parking) – transfer of allocation from Cycle Parking General scheme to specific Town Centre Parking scheme	LTP Grant Capital	0.20	0.20
Bus Hotspots – transfer of allocation from Key Bus Route – Thorne Road to allow for wider improvements to bus journeys across the borough	SYPTTE Grant	0.60	0.60
Housing			
<u>Affordable Housing</u>			
Council House New Build Phase 3. Funding for the delivery of additional units, locations and number of units TBC.	Revenue Contribution HRA		2.20
Demolitions for New Council House Builds Armthope Depot, Abbey Green garages, Shelley Ave garages, Croasdale Gardens	Revenue Contribution HRA / Prudential Borrowing	0.14	0.14
Contribution towards Extra Care Scheme Thorne Capital grant contribution to a 3 rd party, Housing&Care21 Housing Association. Development of a new older peoples extra care facility (71 units) on the site adjacent to Thorne Motte (Church Street / King Street, Thorne)	S106 / Better Care Fund		1.50
Contribution towards Willow Estate Thorne Capital grant contribution to a 3 rd party, Stonewater Housing Association. Re-development of the Willow Estate, Thorne, to deliver 108 units (K0993)	S106		0.35
Solar Panels Phase 2 of Solar PV programme, installing panels to 540 Council properties and 9 high rise blocks of flats in order to generate savings for both tenants and the Council (HRA).	HRA Resources	2.20	2.20
Wheatley Howards Scheme Funding as detailed in Cabinet report dated 14 th July, 2015 in respect of new builds following demolitions of existing properties	Revenue Contribution HRA		14.00
Trading & Assets			
The Green Toilets, Thorne – capital grant to Thorne & Moorends Town Council to refurbish these public conveniences in the Town Centre	High Street Innovation Fund earmarked reserve	0.03	0.03
DECC Central Heating & Hot Water Systems - install central heating and hot water systems in qualifying households in order to reduce fuel poverty	DECC Central Heating Fund Grant	0.41	0.68
Total Regeneration & Environment		2.93	23.82

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**To the Chair and Members of the
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE**

SLHD Performance & Delivery Update: 2015/16 Quarter 2

EXECUTIVE SUMMARY

1. As part of the Management Agreement and governance arrangements for St Leger Homes of Doncaster (SLHD) an Annual Development Plan is produced in agreement with DMBC officers, the Housing Portfolio holder and the Mayor. This Annual Development Plan identified the key deliverables, outcomes, milestones and the measures by which performance is assessed. There is an agreed governance framework part of which is a quarterly report of key performance indicators to Overview and Scrutiny Management Committee.
2. This report provides an opportunity to feedback on performance successes and issues against the suite of 2015/16 key performance indicators.

EXEMPT REPORT

3. This report is not exempt

RECOMMENDATIONS

4. That Overview and Scrutiny Management Committee note the progress of SLHD performance outcomes and the contribution SLHD makes to supporting DMBC strategic priorities.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. As this report includes the current progress on the St Leger Homes Performance indicators the implications of the contents may ultimately affect the delivery of services to the people of Doncaster.

BACKGROUND

6. Appendix A contains the SLHD 2015/16 Quarter Two Performance Management Report.
7. Key elements to note are: Five of the ten key performance indicators are on target (green); two are within acceptable tolerance levels (amber); and three are below target (red). It is positive to note strong performance in the area of rent arrears, along with pleasing performance in two areas relatively new to SLHD – 'Number of households in temporary accommodation' and 'Number and percentage of households maintaining or established independent

living'. Below is further detail of the three indicators which, at the end of quarter two, are below target.

8. **Performance measure:** Void Rent Loss – Percentage of rent loss through vacant dwellings (lettable voids)

Void rent loss has slightly improved throughout the quarter (1.51% in June to 1.45% at the end of September, against a year-end target of 0.92%). Three of the four areas have improved performance however, the north area has shown a deterioration throughout the quarter.

This deterioration is due to a review of the voids process which is being undertaken in the north area where we are trialling different methods of working which, in some cases has created slight delays as staff become familiar with the new ways of working. It is anticipated that these improvements will have a positive effect on performance in the north area through the remainder of the year. The outcome for our tenants will be a better quality product with a more predictable turnaround time. Consultation is ongoing around a new improved lettable standard.

Performance measure: Days Lost to Sickness per Full Time Equivalent

The number of days lost for July to September due to long term sickness has reduced from 816.88 days in 2014 to 807.28 days in 2015. A reduction of 10 days (1.1%) compared to the same quarter last year. The reduction in long term sickness for the year to date is 316 days (16%). This is largely due to a sustained focus on managing long term absence through amended processes, although in recent months there have been three serious illnesses which have all resulted in long term absences.

