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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, 15th December, 2016
TIME: 1.00 pm

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 2nd and 10th November, 2016. *(Pages 1 - 16)*

A. Reports where the public and press may not be excluded

5. Public Statements.
6. Progress on Digital Council. *(Pages 17 - 74)*
7. Doncaster Children's Services Trust Limited Update Report *(Pages 75 - 90)*
8. Local Authority Response to Trust Financial Recovery Plan - Presentation.

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, 7th December, 2016

Scrutiny Officer
for this meeting:

Christine Rothwell
Tel. 01302 735682

9. DMBC Finance and Performance Quarter 2 16/17. *(Pages 91 - 150)*
10. St Leger Homes of Doncaster Finance and Performance Quarter 2 2016/17. *(Pages 151 - 158)*
11. Overview and Scrutiny Management Committee Work Plan 2016/17 Update *(Pages 159 - 168)*

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

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

Councillors John Cooke, Rachael Blake, Richard A Jones, Jane Kidd, Neil Gethin and Paul Wray.

Invitees:

Paul Smillie

Education Co-optees*

John Hoare

Bernadette Nesbitt

*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.

Agenda Item 4

DONCASTER METROPOLITAN BOROUGH COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

WEDNESDAY, 2ND NOVEMBER, 2016

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on WEDNESDAY, 2ND NOVEMBER, 2016 at 1.00 PM

PRESENT:

Chair – Councillor John Mounsey
Vice Chair – Councillor Charlie Hogarth

Councillors – Jane Kidd, Paul Wray, Richard Allan Jones, John Cooke, Cynthia Ransome, Neil Gethin

ALSO IN ATTENDANCE:

Councillors;

Councillor Majid Khan

Call-In Group;

Councillor Jane Cox
Councillor Steve Cox
Councillor Clive Stone
Councillor Nick Allen

Officers;

Scott Fawcus - Assistant Director - Legal & Democratic Services
Peter Dale - Director of Regeneration and Environment
Adam Goldsmith - Head of Service (Local Investment Planning)
Sarah Fish - Commercial Property Surveyor

		<u>ACTION</u>
29	<u>APOLOGIES FOR ABSENCE.</u>	
	Apologies were received from Councillors Rachael Blake	
30	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	None	
31	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations of interest made.	
32	<u>CALL IN OF THE FOLLOWING EXECUTIVE DECISION: DISPOSAL</u>	

OF HOUSING REVENUE ACCOUNT (HRA) LAND AT GOODISON BOULEVARD, CANTLEY, AND THE ACQUISITION OF GATTISON HOUSE AND PLANTATION VIEW.

The Chair outlined the format of the meeting, including the options available to the Committee when forming their recommendations. The Committee then proceeded to consider a decision taken by Cabinet on Tuesday the 4th October, 2016 in respect of Disposal of Housing Revenue Account (HRA) Land at Goodison Boulevard, Cantley and the Acquisition of Gattison House and Plantation View.

To support their reasons for calling-in the decision, Councillors Clive Stone, Jane Cox, Steve Cox and Nick Allen highlighted as part of a presentation the issues they considered to be additional new evidence and raised areas of concerns. These included the following: -

- That they supported a new 'state of the art' care home for some of Doncaster Councils' most vulnerable residents. It stated that they welcomed the investment and a modern facility which was vital to the borough.
- That leasing a valuable asset for £1 over 125 years was not the best use of Council tax payers' resources without due consideration of other options.

It was suggested that the two cleared sites come back to Council ownership wherever the new home is built. Concern was raised that no other options had been given for consideration by Cabinet within the report and in respect of the preferred option it was questioned who was it was preferred by.

Through the presentation, the following issues were raised;

Land Value and Calculations

- That the Goodison Boulevard site had been valued differently to the cleared Plantation Site.
- It was questioned why the value of the two sites in Cantley were valued as they were.
- That the report presented out of date values.
- Reference was made to the valuations that '2 acres of Goodison Boulevard had been valued at £692,307 and 2 acres of Rossington had been valued £585,879 leaving a difference of £106,482.
- Finally, it was questioned whether an asset not on the Council's asset register can be disposed of.

Asset Board

- It was questioned what recommendations the Asset Board made to the Asset Decision Board and how they were incorporated within the Cabinet report and integrated into the Cabinet decision.

- It was stated that other Local Authorities constituted similar Asset Boards where Elected Members were allowed to join and participate. It was added that these boards function like other Committees and allow Members of the public to attend too as part of an open and transparent process.
- Members were informed that in other local authorities, valuable asset leases were granted with clauses to share profits so that the Council could benefit from long term growth.

Consultation

- A Member of the Call-In Group commented that they felt the consultation process (with the care home residents and their families) had been flawed. It was stated that only one option had been provided and that the decision over the asset use and the need to modernise care facilities had been lengthy. It was added that some residents and family members had been going through the process for nearly four years.

Anti-Social Behaviour

- It was noted that the Cantley site is a known hotspot for anti-social behaviour.
- Many residents have been in contact with Ward Members about their concerns regarding the site and its suitability to be a care home for vulnerable adults.
- It was commented that the Rossington site is quiet and safe, that it has no known anti-social behaviour issues and is easy to access.
- It was questioned whether or not it was the Council's duty of care to keep its' residents safe. It was therefore felt that the Rossington site was more appropriate.

Scrutiny is about process

- It was stated, that there had been problems with the allocation of Section 106 money and questioned what processes were used to allocate the money and questioned whether officers and Councillors were fully involved and consulted.
- It was felt that the Mayor and Cabinet had been given poor quality information upon which to base their decisions. Concern was raised that the Mayor and Cabinet could have made a different decision if given the "correct" information.

Access to Site

- It was noted that the report stated there is limited access to the Rossington site. Councillor Clive Stone as Ward Member of Rossington and Bawtry stated that he had a good knowledge of the site and questioned the statement made to him by officers that the

site is “land locked”. It was suggested that photographs clearly show that the statement was incorrect.

For the next part of the meeting, the Chair reminded the Committee of the format of the meeting.

Members of the Committee were then given the opportunity to question the Executive Members and those Members who triggered the Call-In with both parties having a chance to respond. The following issues were further discussed.

Anti-Social Behaviour

In respect of anti-social behaviour, Councillor Steve Cox informed Members that there were numerous incidents such as rubbish being left out on a daily basis without being removed and garage doors being damaged with little being done to address it.

It was later questioned by a Member of the Committee whether building upon a site with such problems would reduce incidents of anti-social behaviour.

Members were advised that responses from the Neighbourhood Teams had indicated that there was not a disproportionate amount of anti-social behaviour present compared to other areas. Members were later informed that although there was a hotspot in this area, there were no raised tensions associated with the site.

Alternative Options

It was stated that there had been limited options presented for this decision. It was commented the option to choose either Gattison lane or Goodison Boulevard for the new home had not been included.

It was explained to the Call-In Group that as a private company, Runwood made its own business decisions. Provided that the proposal passed the due diligence of the Council and was acceptable to it, it was not the role of the Council to determine how Runwood Homes conduct its business. Some Members expressed that in their opinion, it was the responsibility of the local authority as to where the home was located as it was using Council land.

Members were informed that Runwood had already been through extensive consultation and put forward a strategy to build a state of the art building, care home facility and to dispose two clear sites. It was emphasised that there will be a cash advantage as well as significant benefits to residents of care homes and the borough of Doncaster.

Councillor Ransome questioned the financial benefit to the Council and raised comments relating to Runwood gaining an advantage at the

expense of the Council in respect of this proposal.

In respect of rent, it was clarified that the current sites occupied by Runwood were also held at a 'peppercorn rent' following a Council tender process to identify a company to manage the former Council residential homes. It was added that Runwood had made it clear in its tender documents at the time that they would look to seek and modernise the care homes which were not fit for purpose.

It was explained that the site proposal was put forward by Runwood, it was advantageous to Doncaster and not for the Council to determine where a private care home should be built by a private company. It was further acknowledged by the Director of Finance and Corporate Services that the Council considers this proposal worthwhile and would present a better situation as the Council will obtain two cleared pieces of land which have a higher value.

It was clarified that Runwood had determined that the Rossington site was not viable.

Members were reminded that valuations had been clarified at Cabinet, and that the value had not only been assessed internally but had external verification from the District Valuer. It was clarified that there would be £178K benefit to the authority and that the land was worth £2.5 million.

It was questioned whether Rossington needed additional housing sites and stated that more options should be considered.

It was outlined that the Council owns the freehold of all the pieces of land, it does not own the properties on them, the freehold of these are owned by Runwood. The Council will continue to own the freehold of the land at Goodison Boulevard.

It was questioned what value for money was being provided and whether leasing over 125 years was the best use of Council resources. Members were reminded that the proposal was to build a new £5 million facility that was fit for purpose, with improved standards and include development possibilities to further enhance both parts of the Borough through new housing for Cantley and Rossington. It was added that it would be a shame for the Borough and its residents to lose out on this opportunity.

It was questioned if Runwood would have looked for and chosen somewhere else viable had Cabinet not agreed to this proposal.

It was clarified that the land was on the asset register and had not yet been published on the digital version. It was confirmed that this would occur in due course and the land was not precluded from any sale from not being on the digital version of the asset register.

Section 106

Clarity was sought regarding Section 106 money as Ward Members reported that they had not been approached about how the money was being used. It was questioned why this money should be used for landscaping along the side of a home being developed by a private company as it was viewed that it should be specifically for the community's own benefit.

It was clarified that the money to be used is Section 106 money which is ring-fenced to that particular site.

It was clarified that Runwood intend to use 2 acres of the available 2.6 acre site at Goodison Boulevard for the new development and the remaining 0.6 acre will remain as open space which will be enhanced. It was added that Members will be consulted with during the planning process.

There was further debate in respect of Section 106 money and it was stated that site specific allocation was determined by the Planning Committee. The Chair stressed that there was a need to make sure that issues relating to Section 106 were brought to Ward Members attention to be discussed and the process agreed.

Consultation

It was put forward by a Member of the Call-In Group that any consultation had been one-sided and involved residents at Goodison Boulevard but none at Gattison House. It was felt that consultation had not been properly undertaken and residents had not been provided with the full story. It was believed that responses may have been different if residents had been provided with the full facts. A Member of the Committee suggested that residents of Gattison House had no knowledge of the new proposal.

Members were later informed that Runwood have held conversations with residents including proposals for new sites and in total 3 sets of consultation had taken place. It was added by the Cabinet Member for Regeneration and Transportation, that traffic impact assessments will take place and that the community would be able to fully input into the consultation process.

Process

The Call-In Group felt that other local authorities did things differently with assets and Doncaster would lose a valuable asset which was financially viable. It was commented that the process had not happened as part of a clear and transparent process, that different values had been raised, different answers been offered and other

providers who could have been contacted had not.

It was recognised that Doncaster needed good quality care for their elderly residents. Members of the Call-In group were of the opinion that a private company should not be able to profit in this way from the Council's assets and that if they chose to sell the business they could make a substantial profit.

In relation to Plantation View being put forward as an option, it was explained that when approached by Runwood, the Council was asked to consider any sites under the Council's control within 3 miles radius of Gattison House or Goodison Boulevard. It was noted that a trawl was undertaken of sites for the required size, with reasonable access and the right facilities. It was concluded that there was only one piece of land that fulfilled the requirements.

The Assistant Director of Adult Social Care added that as part of transfer agreement, any modernisation proposals had to come back to the Council. It was made clear that Runwood knew what they were taking on and to the point of transfer had the intention to invest heavily in Doncaster. It was acknowledged that had the footprint been big enough, there would have been a conversation about the land to the rear of Gattison House. It was noted that the team had looked at alternative sites and that the Goodison Boulevard site was the one that met the needs of Runwood and the one they agreed to pursue.

Land Values

There was a further conversation about the new land values and it was clarified that they had previously been checked on the 4th October 2016 and then refined following that. It was explained that the new values were as recent as 22nd October 2016, prior to Cabinet and had been marginally adjusted by an independent District Valuer at £150,000 from £178,000 which is what Cabinet based their decision on.

It was stated by the Cabinet Member that there had been total transparency and that the valuation from the District Valuer was definitive and had confirmed the valuation of Officers.

Summary

Councillor Mounsey thanked the Call-in group, Members and Officers for their part in the debate and summarised the following key points from the discussion.

These included that;

- Land values were correct and up-to-date and had been verified by the District Land Valuer.
- All residents were satisfied with the proposals and further

consultation would be undertaken.

- In respect of Section 106 money, that Ward Members will make the final decision and be kept up-to-date of developments.
- That proposed new housing developments would in turn improve and enhance the local community and help address problems with anti-social behaviour and rubbish.

The Chair sought the individuals opinions of Committee Members and the following comments were provided:

Councillor Hogarth felt that the proposal presented a 'win-win' scenario for the Council, who would gain a 'state of the art' home as well as land for housing. For Runwood, it was considered that they would have a fiscally better business, that they have decided on a site that is a Council owned one and that the Council will have the opportunity to develop two sites.

Councillor Neil Gethin expressed his agreement with Councillor Hogarth and comments made in respect of Section 106 money that Ward Members should be consulted with and be made aware what the money is being used for. Councillor Gethin commented that he didn't agree with the proposal that there would be a 125 years lease with peppercorn rent although ultimately felt that the Council was not losing out on the deal.

Councillor Wray commented that all objections put forward had been responded to in a satisfactory manner and that he favoured no action.

Councillor Richard Allan Jones referred to the discussions concerning Section 106 money and stated that Ward Members should be in agreement with what they are used for and should be quite specific in what it is being used for. Councillor Jones questioned whether the Council was approaching this proposal from a commercial point of view. He commented further that the Council was losing out with this deal and that Runwood will want a reasonable return on their leasehold. Finally, Councillor Jones added that he did not understand how the peppercorn rent of a pound was determined and that value for money needed further consideration.

Councillor John Cooke stated that he was not happy about the position, being told that it was Runwood's choice after approaching the Council. Councillor Cooke added that he would rather it was the Council who had made the decision about which site could be used. It was added that information had been revealed during the meeting that should have been included within the Cabinet report such as traffic access to Gattison House when it was known that there is clear access. Finally it was commented that there had been no clear consultation undertaken with local Members.

Councillor Cynthia Ransome stated that in regards to Section 106

money that Member decisions should not have been dealt with in the way it had been. It was added that the process had not been open and transparent and had been undercover in areas. Finally concern was raised regarding residents who should have been considered three years ago when the homes had been closed.

Councillor Jane Kidd commented that the decision was the right one which had been made clearer at the meeting today and welcomed the opportunity.

The Chair proposed that recommendations should be put forward relating to Ward Members being informed about the use of Section 106 money and that all Ward Members should be consulted with in relation to future housing developments at both sites.

Councillor John Cooke stated that he was not going to agree with recommendations put to the Panel.

Each four specific courses of action were detailed under 'Agreeing an Outcome', paragraph 9 on page 3 of the agenda. In summary, the preferred option chosen was as follows: -

RESOLVED that:-

Take no action in respect of the Called In decision but request that:

- 1) All Ward Members receive updates regarding Section 106 money for their ward area on an annual basis and are provided with clarification of the specification it was originally designed for.
- 2) In future, if there are possible housing developments at the Gattison House and Plantation View sites that all relevant Ward Members be consulted with.

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DONCASTER METROPOLITAN BOROUGH COUNCIL
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 10TH NOVEMBER, 2016

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on THURSDAY, 10TH NOVEMBER, 2016 at 10.00 AM

PRESENT:

Chair - Councillor John Mounsey

Councillors Charlie Hogarth, Neil Gethin, Jane Kidd and Paul Wray and Cynthia Ransome (substitute for Rachael Blake)

ALSO IN ATTENDANCE:

Karen Johnson, Assistant Director, Assistant Director, Communities
Matt Cridge, Head of Stronger Families

		<u>ACTION</u>
33	<u>APOLOGIES FOR ABSENCE.</u>	
34	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
35	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations of interest raised.	
36	<u>MINUTES FROM THE MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 6TH OCTOBER, 2016.</u>	
	The minutes of the meeting were agreed as a correct record.	
37	<u>A. ITEMS WHERE THE PUBLIC AND PRESS MAY NOT BE EXCLUDED.</u>	
38	<u>PUBLIC STATEMENTS.</u>	
	There were no public statements.	
39	<u>STRONGER FAMILIES UPDATE.</u>	
	The Scrutiny Panel gave consideration to the National Troubled	

Families Programme that was introduced in April, 2012 for a three year period. During the first phase Doncaster agreed to help and turn round 870 families, who had been supported to gain employment, improve school attendance or stop any involvement in crime or anti-social behaviour.

Members noted that families had been encouraged to tackle the root of their issues and be full partners in the process, and have therefore felt listened to and taken initiative to be active in their improvement. Therefore this has reduced the need to access high cost services in the future.

The first phase was successful therefore Doncaster had been invited to participate in the second phase programme running from April 2015 to 2020. Each area has a set target through the indices of deprivation with 2950 families that required support in Doncaster.

The programme was based on 6 family themes which families must have at least two, to be eligible but some would fall into each of the six categories. The themes are:

1. Parents and children involved in crime or anti-social behaviour;
2. Children who have not been attending school regularly;
3. Children who need help;
4. Adults out of work or at risk of financial exclusion and young people at risk of worklessness;
5. Families affected by domestic violence and abuse; or
6. Parents and children with a range of health problems.

A presentation was provided to the Panel addressing the following issues:

The six family themes - Families have to meet a target and sustain it for a six month period but at least one year for education targets. Therefore, whether it be 1 or 6 targets, the family had to meet all, to ensure they reached their appropriate stage. If any of the targets were not met then the funding could not be drawn down. For example, the school attendance percentage had increased from 85% to 90% and if there were 2 out of 3 children that met the DfE 90% target but one failed to do so then funding could not be achieved.

School Attendance – the children of families that were assisted sometimes had a very low or zero school attendance record, due to the complexities the families faced on a daily basis. Some children were now reaching excellent attendance. Community initiatives were being undertaken to ensure enhanced school attendance and the DfE saw Doncaster's efforts as good practice.

Budget – It was noted that it had been reduced to less than half of the money available for phase 1, £1,800 instead of £4,000 and there was

still a mix of attachment fees and reward claims. Due to the high numbers of families in Doncaster that required assistance there was still a significant amount of income that could be secured. It was stressed that families are not left without support if the Authority is not successful in achieving a claim. To be successful in drawing down funds, it was acknowledged that partners would need to work with double the allocated number of families.

It was noted that every claim was audited before going for claim.

Evidence Improvements – The claims for aiding families to improve their lives were important but if they were not successful the need to evidence improvements was imperative.

Service transformation and sustaining the current service – Members were reminded that Doncaster partners agreed not to establish a separate service to support families, but support existing services to change the way they work with whole families in a more co-ordinated way, as a whole family approach around a single lead practitioner which also results in saving money.

The Authority must evidence how it is changing the way services work to be more pro-active and co-ordinated addressing whole family co-ordinated approach. It was noted that this year the Authority had only claimed for 34 families due to meeting the new Government targets. Very low claims had been made nationally therefore the authority was not dissimilar to other authorities. It was noted that some authorities had made higher claims but many had used the funding to set up a dedicated service. The risk with this direction was authorities were now having to transform the service. It was noted that if claims process for the programme was not required, the service would still be provided in the same “whole family” approach.

There is a commitment from all partners to change approach and cultures.

Data returns – these were required to be provided to the DCLG detailing progress data. This provided a deeper understanding of the Borough’s families and is required to be reported regularly through the year.

Data Analysis – Authorities have to show how they were measuring success and that they have a much richer understanding of the people they are working with. It was noted that Doncaster was an authority that provided comprehensive data and analysis but this was difficult to compare because other authorities did not provide such detail. Doncaster was again seen as a good practice authority.

It was recognised that data was provided by partners who were all working to improve the monitoring process. One area was highlighted

that required improvement, that being, the provision of a central monitoring system as the current system was undertaken on Microsoft XL and becoming very lengthy. A single computerised management system was required to record progress with each family that the Authority worked with. Independent companies had proposed different systems and Liquid Logic was also being investigated as to whether it could be used to record whole families. Data recording was essential to provide evidence of outcomes for the auditing process.

Tracking Families – Members recognised that families with complex need could be difficult to monitor and keep track of their whereabouts. Some families could split and reform with different partners in very short periods and therefore monitoring was challenging.

Families making progress – Since 1st April 2015

- 213 families have improved against outcome 1 - parents and children in crime or anti-social behaviour;
- 93 families have improved against outcome 2 – children who have not been attending school regularly;
- 147 families have improve against outcome 3 – children who need help;
- 198 families have improved against outcome 4 – adults out of work or at risk of financial exclusion and young people at risk of worklessness;
- 58 families have improved against outcome 5 – families affected by domestic violence and abuse;
- 68 families have improved against outcome 6 – parents and children with a range of health problems;
- 29 individuals who were in receipt of an out of work benefit (JSA, IS, ESA etc) have secured a job but have not yet hit the required timescale for payment by results to be claimed.

Crime and anti-social behaviour – There were a large number of families benefitting from assistance with this in addition to those that were classed as requiring help through the Stronger Families programme.

Feedback from clients – the service generally received positive feedback simply because the work undertaken with families improved their lives. One particular comment that was regularly received was that “we/l were listened to”.

Outcomes and measuring success were addressed with Members noting that it was no longer based on outcomes but it was stressed that this, for families was important.

The Government set criteria in phase 1 but now there is greater freedom and to ensure it is met, an Outcomes Plan has been developed as required by the Governement and agreed with Internal

	<p>Audit, working with partners, to agree Doncaster’s priorities.</p> <p>Other areas addressed included:</p> <ul style="list-style-type: none"> • Children who were carers that did not attend school, because parent’s were their priority and the need to understand the “whole family” issues. • Priorities are to improve the families and at the current time, the financial assistance through claims is helping to do it a bit better. • It was noted that some posts were funded by money received through the Stronger Families programme. • There were problem areas across the whole of the Borough. • Domestic Abuse – this was a frequent problem but exact figures were not available however, it was noted that the Stronger Families partners worked closely with IDVAs (Independent Domestic Violence Advocates) and Growing Futures. • Senior Managers were supportive of the stronger families programme, with strategic issues reported frequently through the Team Doncaster Partnership structure. • Equality implications – it was noted that the Stronger Families programme was a very inclusive programme for all families in the Borough however it was noted that single families are double the ratio in the general population of Doncaster. • Neighbourhood Officers – Members stressed that these officers were an invaluable part of the stronger families programme. <p>RESOLVED that:</p> <ol style="list-style-type: none"> 1. A Members workshop be provided from June, 2017 to outline how the Stronger Families Part 2 scheme has been extended and what effect there had been. Partners are to be invited and look at which partners are referring families. 2. Support the speedy resolution of a case management system to assist with data recording. 3. The success in Doncaster be publicised. 	
40	<p><u>OVERVIEW AND SCRUTINY WORK PLAN 2016/2016 - UPDATE</u></p>	
	<p>The Committee considered the Scrutiny Work Programme and Panel Chairs updated Members on areas considered since the last meeting.</p> <p>Each item set out on the Plan was addressed with and amendments made to ensure the plan for the rest of the year was realistic.</p> <p>Resolved:- That the Scrutiny Work Plan be noted and amended as discussed.</p>	

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Overview & Scrutiny Management Committee

DIGITAL COUNCIL PROGRAMME POSITION STATEMENT

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Joe Blackham		

EXECUTIVE SUMMARY

1. This report provides a current position statement of what the Digital Council Programme has achieved, is still progressing and aims to do in the future. Headline achievements by the Programme so far include:

- Transformation of 48% of Council services so they can be accessed on-line and 65% of the scope of the programme;
- Reduced the Council's operating budget by 2.8 million a year through streamlining business processes, enabling self-service, introducing automation and mobile working resulting in reducing the number of staff required to deliver;
- Increased self-service by residents on-line from 4% of Doncaster's population to a consistent 20% with peaks up to 30% at some points. This needs putting into context by being aware that a large proportion of the population have no need to contact local authorities so this % is not of 100% of Doncaster's population. Data intelligence indicates that 73,150 households would be willing to access their services on-line;
- Maintained and improved the more traditional channels that some residents and processes require. For example, the Civic Offices one-stop-shop and the much improved blue badge service; and
- Engaged with 2493 Doncaster people and trained 1538 Doncaster Council staff to operate digitally.

2. The programme is still progressing to complete the whole transformation aiming to:

- Transform the remaining % of services that are appropriate to put on-line and the remaining 35% of the programme;
- Further reduce the Council's operating budget by at least 1.9 million a year through further streamlining and automating business processes and reducing the resources required; and
- To further increase the % of self-service by Doncaster residents by continuous further promotion by the Council and staff, channel shift strategies so the website becomes the first and foremost access channel but still maintained a reduced traditional channel offer. The current average costs are:
 - Website 15p;
 - Phone £2.02;
 - Visit to Office £4.52;

Therefore, using the lower cost channels will give Doncaster people better value for money;

- Continue to provide access to technology and training for Doncaster people and staff;
- The further rollout of broadband and Wi-Fi across the borough; and
- Transform and streamline how the Council operates internally.

3. This report also provides a more detailed breakdown of where in the Council the efficiencies have been achieved and where they are still to be achieved. It also openly details some of the challenges and changes made to resolve them within this complex programme of work that involves a total change in how staff work and staff reductions. Despite these challenges, many Local Authorities have their Digital Transformation Strategies in place up to 2020 compared to Doncaster's 2017 targets. Therefore, it is felt Doncaster is in a strong position to follow the Government's 2020 agenda of the future digital strategy, including unlocking growth, transforming government and day-to-day lives and building the foundations of the future. Whilst still seen as the content of sci-fi and fantasy films, we are ever closer to harnessing drones, driverless technology and artificial intelligence to undertake seemingly day-to-day tasks. The Council must ensure it is best placed to harness this future technology, not only for the residents of today, but those of tomorrow.

EXEMPT REPORT

4. This report is not exempt.

RECOMMENDATIONS

5. The Overview & Scrutiny Management Committee are asked to note:
- i. The current position of the Digital Council Programme in relation to deliverables that have been achieved;
 - ii. The schedule and programme plan for the continued delivery of transformation during 16/17;
 - iii. The current financial position with regard to Directorate efficiencies through digital transformation to date and commitment to close the gap to balance the 16/17 budget; and
 - iv. The need for continued modernisation and transformation following the end of the Programme, based on additional work already commenced and that anticipated in line with the Government's Digital Strategies and of course, the future.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. The Digital Council Programme is and will continue to impact on the residents of Doncaster by ensuring the Council operates effectively and efficiently to ensure that all services provide value for money.

7. As well as providing increased value for money through enhancements and improvements to business processes, the Council will also deliver improved quality of services for residents through modern and efficient processes, allowing for an improved organisation reputation. Customers will be encouraged at every appropriate opportunity to access the 24/7 services online from any location to improve their experience.

8. The Programme will continue to pay due regard to residents and will not be closing traditional face to face and telephone access channels. It will however,

also provide residents with inclusion support to help residents to get online and to allow online access to become their preferred method for contacting the Council.

BACKGROUND

9. The vision of the Digital Council Programme is to achieve a Council “Fit for the Future” – Doncaster Council will be a modern digital authority both internally and externally, with all services online. It will provide a modern, high quality and efficient integrated front office with improved service delivery through redesigned business processes, improved technology, mobile working and higher skilled staff. It will also utilise the resulting business intelligence to become a more intelligent and proactive organisation and remove barriers to technology focusing on assisting Doncaster as a place for its people to thrive.

10. The Digital Council Programme has been in delivery and reporting to the Council’s DN17 Programme since 2013/14 to deliver this vision of a modern digital authority both internally and externally, with all services online. The following provides an overview of the deliverables achieved and those currently in development to meet the vision of the Programme and Council followed by a review of the current financial position and that expected by the 31st March 2017.

Deliverables:

11. Since 2013, the Digital Council Programme has undertaken business process re-engineering across a range of key service functions of the Council and introduced technology to provide modern, efficient, 24/7 service access, including:

1. One Stop Shop, providing customers with a single access point to all Council and Housing Services in the Civic Office.
2. Provision of internet access in the One Stop Shop for customers, allowing signposting of customers to online access channels with digital assistance/support from Customer Service Advisors/Digital Friends.
3. Improved Blue Badge Service, reducing the average processing time from 45 days to 15 days, and the introduction of drop in appointments in the One Stop Shop.
4. Introduction of a new, fully transactional website, providing customers with 24/7 access to Report it, Apply for it, Pay for it and Track It function, in addition to a secure portal for transactions as well as anonymous customer reporting.
5. Online Council Tax & Business Rates (NDR) account management allowing customers to undertake all interactions online including moves, applications for discounts and exemptions, in addition to switching to paperless billing.
6. Online Waste & Recycling Portal allowing customers to undertake waste and recycling queries in addition to reporting missed and damaged bins, as well as requesting bulky and re-use collections.
7. Online Pest Control booking using any payment solution, allowing customers to book appointments 24/7 with upfront payment.
8. Online ability for residents, businesses and developers to search for Development Sites, including those in development, proposed and earmarked land (Strategic Housing).
9. Online Market Stall Application and stall management including meter readings and payments.
10. Modernisation of online Information, Advice & Guidance and Self-Help Questionnaire as well as an online Report a Concern web-form providing an

online digital triage function for Adult Social Care.

11. Mobile and remote working for:
 - a. Adult Social Care; and
 - b. FLAG, Street Scene & Pest Control Services.
12. A number of online forms for customer interactions, including:
 - a. Winter Services;
 - b. Allotments – damaged and replacement keys; and
 - c. Zero Fare Bus Passes.
13. Internal modernisation, including:
 - a. New transactional workforce intranet;
 - b. Hybrid Mail services; and
 - c. Post & Paper Reduction Toolkit.
14. Developed and implemented the foundations of the Single Customer Record through the Council's Customer Relationship Management System that has included:
 - a. The cleansing of data and removal of duplicate customer details ensuring customers have a single entry on the system.
 - b. The linkage of Revenues, Waste & Recycling and Blue Badges data to the Single Customer Record to identify, monitor and update enquiries and interactions across these areas.
 - c. The introduction of LLPG address referencing, ensuring the customer record accurately reflects property addresses and postcodes.
 - d. The capture of customer contact details and preferred method of contact where required.

The commencement of this activity has already enhanced the customer experience in providing a higher level of customer experience and service by ensuring the Council's Customer Service Advisors have a holistic view of customer interactions allowing for a more personalised, effective and efficient experience.

15. Introduction of the online facility for customers to "Track My Request" for Complaints, FOI and more recently Waste and Recycling queries.
16. Delivery of the Council's Digital Inclusion Strategy, including:
 - a. Improved 24/7 self-service capability and the introduction of a new customer website;
 - b. Working with employers across Doncaster to promote and support basic ICT Skills for all;
 - c. Established the on-going Digital Resident Group to engage with residents around the online service design;
 - d. Stakeholder of Superfast South Yorkshire (BDUK) delivering superfast broadband provision across South Yorkshire, with the implementation of the first upgraded cabinets in 16/17 and continuing;
 - e. Developed a One-Stop information point for customers to find free access to the internet with support & training in their communities, supporting residents in getting online;
 - f. Commenced a programme of work to modernise provision across all public access points to date, ensuring all equipment in the Libraries is upgraded and improvements to the Wi-Fi provision; and
 - g. Working with a local company to progress a potential concession contract to deliver Wi-Fi provision across Doncaster Town Centre.
17. Introduction of a communication and marketing campaign to promote the ability for residents to access services online with the programme slogan of "Don't wait in line... Get Online...", including:
 - a. Borough wide marketing campaign including local newspapers,

- buses, billboards and local radio; and
- b. Traveling across the Borough in the “DigiBus” meeting residents and encouraging them to access services online at locations including:
 - i. Town Centre
 - ii. Markets (Town Centre & Mexborough)
 - iii. Frenchgate Centre and Local Supermarkets
 - iv. Summer Fetes, Fairs and the annual Dragon Boat Race (Lakeside)

12. The extensive deliverables of the Programme have allowed the Council to be successful in achieving a shift of customer behaviour in accessing services from traditional telephone and face to face access channels to online, allowing the Council the benefit of providing a 24/7 service to residents but also taking the benefit of online contact costing significantly less than face to face and telephone access channels (£0.15 Vs. £2.02 and £4.52 respectively). Whilst this transition has been successful and 20% of interactions take place online, Doncaster’s Mosaic data suggests this should be at 55%. There is clearly significantly more work to do in addition to continuing to place more services online, this work has commenced through the development of a Channel Shift Strategy and will need to be continually owned and driven by the whole Council:

1. Enforce where appropriate, digital by default service access such as School Admissions, Benefits in line with Universal Credit (Customer & Landlords).
2. Placing online as the standard/priority access platform for service access and transaction such as Council Tax eBilling and Waste & Recycling Processes.
3. Ensure Digital Assist/Inclusion is available across all access channels to identify opportunities to sign-post the customer away from telephone and face to face channels to the online provision.
4. Alignment of communications to ensure all customer facing communications reference and sign-post customers to online provision.
5. The continuation of marketing campaign, raising customer awareness of the availability and provision of services online.

13. The Digital Council Programme was formerly governed under a Prince2 project management approach and Waterfall principles for the delivery of business process re-engineering. Whilst these styles can be effective, due to the sheer volume of deliverables of the Programme, this impacted in a delay/back-up of technical deliverables. In January 2015, the Programme introduced Managing Successful Programmes (MSP), specifically introducing the principles of:

1. **Alignment to corporate strategies:** including Digital Inclusion, Customer Services and ICT Strategies.
2. **Learning from experiences:** incorporating the lessons learnt from the Customer Access Programme to enhance engagement and ownership of the Programme across the Council.
3. **Designing and delivering a coherent capability:** shifting the focus to the Programme resource delivering the capability and the Service Area being responsible for realising the benefits.
4. **Adding Value:** reviewing the projects within scope of the Programme, ensuring the sum of the projects are valid and deliver value.
5. **Focusing on benefits and threats:** the Programme reviewed its deliverables and benefits ensuring they met and satisfied strategic

objectives which included the cessation of some projects and commencement of some new projects.

6. **Envisioning and communicating a better future:** the Programme re-introduced itself as the Digital Council Programme with a clear vision of providing a modern, digital organisation with all services online.
7. **Leading change:** the drive to ensure leadership is present at all various levels across the Council representing the Programme, including the introduction of specific roles and responsibilities against each of the following roles:
 - a. Sponsor Group (Assistant Directors)
 - b. Senior Responsible Owner (SRO)
 - c. Programme Manager
 - d. Project Managers
 - e. Business Change Managers
 - f. Change Officers
 - g. Communications, Marketing, Training & Testing.

14. As well as the introduction of MSP, in September 2015 the Programme, in following best practice for software and technical development, adopted Agile to support the business process re-engineering/analysis and technical development processes alongside the existing Prince2 project management principles.

15. During Q3 and 4 16/17, the Programme is working across a number of deliverables to provide additional functionality and enhance customer experience, including:

1. Online Housing Benefits and Council Tax Reduction (Benefits), delivering modernisation (online account management) and digital by default access channels in line with changes implemented through Universal Credit.
2. Online Registrars function and booking system, providing 24/7 customer access for booking Birth/Death & Marriage appointments as well as requests for duplicate and copy certificates; including transfer of initial customer contact into Customer Services with improved processes, technology and customer experience.
3. Introduction of Tracker across all other online service requests (Apply for it/Report it), extended from the functionality of Complaints, FOI and Waste and Recycling.
4. Online booking for Taxi Licensing tests, inspections and meter seals.
5. Online Planning & Building Control applications, requests for inspection and payments.
6. Continuation of mobile and remote working for:
 - a. Planning Services;
 - b. Building Control Services;
 - c. Markets Service; and
 - d. Attendance & Pupil Welfare Service.
7. Transfer of Council Tax and Benefits initial customer contact into Customer Services with improved processes, technology (including web chat) and customer experience.
8. Further transformation of Adult Social Care Services including the transfer of all initial customer contact into Customer Services with improved processes, technology and customer experience.
9. Commencement of modernisation across the Children's Social Care functions working across Learning & Opportunities and the Children's Trust.
10. Continued development and implementation of the Single Customer Record

through the Council's Customer Relationship Management System including:

- a. The continued cleansing of data and removal of duplicate customer details ensuring customers have a single entry on the system;
- b. The linkage of Benefits, Tell Us Once and potential appropriate Social Care data to identify, monitor and update enquiries and interactions across these areas; and
- c. The capture of further customer details, as legislation permits, potentially including National Insurance and Date of Birth.

This continued development and expansion of the Single Customer Record, will allow for the increased ability to utilise business intelligence, allowing the proactive identification of location based demand and "intelligence led nudging", allowing the organisation to more effectively support the residents.

11. Supporting the modern operation of the organisation and the development of the Single Customer Record, the Programme will drive forward the Tell Us Once concept across all key areas of the Council, ensuring customers only need to tell us once about key life events (deaths/change of name/address etc.) and we will be able to update key systems automatically, providing the benefits of:

- a. Improved reputation, service delivery and quality; and
- b. Reduction in fraud.

12. Continuation of the Digital Inclusion/Assistance, Communication, Marketing & Channel Shift Strategies, driving customer behaviour from traditional channels to modern online channels, allowing further efficiencies to be realised through the reduction in effort required through traditional channels.

16. With regard to the delivery of Internal Modernisation, the Programme has been working in partnership with Pricewaterhouse Coopers (PwC) to undertake analysis of business processes to develop a summary of the current state operating model across all support services (including: HR, Finance, ICT, Legal, Democratic, SPU, FM and Travel) and development of future state operating models, including design mock-ups for the future access of these services by the whole workforce.

17. This work will be complete in December 2016 allowing implementation to commence from January 2017. Whilst some efficiencies have already been achieved through improvements, including remote working, post and paper reduction and self-serve, the work currently being undertaken will more accurately profile the efficiencies across the Organisation. At present these efficiencies are allocated at Directorate level under the following categories:

- a. Self-Service – implement the ability for the workforce to self-serve accessing streamlined and improved support services including: ODR/CPR Waiver & Approval Processes, Starters/Leavers & Movers, Facilities Management;
- b. Channel Shift – changes of workforce behaviour from traditional telephone and face to face access channels to modern online self-serve functionality; and
- c. Removal of cash from across the organisation both internally and across customer facing services.

18. A comprehensive overview of the Digital Council Programme completed deliverables and those remaining during 16/17 is detailed in **Appendix 1**. A copy of the Digital Council Programme Plan is provided in **Appendix 2**, which details the expected achievement of all deliverables and the end of the Digital Council

Programme, including some significant current developments for Benefits, Planning, Building Control and Enforcement Services.

19. Benchmarking Doncaster's transformation against other local authorities places Doncaster ahead of many others' transformation programmes which end in 2020. This places the Council in a strong position to continue to develop and drive forward its future transformation ambitions. When the Programme ends, transformation must continue and the Programme is already receiving requests for immediate work as well as that to be scheduled into the long term plan. These requests, as well as the indicators from the Government's future Digital Strategy could translate into the following deliverables of Doncaster's future Customer, Digital & Strategies:

1. Continuous improvement and modernisation to those services already transformed, taking into account changes in legislation, technology and customer demand;
2. Working collaboratively to achieve the deliverables of Doncaster's Education and Skills Commission, ensuring not only our adult population, but that children and young people today have the digital skills fit for the future;
3. As our health system moves closer to paperless, we must better join the customer journey between Health and Social Care through delivery of the Local Digital Roadmap (NHS England) and the requirements of the Adults' Improvement Programme, ensuring we can provide or sign-post residents to the assistive technology required to enable them to stay in their homes for longer, as well as providing health and social workers with the required case information to support residents through making informed decisions;
4. The rationalisation of key systems used across the Council, exploring the feasibility and functionality to manage key services through single or combined core systems (Including People and Place).
5. Driving forward the use of spatial data and mapping, ensuring we not only meet the requirements of the Transparency Code, but provide open data as well as utilising our data for effective business intelligence, identifying location based demand and need; and
6. Continuing to be part of and drive the right for everyone to have access to superfast broadband, as that is now often seen as the modern day utility as well as providing residents with support and access to cyber security programmes.

Efficiencies:

20. The Digital Council Programme efficiencies realised to date (actual budget reductions) stands at £2.814m from a total target of £4.760m. Following intervention from the DN17 Programme (Modernisation Implementation Board), the total projected realisation of efficiencies by the 31st March 2017 is £3.908m, leaving a shortfall against the total target by £0.851m.

21. The following table denotes the financial position of the Programme (RAG) to provide a summary of the efficiency realisation:

- Those listed as GREEN includes projects in delivery with approved efficiency targets and those where projects are in delivery and Directorates have committed to the realisation of efficiencies.

- Those listed as AMBER are projects in delivery but Directorates have not committed to the efficiency realisation within 16/17.
- Those listed as RED are projects not yet started/early engagement and/or Directorates are unable to commit to the realisation of efficiencies within 16/17.

RAG:	16/17:	17/18:
	£590,356.00	N/A
	£503,880.00	£129,550.00
	N/A	£721,844.00
Total	£1,094,236.00	£851,394.00
<u>TOTAL</u>	<u>£1,945,630.00</u>	

22. The above efficiencies are inclusive of all Digital Council Programme projects including those to be realised through Internal Modernisation (£1m). Those detailed in 17/18 should be achieved in 16/17, however based on project and engagement status it is not predicted that these efficiencies will be realised in 16/17, hence they are currently shown as 17/18. **Appendix 3** provides a detailed efficiency position against each project making up the Digital Council Programme efficiencies with specific notes against each project denoting its RAG status rating.

23. Through reporting to the DN17 Programme (Modernisation Implementation Board), intervention has taken place during Q2 (16/17) with Directorates to ascertain the feasibility of them realising budgets allocated to digital transformation to close the budget gap by 31 March 2017. This engagement has successfully resulted in the full commitment of efficiencies from the following Directorates before the 31st March 2017:

- Finance & Corporate Services
- Learning & Opportunities: CYP

Delays and Intervention:

24. The Digital Council Programme is scheduled to end on the 31st March 2017, but based on the current position and as detailed in the Programme Plan in **Appendix 2**, the Programme is scheduled to end on 31st October 2017.

25. The Digital Council Programme Board and DN17 Programme (Modernisation Implementation Board) have undertaken a number of actions to mitigate the risk factors with support from both Finance and HR & Organisational Development. The introduction of MSP in January 2015 and Agile later the same year has improved the governance and pace of delivery across the whole Programme and helped address some of those issues and barriers encountered, however these measures have only allowed for some of the delays to be made up.

26. The cause of the delays/barriers, which still exist, are made up by a number of factors:

1. **Organisation/Service Areas not embracing MSP delivery approach:** despite the Programme introducing specific resources and temporary funding, Service Areas failed to fully identify Business Change Managers,

primarily due to the lack of availability, skills and capacity on top of substantive roles. Whilst some have embraced, other Service Areas have failed to embrace training and skills as well as change management support.

2. **Delayed Engagement:** delays in engagement from Directorates across the life of the Programme have significantly impacted on the progress made in 14/15 and 15/16 which has resulted in a compounded work schedule during 16/17, exceeding the level of resources available to undertake the required business process re-engineering and subsequent digital transformation. Whilst all areas are now engaged with the Programme, delayed engagement with both Children's and Adult Social Care during 14/15 and 15/16 are the biggest factors in placing additional pressure on the work scheduled against available resources.
3. **Recruitment & Retention:** the temporary nature of the Digital Council Programme has resulted in much of the skilled expertise only being recruited on a temporary basis up to the 31.03.2017. With the end date approaching, the Programme has experienced a number of skilled expertise moving to permanent employment which has resulted in difficulties in recruiting new skills as a result of the short term contracts remaining.
4. **Competing Transformation:** during the tenure of the Digital Council Programme, there has been a number of Directorate specific transformation and intervention that has impacted on the level of engagement from Directorates and the commitments to efficiencies. Significant events that have impacted on the delivery schedule of the Programme, include:
 - a. Establishments of the Children's Trust and in-directorate transformation with Learning & Opportunities: CYP.
 - b. Adults Improvement Programme and the transformation business case following the delivery of the immediate business improvements (IBI), of which the Digital Council Programme is delivering IBI 9a (Digital).
5. **Ownership of Efficiency Targets:** whilst the digital efficiency targets for Directorates belong to the Directorates, there have been difficulties in ensuring Directorates fully own these efficiencies and undertake adequate measures to engage with the tools and skills of the Digital Council Programme to realise the efficiencies.

During project delivery, as the position of Future State Operating Model sign off is reached, the Programme has experienced significant delays from Service Areas across the organisation around the realisation of the efficiencies. The delay in the sign-off/agreement of the efficiencies to be achieved in the future state operating model results in delays in the development process or can create blockages in the development pipelines, as the Programme has adopted an approach to only proceed with technical developments when the Service Area is fully committed and engaged to the future operating model and associated realisation of efficiencies.

6. **Data Quality:** in undertaking business process re-engineering across the Council, the Programme has encountered data quality issues within Service Areas to undertake full transformation and present the data to the customer

allowing them to self-serve and undertake transactions without the need for traditional telephone and face to face access channels. The impact on some of these data quality issues has resulted in the Programme not being able to put developments live, as well as increasing the development time through working with Service Areas and Audit to resolve these issues in preparation for transformation.

OPTIONS CONSIDERED

27. There are no options to consider in this report.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

28. This report will have an impact on the council's key outcomes:

	Outcomes	Implications
	All people in Doncaster benefit from a thriving and resilient economy.	None
	People live safe, healthy, active and independent lives.	None
	People in Doncaster benefit from a high quality built and natural environment.	None
	All families thrive.	None
	Council services are modern and value for money.	The modernisation across the organisation will contribute to reduction in the organisation's operating budget by providing modern and efficient business processes and services to residents.
	Working with our partners we will provide strong leadership and governance.	None

RISKS AND ASSUMPTIONS

29. The Digital Council Programme has a complete Risk & Issue Register in place to monitor all risks and issues at both project and programme level. The main direct risk associated with the contents of this report are as detailed below:

1. **Efficiencies** – the financial position detailed in this report and the realisation of efficiencies by Directorates are not met, resulting in a budget gap for the Council in achieving those required by 31 March 2016 and efficiencies requiring “one-off” buy-outs and being carried forward into financial year 17/18.
2. **Engagement** – Directorates (Service Areas) do not engage with the Programme and do not identify Business Change Managers resulting in the Programme not being able to meet the scheduled end date of 31 October 2017.
3. **Competing Transformation** – other transformation projects and programmes ongoing across the Council create conflict and pressures on resources to deliver transformation and achieve efficiencies.

4. **Recruitment & Retention** – due to the short life-cycle remaining for Digital Council, the Programme cannot retain or recruit the additional or replacement resources required.
5. **Data Quality** - as the Programme continues to deliver against the Plan, if data quality issues are encountered working with Service Areas, the delivery schedule may be delayed in resolving/waiting for the resolution of those issues.

LEGAL IMPLICATIONS

30. Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do. Section 111 of the Local Government Act 1972 gives an Authority power to purchase goods and services.

31. Legal services should continue to be consulted to provide the appropriate advice and documentation. The Council's constitution should be complied with including the CPRs and FPRs. Any procurements should be undertaken in accordance with the Public Contracts Regulations 2015 where applicable.

32. In taking this decision, the decision maker must be aware of their obligations under section 149 Equality Act 2010. This section contains the Public Sector Equality Duty (PSED). It obliges public authorities, when exercising their functions, to have 'due regard' to the need to:

- a. Eliminate discrimination, harassment and victimization and other conduct which the Act prohibits;
- b. Advance equality of opportunity; and
- c. Foster good relations between people who share relevant protected characteristics and those who do not.

33. The relevant protected characteristics under the Equality Act are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnerships, but only in respect of eliminating unlawful discrimination.

34. Case law has established the following requirements for the PSED to be exercised lawfully:

- The equality duties are an integral and important part of the mechanisms for ensuring the fulfilment of the aims of anti-discrimination legislation;
- The relevant duty is on the decision maker personally. What matters is what he or she took into account and what he or she knew. The decision maker cannot be taken to know what his or her officials know or what may have been in the minds of officials in proffering their advice;
- It is important to record the steps taken by the decision maker in seeking to meet the statutory requirements in order to demonstrate that the duty has been discharged;
- The decision-maker must assess the risk and extent of any adverse impact and the ways in which such risk may be eliminated before the adoption of a proposed policy. It is not sufficient for due regard to be a "rear-guard action" following a concluded decision;

- In order to be able to discharge the duty the decision-maker must have information about the potential or actual equality impact of a decision. This information will often be gained in part through consultation;
- The duty must be exercised in substance, with rigour, and with an open mind. It is not a question of ticking boxes; while there is no duty to make express reference to the regard paid to the relevant duty, reference to it and to the relevant criteria reduces the scope for argument;
- General regard to issues of equality are not the same as having specific regard, by way of conscious approach to the statutory criteria;
- Officers reporting to decision makers, on matters material to the discharge of the duty, must not merely tell the decision maker what he/she wants to hear but they have to be “rigorous in both enquiring and reporting to them”;
- Although it is for the court to review whether a decision-maker has complied with the PSED, it is for the decision-maker to decide how much weight should be given to the various factors informing the decision, including how much weight should be given to the PSED itself;
- The duty is a continuing one.

35. Decision makers should in particular note that the duty is for them personally. It is not sufficient to rely on advising officers to discharge the duty by the preparation of the due regard statement and this report. Decision makers must themselves read and actively take into consideration the due regard statement and the consultation materials.

36. Decision makers should also note that as the duty is a continuing one, it will be necessary for decision-makers to have due regard again at the time at which subsequent decisions may be taken. There should be a record/audit trail of how due regard has been shown.

37. The decision maker must also pay regard to any countervailing factors, which it is proper and reasonable for you to consider. Budgetary pressures, economics and practical factors will often be important. The weight of these countervailing factors in the decision making process is a matter for the decision maker.

FINANCIAL IMPLICATIONS

38. The Digital Council Programme has a total saving allocation of £4.760m to achieve and to date £2.814m has been delivered, which leaves £1.946m outstanding.

39. Throughout the remainder of 2016/17 the programme plans to achieve £1.094m of this outstanding balance, which will leave a saving target of £0.852m to be identified and delivered in 2017/18. It should be noted L&O:CYP have a directorate saving total within this programme of £0.392m which will be met by one off and ongoing resources in 2016/17 and it is still to be determined what the exact split of this will be. Any use of one off resources in 2016/17 means a solution to the saving pressure will still need to be identified and delivered in 2017/18.

40. The financial position of the Digital Council programme is reported quarterly via the DN17 Programme (Modernisation Implementation Board) and is regularly reviewed so the most up to date position is always available.

41. The resourcing of the Digital Council programme is under review due mainly to

the extended delivery timescale to the 31st October 2017 and further reports will provide an update as required.

HUMAN RESOURCES IMPLICATIONS

42. The implementation of new improved technologies means it is important to ensure that staff are trained and developed to be able to use them which in turn ensures an improved service to customers.

43. Extending the life of the Digital Programme to October 2017 may have an impact on the staff delivering the programme. Temporary staff may need to have contracts extended and vacancies may be more difficult to fill. It is possible that agency workers may need to be sought to provide the necessary skills to complete the programme which is likely to be more expensive than recruiting temporary employees. The Hiring and Managing Agency Workers Policy must be followed if a need to source agency workers is identified.

44. Services undergoing transformation may find that efficiencies delivered impact on the number of staff needed which may result in a need to reduce staffing levels, leading to a need to try to redeploy staff into other roles. Where redeployment is not possible this is likely to result in redundancies. More detailed HR advice should be sought at the relevant time with appropriate policies, procedures and processes followed.

TECHNOLOGY IMPLICATIONS

45. Technology will continue to be an essential enabler to the delivery of the Digital Council Programme, together with its interfaces to the Digital Inclusion, Customer Services and ICT Strategies.

46. Although much of the technical infrastructure to deliver the required capability is now in place or currently being implemented, it is likely that additional technology will be needed to build upon the excellent progress made to date and support the delivery of the additional functionality, enhanced customer experience and delivery of internal modernisation, outlined above.

47. A business case detailing the ICT technical requirements and deliverables of the Digital Council Programme through a forward plan to achieve the strategic vision of the organisation was considered and approved by the Council's ICT Governance Board (IGB) at their meeting in August 2016.

EQUALITY IMPLICATIONS

48. The delivery of the Digital Council Programme has direct equality implications on residents, the equality implications arising out of the Programme's deliverables are defined within the Digital Council Programme – Due Regard Statement which ensures that whilst transformation encourages residents to utilise and access services online, the Council will not close traditional face-to-face and telephone access points, it will however ensure services are quicker and easier to access online and therefore become the preferred way of contacting the Council for the majority of residents.

49. The Programme also has in place a Digital Inclusion Strategy forming part of the Due Regard Statement to ensure that the Council provides and sign-posts

residents who want to access services online to training, support and access points to support inclusion.

CONSULTATION

50. This report has been developed in consultation with the following Boards and transformation projects currently in delivery:

- DN17 Programme (Modernisation Implementation Board);
- Digital Council Programme Board; and
- Directorate Leadership Teams.

BACKGROUND PAPERS

51. This report should be read in conjunction with the following appendices:

- Appendix 1 – State of the (Digital Council) Programme 16/17
- Appendix 2 – Digital Council Programme Plan as at Q2 16/17
- Appendix 3 – Project & Financial Position as at Q2 16/17

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Digital Council

State of the Programme - 16/17 (Q2)

VISION

"A Council Fit for the Future" – Doncaster Council will be a modern digital authority both internally and externally, with all services on-line. It will provide a modern, high quality and efficient integrated front office with resulting improved service delivery through redesigned business processes, improved technology, mobile working and higher skilled staff. It will also utilise the resulting business intelligence to become a more intelligent and proactive organisation and remove barriers to technology assisting Doncaster as a place, allowing its people to thrive.

Headline Statistics



2.8m savings achieved



65% Of Programme Scope Achieved



20% Residents Accessing Online



1538 Staff Trained



2493 Residents Engaged with

Key Achievements



Waste & Recycling Online inc. Missed, Additional & Bulkies



New fully transactional website & intranet with tracker



Continued improvement on Blue Badges



Council Tax Online Account Management & eBilling



Planning Enforcement Online



Track My Service Request Online



Winter Services Online inc. snow & ice clearance



Business Rates Online Account Management & eBilling



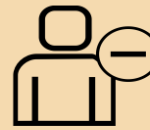
A Single Customer Record through integrating key data sets



School Bus Passes Online with links to SYPTE



Alley Gates - Damaged /Replacement Key Online



Complaints, Compliments & FOI Online



Online Booking and Payment for Pest Control



Online Market Stall Application & Payment



Mobile Working for Adult Social Care Teams



Online Self Help, Raising a Concern and Information & Advice for Adults



One Stop Shop providing a single access point for customers



Online ability to search current and proposed housing development sites

TARGETS

Residents Accessing Online



Current achievable based on Doncaster Mosaic data set.

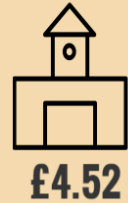
Further 1.9m to achieve



Further £1.9 million to be achieved against the £5 million target of reducing the Council's operating budget

What we know...

Below details how much the following average contact methods cost the Council, demonstrating the drive to service access online.



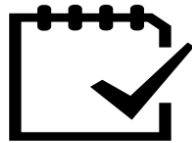
Based on Mosaic data 73,150 households in Doncaster are willing to shift to online access

THE KEY DELIVERABLES IN DEVELOPMENT...

As the Digital Council Programme enters its final two quarters of 16/17, it has a large number of deliverables to achieve to ensure the target of 55% of customers accessing our services online as well as a further £1.9 million reduction to the Council's operating budgets. The below demonstrates how this will be achieved:



Automated Tell Us Once (Report a Death) with integration to the Single Customer Record



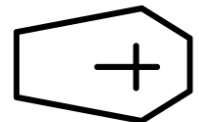
Online processes to report, manage and resolve pupil attendance & welfare



Reduction in paper and post volumes coming in to and going out of the Council



Ability to apply for licenses, book meter seals and tests online



Improvements to the Bereavement Service with online access and bookings



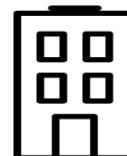
Introduction of Benefits Online with full account management and risk based verification



Continued modernisation of Adult Social Care in line with the Conversation Model



Efficient processes for child social care with mobile working



Online planning and building control applications with bookings



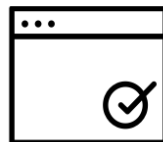
Online booking for Registrars with functionality to order certificate



Further enhancements to online parking management and service process improvements



Modernisation of enforcement provide online access and mobile working for the workforce



Implementation of increased self-service for the workforce, providing efficient internal services



Continuation of mobile working across all Directorates and improvements to existing provision



Continued enhancement of the Single Customer Record providing the organisation with business intelligence



ID	Task Name	Duration	Start	Finish	March	May	July	September	November	January	March	May	July	September
1	Digital Council Programme 16/17	426 days	Thu 10/03/16	Thu 26/10/17										
2	Digital Council PgM Board	261 days	Fri 01/04/16	Fri 31/03/17										
3	Board	1.5 hrs	Mon 18/04/16	Mon 18/04/16										
4	Board	1.5 hrs	Mon 23/05/16	Mon 23/05/16										
5	Board	1.5 hrs	Mon 20/06/16	Mon 20/06/16										
6	Board	1.5 hrs	Mon 18/07/16	Mon 18/07/16										
7	Board	1.5 hrs	Mon 15/08/16	Mon 15/08/16										
8	Board	1.5 hrs	Wed 21/09/16	Wed 21/09/16										
9	Board	1.5 hrs	Mon 17/10/16	Mon 17/10/16										
10	Board	1.5 hrs	Mon 21/11/16	Mon 21/11/16										
11	Board	1.5 hrs	Mon 19/12/16	Mon 19/12/16										
12	Board	1.5 hrs	Mon 16/01/17	Mon 16/01/17										
13	Board	1.5 hrs	Mon 20/02/17	Mon 20/02/17										
14	Board	1.5 hrs	Mon 20/03/17	Mon 20/03/17										
15	Digital Council - CS Target	261 days	Fri 01/04/16	Fri 31/03/17										
16	Q1 25%	65 days	Fri 01/04/16	Thu 30/06/16										
17	Q2 32%	66 days	Fri 01/07/16	Fri 30/09/16										
18	Q3 42%	66 days	Mon 03/10/16	Sat 31/12/16										
19	Q4 - 55%	65 days	Mon 02/01/17	Fri 31/03/17										
20	Digital Council Efficiency Target	261 days	Fri 01/04/16	Fri 31/03/17										
21	Q1 £3.02m	65 days	Fri 01/04/16	Thu 30/06/16										
22	Q2 £3.65m	66 days	Fri 01/07/16	Fri 30/09/16										
23	Q3 £4.27m	65 days	Mon 03/10/16	Fri 30/12/16										

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Project: Programme Plan - Sprin Date: Wed 09/11/16	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Name	Duration	Start	Finish	March	May	July	September	November	January	March	May	July	September
24	Q4 £5.00m	65 days	Mon 02/01/17	Fri 31/03/17										
25	Digital Council Sprint	279 days	Fri 01/04/16	Wed 26/04/17	[Timeline bar from March to September]									
26	Sprint 14	17 days	Fri 01/04/16	Mon 25/04/16	[Task bar]									
27	Sprint 15	18 days	Tue 26/04/16	Thu 19/05/16		[Task bar]								
28	Sprint 16	14 days	Fri 20/05/16	Wed 08/06/16			[Task bar]							
29	Sprint 17	15 days	Thu 09/06/16	Wed 29/06/16				[Task bar]						
30	Sprint 18	15 days	Thu 30/06/16	Wed 20/07/16					[Task bar]					
31	Sprint 19	15 days	Thu 21/07/16	Wed 10/08/16						[Task bar]				
32	Sprint 20	15 days	Thu 11/08/16	Wed 31/08/16							[Task bar]			
33	Sprint 21	15 days	Thu 01/09/16	Wed 21/09/16								[Task bar]		
34	Sprint 22	15 days	Thu 22/09/16	Wed 12/10/16									[Task bar]	
35	Sprint 23	15 days	Thu 13/10/16	Wed 02/11/16										[Task bar]
36	Sprint 24	15 days	Thu 03/11/16	Wed 23/11/16										[Task bar]
37	Sprint 25	15 days	Thu 24/11/16	Wed 14/12/16										[Task bar]
38	Sprint 26	20 days	Thu 15/12/16	Wed 11/01/17										[Task bar]
39	Sprint 27	15 days	Thu 12/01/17	Wed 01/02/17										[Task bar]
40	Sprint 28	15 days	Thu 02/02/17	Wed 22/02/17										[Task bar]
41	Sprint 29	15 days	Thu 23/02/17	Wed 15/03/17										[Task bar]
42	Sprint 30	15 days	Thu 16/03/17	Wed 05/04/17										[Task bar]
43	Sprint 31	15 days	Thu 06/04/17	Wed 26/04/17										[Task bar]
44	Learning & Opportunities & Children's Trust	376 days	Thu 19/05/16	Thu 26/10/17	[Timeline bar from May to October]									
45	Engage	14 days	Thu 19/05/16	Tue 07/06/16		[Task bar]								
46	Define	14 days	Wed 08/06/16	Mon 27/06/16			[Task bar]							

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Project: Programme Plan - Sprin Date: Wed 09/11/16	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Name	Duration	Start	Finish	March	May	July	September	November	January	March	May	July	September
47	Analyse	25 days	Tue 28/06/16	Mon 01/08/16										
48	Re-Design	25 days	Fri 02/09/16	Thu 06/10/16										
49	Implementation	200 days	Mon 02/01/17	Fri 06/10/17										
50	P1	50 days	Mon 02/01/17	Fri 10/03/17										
51	P2	50 days	Mon 13/03/17	Fri 19/05/17										
52	P3	50 days	Mon 22/05/17	Fri 28/07/17										
53	P4	50 days	Mon 31/07/17	Fri 06/10/17										
54	Review	14 days	Mon 09/10/17	Thu 26/10/17										
55	Learning & Opportunities	243 days	Fri 01/04/16	Tue 07/03/17										
56	APWS	243 days	Fri 01/04/16	Tue 07/03/17										
57	Engage	1 day	Fri 01/04/16	Fri 01/04/16										
58	Define	1 day	Fri 01/04/16	Fri 01/04/16										
59	Analyse	1 day	Fri 01/04/16	Fri 01/04/16										
60	Re-Design	1 day	Fri 01/04/16	Fri 01/04/16										
61	Implement	233 days	Fri 01/04/16	Tue 21/02/17										
62	P1a - Capita CIEE upgrade	1 day	Fri 01/04/16	Mon 04/04/16										
63	P1b - Capita CSS upgrade	170 days	Fri 01/04/16	Fri 25/11/16										
64	P2 - Web forms	196 days	Wed 18/05/16	Wed 15/02/17										
65	P3 - Remote Working	173 days	Wed 18/05/16	Fri 13/01/17										
66	P4 - IFO	5 days	Wed 15/02/17	Tue 21/02/17										
67	Review	10 days	Wed 22/02/17	Tue 07/03/17										
68	Adults, Health & Wellbeing	360 days	Fri 01/04/16	Thu 17/08/17										
69	DOLs	92 days	Fri 01/04/16	Mon 08/08/16										

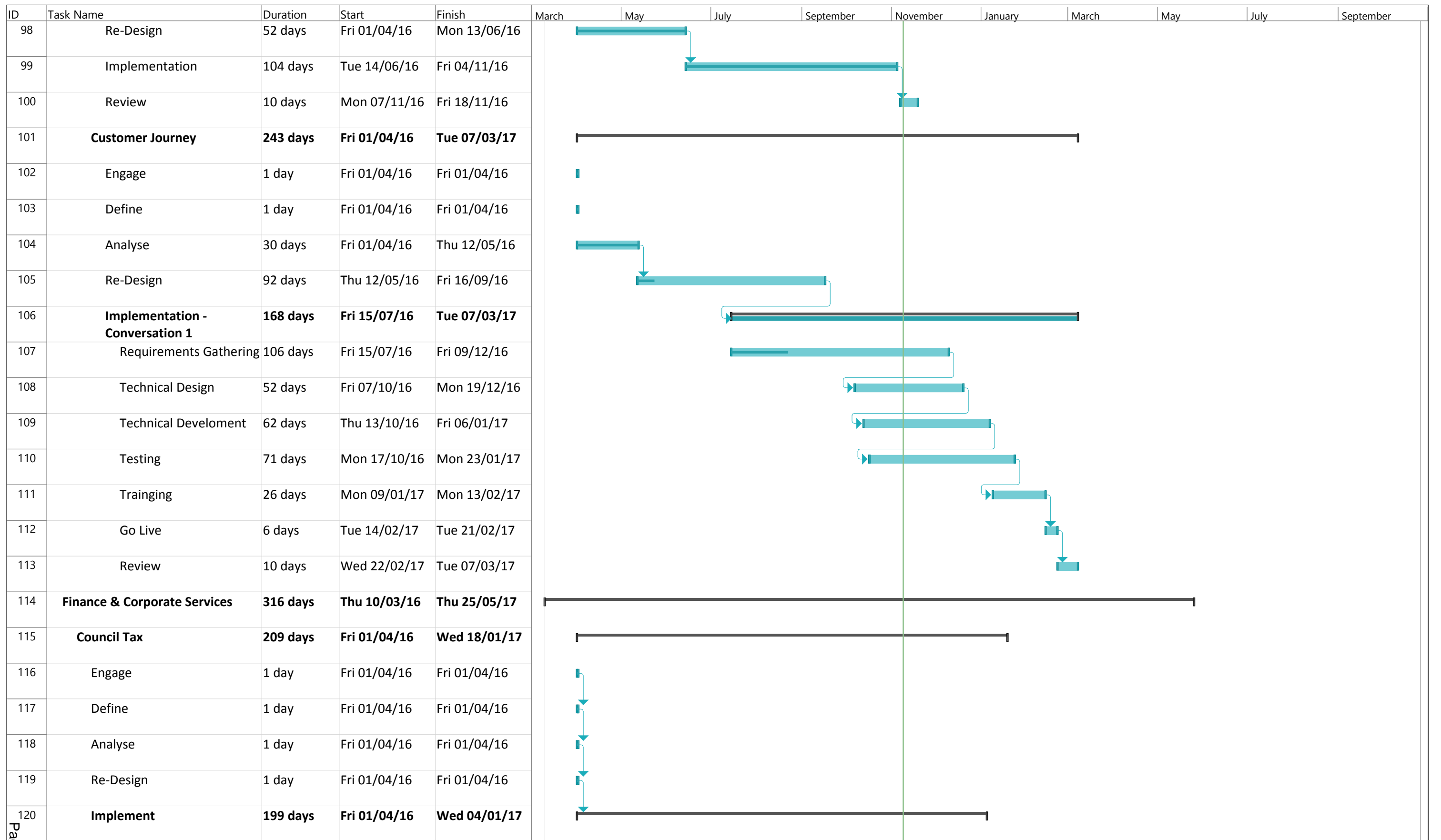
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Project: Programme Plan - Sprin Date: Wed 09/11/16	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Name	Duration	Start	Finish	March	May	July	September	November	January	March	May	July	September
76	HEART	360 days	Fri 01/04/16	Thu 17/08/17										
77	Engage	1 day	Fri 01/04/16	Fri 01/04/16										
78	Define	1 day	Mon 04/04/16	Mon 04/04/16										
79	Analyse	42 days	Tue 05/04/16	Wed 01/06/16										
80	Re-Design	64 days	Thu 02/06/16	Tue 30/08/16										
81	Implementation	77 days	Tue 14/06/16	Wed 28/09/16										
82	P1 - 4 Webforms & Basic Mobile Working	45 days	Fri 31/03/17	Thu 01/06/17										
83	P2 - Booking System	45 days	Fri 31/03/17	Thu 01/06/17										
84	P3 - Full Integration & Performance Management Improvements	45 days	Fri 02/06/17	Thu 03/08/17										
85	Review	10 days	Fri 04/08/17	Thu 17/08/17										
86	IBI	243 days	Fri 01/04/16	Tue 07/03/17										
87	IAG & Self Help	162 days	Fri 01/04/16	Mon 14/11/16										
88	Engage	1 day	Fri 01/04/16	Fri 01/04/16										
89	Define	1 day	Fri 01/04/16	Fri 01/04/16										
90	Analyse	1 day	Fri 01/04/16	Fri 01/04/16										
91	Re-Design	43 days	Fri 01/04/16	Tue 31/05/16										
92	Implementation	109 days	Wed 01/06/16	Mon 31/10/16										
93	Review	10 days	Tue 01/11/16	Mon 14/11/16										
94	Remote Working & Culture	166 days	Fri 01/04/16	Fri 18/11/16										
95	Engage	1 day	Fri 01/04/16	Fri 01/04/16										
96	Define	1 day	Fri 01/04/16	Fri 01/04/16										
97	Analyse	1 day	Fri 01/04/16	Fri 01/04/16										