There has also been a decrease in short term absence during this quarter from 682.45 days in 2014, to 591.09 days in 2015. This is a decrease of 91 days (13.4%) compared to the same quarter last year. For the year to date there has been an increase in short term sickness of 58 days (3%). We have recently set up a challenge group of senior managers to look at opportunities to improve short term absence.

Overall sickness for the year has reduced by 279 days (9%) and a straight line projected outturn for 2015/16 (taking into account the current outturn April to September) is 8.08 days per FTE, an improvement when compared with the second quarter of 2014 when the projection was 8.96 days per FTE. However, the profiled projected outturn is 9.19 days per FTE when based on sickness absence trends from previous years. Please note that the target for the whole year is 8 days per FTE.

Performance measure: Percentage of invoices paid within 30 days

Performance at quarter two is 83.66% against a target of 95% (the performance at quarter one was 77.31%). During the first three months of this year a new system for P2P (procure to pay) was introduced across Housing and Corporate services and there has been significant staff turnover within the accounts payable team. The team are now fully staffed up and are going through a programme of additional training, an action plan to implement order authorisation on Task is also in place.

OPTIONS CONSIDERED

9. Not applicable

REASONS FOR RECOMMENDED OPTION

10. Not applicable

IMPACT ON THE COUNCIL'S KEY PRIORITIES

11.

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

RISKS AND ASSUMPTIONS

12. Specific risks and assumptions are included in the Quarterly Performance Management Report at Appendix A.

LEGAL IMPLICATIONS

13. There are no legal implications of this report.

FINANCIAL IMPLICATIONS

14. In 2015/16 St Leger Homes will receive a management fee of £27.87m from the Council. This is made up of £26.873m from the Housing Revenue Account and £0.997m from the General Fund to pay for the general fund services managed by SLHD.

HUMAN RESOURCES IMPLICATIONS

15. Not applicable

EQUALITY IMPLICATIONS

16. Equality implications are considered in line with the Equality Act 2011 for the delivery of all St Leger Homes services.

CONSULTATION

17. Consultation has taken place with key managers within St Leger Homes, the Lead Member for Housing and Senior Officers within the Council.

BACKGROUND PAPERS

18. Not applicable

REPORT AUTHOR & CONTRIBUTORS

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Susan Jordan
Chief Executive, St Leger Homes of Doncaster

Appendices Table of Contents

Appendix A – SLHD 2015-16 Quarter Two Performance Management Report

Appendix A - SLHD 2015-16 Quarter 2 Performance Management Report

Areas Performing Well

% Rent Arrears Against Annual Debit



Rent arrears against annual debit is 2.58% (£1.9 million) with an end of year target of 2.54%

Number of Households in Temporary Accommodation



10 households in temporary accommodation with a year end target of 10

Solid Fuel And Gas Servicing



100% with an end of year target of 100%

The solid fuel servicing programme is now complete, with 213 services carried out (100%).

Number of Households Maintaining or Established Independent Living



47 households maintaining or have established independent living with a year end target of 40

Areas Near to Target



Right First Time

97.99% of repairs were Right First Time with a year end target of 98%



Scheduled Repairs - Promises Kept

99.02% of promises kept with a year end target of 100%

Areas Requiring Improvement

Days Lost Through Sickness per Full Time Equivalent



4.04 days with an end of year target of 8.00 days

Void Rent Loss



1.45% (£546,741) with a year end target of 0.92%

St. Leger Homes Key Performance Indicator Summary

Key Performance Indicator 1

Percentage of current rent arrears against annual debit

Direction of Travel - ↑

Traffic Light 



At the end of quarter two, performance was 2.58% a reduction of 0.10% against quarter one's output and well within the profiled quarter two target of 2.75% which is needed to reach our year end target of 2.54%. In monetary terms this was a decrease of £76,573 against quarter one. Positively, the number of cases over £500 is reducing and the number of tenants paying by direct debit is increasing.

Key Performance Indicator 2

Void rent loss (lettable voids)

Direction of Travel - ↑

Traffic Light 



Although there was a slight reduction in void rent loss of 0.06% from 1.51% in June to 1.45% in September, this figure is still in need of significant improvement. The only area showing a drop in performance was the North (increase of 0.31% between June and September). As the pilot area for the voids review we are looking at different ways of working in the North to improve the service across the Borough.

Key Performance Indicator 3

Number of households in temporary accommodation

Direction of Travel - ↓

Traffic Light 



The number of people moving into temporary accommodation throughout the month has increased from 9 to 10 since last quarter. However the snapshot of people in temporary accommodation at the end of the quarter has remained constant at 15.