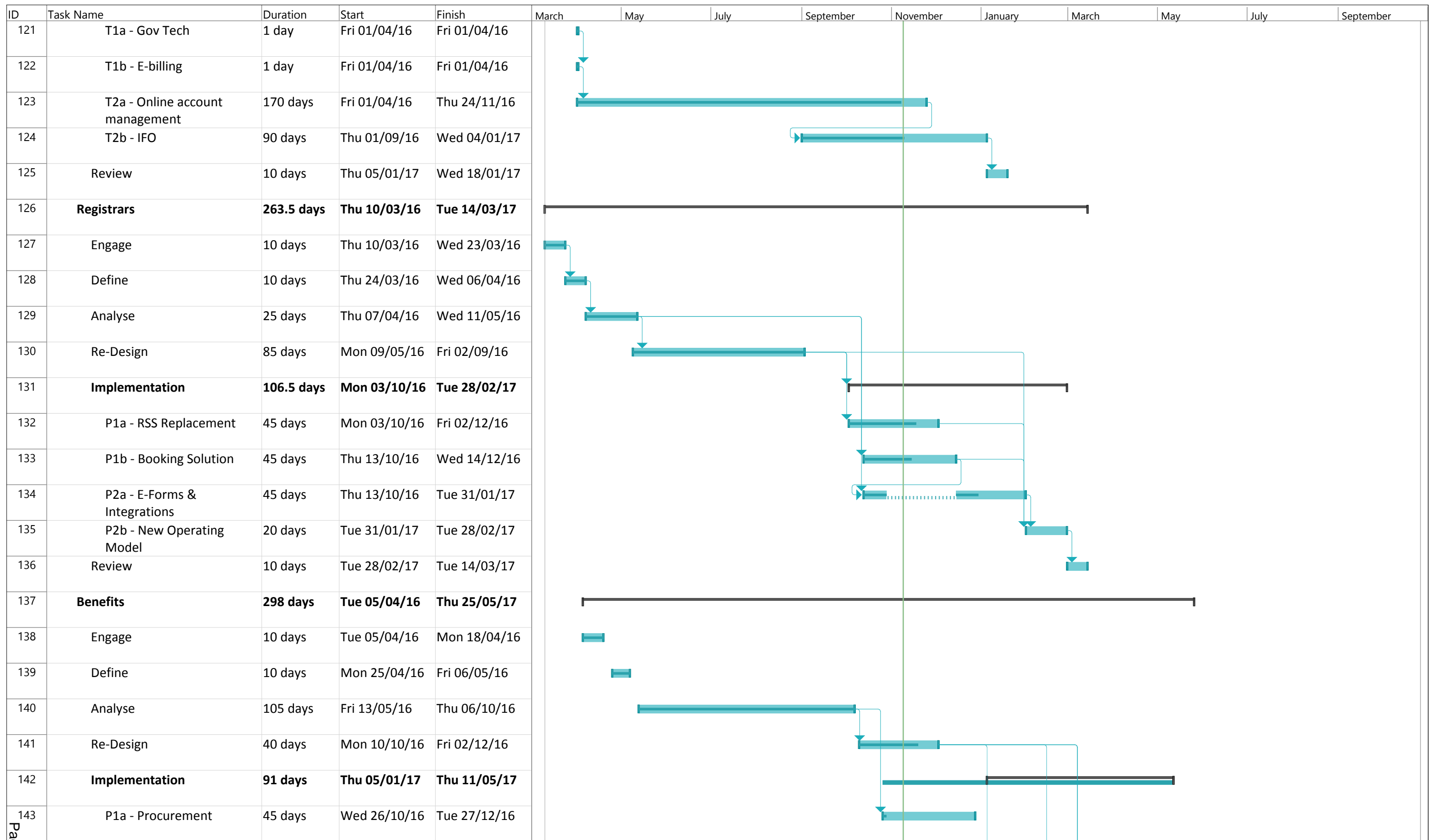
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Project: Programme Plan - Sprin Date: Wed 09/11/16	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			



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Project: Programme Plan - Sprin Date: Wed 09/11/16	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			



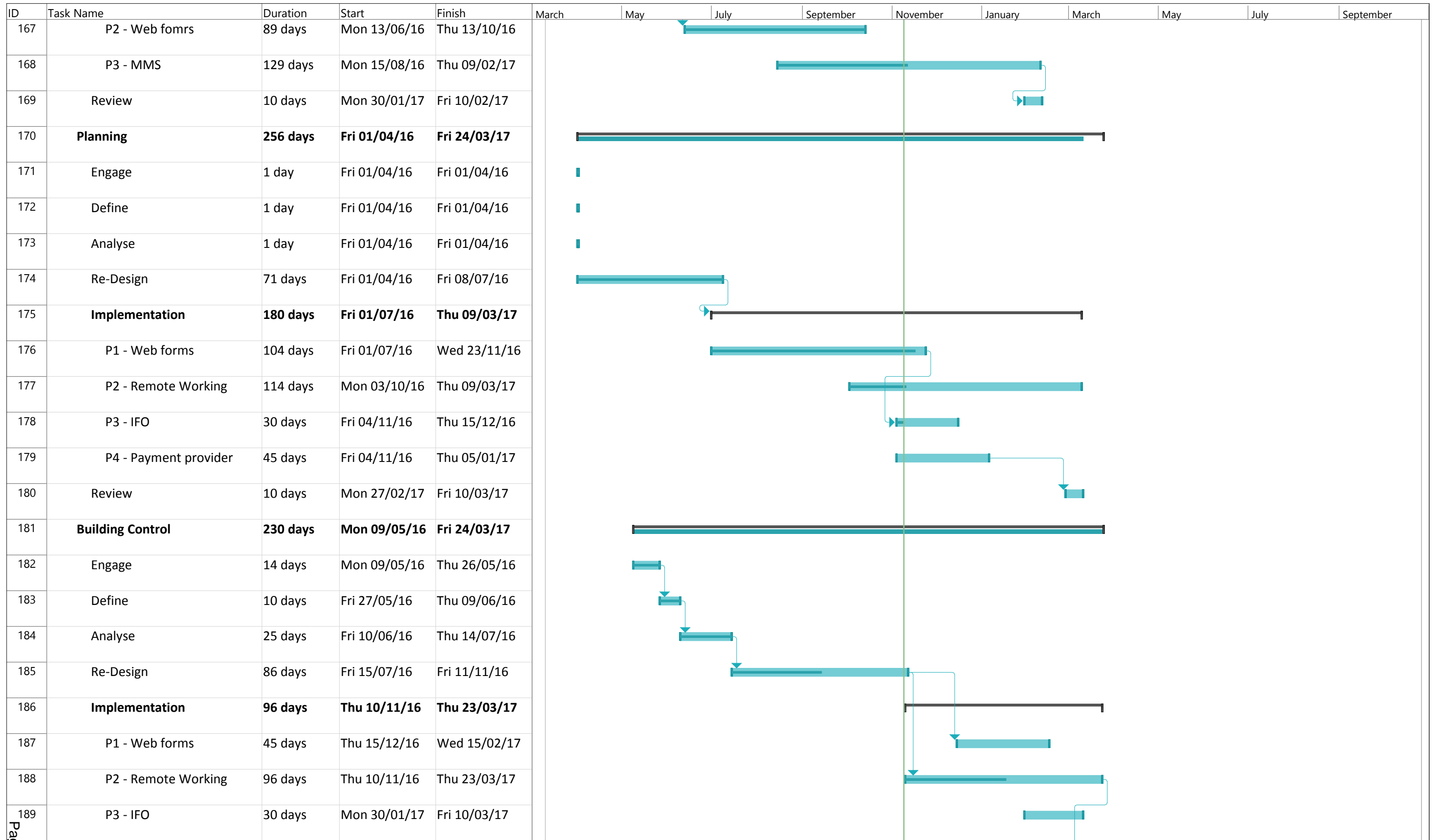
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Project: Programme Plan - Sprin Date: Wed 09/11/16	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Name	Duration	Start	Finish	March	May	July	September	November	January	March	May	July	September
144	P2 - Risk Based Verification	45 days	Thu 05/01/17	Wed 08/03/17										
145	P3 - Full Online Account Management	45 days	Thu 16/02/17	Wed 19/04/17										
146	P4 - Landlord Portal	45 days	Thu 09/03/17	Wed 10/05/17										
147	P5 - Integrated Front Office	20 days	Thu 09/03/17	Wed 05/04/17										
148	Review	10 days	Fri 12/05/17	Thu 25/05/17										
149	Enforcement	215 days	Mon 28/11/16	Fri 22/09/17										
150	Engage	10 days	Mon 28/11/16	Fri 09/12/16										
151	Define	10 days	Mon 12/12/16	Fri 23/12/16										
152	Analyse	45 days	Mon 26/12/16	Fri 24/02/17										
153	Re-Design	45 days	Mon 27/02/17	Fri 28/04/17										
154	Implementation	95 days	Mon 01/05/17	Fri 08/09/17										
155	P1	45 days	Mon 01/05/17	Fri 30/06/17										
156	P2	25 days	Mon 03/07/17	Fri 04/08/17										
157	P3	25 days	Mon 07/08/17	Fri 08/09/17										
158	Review	10 days	Mon 11/09/17	Fri 22/09/17										
159	Regeneration & Environment	404 days	Fri 01/04/16	Wed 18/10/17										
160	Markets	226 days	Fri 01/04/16	Fri 10/02/17										
161	Engage	1 day	Fri 01/04/16	Fri 01/04/16										
162	Define	1 day	Fri 01/04/16	Fri 01/04/16										
163	Analyse	1 day	Fri 01/04/16	Fri 01/04/16										
164	Re-Design	57 days	Fri 01/04/16	Mon 20/06/16										
165	Implementation	186 days	Fri 27/05/16	Fri 10/02/17										
166	P1 - Cashless / Data integrity	40 days	Fri 27/05/16	Thu 21/07/16										

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Project: Programme Plan - Sprin Date: Wed 09/11/16	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			



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Project: Programme Plan - Sprin Date: Wed 09/11/16	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			



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Project: Programme Plan - Sprin Date: Wed 09/11/16	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			

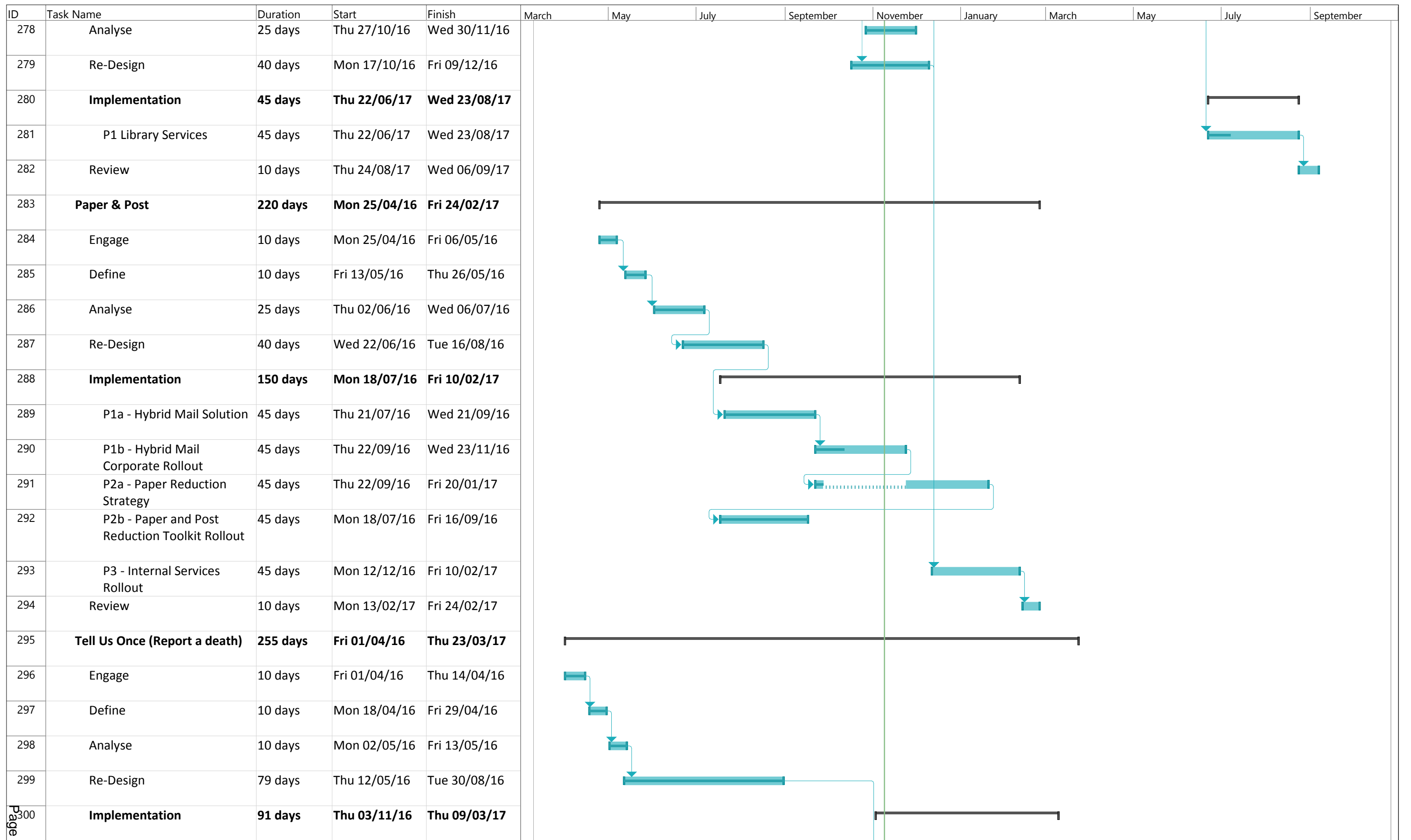
ID	Task Name	Duration	Start	Finish	March	May	July	September	November	January	March	May	July	September
219	P3 New Customer contact model	45 days	Mon 27/02/17	Fri 28/04/17										
220	P4 - Outsourcing of in house functions	45 days	Mon 27/02/17	Fri 28/04/17										
221	P5 Expansion of Rose Hill to offer new services and boost revenue	45 days	Mon 27/02/17	Fri 28/04/17										
222	Review	10 days	Mon 01/05/17	Fri 12/05/17										
223	Zero Fares	120 days	Fri 01/04/16	Thu 15/09/16	[Summary Bar]									
232	Transport	230 days	Thu 01/12/16	Wed 18/10/17										
233	Engage	10 days	Thu 01/12/16	Wed 14/12/16										
234	Define	10 days	Thu 15/12/16	Wed 28/12/16										
235	Analyse	25 days	Thu 29/12/16	Wed 01/02/17										
236	Re-Design	40 days	Thu 02/02/17	Wed 29/03/17										
237	Implement	145 days	Thu 30/03/17	Wed 18/10/17										
238	P1 - TBD	45 days	Thu 30/03/17	Wed 31/05/17										
239	P2 - TBD	45 days	Thu 01/06/17	Wed 02/08/17										
240	P3 - TBD	45 days	Thu 03/08/17	Wed 04/10/17										
241	Review	10 days	Thu 05/10/17	Wed 18/10/17										
242	Strategic Housing	114 days	Fri 01/04/16	Wed 07/09/16	[Summary Bar]									
249	Cross Cutting	378 days	Fri 01/04/16	Tue 12/09/17	[Summary Bar]									
250	Internal Services	288 days	Mon 06/06/16	Wed 12/07/17										
251	Finance & Corporate Services	261 days	Mon 06/06/16	Mon 05/06/17										
252	Engage	10 days	Mon 20/06/16	Fri 01/07/16										
253	Define	10 days	Fri 29/07/16	Thu 11/08/16										
254	Analyse	25 days	Mon 12/09/16	Fri 14/10/16										

Project: Programme Plan - Sprin Date: Wed 09/11/16	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Name	Duration	Start	Finish	March	May	July	September	November	January	March	May	July	September
255	Re-Design	40 days	Mon 17/10/16	Fri 09/12/16										
256	Implement	135 days	Thu 05/01/17	Wed 12/07/17										
257	P1 - Corporate Accounts	45 days	Thu 05/01/17	Wed 08/03/17										
258	P2 - Financial Management	45 days	Thu 26/01/17	Wed 29/03/17										
259	P3 - HR & OD	45 days	Thu 16/02/17	Wed 19/04/17										
260	P4 - Customer, Digital & ICT	45 days	Thu 09/03/17	Wed 10/05/17										
261	P5 - Corporate Procurement	45 days	Thu 30/03/17	Wed 31/05/17										
262	P6 - Financial Systems	45 days	Thu 20/04/17	Wed 21/06/17										
263	P7 - Legal Systems	45 days	Thu 11/05/17	Wed 12/07/17										
264	Internal Services - Regeneration & Environment	322 days	Mon 20/06/16	Tue 12/09/17										
265	Engage	10 days	Mon 20/06/16	Fri 01/07/16										
266	Define	10 days	Mon 11/07/16	Fri 22/07/16										
267	Analyse	25 days	Mon 12/09/16	Fri 14/10/16										
268	Re-Design	40 days	Mon 17/10/16	Fri 09/12/16										
269	Implementation	165 days	Thu 05/01/17	Wed 23/08/17										
270	P1 - FM & Traded Services	45 days	Thu 05/01/17	Wed 08/03/17										
271	P2 - Commercial Services	45 days	Thu 11/05/17	Wed 12/07/17										
272	P3 - Highways, Streets and Transport	45 days	Thu 01/06/17	Wed 02/08/17										
273	P4 - Corporate Safety	45 days	Thu 22/06/17	Wed 23/08/17										
274	Review	10 days	Thu 24/08/17	Wed 06/09/17										
275	Internal Services - Adult, Health & Wellbeing	322 days	Mon 20/06/16	Tue 12/09/17										
276	Engage	10 days	Mon 19/09/16	Fri 30/09/16										
277	Define	10 days	Fri 07/10/16	Thu 20/10/16										

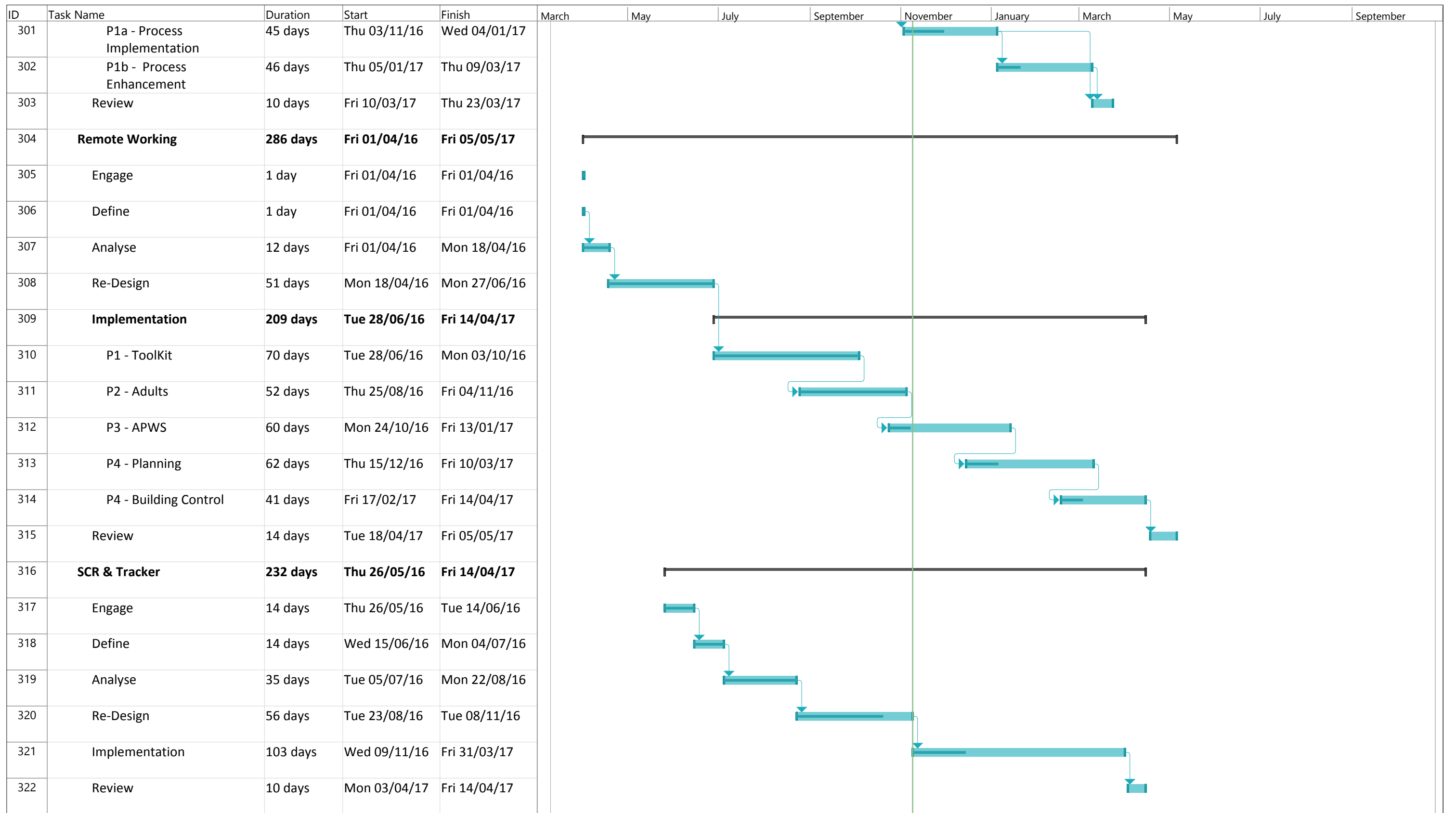
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Project: Programme Plan - Spring Date: Wed 09/11/16	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			



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Project: Programme Plan - Sprin Date: Wed 09/11/16	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			



Project: Programme Plan - Sprin Date: Wed 09/11/16	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			

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Appendix 3: Project & Financial Positions as at Q2 16/17

Current Programme Financial Position Overview:

Directorate Achievements to Date:	11/12:	12/13:	13/14:	14/15:	15/16:	Total Achieved up to 15/16:	16/17 Achieved to date:	Total Current Position:
Adult's Health & Wellbeing	£ 00,000.00	£ 00,000.00	£104,950.00	£ 69,900.00	£190,040.00	£364,890.00	£ 00,000.00	£364,890.00
Learning & Opportunities: CYP	£ 00,000.00	£ 00,000.00	£ 00,000.00	£ 10,000.00	£ 00,000.00	£ 00,000.00	£ 00,000.00	£ 00,000.00
Children's Trust	£ 00,000.00	£ 00,000.00	£ 00,000.00	£ 00,000.00	£445,000.00	£445,000.00	£390,800.00	£835,800.00
Finance & Corporate Services	£117,890.00	£ 72,890.00	£103,640.00	£157,170.00	£230,280.00	£681,870.00	£225,710.00	£907,580.00
Regeneration & Environment	£ 00,000.00	£106,130.00	£389,400.00	£ 93,920.00	£ 36,810.00	£626,260.00	£ 79,840.00	£706,100.00
Total Achieved:						£2,118,020.00		
							Total Achieved Inc. 16/17:	£ 696,350.00
							Total Current Position:	£2,814,370.00

Predicted Financial Position at end of 16/17 (by Directorate):

Predicted Adults, Health & Wellbeing Financial Position by 31.03.2017:

Adults, Health & Wellbeing	GREEN:		AMBER:		RED:
Projects total expecting to achieve full profile by 31.03.17	£ 112,046.00	Projects total expecting to achieve part profile by 31.03.17	£ 112,050.00	Projects total expecting to not profile by 31.03.17	£ 491,894.00
Expected Total at 31.03.2017 (Green + AMBER Achieved)		£224,096.00		Project Efficiencies removed from the Programme profile (pressure)	£ 0
	TOTAL REQUIRED:	£715,990.00		AMBER Not Achieved C/F to 17/18 (part year effect)	£ 0
TOTAL C/FWD 17/18					£ 491,894.00

Predicted Finance & Corporate Services Financial Position by 31.03.2017:

Finance & Corporate Services	GREEN:		AMBER:		RED:
Projects total expecting to achieve full profile by 31.03.17	£ 41,220.00	Projects total expecting to achieve part profile by 31.03.17	£ 0,000.00	Projects total expecting to not profile by 31.03.17	£ 0
Expected Total at 31.03.2017 (Green + AMBER Achieved)		£41,220.00		Project Efficiencies removed from the Programme profile (pressure)	£ 0
	TOTAL REQUIRED:	£41,220.00		AMBER Not Achieved C/F to 17/18 (part year effect)	£ 0
TOTAL C/FWD 17/18					£ 0

Predicted Learning & Opportunities: CYP Financial Position by 31.03.2017:

Learning & Opportunities: CYP	GREEN:		AMBER:		RED:
Projects total expecting to achieve full profile by 31.03.17	£ 392,180.00	Projects total expecting to achieve part profile by 31.03.17	£ 0,000.00	Projects total expecting to not profile by 31.03.17	£ 0
Expected Total at 31.03.2017 (Green + AMBER Achieved)		£392,180.00		Project Efficiencies removed from the Programme profile (pressure)	£ 0
	TOTAL REQUIRED:	£392,180.00		AMBER Not Achieved C/F to 17/18 (part year effect)	£ 0
TOTAL C/FWD 17/18					£ 0

Predicted Regeneration & Environment Financial Position by 31.03.2017:

Regeneration & Environment	GREEN:		AMBER:		RED:
Projects total expecting to achieve full profile by 31.03.17	£ 44,910.00	Projects total expecting to achieve part profile by 31.03.17	£ 391,830.00	Projects total expecting to not profile by 31.03.17	£ 229,950.00
Expected Total at 31.03.2017 (Green + AMBER Achieved)		£436,740.00		Project Efficiencies removed from the Programme profile (pressure)	£ 0
	TOTAL REQUIRED:	£796,240.00		AMBER Not Achieved C/F to 17/18 (part year effect)	£ 129,550.00
TOTAL C/FWD 17/18					£ 359,500.00

Current Project Position (by Directorate):

Adults, Health & Wellbeing Project Status:

Project:	Project Status:	Efficiency Status:	Efficiency Target:	Future State Signed Off:	Achieved 16/17:	Expected End Date:	Status Notes and Delay Causes:
Community Safety	Complete	GREEN	£127,520.00	Yes	N/A	Complete	Full target achieved
Home Alarm Service	Complete	GREEN	£162,520.00	Yes	N/A	Complete	Full target achieved
Anti-Social Behaviour	Complete	GREEN	£46,970.00	Yes	N/A	Complete	Full target achieved
Blue Badge	Complete	GREEN	£25,400.00	Yes	N/A	Complete	Full target achieved
Adult Social Care Teams	RED	RED	£139,810.00	These Projects were merged into Adults Improvement Programme in March 16 (IBI 9a)	£0.00	26.12.16	<p>The targets for these projects were set following extensive observations by PwC in 13/14 (mirror report), calculating efficiencies through delivery of:</p> <ul style="list-style-type: none"> • Remote & Mobile working reducing FTE requirements and operating budgets; • Modern and efficient business processes reducing FTE across administrative functions and social care resources; and • Online access channels and reductions to FTE requirements in delivering reduced traditional telephone and face to face access channels. <p>Despite multiple attempts to engage with the Directorate, across these areas, the Programme was unable to make the desired progress due to availability and engagement of Service Teams to</p>
Integrated Discharge Team	RED	RED	£59,880.00		£0.00	26.12.16	

CALDT (Provision)	RED	RED	£29,900.00	These Projects were merged into Adults Improvement Programme in March 16 (IBI 9a)	£0.00	26.12.16	<p>undertake business process re-engineering and commence the re-engineering as identified by the Mirror Report.</p> <p>Lack of Directorate engagement and subsequent restructures changed some of the service functions initially identified however the efficiencies around transformation of service delivery remain.</p> <p>In March 2016, the Adults Improvement Programme was established to provide transformation across the AH&WB and the Digital Council Programme was tasked with delivering IBI 9a (Digital):</p> <ol style="list-style-type: none"> 1. Information, Advice & Guidance 2. Remote Working & Culture 3. Customer Journey <p>These work streams seek to deliver the same transformation as identified in the 13/14 PwC Mirror Report and recognising the urgency, the Programme did not undertake updated baseline data and verification and moved straight into delivery. To date, the Programme has delivered:</p> <ul style="list-style-type: none"> • 250 staff up-skilled • 170 staff remote working solution • 100 staff equipped for lone working • Online form for Self-Help • Online form for Raise a Concern • Improvements and re-establishment of
CALDT (Assessment)	RED	RED	£26,030.00		£0.00	26.12.16	
Occupational Therapists	RED	RED	£84,880.00		£0.00	26.12.16	
Sensory Team	RED	RED	£26,030.00		£0.00	26.12.16	

							<p>Information, Advice & Guidance via Connect to Support</p> <ul style="list-style-type: none"> • Call Contact monitoring improvements • High level business processes across a number of key processes to support the implementation of Conversation 1,2 & 3.
Home Care Service/ STEPS	RED	RED	£40,780.00		£0.00	26.12.16	<p>As is demonstrated, significant deliverables are already in place to support the transformation, based on the legacy target from 13/14 and 14/15 with no efficiency contributions against Social Care functions, the Directorate should recognise the level of work and commitment already in place and attempt to identify vacancies and in year savings to make contributions to their digital efficiency targets in advance of the 31.03.17.</p>
DOLS	AMBER	RED	£19,090.00	Yes	£0.00		<p>This project is now complete from a Digital Council perspective. A number of improvements were made to back-office data management and the ultimate recommendation for a complete back-office management system. This element is now being managed by the CareFirst Team.</p> <p>The improvements made by the Digital Council Programme have achieved efficiencies and reduced effort however the volume of work has not allowed a reduced operating budget (over budget), therefore the Programme has been unable to obtain agreement to show this as an achieved budget reduction.</p>

							Directorate Leadership Team are asked to consider if this efficiency can be met from elsewhere across the Directorate to support the completion of this work. The work currently being undertaken by the CareFirst Team will further produce efficiencies and allow the actual realisation by December 2016 through the Project Plan discussed with DLT.
HEART	RED	RED	£9,470.00	Yes	£0.00	Unknown – subject to Service future following restructure	<p>This project is currently on hold pending the completion of the AH&WB re-structure and how this Service may operate in the future.</p> <p>The Directorate Leadership Team are asked to consider if this efficiency can be met from elsewhere across the Directorate.</p>
Cross-Organisational:							
Self Service	AMBER	AMBER	£70,030.00	In Development (PwC)	£0.00	23.08.17	<p>This project is currently in delivery and Future State Report and efficiency targets and validation is underway by PwC.</p> <p>It is anticipated that the majority of the efficiencies will be realised through those functions delivering internal services and the targets will be adjusted as per the Future State Report recommendations.</p> <p>There will however be reductions in effort required from staff accessing these functions, and Directorates are asked to consider any contributions that can be made to the targets based on any vacancies and underspend budgets, especially within administrative functions.</p>

Post & Paper	GREEN	AMBER	£28,010.00	Directors Report Approved	£0,00.00	10.02.17	<p>A report has been approved by Directors to reduce the Council's printing and paper consumption by 20% and reduce associated budgets.</p> <p>Final validation is underway to identify the specific service functions with the highest volumes and spend.</p>
Remote Working	GREEN	AMBER	£84,036.00	Directors Report Approved	£0,00.00	10.02.17	<p>This project is currently in delivery and Future State Report and efficiency targets and validation is underway by PwC.</p> <p>There will be reductions in effort required from staff working remotely and reduced operating costs in travel budgets and Directorates are asked to consider any contributions that can be made to the targets based on any vacancies and underspent budgets, especially within teams that undertake remote and mobile working.</p>
Channel Shift	AMBER	AMBER	£42,020.00	In Development (PwC)	£0,00.00	23.08.17	<p>This project is currently in delivery and Future State Report and efficiency targets and validation is underway by PwC.</p> <p>There will be reductions in effort required from staff working with customers accessing telephone and face to face contact methods. Directorates are asked to enforce a consistent approach across the Organisation to deliver and promote online access to both customers and the workforce and consider contributions that can be made to the targets based on any vacancies and underspend budgets, especially within teams that undertake front line customer access functions or administrative roles.</p>

Cashless	RED	RED	£56,024.00	In Development (PwC) & Corporate Finance	£0,00.00	23.08.17	<p>This project is currently in delivery and Future State Report and efficiency targets and validation is underway by PwC.</p> <p>It is anticipated that these figures will be amended as PwC, the Programme work with Finance to identify the target values based on the cash transactions internally and externally to the authority.</p> <p>Directorates are asked to consider any contributions that can be made to these efficiency within functions across the Directorate that specifically deal with cash and administrative functions.</p>
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Finance & Corporate Services Project Status:

Project:	Project Status:	Efficiency Status:	Efficiency Target:	Future State Signed Off:	Achieved 16/17:	Expected End Date:	Status Notes and Delay Causes:
Contact Centre	Complete	GREEN	£313,370.00	Yes	N/A	Complete	Full target achieved
Council Tax	AMBER	GREEN	£233,830.00	Yes	N/A	18.01.17	<p>Full target achieved</p> <p>This project remains in delivery, whilst the status of efficiency is green as all have been achieved, delays in technology integrations have delayed progress, however full completion remains scheduled in advance of 31.03.17.</p>
Benefits	GREEN	GREEN	£194,540.00	Circulated for Sign-off	N/A	25.05.17	<p>Full target achieved</p> <p>This project remains in delivery with the Future State Report circulated for sign-off. Developments of the future state have been</p>

							aligned with the procurement of the core back office system and with the deliverables of Universal Credit.
Insurance	Complete	GREEN	£10,410.00	Yes	N/A	Complete	<i>Full target achieved</i>
Registrars	AMBER	GREEN	£24,300.00	Yes	N/A	14.03.17	<i>Full target achieved</i>
							This project remains in development with the Future State Report signed-off and product development on-going aligning to the re-location of the service. Amber rating has been place on project status as a delay in the procurement of 3 rd party technology (now procured) has delayed the initial completion date, however this project remains scheduled for completion in advance of 31.03.17.
Cross-Organisational:							
Self-Service	AMBER	GREEN	£39,885.00	In Development (PwC)	£39,885.00	05.06.17	This project is currently in delivery and Future State Report and efficiency targets and validation is underway by PwC. It is anticipated that the majority of the efficiencies will be realised through those functions delivering internal services and the targets will be adjusted as per the Future State Report recommendations. Efficiencies achieved
Post & Paper	GREEN	AMBER	£15,882.00	Directors Report Approved	£0,00.00	10.02.17	A report has been approved by Directors to reduce the Council's printing and paper consumption by 20% and reduce associated budgets. Final validation is underway to identify the

							specific service functions with the highest volumes and spend.
Remote Working	GREEN	GREEN	£47,862.00	Directors Report Approved	£47,862.00	10.02.17	<p>This project is currently in delivery and Future State Report and efficiency targets and validation is underway by PwC.</p> <p>Efficiencies achieved</p>
Channel Shift	AMBER	GREEN	£23,931.00	In Development (PwC)	£11,893.00	05.06.17	<p>This project is currently in delivery with Future State Report and efficiency targets/validation underway by PwC.</p> <p>There will be reductions in effort required from staff working with customers accessing telephone and face to face contact methods. Directorates are asked to enforce a consistent approach across the Organisation to deliver and promote online access to both customers and the workforce and consider contributions that can be made to the targets based on any vacancies and underspend budgets, especially within teams that undertake front line customer access functions or administrative roles.</p>
Cashless	RED	GREEN	£31,980.00	In Development (PwC) & Corporate Finance	£18,680.00	05.06.17	<p>This project is currently in delivery and Future State Report and efficiency targets and validation is underway by PwC.</p> <p>It is anticipated that these figures will be amended as PwC, the Programme work with Finance to identify the target values based on the cash transactions internally and externally to the authority.</p> <p>Directorates are asked to consider any contributions that can be made to these</p>

							efficiency within functions across the Directorate that specifically deal with cash and administrative functions.
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Learning & Opportunities: CYP Project Status:

Project:	Project Status:	Efficiency Status:	Efficiency Target:	Future State Signed Off:	Achieved 16/17:	Expected End Date:	Status Notes and Delay Causes:
School Admissions	Complete	RED	£10,000.00	Yes	N/A	N/A	<p><i>This project is complete and efficiencies of £10,000.00 were achieved, however the transformation has well exceeded the target and is achieving circa. 90% channel shift for online applications.</i></p> <p><i>In 16/17 the efficiency achieved of £10,000.00 was reversed as Directorate Leads stated that this was unattainable</i></p> <p><i>The Directorate need to consider the reduction in effort based on the 90% Channel Shift and reduce FTE requirements to make the £10,000 efficiency and further contributions to the digital targets.</i></p>
Attendance & Pupil Welfare (APWS)	AMBER	RED	£77,020.00	YES	£0.00	07.03.17	<p>This project is currently in delivery with Phase 1 completion expected early Oct. The project has suffered delays on two issues:</p> <ol style="list-style-type: none"> 1. Support and maintenance from the Capita product and in-house L&O support functions. Whilst these have now been overcome they have delayed on the impact on the delivery timetable. 2. The delay mentioned above was