Key Performance Indicator 4

Number and % of households maintaining or established independent living

Direction of Travel - ↑

Traffic Light 



The number we are supporting has increased to 47 at the end of quarter two which is 7 households above our contractual level. This has moved our performance to green status from amber.

Key Performance Indicator 5

Analysis of complaints received (month in arrears)

Direction of Travel - ↓

Traffic Light 



Performance in this area remains positive. 71 complaints were logged in August, this is 16 less than were logged in August 2014. Year to date service failure levels still remain lower than our year end target with 22%. 20 of the complaints received in August were assessed as service failure.

Key Performance Indicator 6

Right first time

Direction of Travel - ↓

Traffic Light 



Performance has consistently been above the target of 98% throughout quarter two. However, the cumulative performance has dropped to 97.99% meaning performance is amber.

Key Performance Indicator 7

Scheduled repairs - % of promises kept

Direction of Travel - ↑

Traffic Light 🟡



Performance has remained consistent throughout quarter two with performance being 99.72% in July to 99.16% in September. September's performance equates to 7 jobs not being on target out of 829 jobs in the month.

Key Performance Indicator 8

Gas servicing - % of programme completed against plan

Direction of Travel - ↔

Traffic Light ✅



This KPI is on target at 100%. No access stands at 71, all are without a landlords certificate, 51 under 30 days, 11 over 30 days, 7 over 60 days and 2 over 90 days. All are being pursued within our managed procedure.

Key Performance Indicator 8a

Solid Fuel Servicing

The solid fuel servicing programme runs from April to September. During this time 213 solid fuel services were carried out resulting in 100% performance. There are now only 191 properties with solid fuel as 22 properties have been changed to gas.

Key Performance Indicator 9

Days lost through sickness per FTE

Direction of Travel - ↓

Traffic Light 🛑



The increase in sickness absence during September is due to long term sickness cases. Three cases have been on-going for some time (these are cancer related) and we are currently awaiting a decision on ill health retirement for two of these cases.

The straight line projection would be 8.08. However using our trend information, the projected year end outturn is 9.19 days per FTE based on current performance and projections for the second half of the year based on past performance. The target for the whole year is 8 days per FTE.

Key Performance Indicator 10

Percentage of invoices paid within 30 days

Direction of Travel - ↑

Traffic Light 🛑



Performance at quarter two is 83.66% against a target of 95%. During the first three months of this year a new system for P2P (procure to pay) has been introduced across Housing and Corporate services and there has been significant staff turnover within the team.

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10th December, 2015

**To the Chair and Members of the Overview and Scrutiny Management Committee
OVERVIEW AND SCRUTINY WORK PLAN 2015/16 UPDATE AND PROGRESS –
DECEMBER, 2015**

Relevant Cabinet Member(s)	Wards Affected	Key Decision
The Mayor	All	None

EXECUTIVE SUMMARY

1. The Committee is asked to receive an update on the Overview and Scrutiny work programme for 2015/16 and receive an update on progress.

EXEMPT REPORT

2. This is not an exempt report.

RECOMMENDATIONS

3. The Committee is asked to:
 - Review the updated Overview and Scrutiny work programme attached at Appendix A;
 - Note the progress on key issues set out in the report;
 - Receive and comment on the correspondence made following its meetings held on the 15th and 8th October, 2015 in Appendix B,C and D; and;
 - Receive a verbal update from the Scrutiny Panel Chairs or Vice Chairs on the work of their Panels.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. Regular review of the Overview and Scrutiny Work Plan enables the Committee to ensure it remains relevant and is responding to important issues for citizens and the Borough. The work plan update helps support openness, transparency and accountability as it summarises outcomes from Overview and Scrutiny activities. Citizens are able to contribute to the work of Overview and Scrutiny by attending meetings or contributing to reviews.

BACKGROUND

5. Overview and Scrutiny has a number of key roles which focus on:
 - Holding decision makers to account;
 - Policy development and review;

- Monitoring performance (both financial and non-financial); and
 - Considering issues of wider public concern.
6. Following the revised Overview and Scrutiny Structure, the Committee will recall that it now manages the work programmes for itself and the standing Panels except the Health and Adult Social Care Panel which manages its own work programme primarily because it has statutory responsibilities relating to Health Scrutiny.
7. The Overview and Scrutiny Work Plan attached at Appendix A has been updated since the last meeting to reflect changes and progress.

BUDGET

8. There have been 2 informal OSMC budget meetings to date: -
- OSMC – 15th October at 2pm prior to Cabinet on 20th October – medium term financial plan update
 - OSMC – 9th December at 10am – Compulsory Spending Review update

Members will be informed of future meetings in due course.

9. Correspondence with the Executive

- a. Proposal to implement the removal of subsidies from non-residential adult social care charges and increase the charge for transport to Council run day centres

Further to the Panels consideration of the above, a letter outlining the Panels comments and recommendations was forwarded to Mayor Ros Jones. A copy of this correspondence is attached at Appendix B.

- b. Update Report on the Work of the Anti-Poverty Strategy Group

Further to the Panels consideration of the above, a letter outlining the Panels comments and recommendations were forwarded to Mayor Ros Jones. A copy of this correspondence and response is attached at Appendix C and D.

OPTIONS CONSIDERED

9. There are no specific options to consider within this report as it provides an opportunity for the Committee to develop its work plan for 2015/16.

REASONS FOR RECOMMENDED OPTION

10. This report provides the Committee with an opportunity to review the Scrutiny work plan for 2015/16.

IMPACT ON THE COUNCIL'S KEY PRIORITIES

11.

Outcome	Implications
Working with our partners we will provide strong leadership and governance.	The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy through robust recommendations, monitoring performance of Council and external partners services and reviewing issues outside the remit of the council that have an impact on the residents of the borough. This supports strong governance and leadership.

RISKS & ASSUMPTIONS

12. To maximise the effectiveness of the Overview and Scrutiny function it is important that the work plan devised is manageable and that it accurately reflects the broad range of issues within its remit. Failure to achieve this can reduce the overall impact of the function. Ensuring the work plan is developed with a key set of principles in mind e.g. holding to account, undertaking policy review and development and is focused strategically will help support the development of a robust work programme. National research has identified that over ambitious work plans that include too many items are a common cause of frustration for Scrutiny Members as they fail to achieve any outcomes. The work plan will be reviewed at each ordinary meeting and officers will advise on the capacity available to undertake any additional work. This will provide an opportunity to ensure work plans can be regularly monitored and reviewed.

LEGAL IMPLICATIONS

13. The Council's Constitution states that subject to matters being referred to it by the Full Council, or the Executive and any timetables laid down by those references Overview and Scrutiny Management Committee will determine its own Work Programme (Overview and Scrutiny Procedure Rule 6a).
14. Specific legal implications and advice will be given with any reports when Overview and Scrutiny have received them as items for consideration.

FINANCIAL IMPLICATIONS

15. There are no specific financial implications associated with this report.

HUMAN RESOURCES IMPLICATIONS

16. There are no specific human resources issues associated with this report.

EQUALITY IMPLICATIONS

17. There are no specific equality issues associated with this report. Equality issues are considered by Overview and Scrutiny when it considers individual work plan issues.

CONSULTATION



18. Overview and Scrutiny Management Committee and Panels undertook work planning sessions with Directors and Partners to develop the work plan.

BACKGROUND PAPERS

19. None

REPORT AUTHOR & CONTRIBUTORS

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Simon Wiles
Director of Finance & Corporate Services

Overview & Scrutiny Management Committee Workplan (OSMC) – Fixed Panel Meetings

10am 25th June 2015 Formal	10am 1st July 2015 Informal	10am 3rd September 2015 Formal	16th September 2015 Extraordinary Formal	10am 8th October 2015 Formal	2pm 15th October 2015 Informal
<ul style="list-style-type: none"> Finance and Performance (Qtr 4) 	<ul style="list-style-type: none"> Informal Workshop – Corporate Plan 	<ul style="list-style-type: none"> Youth Justice Plan O&S Workplan 	<ul style="list-style-type: none"> Finance and Performance (Qtr 1) t 	<ul style="list-style-type: none"> Stronger Families (Phase 2) Statement of Licensing Policy Review (Licensing Act 2003) /Statement of Licensing Policy Review (Gambling Act 2005) Outline of work of Anti-Poverty Group 	Budget – Medium Term Financial Plan Update
10am 16th October 2015 Formal	10am 9th December 2015 Informal	10am 10th December 2015 Formal	10am 21st January 2016 Formal/Informal	10am 25th February 2016 Formal	10am 24th March 2016 Formal
<ul style="list-style-type: none"> Changes to charges of social care Day Centre transport 	Response to CSR Corporate Plan Refresh	Finance and Performance (Qtr 2)	Budget (4)	<ul style="list-style-type: none"> OSMC Budget Response 	<ul style="list-style-type: none"> Finance and Performance (Qtr 3) R&H O&S Place Marketing Review (TBC)
10am 21st April 2016 Formal					
<ul style="list-style-type: none"> Equality Action Plan Yr 2/Yr 3 					

OSMC Areas to be programmed

(The programme is flexible to cover call-ins and other issues that might be added during the year)