						<p>compounded by some Digital Council resources issues. Had Issue 1 not had arisen and taken so much time to resolve with the level of Digital Council Programme intervention required then Issue 2 would have not been present or would have had limited impact.</p> <p>The Future State for this project is signed off and efficiencies exceed the targets. A number of deliverables are already in place and continue including current analysis and user observations of remote working requirements which will deliver significant further efficiencies.</p> <p>Based on the work completed to date and Issue 1, compounding Issue 2 in addition to the significantly low contribution rate to digital efficiencies, the Directorate should consider the immediate release of efficiencies across the Directorate to contribute to targets set in previous years.</p>
Early Years	RED	RED	£26,030.00		£0.00	<p>The targets for these projects were set following extensive observations by PwC in 13/14, calculating efficiencies through delivery of:</p> <ul style="list-style-type: none"> • Remote & Mobile working reducing FTE requirements and operating budgets; • Modern and efficient business processes reducing FTE across administrative functions and social care resources; and • Online access channels and reductions to FTE requirements in delivering

17.05.17

Engagement & Behaviour	RED	RED	£39,050.00	This work has now been superseded by a full and detailed analysis of full customer journey across Children's Trust & L&O; CYP. The Future State Report is awaiting Leadership sign-off	£0.00	<p>reduced traditional telephone and face to face access channels.</p> <p>Despite multiple attempts to engage with the Directorate, across these areas, the Programme was unable to make the desired progress due to availability and engagement of Service Teams to undertake business process re-engineering and commence the re-engineering as identified by the Mirror Report.</p> <p>The establishment of the Trust in 2014, much of the efficiencies were transferred to the Trust and have subsequently been realised, leaving L&O: CYP as achieving no efficiencies across the Programme.</p> <p>Lack of Directorate engagement and subsequent restructures changed some of the service functions initially identified however the efficiencies around transformation of service delivery remain.</p> <p>In Jan 2016 – an engagement approach was agreed to deliver a combined transformation approach across L&O and the Trust and this analysis and future state design took place between May – August. Based on previous engagement, the Programme has not commenced delivery of the Future State until the Leadership of both the Trust & L&O sign-up and commit to ongoing engagement and transformation.</p>
Commissioning & Opportunities	RED	RED	£65,080.00		£0.00	
CDHT	RED	RED	£44,260.00		£0.00	

							Based on historic poor engagement and no contributions achieved against the Directorate digital efficiency target, the Directorate should consider identifying vacancies and budget underspends immediately to contribute to the already rolled over target before 31.03.2017.
Cross-Organisational:							
Self Service	AMBER	AMBER	£32,685.00	In Development (PwC)	£0.00	03.10.17	<p>This project is currently in delivery and Future State Report and efficiency targets and validation is underway by PwC.</p> <p>It is anticipated that the majority of the efficiencies will be realised through those functions delivering internal services and the targets will be adjusted as per the Future State Report recommendations.</p> <p>There will however be reductions in effort required from staff accessing these functions, and Directorates are asked to consider any contributions that can be made to the targets based on any vacancies and underspend budgets, especially within administrative functions.</p>
Post & Paper	GREEN	AMBER	£13,074.00	Directors Report Approved	£0,00.00	10.02.17	<p>A report has been approved by Directors to reduce the Council's printing and paper consumption by 20% and reduce associated budgets.</p> <p>Final validation is underway to identify the specific service functions with the highest volumes and spend.</p>
Remote Working	GREEN	AMBER	£39,222.00	Directors	£0,00.00	10.02.17	This project is currently in delivery and Future

				Report Approved			<p>State Report and efficiency targets and validation is underway by PwC.</p> <p>There will be reductions in effort required from staff working remotely and reduced operating costs in travel budgets and Directorates are asked to consider any contributions that can be made to the targets based on any vacancies and underspent budgets, especially within teams that undertake remote and mobile working.</p>
Channel Shift	AMBER	AMBER	£19,611.00	In Development (PwC)	£0,00.00	03.10.17	<p>This project is currently in delivery and Future State Report and efficiency targets and validation is underway by PwC.</p> <p>There will be reductions in effort required from staff working with customers accessing telephone and face to face contact methods. Directorates are asked to enforce a consistent approach across the Organisation to deliver and promote online access to both customers and the workforce and consider contributions that can be made to the targets based on any vacancies and underspend budgets, especially within teams that undertake front line customer access functions or administrative roles.</p>
Cashless	RED	RED	£26,148.00	In Development (PwC) & Corporate Finance	£0,00.00	03.10.17	<p>This project is currently in delivery and Future State Report and efficiency targets and validation is underway by PwC.</p> <p>It is anticipated that these figures will be amended as PwC, the Programme work with Finance to identify the target values based on the cash transactions internally and externally to the authority.</p>

							Directorates are asked to consider any contributions that can be made to these efficiency within functions across the Directorate that specifically deal with cash and administrative functions.
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Regeneration & Environment Project Status:

Project:	Project Status:	Efficiency Status:	Efficiency Target:	Future State Signed Off:	Achieved 16/17:	Expected End Date:	Status Notes and Delay Causes:
Street Scene	Complete	GREEN	£145,700.00	Yes	N/A	Complete	Full target achieved
Highways, Street Lighting & Drainage	Complete	GREEN	£169,510.00	Yes	N/A	Complete	Full target achieved
Housing Options	Complete	GREEN	£135,260.00	Yes	N/A	Complete	Full target achieved
Waste & Recycling	Complete	GREEN	£122,530.00	Yes	N/A	Complete	Full target achieved
Pest Control	Complete	GREEN	£35,410.00	Yes	N/A	Complete	Full target achieved
Environment Protection & Enforcement	RED	RED	£50,330.00	Project commenced Nov 16	£0.00	03.10.17	<p>Due to resourcing issues within the Digital Council Programme, this project has not been able to commence. The anticipated start date for this project was March 2016, this has now been revised to November 2016.</p> <p>Work will commence to undertake the business process re-engineering within Q3 16/17, the Directorate should consider any vacancies and budget underspend to contribute to the Directorates efficiency target under this project for early realisation in advance of implementation to allow the Directorate to achieve its efficiency target within 31.03.17.</p>

Environmental Protection – Business Safety & Licensing	RED	RED	£48,100.00	Yes	£3,000.00 (15/16)	17.05.17	<p>This project is in delivery and has to date had limited transformation other than minor improvements and web functionality other than a web form and the ability to search license registers online.</p> <p>The project is in RED as delays in the Service decision regarding its back-office system upgrade have not allowed development to take place to deliver online functionality for customers.</p> <p>Further delays in the procurement of a booking systems have also delayed the ability to progress, this aspect however has now been resolved and the implementation and associated development of online form for Taxi Licensing will commence in Q3.</p> <p>As a Future State Report has been signed off and subsequent delivery has commenced albeit delayed, the Directorate should consider identification of vacancies and any budget underspend across the Directorate to contribute to its achievements of these targets in advance of complete delivery and with financial year 16/17.</p>
Parking Services	RED	RED	£17,360.00	Project not started	£0.00	03.10.17	<p>Due to resourcing issues within the Digital Council Programme, this project has not been able to commence. The anticipated start date for this project was March 2016, this has now been revised to November 2016.</p> <p>Work will commence to undertake the business</p>

							process re-engineering within Q3 16/17, the Directorate should consider any vacancies and budget underspend to contribute to the Directorates efficiency target under this project for early realisation in advance of implementation to allow the Directorate to achieve its efficiency target within 31.03.17.
Planning	AMBER	RED	£46,560.00	Yes	£0.00	19.01.17	<p>During 15/16 this project underwent a mobile working pilot which subsequently failed due to technology requirements not fully being identified and not being fit for the workforce.</p> <p>During 15/16 and 16/17 the Digital Council Programme undertook re-engagement and refined the current state operating model and has subsequently completed a Future State Report (currently circulated for signature) which identifies efficiencies exceeding the profiled target.</p> <p>In absence of the signed Future State Report, the Digital Council has continued to undertake development for this project, including the ability for enforcement complaints to be logged online and currently has in development including payment module, the ability for planning applications to be submitted online (those not qualifying for Planning Portal) including the ability for attachments and upfront credit card payments with the removal of cheque payments.</p> <p>The Programme is currently working with Planning Officers to undertake</p>

							<p>assessments/observations of remote and mobile working requirements to deliver a fit for purpose solution based on lessons learnt and successes in Adults, Health & Wellbeing.</p> <p>Given that the efficiencies detailed exceed the profiled amount and work across multiple areas is underway, the Directorate should commit to identifying the efficiencies within 16/17 allowing the target to be shown as achieved.</p>
Building Control	AMBER	RED	£45,260.00	Scheduled Oct/Nov 16	£0.00	02.03.17	<p>During 15/16 engagement commenced with this Service function however technology limitations at the time did not allow for fully transformation to take place.</p> <p>Based on lessons learnt and the re-engagement and positive progress within the Planning Service re-engagement took place with this Service in 16/17.</p> <p>The technology solutions being developed for Planning including integrations to core systems, online functionality and remote working solutions a Future State Report is currently in development to detail the efficiencies which expect significant realisation through mobile and remote working allowing modern and productive workforce.</p> <p>Based on Planning, efficiencies detailed are expected to exceed the profiled amount and the duplication of technology developed for Planning will allow for a rapid roll out of transformation, based on this, the Directorate</p>

							should commit to identifying the efficiencies within 16/17 allowing the target to be shown as achieved.
Highway Operations	RED	RED	£28,240.00	Project not started	£0.00	03.10.17	<p>Due to resourcing issues within the Digital Council Programme, this project has not been able to commence. The anticipated start date for this project was March 2016, this has now been revised to November 2016.</p> <p>Work will commence to undertake the business process re-engineering within Q3 16/17, the Directorate should consider any vacancies and budget underspend to contribute to the Directorates efficiency target under this project for early realisation in advance of implementation to allow the Directorate to achieve its efficiency target within 31.03.17.</p>
Town Centre Management (Markets)	AMBER	AMBER	£48,810.00	Yes	£27,450.00	14.12.16	<p>This project was not an original part of the Digital Council Programme but following intervention by Audit, the Programme was asked to undertake business process re-engineering to eliminate cash processes across the function, improve data management, implement remote working and online functionality for traders.</p> <p>To date this project has achieved £27,450.00 of the target through removal of invoicing processes and introduction of traders to direct debit payments.</p> <p>The project is currently implementing a back-office management system for the service, providing invoice integrations to the Council's corporate ERP system and the ability for staff to</p>

							<p>work remotely and access key systems to in performing trader checks and administration.</p> <p>Based on this project not being part of the original scope, the achievements to date and the current procurement and implementation of a back office management system as detailed in the signed off Future State, the Directorate should identify the remaining efficiencies and allocate these within 16/17 showing full achievement of the efficiency targets by 31.03.17.</p>
School Transport	AMBER	RED	£28,020.00	Project not started	£0.00	03.10.17	<p>Due to resourcing issues within the Digital Council Programme, this project has not been able to commence. The anticipated start date for this project was March 2016, this has now been revised to November 2016.</p> <p>Work will commence to undertake the business process re-engineering within Q3 16/17, the Directorate should consider any vacancies and budget underspend to contribute to the Directorates efficiency target under this project for early realisation in advance of implementation to allow the Directorate to achieve its efficiency target within 31.03.17.</p>
Bereavement	GREEN	AMBER	£52,070.00	In Development	£0.00	17.05.17	<p>This project was scheduled to commence in 16/17 and has commenced in line with the Programme Plan. The Project is currently in its analyse stage and progressing well with Future State Report detailing future operating model and efficiency targets by Q3.</p> <p>Much of the technology for the Programme is</p>

							now built and will be utilised by this project including specific deliverables within the Registrars project, with projected efficiency realisation and completion early Q1 17/18.
Transport	RED	RED	£33,840.00	Project not started	£0.00	03.10.17	<p>Due to resourcing issues within the Digital Council Programme, this project has not been able to commence. The anticipated start date for this project was March 2016, this has now been revised to November 2016.</p> <p>Work will commence to undertake the business process re-engineering within Q3 16/17, the Directorate should consider any vacancies and budget underspend to contribute to the Directorates efficiency target under this project for early realisation in advance of implementation to allow the Directorate to achieve its efficiency target within 31.03.17.</p>
Cross-Organisational:							
Self-Service	AMBER	AMBER	£107,400.00	In Development (PwC)	£0,00.00	06.09.17	<p>This project is currently in delivery and Future State Report and efficiency targets and validation is underway by PwC.</p> <p>It is anticipated that the majority of the efficiencies will be realised through those functions delivering internal services and the targets will be adjusted as per the Future State Report recommendations.</p> <p>There will however be reductions in effort required from staff accessing these functions, and Directorates are asked to consider any contributions that can be made to the targets based on any vacancies and underspend</p>

							budgets, especially within administrative functions.
Post & Paper	GREEN	AMBER	£42,960.00	Directors Report Approved	£0,00.00	10.02.17	<p>A report has been approved by Directors to reduce the Council's printing and paper consumption by 20% and reduce associated budgets.</p> <p>Final validation is underway to identify the specific service functions with the highest volumes and spend.</p>
Remote Working	GREEN	AMBER	£128,880.00	Directors Report Approved	£0,00.00	10.02.17	<p>This project is currently in delivery and Future State Report and efficiency targets and validation is underway by PwC.</p> <p>There will be reductions in effort required from staff working remotely and reduced operating costs in travel budgets and Directorates are asked to consider any contributions that can be made to the targets based on any vacancies and underspent budgets, especially within teams that undertake remote and mobile working.</p>
Channel Shift	AMBER	AMBER	£64,440.00	In Development (PwC)	£0,00.00	06.09.17	<p>This project is currently in delivery and Future State Report and efficiency targets and validation is underway by PwC.</p> <p>There will be reductions in effort required from staff working with customers accessing telephone and face to face contact methods. Directorates are asked to enforce a consistent approach across the Organisation to deliver and promote online access to both customers and the workforce and consider contributions that can be made to the targets based on any vacancies and underspend budgets, especially</p>

							within teams that undertake front line customer access functions or administrative roles.
Cashless	RED	RED	£85,920.00	In Development (PwC) & Corporate Finance	£0,00.00	06.09.17	<p>This project is currently in delivery and Future State Report and efficiency targets and validation is underway by PwC.</p> <p>It is anticipated that these figures will be amended as PwC, the Programme work with Finance to identify the target values based on the cash transactions internally and externally to the authority.</p> <p>Directorates are asked to consider any contributions that can be made to these efficiency within functions across the Directorate that specifically deal with cash and administrative functions.</p>

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**To the Chair and Members of the
Management and Oversight Committee**

Doncaster Children's Services Trust Limited Update Report

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly Cabinet Member for Education and Skills and Lead Member for Children's Services	All	No

EXECUTIVE SUMMARY

1. This report provides an update on the financial and operational strategy of the Trust.

The Trust has made significant progress in establishing a sufficiency strategy, which reflects a clear vision and strategy for placing children in care with a focus on achieving outcomes, permanency and a controlled exit.

The Trust has developed Looked After Child (LAC) forecast planning and trend analysis which has been used to inform budgets and forecast expenditure. Finance business partners have been introduced to engage operational staff in budget setting and on-going monitoring of activity and budgets through the year. A monthly management account is produced and reported to the Trust Board.

EXEMPT REPORT

2. There are no exemptions.

RECOMMENDATIONS

3. That Panel gives consideration to the financial and operational strategy update report.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. Doncaster Children's Services Trust Limited was established on 1 October 2014 at the direction of the Secretary of State with the mandate to deliver improvements to children's social care. This report provides an update of progress achieved to date by the Trust.

BACKGROUND

5. Doncaster Children's Services Trust Limited was created as a response by the DMBC and the Secretary of State for Education and is an independent company limited by guarantee with a Board of up to 11 directors. The Secretary of State for Education give their commitment to local MPs that DMBC would not be required to bear the additional cost of delivering its social care services through the Trust. These additional costs related to setup and the on-going running costs – Trust senior management, VAT etc, and these costs are subsequently funded by DfE.
6. The Trust was formed with no financial reserves to support its operation and the contract between The Trust and DMBC acknowledges that there is a significant degree of uncertainty around the exact requirement for services and therefore demand. As a result, at the point of transfer a number of budgets were passed over to the Trust without sufficient analysis and understanding of the true pressures within the system and therefore the actual funding required to deliver the contract. This was reflected in the contract having both a "Core contract sum" and an "enhanced contract sum", the latter being DMBC's estimated overspend in respect of the services up to commencement date. This meant that a number of historical budgetary pressures and overspends were built into the Trust's financial base and as a result of these uncertainties the risk/reward mechanism was agreed as part of the initial contract.

	DMBC	Trust
2014/15	90%	10%
2015/16	80%	20%
2016/17	75%	25%
2017/18	70%	30%

7. The contract also states that the Council and the Trust have a mutual aspiration to discharge the risk/reward mechanism, through the ability to build up reserves. Reserves currently stand at £49,817.
8. The annual review requires indicative budgets to be agreed for the following year and the following two contract years. The Trust Annual Report and Accounts for 2013-15 and 2015/16 have been submitted to DMBC for noting as per the contract requirement. Both sets of accounts showed a small surplus and post risk share, reserves currently stand at £49,817.

	Budget '000	Reduction from previous year
2014/15	42,933	N/A
2015/16	42,274	-659k
2016/17*	42,163	-111k
2017/18	To be agreed	

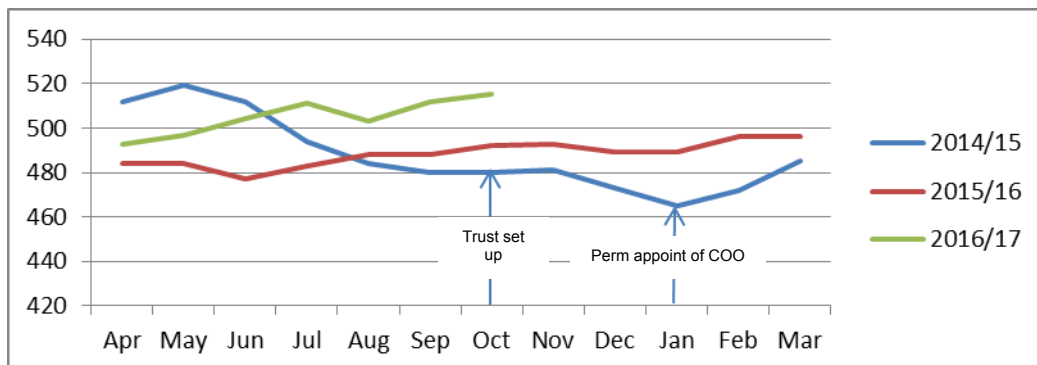
9. Budgets are increased to reflect inflation and growth (price inflation, NI contributions and additional Looked After Children (LAC) and reduced to reflect savings identified as part of DMBC Medium Term Financial Planning targets and corporate cuts.
10. Additional funding, which sits outside of the contract sum has been agreed and relates to: Initial Improvement fund (Liquid Logic etc), Ofsted Improvement fund and Practice Improvement Programme. All funds will be fully utilised during the current financial year. DMBC have also agreed to fund the refurbishment of children's homes, which is separate to the contract.

PLACEMENTS

11. The Trust's aim is to transform children services within Doncaster so that they significantly improve the outcome of the most vulnerable children and are recognised in Ofsted judgements as "Good" by October 2017 and "Outstanding" by October 2019.
12. It is acknowledged that in order to achieve this, the Trust's initial focus needed to be on practice, which would then deliver better outcomes for children, financial efficiency and value for money follows. This is referred to as the cost of improvement.
13. The Trust has faced a number of challenges:
 - Rising demand across the pathways and lack of a fully developed early help offer. At present the early help strategy and local offer remains a DMBC responsibility, but is a crucial co-dependency between the Trust and DMBC. The current offer to families at universal or single agency levels remains poorly developed and is failing to prevent children with emerging additional needs from escalating into targeted or statutory services delivered by the Trust. This has and continues to place significant pressures on Trust services and is impacting on the ability to manage and predict demand.
 - Historical poor practice and longer term legacy cases adding additional complexity to work. At the point of transfer to the Trust the quality of social work practice was assessed as being inadequate and this was confirmed by Ofsted in the full SIF. Whilst recent Ofsted reviews identified progress across all areas, it was recognised that this was from a very low base and the Trust were still managing legacy issues. The very clear drive to improve standards and the impact of the Ofsted judgement meant that further demand and costs were created in the Trust's budget. It was identified that a significant number of children had received poor social work support and had been left in neglectful and harmful situations for too long. As a result, every case in the Trust was reassessed and appropriate thresholds applied in individual cases resulting in increased numbers of children in care or subject to child protection processes.
 - At the point of transfer from DMBC to the Trust, there were 480 LAC who were subject to a range of different legal status types. However, this figure under represented the actual numbers of children who should have been deemed to be looked after or who should have been protected by being looked after. Firstly, there have been 31 individual children who were known to statutory services prior to October 2014 who through reassessment of

their cases have been made subject to regulation 24 status and were therefore deemed to be looked after. In addition a further 38 children have been made subject of special guardianship orders. This means that the Trust is now confident that regulation 24 requirements are being appropriately applied and there are no unregulated placements within the system. Secondly, as previously stated Ofsted identified a theme regarding children who had been left in neglectful situations for longer than was safe and a number of historical cases were further reviewed and action taken to address long standing neglect. These issues have led to an increase in the numbers of children entering the looked after system whilst at the same time the Trust has been able to stabilise the overall numbers of looked after children.

- Similar issues were previously identified in June 2014 following DMBC audit activity which concluded “*that thresholds are too high*” and “*CSE and DV cases that are regarded as high level are being dealt with through early intervention methods and there is evidence of high level cases that have not been accepted as a referral*”. The impact of this approach to managing high risk cases can partially explain the significant reduction in the numbers of looked after children which fell from 520 in May 2014 to 465 January 2015. The current numbers of looked after children (75 per 10,000) means that only four of the nine other local authorities in our comparator group have lower numbers than Doncaster. The impact of these practice issues can be seen in the graph below.

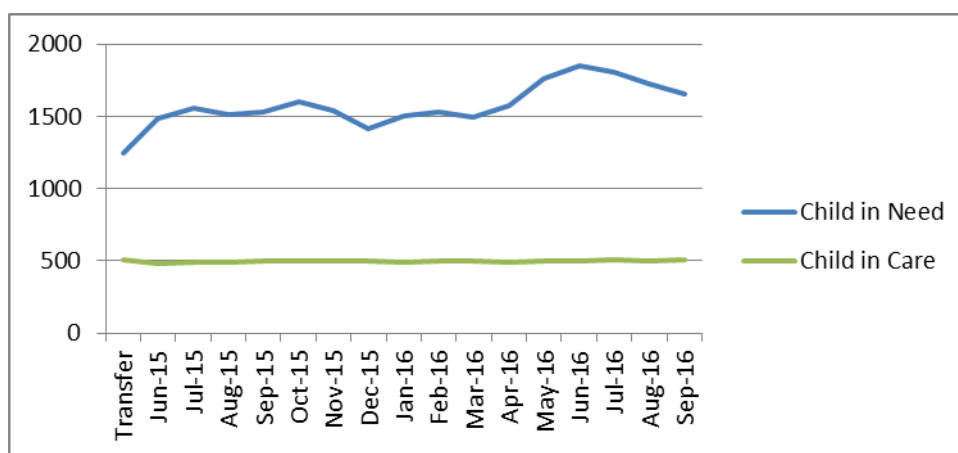


The number of placements the Trust is currently supporting reflects a proportion of inherited placements which when added with to complexity of local need had made the overall number difficult to reduce. However strategies are being developed to target specific cohort of children to safely and appropriately reduce the numbers of looked after children over the next fifteen months.

- At the point of transfer to the Trust there was a lack of a quality residential offer within the borough with the children’s homes having suffered from a lack of investment and in some cases poor management. With support from DMBC the residential estate is undergoing a significant refurbishment programme and changes have been made to the staff group. The new residential model, with an increased number of available beds, is planned to be operational by April 2017. This will enable the Trust to return a number of children who have been placed in out of borough placements to Doncaster and therefore reduce the expenditure on out of authority placements.

- The Trust has continued to experience difficulties in recruitment sufficient numbers of foster carers to meet demand and a number of carers have been deregistered due to age, safeguarding concerns or because the basic care would not meet the required minimum standards. This has meant that the number of children placed with independent fostering agencies (IFA's) has increased as a percentage of the overall placement types. This has placed a significant pressure in the placement budget and is being addressed by the implementation of a new three tiered payment system that will ensure the Trust offer can compete with IFA's. The new payment scheme has been approved by DMBC on 29 November 2016 and will be phased in from January 2017.
- As previously stated the initial contract reflected a "core" and "enhanced" contract value, the latter reflecting DMBC's estimate of the potential level of underfunding for the first contract year. The Trust has faced significant challenge regarding the quality of financial data and unit costings that were passed across at set up. These challenges still remain regarding the original contract value and supporting data, where DMBC refer to Trust staff to explain and justify contact values.

14. The overall numbers of children in care have remained relatively stable over the last 16 months whilst the numbers of children assessed as being in need have been volatile over the same period. The graph below shows that following the transfer to the Trust and the application of appropriate thresholds the numbers of children identified as requiring social care support has risen. These children in need cases all require a suitably qualified and experienced social worker and have also contributed to increased expenditure against the staffing budget.



15. The contract for 2016/17 for placements was £21.5m, following the quarter 2 contract review; a contract variation was agreed for an additional £1,964k, reflecting higher levels of activity around Out of Authority looked after children and Special Guardianship Orders (SGO). DMBC rejected the Contract Variation in relation to increased Independent Fostering Placements due to decreased in In house numbers. Further discussions are taking place with DMBC on a contract variation reflecting price comparing contract assumptions and current prices.

16. The current forecast outturn for placements shows that the Trust is exceeding budget by £1.4m. This is mainly due to the number of out of borough residential placements and the use of independent fostering placements, some of this pressure relates to court directed placements, limited in-house

residential provision and difficulties in recruiting sufficient numbers of “in-house” foster carers.

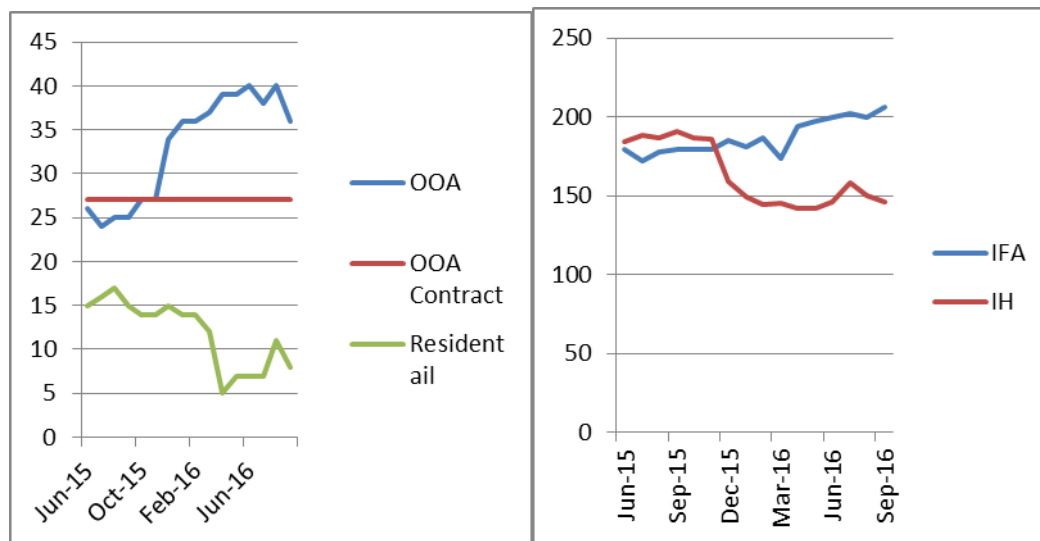
- The Trust is currently taking action to mitigate these pressures and manage down the current projected overspend, which includes a number of external residential placements are being brought to an end in line with agreed care plans, which is reflected in the quarter 2 figures.

EARLY HELP and FAMILY SUPPORT

- The strategic lead and operational delivery of early help services remain the responsibility of DMBC and are seen as essential to both managing workload demand and to achieving a successful Ofsted outcome. DMBC and the Trust both deliver some elements of family support as part of the early help offer that is intended to prevent children’s needs escalating and reduce referrals to statutory social care services. Across the borough the early help offer to families and DMBC family support services are not well developed due to high vacancy rates. An agreement has been provisionally reached to transfer the remaining family support services into the Trust by April 2017 and the intervening period will present a further risk of increased pressure on the Trust’s front door arrangements.

CARE LADDER

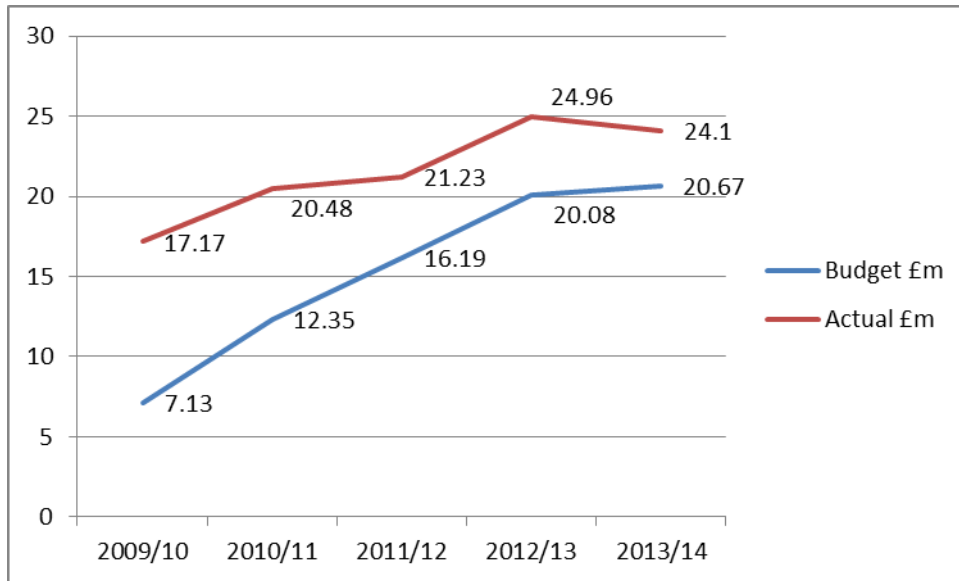
- The contract is based upon the assumption of the care ladder, with in-house fostering offering the most cost effective option. It is the increased number of external residential placements against contract levels and the switch between in-house fostering and IFA placements that places significant pressure on the placement budget.



- Further pressure was built into the initial care ladder budget at Trust setup as the budget transferred did not reflect the actual demand and mix. With the contract value being based upon 25 external residential placements and 31 placements being transferred. A deficit of £1m (based on DMBC’s average cost calculation of £168k per placement) was therefore created at transfer.

- Prior to Trust set up, DMBC had in the previous five years significantly overspent on placement budgets. The trend on placement numbers has shown a steady increase year on year with the variance between budget and outturn

varying between £10m and £3m. *These costs exclude improvement journey and consultancy resource that was associated with children's services prior to the Trust.*



Data provided by iMPower report 2013

22. Traditional children's services within local authorities have a number of budget lines (Troubled Families, Education, and Children's Centre etc) and it is common practice to offset adverse expenditure against other budget headings to balance budgets. The Trust does not have this facility, so increased demand and price variations are more apparent.

23. The remodelling of the in-house residential resource and the increase in available beds will ensure the Trust is able to meet the 2016/17 contracted target by September 2018.

24. In addition, the Trust has been able to build upon its management information over the last 18 months to create a demand forecasting model, which has been used as part of the annual contract review budget setting cycle. The model reflects child's age and reflects the strategic assumptions regarding the various business models that are being applied. Such as transfer of IFA to SGO, IFA to In House fostering and the re-opening of refurbished residential homes,

25. Further work is being undertaken to "re-set" the care ladder. This includes:

- Reviewing the number of young people who are subject to Section 20 accommodation. It is anticipated that over 100 young people will leave the looked after system during the next 24 months. Of these over 50 will turn 18 within the next twelve months, consideration is also being given to those young people who might be supported to leave the looked after system prior to their 18 birthday.
- The age profile of young people means that there will be increased demand for 16+ / transitional services, with support being provided to help these young people into independence. It is likely that the provision of supported living, setting up home allowances or weekly living allowances will put pressure on costs. The package of services for the leaving care cohort has been reviewed to ensure that appropriate support is given.

- Prevention services are being developed to reduce the number of children being admitted to care and support the transition home for those where this is safe and appropriate. It is unlikely that there will be a significant impact in 2017-18 as the improvements and strategy need to be embedded and no assumptions have been made about the impact in future years. Should these services prove successful more quickly, this would result in savings which could be addressed through a contract variation.
- A full review of OOA cohort has established that targeted work will result in the reduction of looked after children or movement to less expensive provision. The review has shown:
 - 19 children have plans that require them to remain in their current placement for the time being;
 - 3 children have plans to move to independent living by the end of March 2017;
 - 10 children will return to in-house residential provision as the new homes come on stream, with 3 anticipated to have moved by March 2017 and a further 7 moving in early 2017-18.
 - 2 children are assessed as suitable for in house or IFA placements, with another child having transition to a fostering placement as a long term aim; and
 - 1 child is suitable for transition home to family.

These moves will result in significant savings during the first half of 2017.

FOSTERING

26. Research undertaken by Barnardo's identified that there is a national shortage of foster carers, particularly for older children, those with emotional or behavioural problems and those from minority ethnic backgrounds. As well as an overall shortage Doncaster also suffers high competition from local Independent Fostering Agency providers and neighbouring local authorities who have a well-defined progression scheme. This allows neighbouring authorities to compete directly for those carers who are capable of caring for the most challenging children.
27. As previously stated the Trust has experienced a loss of some carers due to quality issues or safeguarding concerns resulting in a greater need for independent foster care placements. However, those carers that remain are highly utilised and providing good levels of care, with current levels of utilisation of foster carers being 93%.
28. There is a perception within DMBC that the turnaround for foster carer recruitment is poor, but this is not correct. The Trust's pathway from enquiry through to assessment and appointment benchmarks better than local IFA's.
29. In order to increase the number of available in-house carers and therefore reduce the number of independent fostering placements a number of key actions are being progressed:
- The foster care progression scheme will be applied from January 2017 and which will provide competitive rates to compete with IFA providers

and attract carers from those organisations to the Trust. This will also provide a payment structure for SGO payments (as these are linked to fostering levels) that will enable IFA carers to seek permanent arrangements for children in long term placements. This has been factored into the demand profile for next year and subsequent years;

- The Trust website will be developed and visibility via Google and Facebook will be increased and explore the Trust brand;
- A fostering campaign will begin in January 2017 to aggressively target IFA carers and will include print, radio and social media;
- The possibility of a foster carers conference which will include information on the Mockingbird research project and celebrate the Trusts success in achieving national awards; and
- Further consideration will be given to the recruitment of a fostering recruitment consultant and approaching Doncaster large employers to promote “fostering friendly employer” partnerships.

30. It is too early to estimate what the impact of the efforts to increase the number of in-house foster carers will be and this would be addressed through a contract variation.

ADOPTION

31. There are over 45 children who are subject of a placement order, but who have not yet been adopted. Of these children 18 currently have adoption applications before the court and a further 9 have been matched with prospective adopters. Funding for inter-agency adoption is in place until 31 March 2017 but applies only to children who have been waiting to be placed with a family for 18 months or longer, or for sibling groups where one or more of the children meet the 18 months criteria. It is unlikely that many of our current cohort of children will meet this requirement going forward.