O&S Management	Council Wide/Directorate	Pre-Decision Scrutiny And Review Of Decisions/Consultation Outcomes.
<p>Page 75</p> <ul style="list-style-type: none"> Agreeing Panel work programmes Ratifying reviews/recommendations Consider Called In decisions Work Plan Decisions/Updates from Panel Chairs Peer Review Update and Next Steps Update on any inspections undertaken 	<ul style="list-style-type: none"> Reviewing the Councils arrangements for engagement and consultation – consider wider framework of how this would be undertaken – seminar/briefing? 	<ul style="list-style-type: none"> Statutory Plans/key strategies or policies – to be identified

Health and Adult Social Care (H&ASC) Overview & Scrutiny Panel Workplan 2015/2016 & 2016/2017 – Fixed Panel Meetings

2pm 29 th July 2015 Formal	10am 23 rd September 2015 Formal	10am 25 th November 2015 Formal	10am 26 th January 2016 Formal	10am 16 th March 2016 Formal
Implementation of the Care Act – July 2015 (1st Meeting) – Retrospective and Prospective.	Public Health Self-Assessment/Public Health Commissioning	Healthy High Street (following on from Royal Society of Public Health report)	Implications of ageing population (not just dementia).	Public Health Protection Responsibilities
H&WB Strategy Refresh (incl. Inequalities and 'Well North')	Personalisation/Direct Payments – considerations of actions to promote greater personalisation and direct payments	Modernisation and peer review plan – tracking progress and challenge	Children's health early years 0-5 including health visiting and family nurse partnership (jt with CYP)	Integration of Health Colleagues – what does this mean for Doncaster
Better Care Fund – update/progress including low level prevention service		Adult Safeguarding Annual Report	Review of arrangements to deliver high quality care for people in residential homes/care homes/admissions long term care	Cancer (TBC)

Ongoing Areas

- Update on Regional Joint Health Overview and Scrutiny Committee re: Children and Adults Cardiac review: -
- **Mid-September** meeting to look at to understand the outcome/implications of the review

H&ASC O&S Areas (May Change – TBA)

- Quality accounts - review
- Yorkshire Ambulance Service – scrutiny aspect being led on by Wakefield MBC
- Cancer – Education and awareness (specific scope to be agreed) H&WB looking at it in Nov 2015
- Sexual Health (Informal Meeting) – Signposting for young people/partnership working (how successful is this) – informal joint meeting with CYP O&S – NEW 26th Nov 2015 9:30am

Workplan Ideas 2016/17

-

Children and Young People (CYP) Overview & Scrutiny Panel Workplan (DRAFT) – Fixed Panel Meetings/Review Work
Outcomes and Improvements for Children and Young People

10am 2nd July 2015 Formal	11:30 am 17th Sept– Informal	2pm 17th September 2015 Formal	26th November 2015 Informal	10am 8th December 2015 Formal	10am 29th February 2016 Formal
Quarterly Performance Report and update from Children's Services Trust – delivery of agreed budgets	Early Years and Collaborative Strategy update	Quarterly Performance Report and update from Children's Services Trust – delivery of agreed budgets	Sexual Health– Signposting for young people/partnership working (how successful is this) – Joint Meeting with H&ASC O&S	Trust Update a) Quarterly Performance Report and update from Children's Services Trust – delivery of agreed budgets b) Ofsted Action Plan & Main Improvements (maybe to include presentation to highlight main pts)	Trust Update a) Quarterly Performance Report and update from Children's Services Trust – delivery of agreed budgets b) To include DCT Annual Report
School Improvement Inspection Report		Annual Complaints – Children's trust		Exam Results (JM/DA) • Improving education provision • Update on Educational Attainment Review Recs (needs specific response to 2 nd letter/each rec) • Academy Growth and Development Strategy.	CSE – review – 10 key scrutiny questions
		DSCB – Annual Report			Adoption – annual update/review
					Annual Complaints – update on improvements
					DSCB Update on Business Plan

C&YP O&S Review	
Page 78	Review Scope - Disabilities – what is it like being disabled and is provision meeting needs
	<ol style="list-style-type: none"> 1. Meeting with parents, Foster Carers and Parents Forum – 3rd September at 5.30pm 2. Meeting with young people – Ladder Group 3. Visit Respite Care Facility – 27th August at 10am 4. North Ridge School to address Transition to adulthood and the Next Project – 15th October 9.30am 5. Meeting with Officers to address Direct Payments, POET pilot, SEN Out of Authority Costs, Good/Poor Practice and gaps, Invitations to Social workers – 26th October at 9am
	Other Areas (to be scheduled)
	<ul style="list-style-type: none"> • Children’s health early years 0-5 including health visiting and family nurse partnership - 10am, 26th January 2016 (NEW) – H&ASC O&S Meeting • Careers Advice and Guidance (in particular NEETS and Progression Routes Post 16) – R&H O&S Panel to formally invite CYP O&S Panel to Skills Meeting (part of Place Marketing Review) - 11am, 3rd February 2016 (NEW) • Youth Provision – No longer required for Scrutiny - All Members briefing/workshop (DA/RN to arrange)
	Workplan Ideas 2016/17
	<ul style="list-style-type: none"> • Virtual School /CIC • Coasting academies

Regeneration & Housing Overview & Scrutiny – Review Work
Regeneration, economic development, strategic transport and Housing (All Informal)

August 2015	2pm 14th Sept 2015	11am 1st December 2015	10am 18th December 2015	11am 3rd February 2016	10am 9th February 2016	February 2016
Place Marketing Scoping Meeting - incl. Additional Housing Action Plan	Place Marketing – General Discussion	Place Marketing - Work (1)	Place Marketing - Play (2)	Place Marketing – Learn/Skills (3)	Place Marketing - Housing (4) (incl. Housing Action Plan Update)	Place Marketing (5) - Recommendations

Place Marketing Review

Priority

- Place Marketing - Development of the Doncaster brand: -
 - i. improve regionally and internationally
 - ii. improve internal understanding
 - possible work with the Doncaster secondary schools consortium (Pippa Dodgshon) – to highlight opportunities in Doncaster’s students and schools;
 - business leaders not aware of the good news and progress in the borough.

To include

- Skills – barriers to employment – overview from the Works and Skills Board. To provide an update and challenge on the 4 priorities below with a view to a possible review later in the civic year or 2016/17. – September/October time (Invite CYP O&S Members)
 - i. Graduates
 - ii. Apprenticeships
 - iii. Employability
 - iv. Upskilling
- Housing – review of the 10 Action Points –. Second update in Early 2016.

Possible areas for consideration later in the work programme

- Masterplanning for urban centres in the borough e.g. Mexborough and Thorne.
- Hexthorpe scheme – update later in the year.
- Housing Associations - Right to Buy – impact on social housing across the borough.
- Equality of regeneration of across the borough.

Workplan Ideas 2016/17

-

Communities & Environment Overview & Scrutiny – Fixed Meeting/Review Work
Neighbourhood issues, street scene and Highways, community safety as well as environmental issues

2:00pm 23 rd July 2015 Informal	18 th August 2015 Informal	9:30am 29 th October 2015 Informal	2:00pm 25 th January 2016 Informal	10:00am 15 th February 2016 Formal
Solar Energy - Housing Page 80	Voluntary Community and Faith Strategy	Waste Review (1) <ul style="list-style-type: none"> • An outline of the proposed Communication/Consultation Strategy • Options for receptacles (requested to be shown to Members again during last year's work). 	Waste Review (2) <ul style="list-style-type: none"> • To look at outcomes of the consultation and next steps 	Crime and Disorder meeting; – <ul style="list-style-type: none"> o Performance and update on priorities o New local policing plan and arrangements – impact 6-8 mths on) o Update on Legal Highs

Other Areas (to be scheduled)

Crime and Disorder

- Refuge service for victims of domestic violence commissioned from a housing association, Riverside.

Environment

- Review of Internal Drainage Boards - holding to account meeting/is VFM being achieved/is the Board supporting the Council's Flood Strategy effectively with its work programme – one-off meeting (TBA)
- Waste Collection System - How will it be delivered and continuation of strategy – two meetings to looking at 1. Outcome of consultation process/2. check robustness of it (note: OSMC work item on 'Consultation and Engagement') – awaiting timeline

Possible areas for consideration later in the work programme

- Council approach to enforcement – new corporate approach (how effective is this?)
- Quality of Air – performance worsened over the last 2 qtrs (what is behind the increase?)

Workplan Ideas 2016/17

- Role of communities for the future/preparing them for the future
- Vol/Com Strategy – impact of strategy – done but **TO ARRANGE** Following award of contract receive a 6 month review AND Panel have sight of the grants policy;



Councillor John Mounsey
Adwick Ward

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19th October, 2015

Mayor Ros Jones
Doncaster Council
Floor 4
Civic Office
Waterdale
Doncaster
DN13BU

Dear Ros,

Proposal to implement the removal of subsidies from non-residential adult social care charges and increase the charge for transport to Council run day centres

At the Overview and Scrutiny Management Committee meeting on 15th October, 2015 Members gave detailed consideration to the proposal to implement the removal of subsidies from non-residential adult social care charges alongside proposals to increase the charges for transport to council run day centres and a draft transport/travel policy.