32. The Government wants to see all local authorities being part of a regional adoption agency, as it is believed that agencies will help speed up the matching, improve the life chances of children, improve adopter recruitment and support and reduce costs. The Trust is currently working with Sheffield, Barnsley and Rotherham to develop a regional adoption agency that will improve the outcomes for children across the sub region.

CARE ORDERS

33. There are also 13 children currently subject to placement with parent regulations and work has commenced to discharge the care orders. There are currently no costs attached to these placements, however until the care orders have been discharged the Trust is required to allocate qualified social workers and other support staff.

SGOs and CAOs

34. Although placing children in this way is financially more cost effective, the Trust has experienced significant increase in numbers which has placed pressure on the overall budget. A one off contract variation was made during 2015/16 to

reflect the increased number of children and reflected a targeted campaign that was launched to inform grandparents of their rights to financial support. Pressure has continued during 2016/17 and the current agreed contract variation reflects the increased volume.

35. Reviews of all children subject to SGOs and CAOs are due to take place during 2017. The re-assessment of carers' financial standing is to be undertaken by DMBC and is likely to take up to six months once the consultation on allowances has concluded. Initial modelling has identified a number of payments that have not been updated since 2010 and these will be passed back to DMBC for payment. The implications of this review have been factored into the demand model going forward.

	2014/15		2015/16		2016/17	
	Contract	Actual	Contract	Actual	Contract	Actual
Child Arrangement	129	140	129	149	152	148
SGO	133	177	133	217	175	235
Total	262	317	262	366	327	383

36. Financial assessments and re-assessments for SGO/CAO are the responsibility of DMBC. This obligation has been the subject of clarification between the Trust and DMBC, but it has now been accepted that this role remains with DMBC, who have the associated resource to conduct this work.

RESIDENTIAL HOMES

37. The Trust inherited a residential service that was poorly utilised, poorly managed and without any clear strategy for the development of the service that was informed by a robust assessment of need. In addition a number of the homes were poorly furnished and maintained resulting in a lack of confidence from social work teams when looking for placements.
38. Following investment by DMBC, a strategy is being developed that draws on examples of best practice and where remodelled provision has been able to evidence significant reductions in the number of out of authority placements. The intention is to provide an increased number of in-house beds, to increase both the number and types of placements available and to reduce the number of children who are placed out of borough. The remodelled provision will consist of the following homes;
- Pinewood Avenue which will provide a therapeutic resource for younger age children who are not currently able to live within family settings. These children are likely to have experienced traumatic early childhood experiences and a number of foster care placement breakdowns. These children will experience a nurturing residential placement with specialist support from CAMHS and education to prepare them for the move to a family placement.
 - Tickhill Square will be re-designated as a five bedded emergency and assessment unit. Children will be placed in the unit for a period of twelve weeks during which time staff will undertake detailed assessments of the child's circumstances in order to decide whether they are able to return home or need an alternative placement in foster or residential care. This resource will prevent the need for children to be placed out of borough for costly assessments that generally result in more costly external placements. The unit will provide four assessment and one emergency

bed.

- Morrison Drive will provide a four bedded unit for adolescent girls whose long term plans mean they are unlikely to return home.
- Cromwell Drive will provide a four bedded unit for adolescent boys whose long term plans means they are unlikely to return home.
- Amersall Drive will be a new resource that will provide a further four, long term beds for adolescent boys and girls.

39. This remodelled residential provision will provide 21 placements rather than the 12 that are currently operational within the service. The model will provide a range and choice of placements that is linked to individual children's needs and which can retain them in borough. Subject to successful completion of agreed building works the new residential model should be in place for April 2017.

BENCHMARKING

40. The Trust will also utilise the recent benchmarking work to inform value for money decisions, which includes procurement and commissioning. It should be noted that Local Authority service benchmarking is an optional, paid for activity and take up rates have fallen in recent years. The comparison is also very subjective with LA's being able to influence results by including and excluding costs to increase or decrease outcomes.

PAY/RESOURCE

41. Recruitment of permanent staff is continuing, with the appointment of 29 permanent social workers this financial year. A further 11 posts have been offered, with 7 due to start. The Trust continues to experience a challenging recruitment market, due to the financial pull of neighbouring authorities, but the numbers appointed show the improved reputation of the service in Doncaster is beginning to have a positive impact.

42. Consideration is currently being given to social worker pay progression which would bring the Trust pay scales in line with our neighbouring authorities and potential impact is currently excluded from the forecast outturn. However it is envisaged that it would be self-funding through the reduction in the use of agency staff.

43. Agency cover is currently at 11%, which is a reduction from when the Trust was first set up, when levels were in the region of 14%. Across the Trust there were 59 agency workers, 51 are within locality teams (including MASH) and cover vacancies, sickness or providing extra capacity to deal with increased caseloads. A contract variation reflecting additional caseloads will be submitted to DMBC as a contract variation in line with the contract.

44. Redundancy costs resulting from the temporary closure and planned development as a therapeutic unit of Pinewood have been separately funded by DMBC. Further requests for redundancy will be submitted in line with DMBC policy.

45. The following actions are being implemented to affect in year savings:

- A number of temporary agency staff will be released at the end of October

and any unfunded post, or those where there is a variance between budget and cost will be ended. The financial impact of this will be reflected in the quarter 3 report;

- A number of essential agency posts will be converted to fixed term contracts; the potential saving from fixed term contracts is being assessed and will be reported on at quarter 3; and
- Consideration is also being given to the setting up of an internal recruitment agency, to employ temporary staff directly, saving agency commission costs.

CASHFLOW

46. The contract allows for the trust to draw down up to a £1m overdraft facility from DMBC, which would be reflected on the Trust's balance sheet as a liability. Based upon a phased budget and current levels of expenditure the cash flow demonstrates that the Trust will remain solvent during this financial year and the overdraft facility is not currently required.
47. The cash flow is based upon a phased budget and current levels of expenditure and the assumption that accounts are paid within the month for DMBC and a two month lag for DfE income. It has been assumed that placement expenditure has no further increases. Pressure on cash flow would also be released, as and when savings on placements and recruitment are realised.
48. Going forwards it does raise the wider question of sustainability of a Trust model and the need for working capital to be identified at Trust set up. This issue has also been raised with DfE.

GOVERNANCE

49. Financial and Operational performance is reviewed at a number of meetings internally and between the Trust and DMBC:

Internally:

- A management account is produced monthly, which shows income & expenditure and risks & opportunities. Pay and placement costs are tracked month by month, with variances to budget and changes to forecast clearly explained and justified. Average annual placement costs are calculated and tracked. Analysis down to cost centre level is also produced. The management account is presented to the Trust's Finance and Infrastructure Committee and the Executive Board
- The Annual Report and Account is produced in line with IFRS 102, externally audited and filed on Company's House. The Trust's Audit, Assurance and Risk Committee also review the accounts.

With DMBC

- *The Annual Review* process considers funding and strategic priorities and reports to the Secretary of State for Education on progress made during the year and priorities and notifiable changes to the contract.

- *Quarterly Monitoring Performance Meeting* which is attended by Chief Executives from both organisations, along with representation from Trust Board, The Trust's Chief Operating Officer and Director of Performance Quality and Innovation, and Officers with Finance and Performance Management responsibility from both organisations.
- *Monthly Financial Monitoring Group* principally reviews the financial position of the Trust as it relates to the contract with the Council, the delivery of savings, and considers options to address budget pressures.
- *Monthly Operational Progress Group* details key performance indicators and is accompanied by explanatory narrative. Meetings are attended by Assistant Director: Commissioning and Opportunities (DMBC), Director of Operations (Trust) and Heads of Performance from both organisations. Annual Review

NEXT STEPS

50. Going forward, the Trust will review and adapt the operating model to ensure that the focus reflects service improvement and positive Ofsted judgements; this will include a review of the staffing structure to ensure improvement in key areas is realised.
51. The Trust has a clear commitment to reduce the forecast outturn by year end, demonstrated by:

- **Income maximisation;**
 - CV already approved for £1.9m based on increased volume
 - Business case being prepared which demonstrates CV's should be awarded reflecting price variation and increased resource variation (increased caseloads)
- **Expenditure reduction;**
 - Agency posts have been concluded
 - Fixed term appointments are being considered
 - Placements have been reviewed with clear pathways for a number of children
 - Foster care progression scheme and recruitment campaign in January 2017
 - In-house residential offer will be available by year end
 - Review of non-pay expenditure – mileage, expenses
 - End to end processes are to be base lined to inform service users and establish a new target operating model*
 - Review of procurement and commission practises within the Trust to ensure external spend is appropriate from a financial perspective as well as a quality perspective.*

-

Growth

-

Take opportunities to

diversify the service offering and grow the trading opportunities available to the Trust*.

* These processes are subject to additional funding, which is being sought.

OPTIONS CONSIDERED

52 Not applicable

REASONS FOR RECOMMENDED OPTION

53 Not applicable

IMPACT ON THE COUNCIL'S KEY PRIORITIES

54

	Priority	Implications
	<p>We will support a strong economy where businesses can locate, grow and employ local people.</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>The Trust has been established with a mandate to continue delivering improvements in children's social care. The formal contract with DMBC details a requirement for future Ofsted inspection judgements to be:</p> <ul style="list-style-type: none"> - 'Requires improvement' or better by April 2016 - Good or better by October 2017 - And that overall the service should be Outstanding by October 2019 <p>The Contract with the Trust relates to the delivery of services to children in need of help and protection, and therefore has an implication for the priorities relating to safeguarding our communities.</p>
	<p>We will help people to 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>The Trust is also a key strategic partner in delivering children's services, and therefore an effective partnership is critical to improving outcomes for the Children and Young People of Doncaster.</p>
	<p>We will make Doncaster a better place to live, with cleaner, more sustainable communities.</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>The Contract includes a budget for delivering services and therefore an expectation that the Trust will deliver value for money.</p>
	<p>We will support all families to thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	

	We will deliver modern value for money services.	
	We will provide strong leadership and governance, working in partnership.	

RISKS AND ASSUMPTIONS

55 There are no specific risks associated with this report

LEGAL IMPLICATIONS

56 In September 2014, the Secretary of State for Education issued a Direction transferring various children’s services to Doncaster Children’s Trust Limited (“the Trust”). Although the Trust performs Services on behalf of the Council, the legal powers and duties in relation to safeguarding children remain with the Council and court proceedings continue to be brought in the name of the Council.

57 On 30th September 2014, the Council entered into a contract with the Trust governing the provision of services by the Trust. The contract with the Trust contains various monitoring powers so that that the Council can assure itself that Services are being delivered correctly.

FINANCIAL IMPLICATIONS

58 See above

HUMAN RESOURCES IMPLICATIONS (*Insert where applicable – see guidance*)

59 Not applicable

TECHNOLOGY IMPLICATIONS (*Insert where applicable – see guidance*)

60 Not applicable

EQUALITY IMPLICATIONS

61 Not applicable

CONSULTATION

62 Not applicable

BACKGROUND PAPERS

63 None.

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For

Paul Moffatt
Chief Executive, Doncaster Children's Services Trust Limited

To the Chair and members of the Overview & Scrutiny Management Panel
Finance and Performance Improvement Report: 2016/17 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 Council and its partners ('Team Doncaster') are committed to building a strong local economy as the foundation for enabling all residents to achieve their full potential within progressive, healthy, safe and vibrant communities. This reports focuses on the latest financial and performance information that indicate our position towards the 2016/17 budget and progress towards outcomes set out in the corporate plan.

Financial Position: £4.0m projected overspend

Performance Position: 80% of service measures at or close to target

2. At quarter 2 the Council is forecasting a year-end overspend of £4.0m. This includes Children's Trust £3.2m overspend and Regeneration & Environment £2.1m. These overspends are offset by £2.9m one-off underspends including Treasury management £2.3m. The projection includes the expected delivery of £37.4m savings towards the £40.2m target, leaving a shortfall of circa £2.8m mainly from the Modern & Productive, Appropriate Assets and Digital Council programmes, the shortfall is included in the outturn figures shown above. Further details are provided in paragraphs 23 - 24 and Appendix A.
3. The overall performance of our service measures is good with 80% (37 out of 46) exceeding or close to local targets, this is a slight decrease to the previous quarterly figure of 89%; more detail explaining this is provided in paragraph 25. We have increased the recycling rate for domestic waste, reduced the number of permanent admissions to long term care and 67% of the Council's spend is with local providers. Measures that are further from our local targets are Direct Payments, Investment supported by Business Doncaster, sickness and permanent absence of children in care at secondary level; further detail is provided in Appendix A.
4. The Council has significantly less resources and Staff and Members have moved the Council closer to being the modern, effective and agile Council it needs to be. Ensuring the Council's services and interventions are making a clear difference to the lives of residents, whilst providing value for money has never been more important.

EXEMPT REPORT

5. This report is not exempt

RECOMMENDATIONS

- 1) That the Chair and members of the Overview and Scrutiny Management Panel: -
 - a) Note areas of performance and financial information;
 - b) Note the virements approved by the Chief Financial Officer, Chief Executive and Portfolio Holder detailed in paragraph 32 and Appendix B;
 - c) Note the new additions to the Capital Programme, as detailed in Appendix D.

AREAS PERFORMING WELL

Armed Forces Covenant



Gold Award achieved



Recycling rate for household domestic waste has increased to

51.5%



(against a target of 46.8%)

Admissions to residential care for over 65s currently

31 per month



lowest rate for 3 years

(47 per month in 2015/16)

Children with first choice school placement



Reception	Secondary
96.4%	95.7%

exceeded national and regional performance

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

24.51 - Days



(Target 25 Days)

Staff - Performance Development Reviews



Achieved 97%



88%

of grass cutting works completed against programme



(against a target of 80%)

AREAS FOR IMPROVEMENT

Persistent Absence of Children in Care Secondary Schools has increased to

23%

(against a target of 6.9%)



19.4%

of people using social care who receive a direct payment



(against a target of 23.3%)

Investment into Doncaster with the support of

BUSINESS DONCASTER IS £5.5m



(against a target of £12m by Quarter 2 16/17)

60%



of fly tips investigated and removed within 5 days from public areas

(against a target of 85%)

Sickness - Whole Authority

9.69 days



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(against a target of 7.90 days)

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

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

6. At 72% Doncaster's employment rate remains on a par with Yorkshire and Humber (72.2%) and the gap with the England national average stands at 1.9% points. The number of residents in highly skilled occupations currently stands at 36% a rise from 32.6% when compared to the last year. This equates to approximately 50,000 residents (aged 16+) in occupations which include managers, directors, science, health, social care teaching, research, engineering, technology, business and media professionals. There remains a gap with both Yorkshire & Humber (40.1%) and the England average (44.9%). Overall investment into Doncaster through Business Doncaster is behind target with £5.5m against a Q2 target of £12m but there is confidence that Q3 and Q4 will see an increase from the Business Incentive Scheme.
7. 67.1% of Doncaster pupils are accessing good or better education in our schools (as reported by Watchsted). Doncaster remains towards the bottom of the national league table. Recently released provisional GCSE results show an improvement from 50% to 54.5% meaning approximately 150 more students gained 5 A*-C GCSE grades. This measure will be replaced by the new national measures of attainment and progress in 8 subjects. Our apprenticeship profile exceeds the mayoral target of 750 apprenticeship starts with 1108 new apprentices created since 2013, and 48 of our internal apprentices have gained level 3 or above qualifications. The Independent Education and Skills Commission publish their findings in October which will help reshape an education and skills system for the borough.

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

8. The transformation plan for Adults, Health and Well-being is being implemented through Immediate Business Improvement (IBI) projects and seven longer term transformation plans. There has been some improvement seen particularly on admissions to long term care for older people and the number of people in long term care. The number of admissions in 2016-17 (31 per month) is significantly lower than the previous year (47 per month). The reduction in admissions is having an impact on the overall number of people receiving long term care which is now 1,470 and projected to decrease further in 2016-17. The starting figure for 2016-17 budget was 1,509 placements with a target for the end of year to reduce by 107 placements to 1,402; currently on target based on the seasonal forecast. The actual reduction is slightly less than anticipated 13 short term placements have been converted to long term and are included in the Q2 figures.
9. The Childrens Trust continues to report reasonable performance overall but some key indicators are off track and they are currently projecting a £3.4m overspend mainly on placements and agency costs, further details are provided in Appendix A. The percentage of Children in Need (CIN) children with an open and current plan is performing at 87% against a target of 95% and there remains strong focus on the quality of work.

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

10. There were 331 new homes built in Q2 (council and private sector providers) bringing a total of 444 so far for 2016/17 and is slightly less than the same period last year; and 17 affordable homes were completed in Q2, a total of 34 achieving our local target for Q2.
11. Household domestic recycling rates are higher than previous years, rising from 43% to 51.5% and exceed the target of 46.8%. Fly tipping collection within 5 days continues to be reported at 60% against an 80% target. Plans are in place to ensure better working patterns to improve performance. Grass cutting rates increased rising from 73% to 88.5% and is currently above target level of 80%. This improvement is due to the successful implementation of a recovery plan which included new machinery, recruitment and training.

Outcome 4: All families thrive

12. The Expanded Stronger Families Programme continues to achieve positive outcomes with families, 777 positive outcomes have been achieved, particularly around reducing crime and supporting people out of worklessness and financial exclusion. To meet targets the programme needs to identify and engage with more families (we currently have identified 962 families and are working with 769) which will be helped by further work to gather families who are eligible from across the Team Doncaster partnership along with initiating work with 193 families identified but not yet part of the programme.
13. Both the average number of days to process a new housing benefit claims and new council tax support applications both continue to achieve the target of 25 days.
14. Primary school persistent absence to autumn 2015 was reported at 10.6% and Secondary level at 15.6% - both of which are higher than target levels and are above national levels. Persistent absence for children in care at secondary level rose from 10% to 23%, indicating that 34 children in care at secondary level have high levels of school absence. Care leavers in Employment Training and Education is low at 41% and is one of the lowest regionally nationally.

Outcome 5: Council services are modern and value for money

15. Outcomes from this quarter's workforce digest have identified a number of HR and OD risks specifically organisational stability; performance management and additional workforce spend. It can be reported that there are signs that action is being taken to address and mitigate these risks, which are continuing to have a positive impact that now needs to be built upon and sustained.
16. Overall Council sickness is 9.69 days lost per full time employee, compared to a target of 7.9 for Q2. This is a slight reduction in the rate of absence from the last quarter (9.85 days) or 0.16 days which if continued would result in a projected annual rate that would exceed the corporate target of 7.9 days per FTE
17. Council Tax arrears reduced by just under £1.7m compared to a target of £1.4m and Business Rates arrears reduced by £1.2m well above the projected target of £850k. We continue to pay 95.7% of invoices within 30 days, meeting the target of 95%. 67% of local authority spend is with Doncaster companies against a target of 63%.
18. There is a delay in the Assets programme which shows a projected shortfall of £0.8m savings this year although it is expected to deliver some of the savings in future years there may be a shortfall overall that will need to be re-profiled.
19. The percentage of channel shift to on-line service is 20.6% against a 40% target, with little movement since previous quarters despite comprehensive marketing. This may have an impact on our ability to achieve savings in this area in the future and the Digital Council Programme is currently projecting a £0.9m shortfall. However there are 48% of transactional services now available to access online and we anticipate this proportion to increase further in 2016-17.

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

20. The people of Doncaster and its businesses require the Council to keep up with society and adapt to their expectations in the type of services available and how they are delivered. The council along with its partners are developing a programme for 2017/18 to focus on the things that matter most and will facilitate real change for the residents of Doncaster.

21. A new strategic risk on the implication for leaving the EU has been created and will be monitored to ensure we respond appropriately and effectively over the next year as further detail and implications emerge.

FINANCIAL POSITION

22. The projected outturn position for the Council is a £4.0m overspend. However, this includes circa £2.9m one-off underspends which will not be available in 2017/18 to offset the pressures. It is important that overspends are reduced and planned savings delivered to outturn within the 2016/17 budget. Work is ongoing to plan for the 2017/18 budget and manage reserves going forward. A summary of the outturn position is provided below:

	Gross Budget £m	Net Budget £m	Total Variance £m
Services			
Adults Health and Wellbeing	146.7	81.8	0.9
Learning & Opportunities – Children & Young People (Includes Children's Services Trust £3.2m overspend)	86.2	46.4	3.2
Finance & Corporate Services	125.3	19.5	-0.2
Regeneration & Environment	126.1	39.0	2.1
Total Service Budgets	484.3	186.7	6.0
Council Wide			
General Financing / Treasury Management	7.7	7.7	-2.3
Council-wide savings targets	-1.1	-1.1	1.0
Other Council-wide	-7.8	14.5	-0.7
Subtotal	-1.2	21.1	-2.0
Levying Bodies	18.0	18.0	0.0
Business Rates	0.0	-125.4	0.0
Subtotal	18.0	-107.4	0.0
Total General Fund Services	501.1	100.4	4.0

23. A summary of the major variances are provided below, with further details in Appendix A:
- a. The Adults, Health and Wellbeing Directorate is currently implementing immediate business improvements and longer term projects to modernise the service and deliver savings. The majority of these are on track and progressing well, delivering the changes required and substantially achieving the 2016/17 £5.0m savings target set. The Directorate has made significant progress, for instance, in making sure that individual's needs are being properly addressed as demonstrated by the reduction in the number of people 65 and over who are being admitted to residential and nursing settings. The overall number of residential placements has reduced from 1,509 at the start of the year to 1,470 at the end of September 2016, and they are forecast to decrease to 1,402 at the end of the year. Savings have also been delivered in 2016/17 on the commissioning budgets £1.6m and learning disability supported living placements of £0.3m.
 - b. The total forecast overspend of £0.9m at the end of Quarter 2 is broadly in line with the forecast at the end of Quarter 1 of £1.1m, although some individual areas have changed. There were some omissions within the quarter 1 projections for residential placements on short stay costs and income that have now been addressed, this results in an unfavourable swing on the budget in this quarter however this is offset by a reduction in other pressures across the service. There are three areas of concern that will need to be monitored closely over the coming months.
 - i. Transitions from Children's Service. The impact of individuals moving from Children's Services to Adult Services was identified as a potential budget

pressure with funding to be allocated during the financial year. This has been partially offset by changes to a block contract and is forecast to have a net £0.3m impact in the current year. To meet this pressure £0.3m funding has been allocated from the central budget on an on-going basis from 2016/17. The Directorate is also working closely with colleagues in Doncaster Children's Trust to actively seek to obtain improved information and better multi-agency to manage this potential cost pressure in the future.

- ii. Community Equipment budget. The Community Equipment budget is under increasing pressure with a £0.4m forecast overspend for the year. This budget is a key enabler within the transformation programme for service users to lead independent lives. In helping people to remain independent for longer at home, the use of equipment in their own homes is a major factor in this. Work continues to manage the demand on this service within budget, reviewing prescriber behaviour, and looking at the use of strength based assessment to signpost individuals direct to suppliers.
 - iii. Digital Council savings. The Directorate was allocated Digital Council savings of £0.7m, of which £0.2m in savings from alternative sources has been identified. This leaves a balance of £0.5m that is not currently seen as achievable in this year, although this will continue to be reviewed as the efficiency gains from the current programme are evaluated. Any balance remaining will be delivered in future years as part of the transformation programme.
- c. Overall the direction of travel is positive but there are issues that need to be monitored and the programmes that are currently achieving their objectives need to retain their current level of performance.
 - d. Learning & Opportunities – CYP – The £3.2m projected overspend for the Children's Trust reflects the £2.7m contract variation request for increasing levels of activity plus £0.5m which is the Council's 75% share of the remaining £0.7m overspend, £3.4m total reported overspend. Further actions are being undertaken to agree the contract variation figure and understand the options being progressed to release pressure on the forecast outturn and achieve a balanced budget moving forward.
 - e. Regeneration & Environment – £0.8m shortfall against the Appropriate Assets savings target of £2.4m in 2016/17. Construction Services is projected to overspend by £0.5m due to income targets not being achieved. Other overspends include Passenger Transport (for pupils and adults to day care facilities) £0.3m and Markets £0.3m. Action is being taken to improve the projected outturn position including general limits on expenditure and closer management of the budgets. On Passenger Transport a restructure is due to be implemented in January 2017, work is being undertaken to rationalise routes, requests are being challenged and further work is taking place with LO-CYP to review demand. A restructure is also planned for Statutory Planned Maintenance, Design and Project Management which is also expected to be implemented in January/February 2017 and to deliver savings to reduce this cost pressure.
 - f. Council-Wide – Underspend on centrally held items of -£0.6m, these are mainly one-off items including -£0.4m arising from £28m prepayment of pension deficit contributions and £0.2m final distribution of shareholder funds for Digital Region Limited. Projected underspend on Treasury Management of £2.3m, the main reason is the £1.5m saving which was highlighted in the Treasury Management Strategy 2016/17 to 2019/20 and will be included in 2017/18 budget. In addition, there is a £1.0m underspend on interest payment budgets due to interest rates remaining lower than expected and lower borrowing for capital schemes than expected. The savings in interest payments are partially offset by a projected

shortfall of £0.2m on investment income due to reduced interest rates being available post Brexit. The Modern & Productive Workforce programme is forecasting a shortfall of £1.0m in 2016/17, although this will be delivered in future years.

COUNCIL PRIORITIES – PERFORMANCE

24. The following paragraphs provide a summary of progress against Corporate Plan outcomes. Performance is on track or close to target for 80 per cent (37 out of 46) of our service measures which is a slight decrease on the previous quarterly figure of 89%. 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...

- a) Latest data shows that Doncaster's employment rate for 16-64 year olds stands at 72%; the highest rate for 11 years and an increase of 4% points compared to the same time last year. Doncaster's employment rate remains on a par with Yorkshire and Humber (72.2%) and the gap with the England national average has narrowed to 1.9% points. It is also the highest in South Yorkshire and a clear narrowing of the gap against national average when compared to previous year's position.
- b) Latest national data (2015) shows that at 5.5% our private sector employment growth looks positive, with 4,700 additional private sector jobs created between 2014 and 2015 across a range of sectors. Weekly wage rate at £465 is £15 less than the average Yorkshire and Humber rate and £67 less than the national average, 2016 data is expected to be released at the end of November. The number of residents in highly skilled occupations stands at 36%, equating to 50,000 residents, although slowly narrowing the gap, it is still behind the Yorkshire & Humber (40%) and the national average (45%).
- c) 11.9% of 16-64 year olds claim out of work benefit claimants and this is higher than the Yorkshire and Humber rate of 10.3% and national average of 8.7%. 29 people supported through our Ambition Programme have been in sustained employment for 6 months or more. The programme is aimed at assisting people in their journey to sustained employment.
- d) The total of new FTE jobs created through the support of Business Doncaster in Q2 period stands at 165 which is slightly behind the Q2 target of 185 but is overall is on track in year. At £5.5m, overall investment gained into Doncaster is behind the Q2 target position of £12m. Annual target stands at £40m but the service forecasts that the shortfall will be recovered during Q3 and Q4 through the Business Incentive Scheme.
- e) In 2014, new business start-ups increased by 27% (320) which is significantly higher than the rest of South Yorkshire, Yorkshire and Humber and the national average. The percentage of retail and retail service units occupied in the core area remained fairly constant at 87.5% and is likely to remain stable into Q3 due to season retail outlets.
- f) The 'Great Yorkshire Way' link road to Robin Hood Airport, provides better links from the M18 and improved access to the iPORT multi-modal logistics site and Airport Business Park, and will help to bring higher skilled jobs for the next 10 years. Doncaster working age population with a level 3 qualification stands at 47.1% for 2015, with the next data release in April 2017. Note level 3 is equivalent to 2 or more A levels.
- g) 67.1% of Doncaster pupils are accessing good or better education in our schools (as reported by Watchsted). Doncaster remains towards the bottom of the national league table. Improvement is though limited as is dependent on Ofsted's programme of inspections. Recently released provisional GCSE results show an improvement from 50% to 54.5% meaning approximately 150 more students gained 5 A*-C GCSE grades. This measure will be replaced by the measure of attainment and progress in 8 subjects. The

number of 16-18 year olds who are not in employment, education or training (NEET) remained stable at 4.5% (441). Reporting definition will change in Q3 as NEET and Unknowns will be combined. Our apprenticeship profile exceeded the mayoral target of 750 apprenticeship starts with 1108 new apprentices created since 2013 and 48 of our internal apprentices have gained level 3 or above qualifications which is slightly behind the Q2 target of 58.

- h) The independent Education and Skills Commission has finished its evidence gathering and as part of its review, is now formulating its final report which will be launched on the 21st October at the Keepmoat Stadium. The purpose of this review is to shape a future education and skills system that works for the people of Doncaster and local businesses.

Red measures

- Number of Apprentices completing a level 3 or above qualification as part of the council's internal apprenticeship programme
- Overall investment gained (into and within Doncaster) with the support of Business Doncaster

Next steps...

- Review of business investment through to end of year Q3 and Q4 – Business Doncaster
- Doncaster independent Education and Skills Commission – review of findings. Consultation with the wider partnership will take place throughout November with formal response in the new year
- Renewed guidance and courses offered to schools for Ofsted preparedness

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

Where are we now...

- a) A new transformation programme was developed and is being implemented consisting of 2 key strands: Immediate Business Improvement and; Future Transformation. This programme will ensure that services are effective and efficient both now and into the future. Good progress has been made on the Immediate Business Improvement projects, which have delivered service improvements and the savings needed by the directorate during 2016/17. The business case for transformation over the next 5 years has been completed since quarter 1 and is planned to be implemented from November onwards.
- b) There were 521 ongoing direct payment agreements in place as at 30th September 2016. A joint management action plan, has been prepared to tackle this issue and increase take up of direct payments, to improve the pathway for people choosing this as an option to receive their personal budget. This will embed direct payments as a default within assessment and care management, strengthening support to people who wish to receive a direct payment to become an employer, together with ensuring payments are made promptly. Management action is being taken to ensure that social work teams are focussing on direct. The commissioning care and support at home project will result in a large increase in the uptake of direct payments. Service users will be supported to take up a direct payment to increase their options and enable them to stay with their existing service providers if they wish to do so.
- c) Signs are really positive that there is now a strong grip on residential care admissions. In the last 2 months the new stretch target of 25 admissions per month has been achieved (August 23, Sept 19). To put the improvement into perspective, the monthly average for the same period in 2015/16 was 47, compared to an average of 31 in 2016/17. The monthly average of 31 is also slightly better than the 2015/16 Yorkshire and Humber and national averages, meaning that Doncaster is no longer an outlier on performance. There were actually 87 new agreements recorded in quarter 2 compared to the stretch target of 75. In the year to date there have been 186 new agreements compared to the stretch target of

158. Although the targets have not been achieved as a whole, performance is in line with expectations and original budget requirements. There has also been a marked improvement compared to the same period last year when the quarterly figure was 143 and the year date figure was 282. If only those agreements where DMBC contribute financially are counted, then the total number of new agreements for the year to date is 116 or an average of 19 per month. There were an additional 70 full cost self-funders. The resource (residential) panel is now managing the number of admissions within stretch target levels, as the last 2 month demonstrates. However, the date that agreements are input is still having an impact on monthly figures. This should improve in future as all Social Workers are now requested to complete input ASAP after panel agreement and delayed input is rigorously chased.

- d) The proportion of safeguarding referrals for people who had a separate referral in the preceding 12 months is 12.14% (71 out of 585 referrals), higher than our 10% target. This figure has increased in Q2 accounting for over a third of these repeat referrals and work is being completed to understand this increase in more detail which will be fed back to the Doncaster Safeguarding Quality and Performance group.
- e) The health outcomes of people in Doncaster are generally poorer than the national average. Performance measures on drug treatment performs under target in Q2 which is due in part to a number of complex opiate cases which is being dealt with by specific provider action plans.
- f) Overall the Childrens Trust continues to report reasonable performance and remain within tolerance target levels on a number of measures. Monitoring review meetings between the council and the Trust focus on both performance and financial management, with quality of work and financial management as key priorities. 87% of children in need cases were reported as having an 'open/current' plan. This figure rises to 91% with the inclusion of those children with a 'draft' plan awaiting completion but is below the 95% target. The number of repeat referrals to Childrens Services at 24% remained constant with previous quarter's performance, this measure is indicative of the affectivity of the initial intervention received. See appendix A (page 29-31).
- g) We saw an increase in the reported number of children living in households where domestic abuse occurs. In 12% of children and families assessments, domestic abuse is a factor.

Red measures

- Proportion of all in drug treatment who successfully completed treatment and did not re-present within 6 months (per cent).
- Proportion of people using social care who receive direct payments
- Proportion of repeat safeguarding referrals
- Permanent admissions to residential and nursing care homes per 100,000 population
- Percentage of children in need with an open and current plan (Trust)

Next steps...

- Monitor the provider action plan for Opiate exits.
- Implement the LGA peer review action plan for safeguarding adults.
- Continue to deliver the adults health and well-being Immediate Business Improvement (IBI) projects and develop quality business plans for the longer term transformation priorities.

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

Where are we now...

- a) There were 331 new homes built in Q2 (council and private sector providers) bringing a total of 444 so far for 2016/17. This is down on previous years position and work is underway to review the factors behind the reduction. Early indication from review of council and private sector numbers is that this is due to a reduction from private developer's contribution. The affordable housing programme for 2016 remains on track with another 17 council built properties completed in Q2 bringing a total of 34 year to date. Empty properties remains fairly static resting around 3500 based on council tax figures.
- b) Household domestic recycling rates are higher than previous years, rising from 43% to 51.5% and exceed the target of 46.8%. Fly tipping collection within 5 days continues to be reported at 60% against an 80% target. More instances are being recorded due online and through digital apps with a total of 3785 recorded this quarter. Plans are in place to improve performance through better working patterns and focused back alley clearances.
- c) 99.88% of collections were reported as complete on the schedule day for Q1, which was slightly below the 99.9% target. This figure includes all waste collections (black, green, box, trade, trade recycling and clinical), which amounted to over 3.5 million collections in total over the last 3 months.
- d) Grass cutting rates increased rising from 73% to 88.5% and is currently above the target of 80%. This is improvement is due to the successful implementation of a recovery plan which included new machinery, recruitment and training.
- e) Latest carbon dioxide (CO2) omissions data (2014) reports Doncaster at 7.1 tonnes, a reduction of 0.6 tonnes from 2013 and 2.4 tonnes (25%) over the last 9 years. Deployment of solar PV on council owned homes and buildings and biomass boiler at Adwick Leisure Centre contribute.
- f) Annually released data for 2016/17 regarding the condition of our principal and non-principal maintained roads remains good and exceeds the 98% targets. The quality of roads is determined by the industry standard SCANNER survey which assesses the surface condition / maintenance of our roads. It is our maintenance strategy to retain these road networks in the upper national performance quartile.

Red measures

- Percentage of fly tips investigated and removed within 5 days from public areas

Next steps...

- Review of factors influencing build of new properties
- Continue the delivery of the 2015-18 Housing Development Strategy

Outcome 4: All families thrive

Where are we now...

- a) The national measure for persistent absence is now based on 10% absenteeism as opposed to previous year's definition of 15% absenteeism. Primary school persistent absence to autumn 2015 was reported at 10.6% and Secondary level at 15.6% - both of which are higher than target levels and are above national levels.
- b) 100% of young people with learning or other disability had a final Education Health Care Plan within the target of 20 weeks from initial request. Percentage of children who are 'school ready' measured as part of the Early Years Foundation Stage continues its positive trend rising 5% on previous year to 70%. Biggest challenge is anticipated to be around children receiving Free School Meals where there is still a gap of c.20%.