I can confirm that the Committee agreed with both proposals in principle and recommended that the most vulnerable residents and service users who will be affected by changes receive ongoing care and support with finance management, with an assessment process being undertaken for each user. It was also requested that an update in 2016 be provided on the wider modernisation agenda.

I also wish to highlight the following from our discussion:

With regard to the implementation of removal of subsidies from non-residential social care charges it was stressed that subsidies be equitable and it was recognised that those with a lower income should contribute less whilst acknowledging that developing alternatives was difficult but an issue that needed to be addressed.

Page 2. Continued.

Day Services Modernisation: Transport Provision - The Committee requested that consideration be given to the following recommendations:-

1. That the Draft Travel Policy state that every transport option be explored;
2. That people's ability to pay fees and charges be reviewed annually;
3. That further work be done to understand the effect on the small number of services users who would be caught by changes to both Day Care Changes and Transport Costs;
4. That consultation be strengthened particularly with communities to investigate alternative transport options that could be made available, to ensure the implications of proposed changes are understood; and
5. That investigations be undertaken on whether day centres are underused by BME groups and if so, why.

Finally I would like to highlight that the Council's use of consultants generally was raised, particularly the annual cost to the Council.

Please note that a full set of minutes from this meeting will be made available shortly.

Kind regards,



Councillor John Mounsey
Chair of the Overview and Scrutiny Management Committee

cc: Jo Miller, Chief Executive
Cabinet Members
OSMC
Dave Hamilton, Director Adults, Health and Well-being
Pat Higgs, Assistant Director, Adult Social Care
Michaela Pinchard, Head of Service Policy and Improvement
Karen Johnson, Assistant Director, Communities

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21st October, 2015

Mayor Ros Jones
Doncaster Council
Floor 4
Civic Office
Waterdale
Doncaster
DN13BU

Dear Ros

Update Report on the Work of the Anti-Poverty Strategy Group

At the 8th October 2015 meeting of the Overview and Scrutiny Management Committee, Members gave detailed consideration to an update report on the work of the Anti-Poverty Strategy Group.

It was very pleasing to find out about the positive work that is being undertaken, particularly the work of Team Doncaster including the Anti-Poverty Summits that have taken place, the Anti-Poverty Strategy Statement signed by Team Doncaster, Task and Finish Groups and also the governance arrangements that are in place.

The Panel discussed a number of areas including their concerns around; the range of information and having the most current data within the Anti-Poverty Needs Assessment, understanding the implications and effects of welfare reforms and tax credits, Doncaster's latest position on the Indices of Multiple Deprivation, measuring current levels of debts and finally, the impact of health issues on poverty.

Following the discussion, the Panel made the following recommendations;

- 1. That a Members Anti-Poverty workshop be organised as soon as possible.**

Within the report, there was a recommendation offering to provide an opportunity for all Members to attend a seminar. The Anti-Poverty Strategy Group acknowledged the key role that Ward Members play within their communities and would like to provide the opportunity for wider detailed discussions on the causes and effects of poverty

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2. **That an update is provided at a future meeting of the Panel to include; an updated Anti-Poverty Needs Assessment, Action Plan and the outcome of the Review into Advice Services Funding.**

Members expressed an interest in receiving more up-to-date information. It was explained that the information was compiled from a wide range of sources and that every quarter, information is fed in centrally.

3. **That a representative is invited from the HM Revenue and Customs (HMRC) to a future OSMC meeting to help Members understand the implications and effects of welfare reforms.**

Members sought advice on inviting a representative from HMRC to a future meeting to report on tax credits. Members felt that it would be useful to understand the implications and effect of changes to welfare reforms and tax credits within the Borough. Information was requested at the meeting, which included; how many individuals were receiving such benefits and how many would be effected between now and the year 2020. Members were informed that there had been difficulties in retrieving all the information that was needed to assess the impact of these reforms.

A Member stated that they believed jobs were crucial, that in their previous work a lot of individuals had convictions and substance abuse problems but were unable to find work. It was questioned what we were doing to support those individuals. Members were informed that there were a number of schemes such as, the World of Work Academy and the work of the Work and Skills Board being undertaken with employers getting into schools. It was recognised that more work needs to be undertaken.

4. **For consideration to be given as to how health issues (including cancer and substance misuse) and their impact can be included within the work of the Anti-Poverty Strategy group (via Health & Wellbeing Board).**

Concern was raised that health issues appeared to be a little narrow within the strategy. Members felt that in particular, there was little in the report regarding substance misuse and cancer which they believed presented serious concerns for now and in the future. Members referred to recent information presented at a Licensing Committee meeting in relation to substance misuse, alcohol, unemployment and NEETS that was very informative and felt that this information should be forwarded to Ward Members.