- c) At 9%, the Children's Trust report an improvement in the stability for our children in care, in terms of number of placement moves and has consistently remained within target level since transfer to the Trust. Percentage of care leavers in suitable accommodation exceeds its target of 85%, although there is concern about the level of care leavers in employment, training and education which is off track at 41% and is in the lowest national quartile and one of the lowest regionally. There is an Ofsted improvement action plan that the Trust and the council are work on with is aimed at strengthening the pathways for these vulnerable children. The Corporate Parenting Board maintains focus on both children in care and care leavers to improve positive life outcomes for children in care.
- d) With provisional results at 4% for A*-C GCSE, both attainment and persistent absence for our children in care, at secondary level are behind target/comparator levels and also remain a concern. Persistent absence for children in care at secondary level rose from 10% to 23%, indicating that 34 children in care at secondary level have high levels of school absence. Further analysis is underway regarding children in care attendance rates.
- e) The start of the school year in September saw a rise in the percentage of children with first choice school placements for both reception and secondary levels, ranking Doncaster 3rd nationally at reception level (96.4%) and top 10% nationally at secondary level (95.7%).
- f) Early Help remains a key area of focus and development into 2016/17. Our Early Help Hub received 1351 enquiries in Q2, 26% of these were for children pre-birth to 5 years of age (353).
- g) The Expanded Stronger Families Programme continues to achieve positive outcomes with families, 777 positive outcomes have been achieved, particularly around reducing crime and supporting people out of worklessness and financial exclusion. To meet targets the programme needs to identify and engage with more families (we currently have identified 962 families and are working with 769) which will be helped by further work to gather families who are eligible from across the Team Doncaster partnership along with initiating work with 193 families identified but not yet part of the programme. We have a robust process, working alongside Internal Audit for making claims to Dept. Communities and Local Government which has allowed us to claim 34 full claims so far in 2016-17. Further work with our partners so that we can demonstrate outcomes and also progress towards a case management system will improve our ability to claim in the future.
- h) The average number of days to process a housing benefit claim is 23.2 against a target of 25. The average number of days to process a new claim for council tax support is 24.5; this just above the target of 25. A review of the process has led to a marked improvement in performance in these areas.

Red measures

None

Next steps...

- Ongoing development and establishment of the Early Help Hub
- School Improvement Management Team to review persistent absence for children in care including breakdown against placement types
- Progress the implementation of the Stronger Families Case Management System
- Further analysis regarding children in care attendance rates

Outcome 5: Council services are modern and value for money

Where are we now...

- a) Overall Council sickness is 9.69 days lost per full time employee, compared to a target of 7.9 for Q2. This is a slight reduction in the rate of absence from the last quarter (9.85 days) or 0.16 days which if continued would result in a projected annual rate that would exceed the corporate target of 7.9 days per FTE. Further information is provided in Appendix A.

- b) Outcomes from this quarter's workforce digest have identified a number of continuing HR and OD risks; which are the same as the previous quarter, and relate to organisational stability; performance management and additional workforce spend. It can be reported that in some areas there are further signs that action is being taken to address and mitigate these risks, which are continuing to have a positive impact that now needs to be built upon and sustained. More detailed progress and next steps are set out at Appendix A of the report
- c) An average of 20.6 per cent of our customers contacted us on-line during quarter 2, with little movement over the previous 3 quarters. Key actions to increase takeup are being investigated. 48% of appropriate services are now delivered on-line, a slight increase on last quarter.
- d) In the first quarter of the year Council Tax arrears reduced by just under £1.7m, compared to the target of £1.4m, this reduction is up nearly £400k than the same period last year.
- e) Business Rates show a reduction of arrears in the second quarter of over £1.2m, which is well above the projected target of £850k. This reduction is over £400k more than for the same period last year
- f) Doncaster companies and suppliers are now used for 69 per cent of our total spend with third party providers. This is better than the 60 per cent target, and the highest percentage reported over the last 2 years.
- g) The percentage of invoices paid within 30 days is currently 96.7 per cent against a target of 95 per cent. This is considerably higher than the 88 per cent reported in the same period last year.

Red measures

- Whole authority sickness
- Percentage of channel shift to on-line services by Doncaster residents as a result of the Digital Strategy
- Contracts procured in 205/16 that have social value reflected in them

Next steps...

- Identify key actions to improve the percentage of on-line channel shift by Doncaster residents;

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

Where are we now...

- a) There have been 11 data protection incidents by the council this quarter and 12 by Doncaster Children's Services Trust. None were serious enough to be recognised as breaches by the Information Commissioner's Office. New e-learning modules have been launched and the Data Protection Officer continues to complete investigations and complete mitigating actions with high risk areas and where incidents occur.
- b) Mandatory training for elected members is currently at 85 per cent. This is in line with the 88 per cent reported for the same time last year. Additional mandatory training sessions have been scheduled.
- c) There has been no increase in the number of our significant partners that have completed a partnership assessment. Work is underway to increase the number of assessments completed
- d) Of the lead officers and members appointed to represent the Council on partnership boards, 50 per cent have attended Partnership Training, compared to a target of 25 per cent.

Red measures

- Significant partners that have had a completed partnership assessment

Next steps...

- Target partners that need to complete a partnership assessment;
- Continue to provide training and awareness on data protection, especially to areas where data protection incidents are reported;
- Ensure members who require mandatory training are aware of the training dates available and are encouraged to attend.

STRATEGIC RISKS

25. There are 18 Strategic Risks and all have been updated as part of the Quarter 2 reporting process. The Heat Map shows a summary of the scores.
26. No risks have been identified for demotion. A new risk has been proposed to highlight the increasing impact of cyber threats; the wording for this risk is being developed and will be profiled at Quarter 3.



DONCASTER 2017 PROGRAMME

27. The Doncaster 2017 Programme is showing £2.8m projected slippage for 2016/17. This is mainly attributable to Modern & Productive Workforce (£1.0m), Digital Council (£0.9m), Appropriate Assets (£0.8m); these figures have been included in the projected overall financial position for the Council for 2016/17. The pace of transformation for some of the projects is slow; use of one-off funding has been used to meet shortfalls and some projects will extend beyond 2016/17 in order to achieve their outcomes.
28. The current target and projected savings for this year are as follows:

	£m
Target Savings	
2016/17	8.74
Carried forward from 2015/16	7.67
Total Target Savings	16.41
Projected Savings	
On-going	11.04
One-Off	2.54
Total Projected Savings	13.58
Slippage/Gap	2.83
(Slippage/Gap at Q1 was £2.91m)	

29. Key points on the programme are as follows:
- The 2016/17 target includes a significant carry forward which comprises unmet savings and savings that were met by one-off funding in 2015/16.
 - The pace of the following projects sees them extending beyond 2016/17 - Appropriate Assets £1.5m projected to be achieved beyond 2016/17, with a potential overall gap to manage in later years. Modern and Productive Workforce £2.0m to be delivered beyond 2016/17 reflecting the impact of the agreed changes to terms and conditions. Early Help £1.4m savings profiled beyond 2016/17 which rely on service transformation and other efficiencies.
 - It is recognised that Digital Council is a key enabler for transformation across the Council and therefore the digital strategy needs to be better embraced and embedded across the council to ensure the pace and successful delivery of projects within the

programme and across the organisation as a whole. Although there is slippage on delivering the savings, the programme has delivered £1.8m savings to date, a further £2.0m is estimated for 2016/17 and 2017/18 giving an overall total of £3.8m at the end of the programme.

BUSINESS RATES, COUNCIL TAX AND RENT ARREARS

30. Collection monitoring information, percentage collected in year and arrears, for Council Tax and Business Rates is detailed in the outcome 5 above and Appendix A Finance and Corporate Service performance indicators.
 - a. In addition, the accumulated Council Tax Collection Fund surplus attributable to Doncaster as at 31st March, 2017 is estimated at £4.5m. The longer term collection rate since 1993 is 98.55 per cent. The accumulated Business Rates Collection Fund deficit attributable to Doncaster as at 31st March, 2017 is estimated at £0.70m.
 - b. Current rent arrears at Q2 stand at £1.89m and are 2.51 per cent of the rent debit; there has been an increase of £0.02m from £1.87m at Q1 (2.49 per cent). This performance is on track for a year end performance of 2.50 per cent and is currently ahead of profile. As at 30th September, the amount of former tenants' arrears was £1.1m, the same as Q1.

VIREMENTS FOR APPROVAL

31. The virements approved by the Chief Financial Officer, Chief Executive and Portfolio Holder are detailed in Appendix B.

LEVEL OF RESERVES

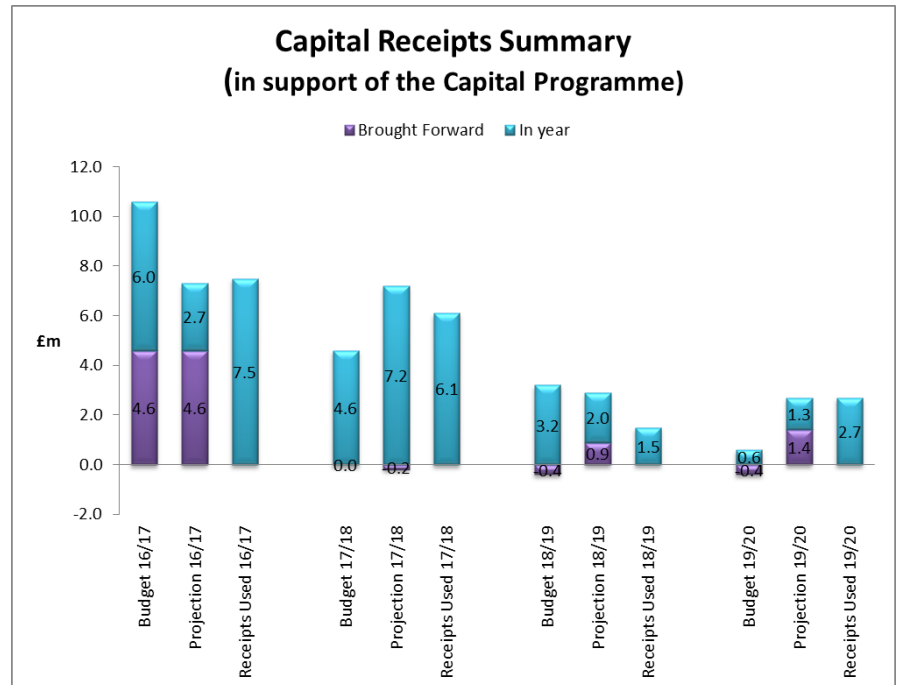
32. General fund uncommitted revenue reserve is estimated at £16.7m as at 31st March 2017.
33. The Council needs to ensure that the level of reserves is sufficient to meet any potential future costs. The budget strategy involves the use of £5m reserves for the 2017/18 budget, additional savings will be delivered in 2018/19 to get back to a balanced budget. 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.
34. The Council self-insures part of its insurable financial risk by holding excesses on the various insurance policies that it has in place. An insurance provision covers the estimated value of outstanding insurance claims for which the Council has a potential legal liability and potential claims incurred but not reported, as at 31 March 2016 the provision was £10.9m. Current information indicates that the full provision will not be required; this will be reviewed in preparation for year-end and any one-off savings incorporated into the quarter 3 financial projections. The full insurance portfolio is currently being tendered and is expected to be completed in February/March for the 1st April start, this will confirm the on-going budget requirement.

HOUSING REVENUE ACCOUNT

35. The 2016/17 HRA had a balanced budget which included a contribution of £3.2m from balances. The projection as at Q2 is that there will be an underspend of £0.7m, reducing the amount required from balances to £2.5m. The main variances are £0.2m projected underspend on overall management expenditure, £0.5m additional rent income as a result of lower than budgeted void rent loss (budgeted 1.5%, actual 1.2%) and both average rent and property numbers are higher than budgeted, £0.1m additional other income, £0.3m saving from loan charges due to lower interest rates and an increase in RCCO (revenue contribution to the capital programme) of £0.4m to fund additions to the capital programme.

CAPITAL PROGRAMME

36. Capital expenditure totalled £23.6m as at quarter 2. At the end of the same quarter it is projected capital expenditure will total £111.3m for the year.
37. The Capital Receipts Summary chart shows the estimated position for General Fund capital receipts at quarter 4 2015/16 and the revised projections in 2016/17.
38. Capital receipts to be generated in year are still below the budgeted £6m but the current projection has increased to £2.7m. The position for future years has worsened due to uncertainty around a high value site which has been removed. This is mitigated due to more assets being added to the capital receipts programme so the future years position should improve as these assets are approved for sale and increase the projected income.
39. There is still a shortfall of £0.2m in capital receipts to fund capital projects in 2016/17 but it has decreased significantly since the last quarter due to the increase of in year receipts mentioned earlier and a change in profiling of current schemes which has moved costs to future years.



OPTIONS CONSIDERED

40. Not applicable.

REASONS FOR RECOMMENDED OPTION

41. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

Priority	Implications
<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> Mayoral Priority: Creating Jobs and Housing Mayoral Priority: Be a strong voice for our veterans Mayoral Priority: Protecting Doncaster's vital services 	Council budget and monitoring impacts on all priorities
<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> Mayoral Priority: Safeguarding our Communities Mayoral Priority: Bringing down the cost of living 	
<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> Mayoral Priority: Creating Jobs and Housing Mayoral Priority: Safeguarding our Communities Mayoral Priority: Bringing down the cost of living 	

Priority	Implications
All families thrive. <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	
Council services are modern and value for money.	
Working with our partners we will provide strong leadership and governance.	

RISKS & ASSUMPTIONS

42. 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

43. 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

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

HUMAN RESOURCE IMPLICATIONS

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

TECHNOLOGY IMPLICATIONS

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

EQUALITY IMPLICATIONS

47. 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.
48. The governance of the Corporate Equality and Inclusion Plan forms part of the quarterly reporting process, this information can be found at Appendix A.

CONSULTATION

49. 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 2016/2017 - (1st July 2016 to 30th September 2016)

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 the previous quarter. The blue arrow is long trend and shows the current value compared over the last 3 years.

improvement	Same as last time	getting worse
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Strategic Risk Profiles - Risks are profiled in line with the Corporate Risk Management Framework and the risk profile score determines the overall status.

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

Sickness – Days per FTE		Value	Target	DoT	Traffic Light
Adults Health and Well-Being		13.19	9.50	↑	🛑
Finance and Corporate Services		5.54	5.57	↓	✅
Learning and Opportunities CYP		6.60	7.75	↑	✅
Regeneration and Environment		10.00	8.60	↑	🛑
81. (F&CS) Whole Authority Sickness		9.69	7.90	↑	🛑
PDR Completion - % of workforce with a PDR recorded		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	1055 out of 1118	94%	95%	↑	⚠️
Finance and Corporate Services	672 out of 672	100%	95%	↑	✅
Learning and Opportunities CYP -	437 out of 447	98%	95%	↑	✅
Regeneration and Environment	1987 out of 2050	97%	95%	↑	✅
82. (F&CS) Whole Authority	4151 out of 4287	97%	95%	↑	✅
Internal Audit Recommendations - % completed that were due in period		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	1 out of 2	50%	100%	↓	🛑
Finance and Corporate Services	0 out of 2	0%	100%	—	🛑
Learning and Opportunities CYP	None due	100%	100%	—	✅
Regeneration and Environment	None due	100%	100%	—	✅
Whole Authority	1 out of 4	25%	100%	↓	🛑
Data Protection breaches that had an initial assessment completed within 10 working days		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	1 incidents	100%	100%	—	✅
Finance and Corporate Services	6 incident	100%	100%	—	✅
Learning and Opportunities CYP	1 incidents	100%	100%	—	✅
Regeneration and Environment	2 incident	100%	100%	—	✅
Whole Authority	10 incidents	100%	100%	—	✅
Corporate Plan Updates Completed		Value	Target	DoT	Traffic Light
Adults Health and Well-being	20 out of 20	100%	100%	—	✅
Finance and Corporate Services	29 out of 29	100%	100%	—	✅
Learning and Opportunities CYP	33 out of 33	100%	100%	↑	✅
Regeneration and Environment	34 out of 34	100%	100%	—	✅
Whole Authority	116 out of 116	100%	100%	↑	✅

Note: We are currently developing additional key governance indicators for example timely responses to Freedom of Information Requests, Compliance with Contract Procedure Rules, Sign Off of Key Policies and External Recommendations. These will be profiled for Q3 2016-17

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

Overall Performance against Directorate Service Measures



Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
23. (AH&W) Proportion of people using social care who receive direct payments	Q2 2016/17	↑	↑	19.4%	23.3%	🔴
24. (AH&W) Permanent admissions to residential and nursing care homes, per 100,000 population (65+ Only)	Q2 2016/17	↑	↑	151.6	Stretch:130.7 Budget:172.5	🔴*
25. (AH&W) The proportion of people who use services and carers who find it easy to find information about services - Service Users Only	2015/16	↑	↑	75%	74.5%	🟢
26. (AH&W) The proportion of people who use services and carers who find it easy to find information about services - Carers Only	2014/15	↓	↓	71.9%	65.5%	🟢
38.(AH&W) Proportion of repeat safeguarding referrals	Q2 2016/17	↓	↓	12.14%	10%	🔴
39. (AH&W) Proportion of all in treatment, who successfully completed drug treatment and did not re-present within 6 months (PHOF 2.15i+2.15ii)	Q2 2016/17	↓	↑	11.13%	14%	🔴
40. (AH&W) PHOF2.22iii Cumulative percentage of eligible population aged 40-74 who received an NHS Health Check	Q2 2016/17	↑	↑	7.24%	7.31%	🟡
43. (AH&W) The number of people that are currently in long term care	Q2 2016/17	↑	↑	1,470	Stretch:1,366 Budget: 1,454	🟡*
43a (AH&W) The number of people that are currently in long term care (DMBC COST)	Q2 2016/17	↑	▬	1,049	-	🗺️
43b (AH&W) The number of people that are currently in long term care (FULL COST)	Q2 2016/17	↓	▬	421	-	🗺️
44. (AH&W) Assistive technology installations per 100,000 population , aged 65 and over (average per month)	Q2 2016/17	↑	↑	576.66	444.2	🟢

*Stretch Target RAG rating

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
27. (AH&W) Number of repeat victims of Domestic Abuse	Q1 2016/17	↑	↑	727	825	-	-

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
30. (AH&W) Number of people participating at DCLT Leisure Centres per 1000 population(includes multiple visits)	Q2 2016/17			1827	1402	-	-
31. (AH&W) Infant deaths under 1 year of age per 1000 live births	2014			4.7	5	4	4.3
32. (AH&W) % Of children aged 10-11 that are classified as overweight or obese	2014/15			34.1%	32%	32.2%	33.3%
33. (AH&W) Percentage of adults achieving at least 150 minutes of physical activity per week (PHOF 2.13i)	2015			52.6%	56.1%	57%	56.3%
70. (AH&W) Number of positive outcomes achieved through the Expanded Stronger Families Programme	Q2 2016/17			777	450	-	-
71. (AH&W) Number of Families Engaged in the Expanded Stronger Families Programme	Q2 2016/17			769	1,004	-	-
72. (AH&W) HWBB3 Number of Families Identified as part of the Stronger Families Programme	Q2 2016/17			962	1,810	-	-
73. (AH&W) Number of family claims made to DCLG through the Expanded Stronger Families Programme	Q2 2016/17			34	123	-	-

PI commentary

PI 23: There were 521 ongoing direct payment agreements in place as at 30th September 2016. A joint management action plan, has been prepared to tackle this issue and increase take up of direct payments, to improve the pathway for people choosing this as an option to receive their personal budget. This will embed direct payments as a default within assessment and care management, strengthening support to people who wish to receive a direct payment to become an employer, together with ensuring payments are made promptly. Management action is being taken to ensure that social work teams are focussing on direct payments. This will include the provision of better management information to ensure that areas of best practice and areas where improvement is needed can be accurately identified and addressed. The commissioning care and support at home project will result in a large increase in the uptake of direct payments. Service users will be supported to take up a direct payment to increase their options and enable them to stay with their existing service providers if they wish to do so.

PI 24: Signs are really positive that there is now a strong grip on residential care admissions. In the last 2 months the new stretch target of 25 admissions per month has been achieved (August 23, Sept 19). To put the improvement into perspective, the monthly average for the same period in 2015/16 was 47, compared to an average of 31 in 2016/17. The monthly average of 31 is also slightly better than the 2015/16 Yorkshire and Humber and national averages, meaning that Doncaster is no longer an outlier on performance. There were actually 87 new agreements recorded in quarter 2 compared to the stretch target of 75. In the year to date there have been 186 new agreements compared to the stretch target of 158. Although the targets have not been achieved as a whole, performance is in line with expectations and original budget requirements. There has also been a marked improvement compared to the same period last year when the quarterly figure was 143 and the year date figure was 282. If only those agreements where DMBC contribute financially are counted, then the total number of new agreements for the year to date is 116 or an average of 19 per month. There were an additional 70 full cost self-funders. The resource (residential) panel is now managing the number of admissions within stretch target levels, as the last 2 month demonstrates. However, the date that agreements are input






is still having an impact on monthly figures. This should improve in future as all Social Workers are now requested to complete input ASAP after panel agreement and delayed input is rigorously chased.

PI38: The proportion of safeguarding referrals for people who had a separate referral in the preceding 12 months is 12.14% (71 out of 585 referrals), higher than our 10% target. This figure has increased in Q2 accounting for over a third of these repeat referrals and work is being completed to understand this increase in more detail which will be fed back to the Doncaster Safeguarding Quality and Performance group.

PI 39: The 14% target is an average of performance for Opiate and Non-Opiates. Q2 saw a similar performance to 11.13% but is still behind target level. Non-Opiates are performing in the Top quartile range at 50.7% whereas the Opiate group is performing at 1.3% well below the Top quartile range. To improve performance we have a provider action plan in place for Opiate exits including linking 2.5% of the annual contract value for 2016/17 to performance and a new service model which delivers; single point of access, New Beginnings Inpatient Detox and Structured Day Programme, Social Space, Mentors as Volunteers and a Hub and Spoke model in Bentley, Thorne, Mexborough and Doncaster Town.

PI 70-73: The Expanded Stronger Families Programme continues to achieve positive outcomes with families, 777 positive outcomes have been achieved, particularly around reducing crime and supporting people out of worklessness and financial exclusion. To meet targets the programme needs to identify and engage with more families (we currently have identified 962 families and are working with 769) which will be helped by further work to gather families who are eligible from across the Team Doncaster partnership along with initiating work with 193 families identified but not yet part of the programme. We have a robust process, working alongside Internal Audit for making claims to Dept. Communities and Local Government which has allowed us to claim 34 full claims so far in 2016-17. Further work with our partners so that we can demonstrate outcomes and also progress towards a case management system will improve our ability to claim in the future.

Adult Health and Well-Being Revenue

Traffic Light	Name	Quarter 2 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Adults Health & Wellbeing Total Revenue Variance	146.724	81.751	0.845
	Adults Social Care Revenue Variance	22.120	14.605	0.086
Adult social care is forecasting an overspend of £0.1m which is mainly due to £0.3m forecast overspend on Occupational Therapist Team due to use of agency staff covering vacant posts.				
	Communities Revenue Variance	11.894	6.786	-0.028
The service is forecasting to break even.				
	Director Of Adult Services Revenue Variance	1.565	1.565	0.483
This is mainly unallocated cuts relating to Digital Council savings of which it is forecast that £0.2m savings will be delivered against the £0.7m target, leaving £0.5m shortfall. There are proposals to meet the remainder of these savings from 2017/18 onwards through the introduction of a reconfigured service, aligned to a new community model which is being developed.				
	Modernisation & Commissioning Revenue Variance	90.495	58.250	0.304

A £0.3m overspend is forecast, this includes:

Residential Services - The number of residential placements has reduced from 1,496 at the start of the financial year to 1,470 at the end of September 2016, and it is forecasted to achieve the budget target at 1,402 by the end of the year. There is a pressure due to transitions from Children's Service (£0.6m) which has been partially offset by changes to a block contract (-£0.3m); £0.3m additional funding has been allocated from a central budget for the pressure in 2016/17 onwards. The Service is working with colleagues in Finance and Performance to improve the forecasting in this area, following errors in the quarter 1 forecasts, by looking in a greater level of detail on a monthly basis.

Community Equipment - This budget is forecast to overspend by £0.4m. This expenditure is incurred to help people live at home longer. The service is looking at additional sources of funding to meet this pressure and reviewing prescriber behaviour to ensure appropriate equipment is issued. This budget is a key enabler within the transformation programme for service users to lead independent lives.

Better Care Fund (BCF) - £0.8m underspend is expected on the £7.8m budget due slippage and underspending on some projects e.g. Falls, TeleHealth and STEP's. This does not impact on the outturn position, but the planned use of earmarked reserves is no longer required.


Traffic Light	Name	Quarter 2 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Public Health Revenue Variance	20.650	0.546	0.000

Public Health has seen a further grant reduction from Public Health England of (£2.04m), (£0.58m) for 2016/17 in addition to 2015/16 in year cut of (£1.46m) for 2016/17. Further savings of (£0.20m) from wider determinants have also contributed towards the council's overall saving target.


To ensure a breakeven position for 2016/17 the use of reserves was required. Q1 estimated the use of reserves to be £0.72m this has been revised at Q2 to £0.63m.

This leaves a forecast balance of PH reserves of (£0.40m) moving into 2017/18.


Adult Health and Well-Being Capital

Traffic Light	Programme Area	Q2 2016/17				Actual Spend (£m)
		Revised Base Budget (£m)	Q2 Projection (Full Year) (£m)	Revised Base Budget Future Years (£m)	Q2 Projection Future Years (£m)	
	Adult, Health & Well-Being Total	6.58	6.30	12.46	13.77	2.40


The overall programme is on track at Quarter 2 with no significant issues.

	Adult Social Care	4.19	4.17	11.04	11.56	1.20
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The main areas of spend are Housing Adaptations and Disabled Facilities Grants (DFG) £4.2m.

	Communities	2.34	2.08	1.42	2.20	1.20
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The main areas of spend are the capital payment to DCLT £1.0m, Parks and Playing fields £0.5m. The decrease in anticipated expenditure is mainly due to the re-profiling of the Closed Road Cycle Circuit (£0.62m) into 2017/18. This decrease is offset by the addition of various S106 funded schemes (play areas, zebra crossing) £0.24m and the Campsall Park bridge restoration £0.12m funded from Corporate resources (£0.05m) and an RCCO from Adults Health and Wellbeing (£0.07m).

	Modernisation & Commissioning	0.05	0.05	0.00	0.00	0.00
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The spend is on Safe and Well centre (Jubilee Court) £0.05m.

Finance and Corporate Services - Corporate Plan Performance Indicators and Finance

Overall Performance against Directorate Service Measures



Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
78. (F&CS) Housing Benefit - Average number of days to process a new claim	Q2 2016/17	↑	↑	23.20	25.00	✓
79. (F&CS) Council Tax Support Application - Average number of days to process new claims	Q2 2016/17	↑	↑	24.51	25	✓
80. (F&CS) Delivery of actions under 5 Core Themes of the People Strategy	Q2 2016/17	↑	↓	50	50	✓
84. (F&CS) % of services with a fully transactional on-line self service capability	Q2 2016/17	↑	↑	48	50	✓
85. (F&CS) % of invoices are paid within 30 days	Q2 2016/17	↑	↑	96.7	95	✓
88. (F&CS) % of Council Tax collected in the year	Q2 2016/17	↓	↑	94.25%	94.30%	⚠
89. (F&CS) Percentage of Non-domestic Rates Collected	Q2 2016/17	↑	↑	96.18%	96.80%	⚠
90. (F&CS) Deliver 2016/17 savings	Q2 2016/17	↑	↑	37.4	40.2	⚠
91. (F&CS) Produce the budget for 2017/18 to 2020/21, including detailed savings for 2017/18	Q2 2016/17	↑	↑	27.9	28.6	✓
92. (F&CS) % of local authority spend with Doncaster companies/ suppliers (CORPP01)	Q2 2016/17	↑	↑	67	63	✓
93. (F&CS) % increase in contracts procured in 2015/16 that have Social Value reflected in them	Q2 2016/17	↓	↓	57%	72%	✗
94. (F&CS) Percentage of expenditure (revenue transactions over £25k) that is within the framework of a contract.	Q2 2016/17	↑	↑	89	85	✓
97. (F&CS) Percentage of Lead Officers/Members appointed representatives that have attended the 'Partnership' training	Q2 2016/17	↑	↑	50%	50%	✓
98. (F&CS) Number of data protection breaches	Q2 2016/17	▬	↑	0	0	✓
99. (F&CS) % Members attending mandatory training (GOVS 01)	Q2 2016/17	↑	↑	85.4%	50%	✓
100 (F&CS) Percentage of Head of Service planning templates completed	Q2 2016/17	▬	▬	100%	100%	✓

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
81. (F&CS) Whole Authority Sickness	Q2 2016/17			9.69	7.90	-	-
82. (F&CS) Whole Authority PDRs	Q2 2016/17			97%	95%	-	-
83. (F&CS) % of channel shift to on-line services by Doncaster residents as a result of the delivery of the Digital Strategy	Q2 2016/17			20.6	40	-	-
86. (F&CS) Council Tax Arrears	Q2 2016/17			17,188,094.4	17,991,000	-	-
87. (F&CS) Business Rates Arrears	Q2 2016/17			6,413,989.8	8,309,000	-	-
95. (F&CS) Percentage of Theme Boards that have a Performance Management Framework in place and have reviewed Strategic Action Plans in place for 2016/17	Q2 2016/17			100%	100%	-	-
96. (F&CS) Percentage of significant partners that have had a completed partnership assessment	Q2 2016/17			31.25%	50%	-	-

PI commentary

PI 93: 72 contracts were let, of which 41 or 57% contained social value principles

Whole Borough Indicator PI 81 – Sickness is currently 9.69 days against a target of 7.9 days.

Whole Borough Indicator PI 83 - Overall across quarter 2, 20.6% of transactions were completed on-line. July was 19%, August was 20% and September was 23%. This was made up of a total of 51,142 unique users from the Doncaster area. This still obviously falls way short of our very ambitious channel shift % target across Doncaster's population. Therefore, key actions to increase are being investigated, the first being council tax e-billing.

Whole Borough Indicator PI 96: 5 out of 16 partnership assessments have been completed most of which are sourced from work initiated in March 2016. There has been no improvement in the figure in Q2 but work is planned in Q3 to target the remaining partnerships to improve the performance and increase the number of partnership assessments completed.

Finance and Corporate Services Revenue

Traffic Light	Name	Quarter 2 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Finance & Corporate Services Total Revenue Variance	125.323	19.527	-0.189
	Customers, Digital & ICT Revenue Variance	7.898	5.606	0.163
The service is projecting an overspend of £0.16m at the year end, due mainly to £0.14m reduction of income from schools, software licensing pressures £0.05m, one stop shop security £0.02m and one off legal costs for town centre wi-fi installation £0.02m. These are partially offset by staffing related underspend of £0.07m.				
	Finance & Corporate Director Revenue Variance	0.185	-0.060	-0.025
The £0.02m underspend in this area relates mainly to salary underspends in year.				
	Finance Revenue Variance	105.813	5.578	-0.205
The main pressure, due to the under-recovery of housing benefit overpayments £0.35m, is off-set by one-off grants of £0.33m plus in year salary underspends of £0.17m from across the service.				
	HR, Comms & Exec Office Revenue Variance	4.373	3.485	0.062
The £0.06m overspend in this area is due mainly to the late delivery of savings from the shared services contract £0.12m, offset in part by salary underspends, one-off dividend income from the shared services contract and additional income from schools for adverts, advance payments and attachment orders totalling £0.07m.				
	Legal & Democratic Services Revenue Variance	4.876	3.038	-0.124
The estimated £0.12m underspend results mainly from salary underspends across the service.				
	Strategy And Performance Revenue Variance	2.177	1.880	-0.061
The £0.06m underspend results mainly from salary underspends across the service.				

Finance and Corporate Services Capital

Traffic Light	Programme Area	Q2 2016/17				
		Revised Base Budget (£m)	Q2 Projection (Full Year) (£m)	Revised Base Budget Future Years (£m)	Q2 Projection Future Years (£m)	Actual Spend (£m)
	Finance and Corporate Services Total	10.71	8.54	26.23	25.10	0.30
The low level of spend is a concern at this stage of the year with projects in delivery but the corresponding spend is not yet showing. If the Investment and Modernisation Fund balance of £5.16m is discounted (is an allocation of funds not a project), the projected spend is £3.38m, and so spend is around 10% of estimate. Services have been challenged on their projections.						
	Customers, Digital and ICT	2.89	2.48	0.63	1.05	0.24
£0.42m of spend and resources have been re-profiled to 2017/18 at quarter 2, with the main element of this being part of the (ICT Strategy £0.29m). The largest remaining elements of this programme are the Corporate EDM upgrade (£0.47m), the Carefirst project (£0.45m) and the ICT Strategy 2014-2017 (£0.49m). The low level of spend when compared to the estimate is a concern, with information from the service that projects are in development but the spend has not been invoiced.						
	Finance	7.62	5.78	25.60	23.92	0.06
Two elements form this area of the programme, the Investment and Modernisation Fund (£5.17m) and the ERP System development (£0.62m). The major change is moving £1.69m of the IMF to the Regeneration and Environment programme for the Smartlight project. The IMF is an allocation and so does not incur spend. The ERP system is estimated to incur the majority of its spend in early 2017. No concerns in this area at quarter 2.						
	Legal & Democratic Services	0.19	0.28	0.00	0.13	0.00
This area consists of two projects for the move of the Registrars Office from Elmfield Park, the second of which is the conversion of part of Priory Place for weddings (£0.22m) and is the new addition during quarter 2. Both these projects are relatively new and so have not incurred any spend as yet. No major concerns at quarter 2.						