Members were informed that key commitments/pledges had been identified which had been signed up to by Members of Team Doncaster. It was clarified that within the Team Doncaster umbrella sat the Health and Wellbeing Board which would address issues such as substance misuse and cancer.

Members were informed that further conversations could be held with colleagues from Public Health.

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5. For consideration to be given for an Executive Member to be appointed as a lead for anti-poverty at a strategic level.

Members stressed that they felt it was important for there to be an Executive Lead as part of the Anti-Poverty work. It was commented that the Team Doncaster Strategic Partnership Board was responsible for driving it forward and could be viewed that the Mayor was already involved in the Councils role in moving ahead with this work.

6. To ensure union representation is made within the Anti-Poverty Group through the Trades Council as appropriate, and to encourage union involvement through invitation to future summits and Task and Finish Groups.

Members raised concerns that unions were not involved as a partner with the Anti-Strategy Group nor invited to summits. Following a brief discussion, Members felt that unions should be represented on the group and also participating more with the strands of work that are taking place.

A full set of minutes from this meeting will be made available in the near future on our new website pages at;

<https://doncasterintranet.moderngov.co.uk/ieListDocuments.aspx?CId=136&MId=2053>.

On behalf of the Panel, I would like to thank Susan Jordan (Chief Executive of St Leger Homes Doncaster and Chair of the Anti-Poverty Strategy Group), Geraldine Morton (Head of Revenues and Benefits), Sarah Abbotts (Senior Policy and Performance Officer) and Matt Cridge (Head of Stronger Families) for taking the time to attend the meeting and respond to questions raised by the Panel.

I would be grateful if you could provide a response to this letter no later than 21st November 2015.

Kind regards,



Councillor John Mounsey
Chair of the Overview and Scrutiny Management Committee

**cc: Jo Miller - Chief Executive
Cabinet Members
OSMC
Susan Jordan – Chief Executive of St Leger Homes Doncaster and Chair of the Anti-Poverty Strategy Group
Geraldine Morton - Head of Revenues and Benefits
Sarah Abbotts – Senior Policy and Performance Officer
Matt Cridge - Head of Stronger Families**

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Councillor John Mounsey
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18th November 2015

Dear John

Update Report on the Work of the Anti-Poverty Strategy Group

Thank you for your letter dated 21st October 2015 regarding the above. I was pleased to learn that the work undertaken on behalf of Team Doncaster has been so well received by OSMC.

In terms of the recommendations you outline, I understand that a Members Seminar has now been arranged for the afternoon of 9th December 2015, between 2pm-4pm. It is anticipated that this will address most of the issues you raise in your letter. Certainly, information on the Indices of Multiple Deprivation (IMD) 2015, and the most recent data on the causes and impacts of poverty, will also be incorporated into the presentations. An update on the review of Advice Services funding will also be provided during the Seminar.

I am advised that officers have found it difficult to identify a contact in HM Revenue and Customs (HMRC), but they are continuing to try and do so, and will notify Caroline Martin so that she can invite HMRC to a future OSMC meeting.

Information from the Work & Skills Board will be included in the presentation to members. This will highlight activities across the borough and with partners to support people into jobs.

Colleagues from Public Health will be attending the Seminar, and they will be in a position to give advice on activities in relation to health awareness, and the potential links between poverty and ill health, including cancer and substance misuse, amongst other factors.

In addition, as part of its refresh of the Health & Wellbeing Strategy, the Health & Wellbeing Board has recognised the importance of economic wellbeing. At its next meeting in January 2016, there will be a more detailed debate about Anti-Poverty measures.

I have discussed your request for an Executive Member to be appointed as a lead for Anti-Poverty with Glyn Jones, and he is happy to take on this role personally. Glyn has already met with Susan Jordan, in her capacity as Anti-Poverty Lead Officer in Team Doncaster, and he will be attending the Members Seminar.

My understanding is that Trade Union colleagues will be invited to future summits, and they will be welcome to participate in the work of the Task and Finish Groups. In addition, I believe that as a result of other conversations with Susan, Bob McNeil, the Regional Officer for the GMB Union, has offered to join the Anti-Poverty Strategy Group. I am sure you will agree that this is a good solution, which can be put into immediate effect, rather than waiting for nominations through the Trades Council.

I trust the above is helpful, and thank you once again for the Committee's constructive comments and recommendations. I hope my response reassures you that this is a topic which is of importance to me and my Cabinet colleagues.

Yours sincerely

Ros

Ros Jones
Mayor of Doncaster