Learning and Opportunities - CYP Corporate Plan Performance Indicators and Finance

Overall Performance against Directorate Service Measures



Traffic Light: Red 1 Amber 0 Green 7 Unknown 4

Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
34. (L&O:CYP) A4. Percentage of Child Protection visits in timescale where child was seen by their Social Worker (Childrens Trust)	Q2 2016/17	↓	↓	83.33%	80%	✓
35. (L&O:CYP) A3. Percentage of Case File Audits rated Requires Improvement or better CT Contract Measure	Q2 2016/17	↑	↑	100%-	95%	✓
36. (L&O;CYP) A8 Percentage of Children in Need with an open and current plan CYP (Childrens Trust)	Q2 2016/17	↓	↓	86.65%	95%	✗
37. (L&O:CYP) A1. Referrals to Children's Services that are repeat referrals within 12 mths (KIGS CH142) (Childrens Trust)	Q2 2016/17	↑	↑	24.04%	24%	✓
62. (L&O:CYP) B10. Stability of placements of looked after children: number of moves 3 or more (BV49 NI_062 PAF CF/A1) (Childrens Trust)	Q2 2016/17	↑	↑	9.0%	9.0%	✓
67. (L&O:CYP) % of young people with learning or other disability who have a final Education Health Care Plan within 20 weeks of initial request (new requests)	Q2 2016/17	▬	▬	100%	100%	✓
68. (L&O:CYP) % of children with first choice school placement in Reception	2016/17	↑	↑	96.4%	94%	✓
69. (L&O:CYP) % of children with first choice school placement in Secondary	2016/17	↑	↑	95.7%	95%	✓
74. (L&O;CYP) Contacts to the Early Help hub from social care	Q2 2016/17	↓	↓	32	-	📊
75. (L&O;CYP) Number of enquires to Early Help Hub	Q2 2016/17	↑	↑	1,351	-	📊
76. (L&O;CYP) Percentage of contracts to Social Care which do not meet the threshold for statutory intervention	Q2 2016/17	↑	↑	13	-	📊

77. (L&O;CYP) Percentage of enquires to the Early Help Hub for children pre-birth to five years of age	Q2 2016/17			26	-	
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Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
16. (L&O;CYP) Percentage of pupils accessing good or better education (Primary and Secondary settings)	Q2 2016/17			67.1%	-	85.1%	80.3%
17. (L&O;CYP) Achievement of a Level 2 qualification by the age of 19	2014/15			79.9%	79.9%	-	-
18. (L&O;CYP) Achievement of a Level 3 qualification by the age of 19	2014/15			46.8%	58.0%	-	-
19. (L&O;CYP) National measure of attainment in 8 subjects	2015/16	-	-	46.6	-	Data not yet avail	
20. (L&O;CYP) National measure of progress in 8 subjects	2015/16	-	-	-0.21	-	Data not yet avail	
28.(L&O;CYP) Children with CP Plan per 10,000 pop aged U18 as at end of month (Childrens Trust)	Q2 2016/17			65.03	-	-	-
29. (L&O;CYP) Number of children living in households where reported domestic abuse occurs	Q1 2016/17			546	-	-	-
57. (L&O;CYP) Persistent Absence of Children in Care Primary schools (Absenteeism 10%)	Q1 2016/17			5%	3.8%	-	-
58. (L&O;CYP) Persistent Absence of Children in Care Secondary Schools (Absenteeism 10%)	Q1 2016/17			23%	6.9%	-	-
59. (L&O;CYP) Percentage of Care Leavers in suitable accommodation (age 19-21 years) (Childrens Trust)	Q2 2016/17			86.5%	85%	-	-
60. (L&O;CYP) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years) (Childrens Trust)	Q2 2016/17			41.2%	45%	-	-
61. (L&O;CYP) Achievement of 5 or more A*- C grades at GCSE or equivalent for Children in Care (incl. English & Maths)	2015/16			4%	23.4%	14.4%	13.7%

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
63. (L&O:CYP) Proportion of children attending early education programmes (including 2,3&4 year old entitlement)	2015/16			89%	80%	-	-
64. (L&O:CYP) Primary schools persistent absent rate (10% absenteeism)	Q2 2016/17			10.6%	9%	9%	-
65. (L&O:CYP) Secondary schools persistent absent rate (10% Absenteeism)	Q2 2016/17			15.6%	12.1%	12.1%	-
66. (L&O:CYP) % of children who are 'school ready' as measured by the Early Years Foundation Stage Profile	2015/16			70%	63%	66.3%	64.6%

PI commentary

PI 36 – Children in need (CIN) who have an open and current plan (activity within last 6mth) is a new Childrens Trust measure which emerged from the Ofsted inspection. There is an expectation that all CIN should have a current plan. Work is underway within the Doncaster Childrens Services Trust regarding those cases that are in transition or where plans are written but are awaiting sign-off

PI 74-77 – a number of new Early Help measures have been included for 2016/17 and as such we are not yet in a position to report direction of travel/trend. Comparator data is also not available for these measures.






PI 19-20 - new national attainment measures have been introduced - provisional GCSE data showed a rise from 50% to 54.5%

PI 57-58 – Children in care attendance both primary and secondary levels declined in the 2015/16 academic year – secondary level rising 13.2% from previous reported period. Performance equates to 6 children in primary phase and 34 within secondary

Doncaster Childrens Trust Contract Measures Year 2 2016/17

Directorate Service Measure	Last Update	D.O.T (6 Month Trend)	Value	Local Target	** RAG
(L&O:CYP) A2. Percentage of Single Assessments completed within 45 days (YTD cumulative) CT Contract Measure	Q2 2016/17	Declining	82%	92%	
(L&O:CYP) A06. Percentage of children currently on a child protection plan for 2 years or more (Childrens Trust)	August 2016	Stable	2.74%	3%	
(L&O:CYP) A09. Percentage becoming the subject of a Child Protection Plan for a second or subsequent time within a 2 year period (Childrens Trust)	August 2016	Stable	7.14%	16%	
(L&O:CYP) B9. Stability of placements of looked after children: length of placement >2 years (NI_063) CT Contract Measure	August 2016	Improving	73.4%	70.0%	

Directorate Service Measure	Last Update	D.O.T (6 Month Trend)	Value	Local Target	** RAG
(L&O: CYP) B8. Average length of Care Proceedings (Number of Weeks) CT Contract Measure	Q2 2016/17	Improving	24	26	
(L&O:CYP) C14. Number of FTE Posts covered by agency staff (Social Care) CT Contract Measure	August 2016	Volatile	11.22%	8%	
(L&O:CYP) C15. Staff Turnover (leavers in month expressed as % of FTE) CT Contract Measure	August 2016	Data only	1.98	-	
(L&O:CYP) C16. Percentage front line Staff Receiving Supervisions in Timescale in Accordance with Policy CT Contract Measure	August 2016	Volatile	78.14%	90%	
(L&O:CYP) D17. Gross Expenditure v Plan CT Contract measure	Information available at the end of the Quarter Provided from the Finance Service.				
(L&O:CYP) D22. Cash flow measure detailing 6 month cash flow, highlighting any drawdown need in line with contract (Childrens Trust)					
(L&O:CYP) D23. Separate spend against plan figure for each funding streams additional to annual contract agreement (Childrens Trust)					
(L&O:CYP) D24. Breakdown of forecast variances over £250k (Childrens Trust)					
(L&O:CYP) F01. Youth Offending Services - % Cohort currently EET (Childrens Trust)	August 2016	New Measure	100%	75%	
(L&O:CYP) F02. Youth Offending Services - Reoffending rate after 12 months	July 2016 (Latest Data)	New Measure	32.46%	32%	
(L&O:CYP) F03. Youth Offending Services - Custody rates (Childrens Trust)	August 2016	New Measure	0.08	0.42	
34. (L&O:CYP) A4. Percentage of Child Protection visits in timescale where child was seen by their Social Worker (Childrens Trust)	Quarter 2 2016/17	Stable	86.55%	80%	
35. (L&O:CYP) A3. Percentage of Case File Audits rated Requires Improvement or better CT Contract Measure	August 2016	Improving	100%	95%	

Directorate Service Measure	Last Update	D.O.T (6 Month Trend)	Value	Local Target	** RAG
36. (L&O;CYP) A8 Percentage of Children in Need with an open and current plan CYP CT	August 2016	Improving	86.65%	95%	
37. (L&O;CYP) A1. Referrals to Children's Services that are repeat referrals within 12 mths (KIGS CH142) CT Contract Measure	August 2016	Stable	24.04%	24%	
59. (L&O;CYP) Percentage of Care Leavers in suitable accommodation (age 19-21 years) (Childrens Trust)	August 2016	Improving	86.5%	85%	
60. (L&O;CYP) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years) (Childrens Trust)	Q2 2016/17	Volatile	41.2%	45%	
62. (L&O;CYP) B10. Stability of placements of looked after children: number of moves 3 or more (BV49 NI_062 PAF CF/A1) CT Contract Measure	August 2016	Improving	9.0%	9.0%	

PI commentary – As at August 2016

The revised suite of performance indicators arising from the annual contract review are into their second quarter and provide a more robust assessment of performance. Performance monitoring and narrative is supplied through the Trust's Contract Performance Monitoring Report which is reported on a monthly basis and challenged at each monthly 'Challenge' meeting with the Trust (and quarterly jointly with Finance) at the high level Quarterly performance meeting and via the Childrens Scrutiny Panel and OSMC. The exceptions report promotes further investigation via deep dive enquiries and escalation to higher level meetings.

The Quarter 2 Trust Performance Report is not yet available, therefore the following information is based on the Trust's August 2016 Monthly Performance Report and demonstrated four measures were Red RAG rated and a further two measures that have remained within contract tolerance (Amber rated). Positive trends are evident for re-referrals which are repeated within 12 months, case file audits that require improvement or better and frontline FTE posts covered by agency staff.

The Following indicators lay outside target and tolerance and actions have been identified through performance monitoring and challenge to address:

A2 Timeliness of Single Assessments

Timeliness performance continues to decline and has been below target and tolerance for the past 3 quarters, although this is slightly ahead of the latest reported national outturn average (81.5%) Since June, assessments open are showing fairly high figures and referrals are increasing reflecting higher demand pressures within the system. It is known that high caseloads impact on assessment timeliness – although this is not cited as a problem by the Trust when challenged. The Trust response is that timeliness reports are shared between teams on a weekly basis and work is targeted to improve performance. There is a significant percentage of NFAs which should be closed much earlier and which is skewing the figures and this is the focus for Trust action and for Council challenge.

C14 Number of FTE posts covered by agency staff

Performance has improved slightly to within tolerance levels. This is not reflective of sickness or turnover levels which remain relatively good. Pressures from competing providers in a highly competitive market are driving this trend and recruitment initiatives are being trailed as well as reviews of existing pay bands in order to mitigate this reliance.

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

Performance at 78% in August shows this is the third month within the last 6 months where performance has fallen short; this is a critical indicator for assurance and could be a potential area for concern. Seasonal factors are playing a part and Trust is aware that managers need to update records – reassurance has been provided that supervisions are taking place and that this is a

recording issue – nonetheless performance needs to improve and the Trust has been made aware of this. Policy is 4 weeks. Maternity leave and long term sickness are valid reasons for not meeting timescale and are excluded from the calculation, other reasons not so. This is a KPI and performance needs to be closely monitored.

F02 Youth Offending Services – Reoffending rate after 12 months

Data comes from the national youth justice databases and is reported on a quarterly basis. The latest available data is July's and showed performance was better than regional and national figures.

PI 36 - A8 Percentage Children in Need with Open and Current Plan

There is an expectation that all Children in Need should have a plan. Performance at August shows the number of Children in Need falling slightly in July and August (at 87); but still higher than historical figures. Assurances from Trust that CIN have a plan, but there are children in transition. NFAs are being tackled and files closed where appropriate. Team leaders are picking up. DCST have suggested this PI should be re-evaluated and discussed in the next annual contract review, as methodology could be misleading, as the count excludes drafts awaiting sign off and those awaiting sign off for closure.



PI 60 - B14 Percentage of Care Leavers in Employment, Training and Education (19-21 yrs)

Performance in August showed a seasonal dip, more Care Leavers engaged in September and this is reflected in the Q2 figures where performance shows a healthy improvement. Performance is among the lowest in region, but not far adrift of most LAs with a similar demographic; national average is only 48%. This is a very challenging PI for LAs given the attainment and work readiness problems of this vulnerable cohort and the need to maintain meaningful contact. Around 20% are unavailable due to pregnancy or long term illness.

This is an important indicator in meeting Ofsted improvement requirements and for the Council in its role as Corporate parent. Performance is being tracked and addressed by both the Trust and the Council to meet with improvement plan requirements.

The Council and Trust are engaging at operational and strategic levels to drive this forward .Wrap around support packages which will prepare the cohort for EET as a precursor to employment and apprenticeships are required and efforts are being made to establish appropriate packages. High level joint officer meeting took place on 17th Oct 2016 and a series of quick wins and longer term actions agreed, including use of social enterprises to achieve work readiness; a Charter for CL; a steering group of key partners to be formed and a care leavers strategy to be developed; further innovative exploration of funding sources and locality working

Learning and Opportunities; CYP Revenue

Traffic Light	Name	Quarter 2 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning & Opportunities CYP Total Revenue Variance	86.168	46.430	3.225
	Centrally Managed Revenue Variance	10.557	-0.936	-0.294

The underspend relates to the Directorate improvement fund which stands at (£118k) and (£276k) being drawn down from the approved STF fund for LOCYP change & transformation. The STF funding included a value to address in-year spending pressures, whilst changes to services were progressed.

The Digital Council target of £392k has been met, mainly from one-off vacancy management savings. Work on delivering permanent digital council savings is progressing and is also being picked up as part of directorates (phase 2) service review. A shortfall is expected against the Education Services Grant of £27k due to the larger than forecast increase in academy conversions this year. In addition we are forecasting £75k of back-dated pre-Trust costs.


Dedicated Schools Grant (DSG) for 2016/17 is showing an in-year underspend of £1.46m, made up mainly from expected underspends on High Needs Contingency £1.06m and ASD provision £0.15m, partly offset by an expected overspend on Post 16 FE College & SPI providing £0.94m. Of the £1.19m DSG underspend brought forward from 2015/16, £0.1m has been allocated/approved for usage and proposals to utilise the remaining underspend have been presented to School Forum and are subject to further reporting and approval at the next meeting on the 13th October 2016.

	Commissioning & Opportunities Revenue Variance	6.175	3.255	0.022
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There is a projected overspend of £332k within Aiming High service due to additional short break and sessional support activity. The overspend is offset by a staffing underspend of (£50k) within Strategic Commissioning mainly due to the Head of Service leaving at end of July, and additional savings of (£256k) above the (£200k) 16/17 savings target for the Starting Well service restructure, which is supporting the Early Help Programme plan.

	Learning & Achievement Revenue Variance	27.403	5.740	0.272
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The overspend of £272k mainly relates to: a reduction in school attendance fine income of £90k following the judicial review and suspension of issuing new fines until further advice and increased demand for children with disability placements of £353k, which has built up from previous years. This is off-set by running costs underspends of (£38k) and staff vacancies of (£143k), which is being managed in the lead up to the restructuring of services including transfer of Standards and Effectiveness function PIL.

	Children's Services Trust Revenue Variance	42.033	38.371	3.225
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Doncaster Children's Services Trust have informed DMBC that their projected overspend is £3.4m based upon the current level of placements. The £3.2m projected overspend for the Children's Trust reflects the £2.7m contract variation request for increasing levels of activity plus £0.5m which is the Council's 75% share of the remaining £0.7m overspend. Further actions are being undertaken to fully understand the reasons for the overspend, agree the contract variation figure and future actions to achieve a balanced budget moving forward. Note, DSCT have reserves of £50k, therefore do not have the funds to cover their share of the over spend.

Learning and Opportunities; CYP Capital

Traffic Light	Programme Area	Q2 2016/17				Actual Spend
		Revised Base Budget	Q2 Projection (Full Year)	Revised Base Budget Future Years	Q2 Projection Future Years	
		£m	£m	£m	£m	
	Learning & Opportunities - CYP Total	9.32	8.47	20.74	24.14	1.00
	No significant issues in this area at Quarter 2. The main areas of spend relate to the creation of new school places and the Schools Condition Programme.					
	Centrally Managed	0.20	0.20	0.75	0.75	0.00
	£0.2m budget set aside for emerging schemes and will be used to cover various small overspends - school places and school conditions within L&A.					
	Commissioning & Opportunities	1.18	0.56	0.30	0.81	0.00
	Budget relates to work on Early Help hubs (Starting Well Service) £0.6m and Childrens Home Trust bid £0.5m. Changes from Q1 relates to an update on the need for works on Early Help hubs.					
	Learning & Achievement	7.94	7.71	19.69	22.58	1.00
	Total expected spend relates to remodelling and expansion work to increase the number of school places £3.5m, Schools Condition Programme £1.9m, School Roof Programme £0.6m and devolved schemes funded and spent directly by Schools £0.6m. Change from Q1 relates to delays on the school places scheme at Stirling Primary due to a missing part for the new boiler. Note new schools condition schemes have been added but funded by reductions in other condition schemes.					

Regeneration and Environment - Corporate Plan Performance Indicators and Finance











Overall Performance against Directorate Service Measures



Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
07. (R&E) No. of people previously on JSA now in sustained employment (26 weeks +) as a result of the Ambition Programme	Q2 2016/17			29	11	
08. (R&E) Number of Apprentices completing a Level 3 or above qualification as part of the Council's Internal apprenticeship Programme	Q2 2016/17			48	58	
09. (R&E) Total new, FTE jobs, created through Business Doncaster, which have a life expectancy of at least 1 year.	2016/17			292	280	
14. (R&E) Overall Investment gained (into and within Doncaster) with the support of Business Doncaster	2016/17			5,545,877	12,000,000	
22. (R&E) Cumulative total number of new apprenticeships created since April 2013 (Mayoral Target).	2016/17			1,108	750	
45. (R&E) Big Power Switch - £s saved	Q1 2016/17			£34,485.00	£29,000.00	
47. (R&E) Recycling rate for household domestic waste	Q1 2016/17			51.5%	46.8%	
48. (R&E) Percentage of land and highways that are assessed as having deposits of litter and detritus at the required standards	Q2 2016/17			82.03%	85%	
49. (R&E) Percentage of fly tips investigated and removed within 5 days from public areas	Q2 2016/17			60%	85%	
50. (R&E) Missed collections at any participating address	Q2 2016/17			99.88%	99.9%	
51. (R&E) percentage of grass cutting works completed against programme	Q2 2016/17			88.5%	80%	
52. (R&E) Principal classified roads that are	2015/16			98%	96%	

Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
maintained						
53. (R&E) Non-principal classified roads that are maintained	2015/16			97%	96%	

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
01. (R&E) Employment Rate in comparison to national average	Q4 2015/16			72%	72.2%	73.9%	72.2%
02. (R&E) Out of work benefit claimants (16-64) - Proportion/ Rate	Q4 2015/16			11.9%	10.2%	8.7%	10.2%
03. (R&E) % residents in highly skilled occupations	Q4 2015/16			36%	36.4%	44.9%	40.1%
04. (R&E) Doncaster working age population with qualification at NVQ 3 and above (%)	2015/16			47.1%	48.6%	57.1%	53.5%
05. (R&E) Private sector employment growth.	2015/16			5.5%	-	3%	2.7%
06. (R&E) Wage rates (weekly full time - resident based)	2015/16			£465.50	£479	£532	£480
10. (R&E) Overall Investment Gained (into and within Doncaster)	2016/17			£19,592,777	£24,000,000	-	-
11. (R&E) Percentage of retail and retail service units occupied in the core area	Q2 2016/17			87.5%	89%	-	-
12. (R&E) Total Doncaster Business Stock (Number of Enterprises in Doncaster)	2015/16			9,195	-	-	-
13. (R&E) New business Start-Ups in Doncaster	2014/15			1,505	-	-	-
15. (R&E) 16 to 18 year olds who are not in education, employment or training	Q2 2016/17			4.50%	6.00%	-	-
21. (R&E) Total Apprenticeships in Doncaster (all organisations & companies)	2014/15			3,990	-	-	-
41. (R&E) The % households in fuel poverty (i.e. fuel costs are above the	2015/16			8.9%	10%	-	-

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
national median level and spending that amount would leave a residual income below the official poverty line)							
42. (R&E) 5 Year rolling average of all people killed or seriously injured (KS1) on the roads	2016/17			118	119	-	-
46. (R&E) CO2 Emissions (per capita)	2014/15			7.1 tonnes	-	6 tonnes	7.3 tonnes
54. (R&E) Net additional homes provided (Council and private sector provider/build)	Q2 2016/17			331	-	-	-
55. (R&E & SLHD) Number of affordable homes provided (Council, and private sector provider/build)	Q2 2016/17			17	-	-	-
56. (R&E & SLHD) Total number of empty homes, as determined from Council Tax records.	Q2 2016/17			3,483	-	-	-



PI commentary

PI08 - Number of Apprentices completing a Level 3 or above qualification as part of the Council's Internal Apprenticeship Programme was behind target for Q2 – 8 apprentices were awarded their level 3 qualifications against a Q2 target of 15, 2 apprentices are awaiting examination results


PI14 – overall investment into Doncaster with the support of Business Doncaster totals £5.5m year to date at the end of Q2 against a £12m year to date target. Annual target stands at £40m but the service anticipates that the £35m shortfall will be recovered during Q3 and Q4 (PI linked to PI09)

PI49 – Fly tip clear-up within 5 days fell short of its Q2 target. 3785 incidents were reported in Q2, an increase of over 600 compared to same period last year. Resources have been limited over this period due to focus on back alley clearance work. Additional resource is being put in place along with a long term improvement plan to focus on back alley work in order to free up existing resources for fly tipping works across the borough

Regeneration & Environmental Revenue

Traffic Light	Name	Quarter 2 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Regeneration & Environment Total Revenue Variance	126.094	39.013	2.083
	Development Revenue Variance	10.375	3.236	-0.099

Projected underspends from Transport Strategic Design & Infrastructure £128k, Development Management £122k and Tourism £48k. Overspends from Bentley Training Centre £90k and Accredited Learning £114k. The figures for Development Management and Building Control contain £55k overspend relating to unallocated Digital Council saving targets; however, the service contend that the £35k declared achievable by the DC team 2016/17 cannot be delivered.

	Director Of Regen & Environment Revenue Variance	-0.382	-0.434	0.138
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Overspend assumed because Digital Council saving assumed not to be achievable in full in 16/17 (£108k out of £430k assumed to be achievable).

	Environment Revenue Variance	64.892	32.657	0.467
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Street Scene has an overall overspend of £217k which is made up of transport costs and income shortfall. The overspend is reduced by underspends on materials and staffing.

Parking Development is also overspending mainly due to the under recovery of fines income £215k.

Highways infrastructure is overspending due to Carriageway reactive maintenance costs of £60k (this is a reduction of £288k from Q1 as some costs to be met from Capital).

Highways Operations has an overall underspend on £167k due mainly to street lighting.

Digital Council pressure across Environment (and largely included above) total £144k.

	Trading & Assets Revenue Variance	51.208	3.555	1.577
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The largest overspend relates to slippage against the Assets savings target £774k due to disposals not taking place as soon as planned. Other factors are overspends in Passenger Transport £273k, Construction Services £400k, Markets £253k and underspends against Schools Catering £191k. Action is being taken to improve the reported position - including general limits on expenditure.

Regeneration & Environment Capital

Traffic Light	Programme Area	Q2 2016/17				Actual Spend £m
		Revised Base Budget	Q2 Projection (Full Year)	Revised Base Budget Future Years	Q2 Projection Future Years	
		£m	£m	£m	£m	
	Regeneration & Environment Total	90.41	87.95	144.02	151.00	19.93
Some schemes are accumulating expenditure at risk of funding or being abortive and must be closely monitored. Forecast expenditure has reduced from Q1 mainly due to reprofiling of various schemes. The programme now recognises the latest proposals in relation to the SCRIF Urban Centre Doncaster Markets Project.						
	Development - Non Housing	32.68	30.60	54.79	60.50	7.05
Main areas of spend include High Speed Rail college (£16.8m), DN7 Unity Link Road (£3.4m), Colonnades Refurbishment (£3.3m), FARRRS Extension (£3.1m), Minor Transport Schemes (£1.7m) and Robin Hood Airport Business Park Development contribution (£1.1m). The 2016/17 programme has reduced by £1.4m from the revised base budget mainly due to the re-profiling of FARRRS Phase 2 £2.3m and the CCQ Cinema Infrastructure contribution £0.6m as outlined below but also has some increased expenditure including FARRRS Phase 1 £0.4m.						
The SCRIF Urban Centre Markets Project has been completely remodelled and split into two phases, with a new business case submitted to the SCR. Phase 1 expands the original capital project involving works to the car park, Irish Middle Market and Wool Market for £3.4m and is linked with other Council projects including refurbishing the Corn Exchange. This increases the original £2.0m SCRIF requirement by £1.2m and includes retailer contributions of £0.2m for fit out. Phase 2 creates No. 1 Market Place; new retail, leisure and office space, through a new building framing the northern side of the market square, £6.0m to start 2019/20 (subject to full approval of SCRIF funding £1.5m and private sector investment £4.5m).						
FARRRS Phase 1 costs have increased by a further £0.4m; mainly from the final land cost being more than expected and other compensation events payable to the contractor. Funding for this has yet to be identified.						
FARRRS Phase 2 costs have decreased in 2016/17 by £2.3m having been reprofiled to later years after delays associated with objections to the planning application and the SCRIF approval process. The overall value of the scheme remains the same.						
DN7 and FARRRS Phase 2 projects have exceeded their secured Council funding and are currently spending SCRIF monies in advance of formal approval - it is estimated that £1.0m expenditure will be at risk before SCRIF funding agreements are signed between November 2016 and January 2017. The risk of this not happening is considered low.						
CCQ Cinema Infrastructure £0.6m - The Council is currently reviewing a revised Waterdale Development agreement proposal from Muse, which may lead to a new delivery model for this project. If the Council's SCRIF contribution is required it will not be until next financial year and has been re-profiled accordingly.						
	Development - Housing	38.06	38.00	73.00	73.90	11.72
The proposed development at Bristol Grove, Wheatley to construct 79 new dwellings has been accelerated. Funding for the development was budgeted in 2018/19 & 2019/20 and work on the construction phase is now scheduled to start this year, subject to Cabinet approval on 1/11/16. Phase one of the development will deliver 24 new units by March 2018 and is estimated at £2.8m. The delivery of the remaining 56 units estimated at £6.7m will be completed in future phases. The total cost for the delivery of 80 units is £9.5m. The demolition and decant of the site is being done on a phased basis to allow for the existing tenants to be relocated to suitable alternative properties. A new development at the Willow Estate, Thorne to deliver 35 affordable dwellings is scheduled to start this year, subject to Cabinet approval on 1/11/16. Both schemes will form part of the Council House new build programme. The block funding earmarked for Council house phase 3 developments has now been fully utilised. The main areas of forecast spend are:- Planned Maintenance to HRA properties (£16.2m), Council House New Build (£11.2m) and Thermal Efficiency Works (£4.9m).						
	Environment	11.48	11.71	13.14	13.10	0.16
No major issues to report at Quarter 2. Main area of spend is Transport Schemes £11.5m						
	Trading & Assets	8.19	7.64	3.09	3.50	0.97
Main items of spend are Main Fleet Purchase £2.2m and the Property Investment Fund £2.0m.						
North Bridge Depot Modernisation Phase 2 - £0.5m re-profiled to 2017/18 largely due to delays in finalising the client brief, particularly in relation to details of the new fleet to be accommodated within the design. Overall projected expenditure remains the same.						

Strategic Risks

	<p>There are 18 Strategic Risks and all have been updated as part of the Quarter 2 reporting process. The Heat Map shows a summary of the scores.</p> <p>No risks have been identified for demotion. A new risk has been proposed to highlight the increasing impact of cyber threats; the wording for this risk is being developed and will be profiled at Quarter 3.</p>
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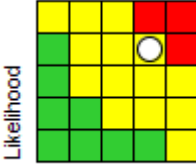
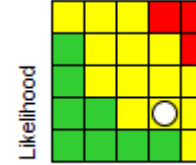
The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation

Simon Wiles

Current Risk	CURRENT POSITION:	Target Risk
<p style="text-align: center;">20</p>	<p>(Risk remains the same): The government of the day have spoken about the importance of economic policy working for all places and social mobility. There is also a renewed focus on industrial strategy, which is an initial positive marker for future devolution. However with the UK exiting the EU and the potential uncertainties that could bring to the national and local economy combined with a new policy direction of the government could impact this risk in the future. It is likely that in November 2016 the autumn statement should bring some clarity in updating this risk in Q3.</p> <p>MITIGATING ACTIONS: St Leger Homes Chief Executive Susan Jordan Chairs the Anti-Poverty Group (APG), a borough wide partnership initiative consisting of a wide-range of statutory agency and voluntary sector representatives. Operating within a clearly defined strategy and detailed action plan, it reports directly to Team Doncaster and encompasses work that also takes place within the partnership-based Fairness and Inclusion forum. The APG works closely with the Stronger Families Programme, the Benefits Agency and DMBC Directorates to coordinate activity and address the needs of vulnerable families and individuals. In terms of growth, the Sheffield City Region continues to build momentum towards the introduction of the Northern Powerhouse. DMBC has a number of representatives within the governance structure and they will continue to push for continued investment within the Borough and highlight any potential risks to the Executive at the earliest possible time. The governments benefit cap is being implemented from the 7th November. The Council are actively working with St Leger Holmes, The Department of Work and Pensions, Doncaster Citizens Advice Bureau and a range of partners to support individuals, for example work support and personal budgeting.</p> <p>TARGET RISK SCORE: Impact 3 X Likelihood 4 = 12</p>	<p style="text-align: center;">12</p>

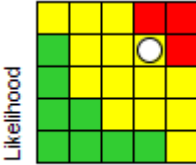
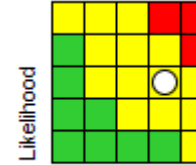
Failure to improve Data Quality will prevent us from ensuring that data relating to key Council and Borough priorities is robust and valid.

Simon Wiles

Current Risk	CURRENT POSITION	Target Risk
<p style="text-align: center;">16</p> 	<p>(Risk score remains the same) Data quality is inconsistent across many systems in the Council and there is a need to improve. The new 4 year Data Quality Strategy has been agreed at Cabinet 04.10.16 together with the Action Plan for 2016/17. communications to support the launch of the strategy has taken place and commencement of the implementation of the action plan. Key planned activity during Quarter 3 includes:</p> <ol style="list-style-type: none"> 1. Notification and completion of the Policy Sign Off by People Managers 2. Development and launch of the revised Self-Assessment Toolkit 3. Development and launch of the new eLearning module 4. Development and agreement of the Council's Data Quality Standards <p>MITIGATING ACTIONS Progress against the action plan will be reviewed by the Business Intelligence Board regularly and comprehensively refreshed on an annual basis. The action plan should establish data quality standards for the council which once agreed will bring consistency and along with the other actions contained within the action plan improve data quality across the organisation.</p> <p>TARGET RISK SCORE: Impact 4 X Likelihood 2 = 8</p>	<p style="text-align: center;">8</p> 

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

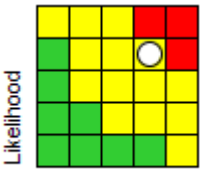
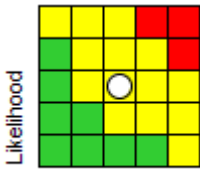
Damian Allen

Current Risk	CURRENT POSITION	Target Risk
<p style="text-align: center;">16</p> 	<p>Key Stage 2 results for reading, writing and Maths have resulted in Doncaster placing 148 out of 150 Local Authorities for Reading and 147/150 for Maths. The rapid improvement strategy is continuing and in addition to this a Reading Strategy is being developed to run alongside this as an additional focus on improvement in this area.</p> <p>National data for GCSE results is not yet available but performance in the 5 A*-C measure has shown significant improvement (over 10% points) for 6 Doncaster schools.</p> <p>A revised OFSTED Framework is placing more importance on Safeguarding and "diminishing differences" between disadvantaged pupils and their peers, particularly where they are more able. In recent OFSTED inspection the former has caused problems due to incomplete records. Additional guidance and training has been provided to reduce the risk of an adverse judgement.</p> <p>A Key stage 4 strategy is planned with the Academies and a variety of challenging curriculum groups are in place led by the LA and supported by the Teaching School Alliance</p> <p>MITIGATING ACTIONS</p> <ul style="list-style-type: none"> . Development of an additional reading strategy to run alongside and complement the rapid improvement strategy. . 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 	<p style="text-align: center;">12</p> 

. deliver the aspects of the education and skills strategy to include:
 Key Stage 2 and 4 rapid improvement initiatives
 Academy exploration and growth strategy for schools at risk of decline and those wishing to join Multi-Academy Trusts
 Revision support in the community for students and parents
 Leadership succession and recruitment support initiatives in partnership with the Teaching School Alliance
 . Independent Education & Skills Commission undertaking a review of education and skills across the borough - their final report is due in Sept 2016
TARGET RISK SCORE: Impact 4 X Likelihood 3 = 12

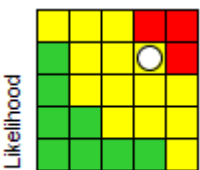
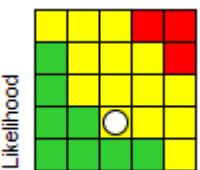
Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal

Peter Dale

Current Risk	CURRENT POSITION	Target Risk
<p style="text-align: center;">16</p>  <p style="text-align: center;">Impact</p>	<p>Given national political uncertainties around devolution deals the risk has increased to reflect the question mark of the Northern Powerhouse and Metro Mayors.</p> <p>MITIGATING ACTIONS Doncaster Council continues to keep up to date with the latest government think tank on devolution in addition to ensuring the right and appropriate representation at the various SCR boards/ meetings,. It is also appropriate that OSMC is engaged for its opinion on the issues relating to devolution an event which is scheduled for the 9th November 2016.</p> <p>TARGET RISK SCORE: Impact 3 X Likelihood 3 = 9</p>	<p style="text-align: center;">9</p>  <p style="text-align: center;">Impact</p>

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

Simon Wiles

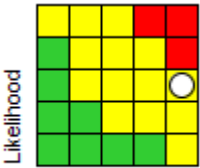

Current Risk	CURRENT POSITION	Target Risk
<p style="text-align: center;">16</p>  <p style="text-align: center;">Impact</p>	<p>There still remains a certain degree of uncertainty regarding the impact of the UK exiting the European Union. Article 50 of the Lisbon treaty is to be triggered before the end of March 2017 leading to a two year negotiating period prior to a formal exit from the union. The Chancellor Philip Hammond has pledged that local areas with existing EU funding agreements signed off by the time we exit the EU would receive replacement funding and it is likely that a 'repeal' act that would enshrine EU law into UK law may be part of the next parliamentary session. It is estimated that around half of the regulations applicable to local government originate from the EU.</p> <p>There remain some significant issues relating to the value of sterling and the uncertainty of EU national workers and their status after the two year negotiating period, particularly for businesses with high proportion of their staff from EU countries.</p> <p>MITIGATING ACTIONS The potential disruption of exiting the EU may impact on a number of areas of council business. We continue to discuss this with colleagues across our partnerships both locally and nationally working with the LGA who have 5 priority areas; Local government's position post-Brexit EU funding Developing a new legal base for local government Community cohesion Place-based impact</p>	<p style="text-align: center;">6</p>  <p style="text-align: center;">Impact</p>

We will need to be agile enough to respond as new information is provided and as opportunities become available, lobby government on the things that matter most to us.

TARGET RISK SCORE: Impact 3 X Likelihood 2 = 6

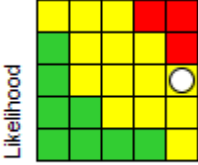
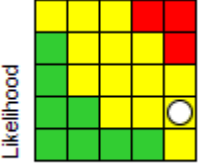
Health and social care services do not change fast enough , impacting on quality, accessibility and affordability of services for people who need them most

Kim Curry

Current Risk	CURRENT POSITION	Target Risk
<p style="text-align: center;">15</p>  <p style="text-align: center;">Impact</p>	<p>This is a strategic risk since the work required to transform adult social care services has not happened quickly enough in the past. To address this situation a new transformation programme was developed and is being implemented consisting of 2 key strands: Immediate Business Improvement and; Future Transformation. This programme will ensure that services are effective and efficient both now and into the future.</p> <p>Good progress has been made on the Immediate Business Improvement projects, which have delivered service improvements and the savings needed by the directorate during 2016/17. The business case for transformation over the next 5 years has been completed since quarter 1 and is planned to be implemented from November onwards. There are now 7 major projects that will drive improved services, leading to better outcomes for people and helping the Council to deliver it's Medium Term Financial Plan.</p> <p>Overall, the situation has improved significantly over the past year and the target risk score has now been achieved.</p> <p>MITIGATING ACTIONS</p> <p>The new Adults Health and Wellbeing Transformation Programme was approved by Cabinet in March 2016. It is being and will be delivered via 7 major projects as follows: Customer Journey: Community Led Support: Transforming Commissioning: Digital and Technology: Performance Management and Continuous Improvement: Alternative Service Delivery Models and Health and Social Care Integration. If implemented effectively, these projects will modernise services leading to better outcomes for people and efficiencies that will help the Council to operate within it's financial envelope over the next 5 years.</p> <p>The cross council Improvement Board chaired by the Chief Executive, with the Deputy Mayor in attendance, is continuing to oversee key work and govern the transformation process, meeting on a three weekly basis. 13 Immediate Business Improvement (IBI) projects are now in progress with support and governance arrangements in place to ensure outputs and outcomes are being delivered. The IBI projects will provide the foundations for the 7 transformation projects detailed above through better governance and financial management and a culture shift within the workforce.</p> <p>TARGET RISK SCORE: Impact 5 X Likelihood 3 = 15</p>	<p style="text-align: center;">15</p>  <p style="text-align: center;">Impact</p>

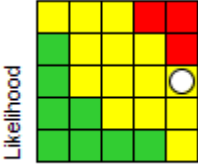
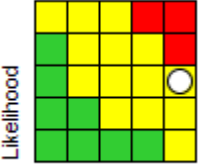
Failure by the Council and the Trust to agree and set a realistic annual budget target

Damian Allen

Current Risk	CURRENT POSITION:	Target Risk
<p>15</p> 	<p>The Trust have reported a quarter 2 variance of £3.4m overspend which is mainly on placements and have requested a £2.7m contract variation for changing in activity. Further actions are required to understand the sustainable operating model for 2017/18 onwards and any options to reduce the potential forecast overspend for 2016/17.</p> <p>MITIGATING ACTIONS</p> <p>Discussions will progress as part of the annual review process to understand the pressures and options for savings to mitigate. The Trust is continuing to identify options to release pressure on the forecast outturn for 2016/17 and 2017/18 onwards.</p> <p>TARGET RISK SCORE: Impact 5 X Likelihood 2 = 10</p>	<p>10</p> 

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

Damian Allen

Current Risk	CURRENT POSITION	Target Risk
<p>15</p> 	<p>The formal arrangements to monitor and review the effectiveness and input of services to children provided by the Trust are believed to provide assurance to this risk and go beyond contractual requirements. Overall the safeguarding indicators specific to children are now performing better than last year. Ofsted did not raise any concerns as to the safety of children in the borough, but did recommend improvements to social work practice which are being addressed through the Ofsted Improvement Plan. This is regularly challenged with the Trust and at individual HoS level.</p> <p>The first Ofsted Monitoring visit took place in August 2016 and concentrated on management of demand at the front door and quality of practice and found that significant progress is being made to improved services for children and that no children were deemed to be at risk of significant harm. The quality of provision was found to be better and that prompt and appropriate action is taken to address safeguarding concerns this is evident in the quality of assessments and ensuring children are seen alone and their views heard. However, there remain inconsistent quality of assessments and timeliness is deemed variable. In addition, more work is needed to ensure that thresholds for social care intervention are understood across the partnership. The Q2 monitoring visit is scheduled for 23rd and 24th October, 2016 and will focus on Children in need plans and pre- proceedings work as well as general management oversight of practice.</p> <p>MITIGATING ACTIONS</p> <p>Social work practice is challenged with the Trust at each meeting and at individual HoS level. The Joint strategic Inspection Group regularly reviews the Improvement Plan as to actions required to improve quality of practice and attendant progress. The High level challenge meetings review specific audits and all challenge meetings review the basket of contractual PIs, which include bellwether PIs in respect of CIN plans; the care pathway – especially front door management; assessment completion and quality of audits. In addition, reference is made to volumetric measures and the wider context in order to provide reassurance as to caseload management; geographical / team pressures; deployment of staffing resources etc.</p> <p>DMBC is clear that the two most pressing impediments remain demand management and quality of practice and is pleased that Ofsted is addressing this via the Inspection monitoring visits. DMBC focus continues to be to ensure that</p>	<p>15</p> 

quality of practice and assessment completion is more consistent.

TARGET RISK SCORE: Impact 5 X Likelihood 3 = 15

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

Simon Wiles

Current Risk	CURRENT POSITION	Target Risk
<p>12</p>	<p>We have now entered the final year of the current Equality Plan. The first two years concentrated on ensuring that systems and processes were in place to meet the requirements of the Equality Act 2010 and the Public Sector Equality Duty (PSED). This year's actions are currently focussing upon effectively embedding the equalities, inclusion and diversity agenda internally – and externally. Year 3 has a new focus on improving external outcomes. With the assistance of the Local Government Association, work is currently underway to identify best practice. Leeds, Nottingham and Barnsley have been identified as 'excellent' and visits there have been planned. The Year 3 action plan has been drafted and will be presented to Directors on 24th October, Exec Board on 15th November and Cabinet on 29th November</p> <p>MITIGATING ACTIONS</p> <p>The Local Government Association have agreed to collaborate in the production of the new 3 year Equalities Plan for 2017-20. By working closely with LGA peers, the focus will be on improving/revising our approach to maximise the agenda's impact internally and externally. A benchmarking exercise has commenced against the LGA's comprehensive Equality Framework. Evidence will be collated to provide a suitable grading and 'gap' analysis. Governance arrangements continue to be strengthened with a review of the Steering Group membership. The new membership will be more senior and encompass a wider range of the organisational membership and is designed to further embed the work progressed in Year 1 and Year 2.</p> <p>TARGET RISK SCORE: Impact 4 X Likelihood 2 = 8</p>	<p>8</p>

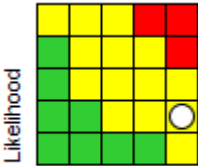
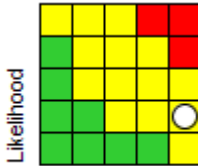
Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of childrens services across the wider partnership system

Damian Allen

Current Risk	CURRENT POSITION	Target Risk
<p>12</p>	<p>The Children and Families Partnership Board is the forum for the arrangements to discharge the S10 statutory responsibility which is now led by a new core group of leading partner members - the Interim Executive Group which is driving forward the actions needed with pace and direction, which had hitherto been lacking. For future development – need to recognise contribution to Stronger Families Programme, financial and reputational risk of failing to deliver against this, which presents an emerging risk.</p> <p>MITIGATING ACTIONS</p> <p>The IEG is directing implementation of the Governance review so that an appropriate number and remit of sub groups will be established to support the Board including a new Chairs' group. The IEG is also directing the development of a new JSNA which will be a more dynamic document and a consequential Children's plan for 2017-2020, as well as significant development of participation and engagement of CYP.</p> <p>TARGET RISK SCORE: Impact 4 X Likelihood 2 = 8</p>	<p>8</p>

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

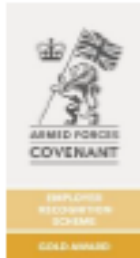
Kim Curry

Current Risk	CURRENT POSITION	Target Risk
10  Likelihood Impact	<p>A peer review action plan has been developed and endorsed by the Doncaster Safeguarding Adults Board and significant progress has been made implementing this. The safeguarding adults hub is now in place and has been operational since 4/4/16 to manage all safeguarding cases and clarify safeguarding pathways. A follow-up of the peer review has been undertaken by Dr Adi Cooper on 29.9.16 to assess Doncaster's progress and the impact of actions taken in response to the peer review report. The DSAB will receive Dr Coopers review and an action plan at the next Board meeting 3rd November but initial feedback has been positive. The board continues to provide a multi-agency training programme to support staff to deliver safeguarding in line with South Yorkshire Procedures and the Care Act 2014.</p> <p>MITIGATING ACTIONS</p> <p>A multi agency guidance document has been developed and was launched on 20th September to provide clear guidance on when the criteria for a safeguarding concern has been reached. This will enable independent providers to make decisions on actions with areas of concern with a view to reducing inappropriate referrals to the Safeguarding adults hub.</p> <p>The Council is currently working to develop local safeguarding policies, aligned to South Yorkshire procedures, which will be accompanied by a mandatory training programme for key staff.</p> <p>TARGET RISK SCORE: Impact 5 X Likelihood 2 = 10</p>	10  Likelihood Impact

Risk Title (Risks with a score of less than 10)	Risk Score	Owner
The agreed standards and policies are not adequately understood and implemented by practitioners who work with vulnerable adults increasing the risk of vulnerable people experiencing harm or abuse	10	Kim Curry
Failure to achieve the budget targets for 2016/17 and 17/18.	9	Simon Wiles
Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk.	9	Damian Allen
Failure to adequately address a sufficient number of Children's Trust PIs (as defined in the service delivery contract)	9	Damian Allen
Failure to respond adequately to borough emergencies or mitigate effectively against the effects of extreme weather conditions e.g. flooding.	8	Peter Dale
Failure to identify and manage Health and Safety risks	8	Peter Dale
Failure to set robust assumptions on pensions deficit recovery and future contribution rate for the 2016 valuation	6	Simon Wiles
Failure to implement the Council's key borough objectives in partnership	6	Simon Wiles

Equality, Inclusion & Diversity

Equality, Inclusion and Diversity continues to underpin the work and ethos of the Council at all levels. The following highlights are just a sample of the varied achievements and activity that took place during quarter 2.



Doncaster Council has been presented with a Gold Award in this year's Employer Recognition Scheme (ERS). The scheme is designed to recognize and thank employers who are supporting Armed Forces personnel and their families.

To qualify for a Gold Award, employers must not only pledge their support but become advocates, encouraging others to do likewise. Doncaster Council Armed Forces Champion, Councillor Paul Wray said:

"Doncaster Council and its partners are incredibly proud... of our Armed Forces Community including veterans and their families, who make sacrifices on our behalf to ensure our continued freedom"

Mayor Ros Jones made a commitment to do all she can to help our Armed Forces and Veterans and created the role of Armed Forces Champion. This good work has meant we won silver last year and this year we have received the prestigious gold award



Armed Forces Covenant – The new e-learning module that was launched in to support the Armed Forces Community Covenant had 352 employees completing the module. Changes were made to the Recruitment and Selection policy to include a

Veterans' Interview Protocol and a Reserve Forces Policy and Procedure was introduced to formalise the council's provision for reservists.

Gender pay reporting - We continue to prepare for gender pay reporting and the Council has been proactive in responding to the consultation on mandatory pay reporting for the public sector. This has resulted in follow-up discussion with government staff about the issues that we raised.

Doncaster Pride has already shown, in its 10 years, that it is a force for change and positive influence, representing and speaking on behalf of the gay community but also embracing wider issues within other minority communities.

The Council continues to support Doncaster Pride, and at the event on 20th August we provided a range of services to ensure the event ran smoothly including Street Cleaning, litter picks, health and safety advise and communications and marketing.



Campsall Country Park – the Georgian stone bridge and paths around the lake had deteriorated and were in much need of renovation. Just over 1Km of muddy, uneven paths have been upgraded with limestone timber edged paths. This was in response to dialogue by park users, including motorised scooter users and a family with a child who is a wheelchair user. The stone bridge is also being restored to its original conditions and will be more accessible for scooters and wheelchairs. The work is still underway and is expected to be finished in March 2017.

Workforce event and celebration days

The council marked the following diversity days as part of its commitment to raising awareness of diversity:



2nd July Armed Forces Day - to show support for the men and women who make up the Armed Forces Community from currently serving troops to service families, veterans and cadets.

7 April, World Health Day – to mark the anniversary of the World Health Organisation 30 July, **International Day of Friendship** –to support friendship between people, countries cultures and promote international understanding and respect for diversity. The day coincided with national cheesecake day and we bakers from across the council sharing their creations with others as a gesture of friendship.



20 August, Doncaster Pride - LGBT pride is the positive stance against discrimination and violence toward lesbian, gay, bisexual, and transgender (LGBT) people to promote their self affirmation, dignity, equality rights, increase their visibility as a social group, build community, and celebrate sexual diversity and gender variance

26 September, National Inclusion Week -to raise awareness of the importance of inclusion in the workplace and the benefits to having an inclusive workforce.



Workforce Digest

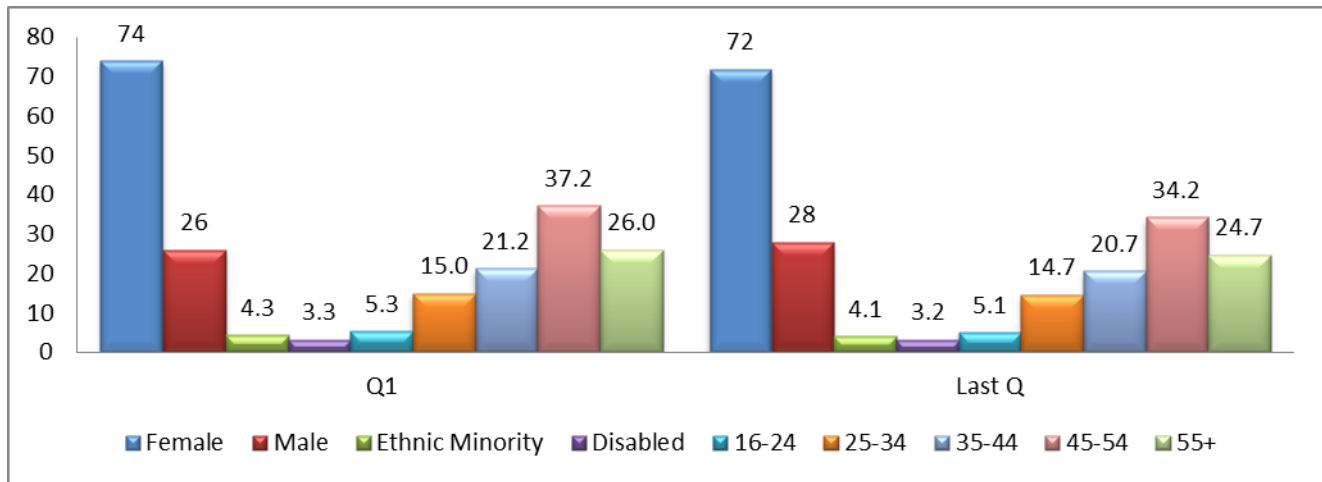
An accurate and up to date picture of the workforce information, trends, and risks is essential to achieving the cultural aspirations that the Council has set out in the People Strategy and Team Doncaster Charter to achieve better people management, engagement and communication and to help develop and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

Top 3 Priority Risk Areas

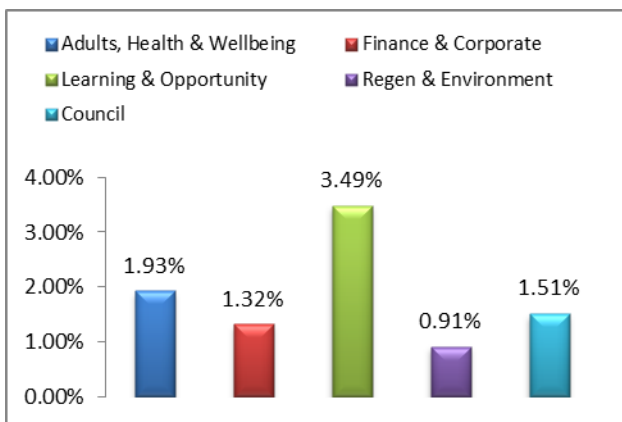
In the last report a number of major and emerging HR and OD risks were identified. These continue to be the same in this quarter, however in some areas there are further signs that action is being taken which is having a positive impact that needs to continue to be built upon and sustained.

- 1. Organisation Stability:** The continued stability as shown in the low turnover (1.51% for the quarter compared nationally at 11% pa) and high retention rates (95% with 1 years' service, 83% with 3 and 77% with 5 years) continues to present the council with significant risks. Although these are normally associated with risk to organisational renewal capacity they are also likely to present a significant risk to the Council's transformation and change agendas, limiting the ability to affect change in the equalities profile, succession planning and meeting future skills needs. There is opportunity to address this at both a strategic level and service level. Areas with an ageing workforce also have the opportunity to integrate this into their workforce plans and should be considering succession.

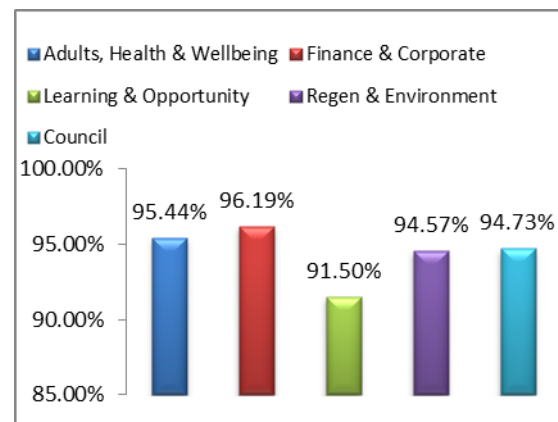
Council Workforce Profile Compared to last Quarter shown as %



Turnover Rate By Directorate %



One Year - Retention Rate by Directorate %

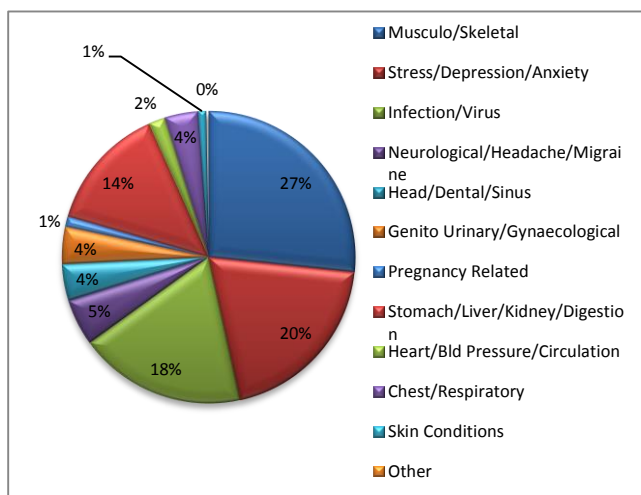


- 2. Performance Management:** The continued low level of employee capability cases being recorded as managed is a concern however the level of completion of PDRs to exceed the corporate target at 97% in this quarter does give more assurance that performance management is being undertaken. Only one Directorate is slightly

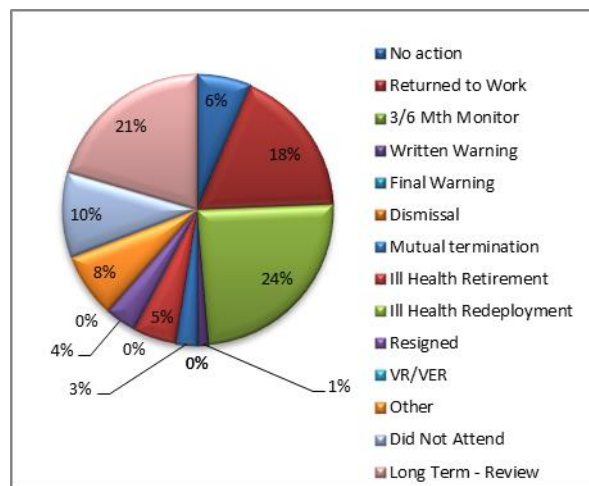
below the corporate target at 94% but has had a significant improvement on previous performance. Continued high levels on conduct resulting in advisory cautions or no case to answer may also indicate a need to ensure that managers need to communicate and reinforce the standards required. Directorates need to ensure that the emphasis on performance management is sustained and that effective arrangements are in place for new employees and those returning from periods of absence. Directorates also need to ensure that all development and performance improvement plans for those assessed at level 4 and 5 are in place. Rates of non-attendance on training courses have improved. Completion levels of mandatory training for managers, have again improved since the last quarter and still need to be addressed where they are below the targets required.

There has been a slight reduction in the rate of absence from the last quarter, (9.85 days to 9.69 days) which if continued would result in a projected annual rate that would exceed the corporate target of 7.9 days per FTE. Although there has again been improvement in some Directorates, with an overall on-going reduction and downward trend year on year, there remains a concern that these are not being sustained in all Directorates. However, some improvement in this area can be seen with the increase in the number of sickness triggers actioned and increasing demand for management development and other people management development activity which does give added assurance that this is being addressed in some areas.

% Type of Sickness Occurring



Managing Attendance Outcomes



3. **Additional Workforce Spend:** There has again been a further reduction in the overall levels of additional spend on agency, casual workers, additional hours and overtime from 9% to 8.4%. The reductions are largely due to a decrease in overtime, additional and casual hours as a result of the implementation of the modern and productive workforce collective agreement changes to ways of working. However, the decrease seen in the last quarter on agency spend has not been sustained with a 3.7% increase during this quarter. Whilst the overall reduction does give some assurance that this issue is being addressed, the levels still remain high and until this is sustained and reduced further it will remain as a key risk. The continued high levels of spend at £1.7m 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. The changes implemented through the modern and productive workforce collective agreement contains new requirements for control of additional spend and Directorates need to ensure that they are complying with both these and working time provisions to address this risk.

The combination of these 3 risk areas could indicate a culture where workforce management and performance has not been a priority and where change is not effectively achieved at pace. However, in this quarter, progress is continuing to be made and this needs to be sustained along with enhancing the capacity for the organisation to manage change.

4. **Actions to address and mitigate these risks:** In the last report a number of actions were identified to mitigate against risk and the focus on these need to be sustained.

- Corporate development and roll out of a strategic toolkit for workforce and succession planning; improving use of workforce data to assist with longer term workforce planning, budget reductions and non-contract

spend 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 performance management, management of 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.
- Better monitoring of agency assignments in particular longer term assignments that are not cost effective. Use of casual workers and targeting those workers with regular or excessive work patterns and employing on a more appropriate balance of temporary and permanent contracts or introducing other types of contract including annualised hours and peripatetic workers.

5. Actions taken by each Directorate following outcomes from quarter 1 performance

Adults Health and Wellbeing

Strategic workforce planning has been undertaken with DLT and a further session with HoS is being planned.

Work is underway to reduce non contract spend including:

- developing a recruitment campaign to fill vacancies including those temporarily required for transformation
- reviewing rotas and contracts to reduce reliance on additional hours
- increasing the use of annualised hours contracts to replace casual contracts for more irregular work
- Monitoring of overtime and additional hours

Significant work on PDRs has resulted in a significant increase this quarter

Staff have participated in resilience and change management training including bespoke team sessions and further development to support transformation is being considered

Sickness continues to be monitored and hot spots targeted

Digital council projects continue with change management support

Learning and Opportunity

Strategic workforce planning is being arranged to commence following the implementation of the senior management restructure

Work is underway to reduce non contract spend including challenge on additional hours and overtime that does not, or is projected not to meet the MPW requirements. Some areas will be addressed following completion of current restructures which have also included consideration of apprenticeships to help address workforce profile

Sickness continues to be monitored and hot spots and long term sickness targeted

Mandatory training requirements have been added to PDRs which have improved significantly from this time last year

Regeneration and Environment

Strategic workforce planning has been undertaken with DLT and a further session with HoS has been held. Subsequent meetings have been scheduled for each AD's area

Work is underway to reduce non contract spend including:

- Changes have been made to ensure vacancies are filled quicker
- Reviewing the use of temporary contracts
- increasing the use of peripatetic contracts to provide cover rather than have relief contracts
- Monitoring of overtime and additional hours and a number of business cases for exemption have been developed
- All Agency workers have been considered and the overall usage and cost has reduced

PDR levels are above the required % and work is being undertaken on level 4 and 5 assessments

Sickness has reduced and an action plan is in place, hot spots like highways and street scene are being targeted with additional resources and the Directorate is piloting a new assessment tool. Resilience workshops continue to be held.

Finance and Corporate Services

An initial session to introduce strategic workforce planning took place with DLT in August with the full session booked to take place early in Q3. Monitoring of the workforce profile continues and a limited number of actions such as creating and recruiting to a trainee solicitor post in Legal Services are being undertaken.

Further training and development for managers to deal more effectively and consistently with standards of employee performance:

- Managers with un-actioned sickness trigger points are being contacted by HR as are managers who have actioned triggers but comments entered on the portal give cause for concern about how they are managing absence.
- DLT are monitoring performance on absence levels across the directorate and targeted support to those service areas who are performing above the directorate target.
- 100% of staff have had a PDR by the deadline. This has identified 18 people (2.68%) who need to have a development plan in place.

Although non contract spend is relatively small work is underway to reduce this including:

- Use of reliefs/casuals is limited to the Elections and Registrars services. HR are working with senior managers to address a variety of issues within Registrars including looking at the types of contracts and numbers of staff needed to meet the demands on the service.
- Agency workers are monitored at DLT level. New assignments and extension requests are challenged by HR to determine if there are alternative ways to meet need particularly in relation to those assignments which are held against a vacant post

CUSTOMER SERVICE PERFORMANCE

Q2 2016/17



Quarter 2 Highlights

Customer Services have served 138,720 customers this quarter. School Admissions were busy with applications for primary and secondary schools, with 89% of applications being made on line in September. Customer Services have been developing their own Facebook and Twitter pages which will be launched next quarter along with Web Chat.



ONE STOP SHOP
39,724



EMAIL
10,229



PHONE
88,767



ONLINE SELF-SERVE
14,728



ONE STOP SHOP
AVERAGE WAIT
08:19



ONE STOP SHOP
AVERAGE SERVE
09:07



MY DONCASTER
APP
REGISTERED
USERS



CALLS ANSWERED
IN 20 SECONDS
62%



TOP 3 SELF SERVICE
REQUESTS

- REQUESTING AN ADDITIONAL BIN/BOX
- DUMPED RUBBISH
- FREE SCHOOL MEALS



COMPLAINTS TO THE COUNCIL

DIRECTORATE	VOLUME	% ANS IN 10 WORKING DAYS
F&C	66	100%
AH&WB	20	100%
R&E	287	68%
DCST	49	78%
LOCYP	3	100%

CUSTOMER SATISFACTION

72% EXCELLENT
16% GOOD
12% POOR

48%

OF COUNCIL SERVICES NOW AVAILABLE ONLINE

FREEDOM OF INFORMATION REQUESTS

DMBC: 308 96% ANSWERED IN 20 WORKING DAYS

DCST: 27 89%



DATA PROTECTION REQUESTS

DMBC: 12 100% ANSWERED IN 40 WORKING DAYS

DCST: 7 20%



"Customers Are Our Business and Define our Success"

COMPLAINT TRENDS

Q2 : 2016/17



Regen & Environment

Waste & Recycling – Missed collections.

Grass Cutting – Timescales and quality of cut

Tree team – Lack of customer updates and length of time for work to be carried out

Street Cleaning – Timescales not met

Finance & Corporate

Benefits – Length of time waiting for calls to be answered

Customer Services – Standard of information provided

Adults Health & W. Being

Attitudes and action of staff

L&O: Children & Young People

Process times for school admission applications



COMPLIMENTS

"I have just returned from overseeing a wet room being installed in my mother in laws property. I imagine as a council this email address is usually utilised for complaints but I have nothing but high praise for all council employees and subcontractors that I came into contact with. The sheer professionalism, good humour and determination to achieve the best possible result for an elderly lady was amazing. Please pass on my sincere thanks to the whole team – she was overjoyed when she saw the culmination of a weeks arhd work. Doncaster Councils care of the elderly is exemplary.



The chaps have been out and fitted the new LED lamps to the street lights yesterday and I must say what an improvement they are over the old orange sodium lamps. They do improve visibility with the white light making colours clearer, throwing more light onto the road and pavement and the light doesn't intrude into houses. So credit where credits due, well done DMBC and well done to the team doing the change over.

Fridge-freezer collection..... simple to book collection on line and item taken away with no fuss, within 4 days Very impressed !

I would like to thank the Parks and Gardens Service for there prompt response to our problem, an officer came out to meet the residents and reassured us that the issue would be resolved very quickly. We are delighted with the outcome and once again would like to thank all concerned for their effort.

What are our customers enquiring about this quarter ?

One Stop Shop

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

Contact Centre

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

"Customers Are Our Business and Define our Success"

Appendix B - Virements in Quarter 2

Reason		Directorate	2016/17 £
Amounts approved by Chief Financial Officer up to £0.10m			
1	Movement of salary budget in respect of PPPR2 movement of posts between directorates	AH&WB F&CS	(25,260) 25,260
2	Movement of rental budget re Town Moor Golf Club from Council Wide to Assets and Property in accordance with Corporate Landlord model.	CWB R&E	11,470 (11,470)
3	To move IMF capital allocation to fund the upgrade of Biomass boiler at Adwick Leisure Centre to generate Renewable Heat Incentive income.	F&CS Capital R&E Capital	77,000 (77,000)
4	Movement of premises insurance budget for the Former Girl's school to Assets and Property.	F&CS R&E	(500) 500
5	Movement of service to Bereavement within R&E from SAPAT within AH&WB	AH&WB R&E	8,000 (8,000)
6	Movement of salary budget in respect of 3 Occupational Therapists posts moving to AH&WB from LOCYP.	LOCYP AH&WB	(93,380) 93,380
7	Create a temporary budget for 2016/17 for the coffee shop at the central library. Transfer the budget from the Library service to Catering.	AH&WB R&E	(15,000) 15,000
8	Transfer of residual budgets for Pavilions (£27,400 on premises codes approved at Q1) to R&E to be managed by Assets and Property as part of Corporate Landlord process.	AH&WB R&E	(20,790) 20,790
Amounts approved by Chief Executive £0.01m to £0.25m			
1	To fund the unachievable shortfall on the Skills Review savings target from general contingency budgets.	CWB R&E	(179,450) 179,450
2	Allocation of central budget to fund work in support of changing in planning designation of the Hungerhill industrial site, Edenthorpe (in support of change from Industrial/business to residential use).	CWB R&E	(140,000) 140,000
3	Allocation of one off revenue savings generated from the MRP review to fund the LED lighting upgrade of the Civic office.	CWB R&E	(115,200) 115,200
4	Allocation to pay for a contract of £209,000 to XP School towards the building of a sport hall. In exchange for the payment XP School will be required to sign up to a legally enforceable Community Use Agreement.	CWB LOCYP	(209,000) 209,000
5	Movement of salary budgets for Carefirst project team following their move from AH&WB to ICT in F&CS. The non-salary requirements are being reviewed and are still to be moved.	AH&WB F&CS	(140,570) 140,570
6	Temporary transfer of Stronger Families programme expenditure and income budgets to fund 0.4 FTE Operations Manager in LOCYP and backfill of Youth Offending Team staff to support complex families within the programme.	AH&WB LOCYP AH&WB LOCYP	0 0 (126,000) 126,000
7	Temporary transfer of Stronger Families Grant expenditure and income budgets to IFSS Early Help Services.	AH&WB LOCYP AH&WB LOCYP	0 0 (200,000) 200,000
Amounts approved by Portfolio Holder £0.25m to £0.5m			
1	Transfer of centrally budget to meet the cost of children transitioning into adult residential care. Each year as children reach 18 or leave full time education the responsibility to social care transfers to AHWB, resulting in a funding pressure. The Directorate is working closely with colleagues in Doncaster Children's Trust to actively seek to obtain improved information and better multi-agency to manage this potential cost pressure in the future.	AHW Council wide	300,000 (300,000)

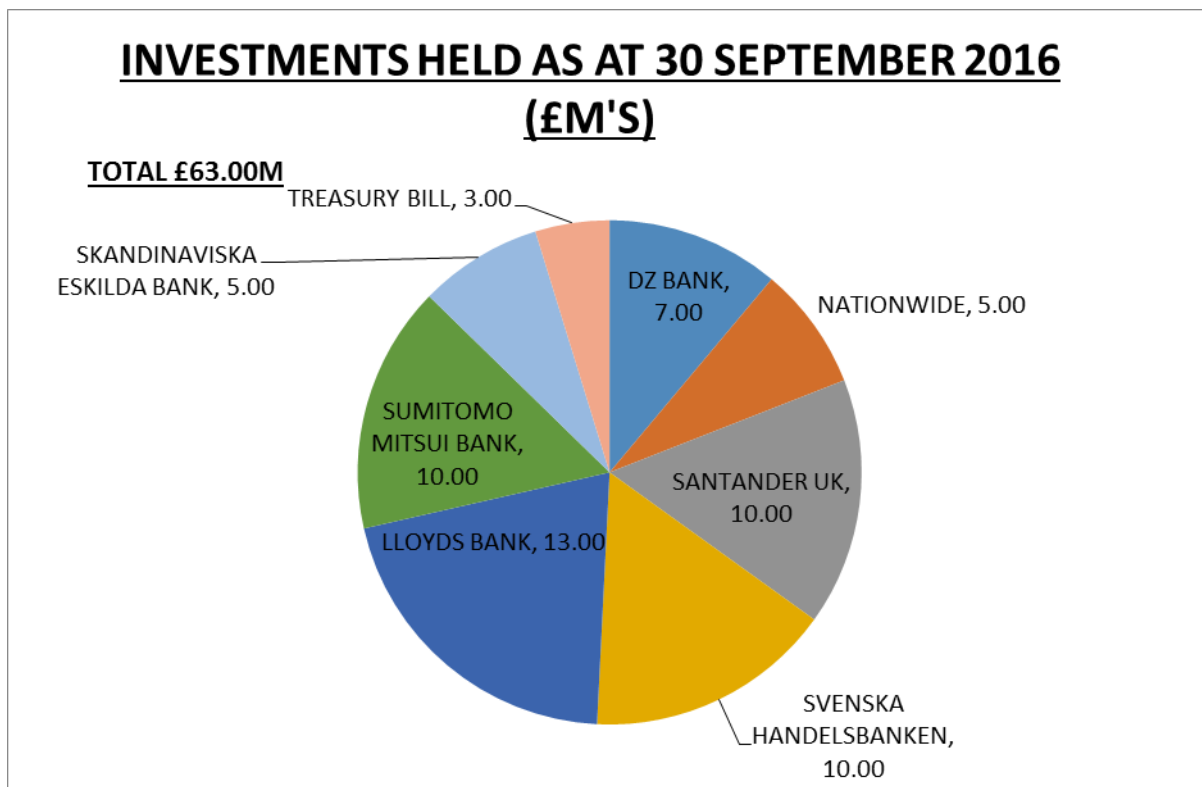
Appendix C - Treasury Management Update - Quarter 2 2016/17

1. The forecast outturn for Treasury Management is an under spend of £2.3m; details on the underspend are provided in the main body of the report at paragraph 24d. The result of the UK referendum, speculation around what Brexit will look like and a slowdown in forecasts for global growth are dominating the money markets. Sterling is currently down almost 20% since June and there is a wide range of politicians, economists and institutions expressing varying views as to the probable outcome for the UK, over the short and long term. Theresa May has confirmed that the starter gun will be fired before the end of March 2017, which will start a potentially 2 year period of negotiations with the EU and the rest of the world around trade agreements. The only certainty at the moment is that there will remain a considerable amount of uncertainty over the next few years and it is the role of the UK Government and Bank of England to steer the country successfully through. There are risks and opportunities at this time, which are outlined below.

Investment

2. The investment portfolio, £63m as at 30/09/16, can be seen in Figure 1. The investments are a mixture of call accounts for liquidity, fixed rate investments, certificates of deposit and Treasury Bills. The current average investment rate is 0.76%, against a benchmark rate of 0.26%. However this includes fixed rate investments which we will only be able to re-invest at lower rates post Brexit. Having already reduced the bank base rate to 0.25% the Bank of England forecasts include a further reduction to 0.1% in November, although this will be dependent on data results between now and then. Effectively the financial markets have not priced in the further reduction in interest rates of 0.15% for this financial year. However, there are many unknown factors that could require the Bank of England to take more/or less monetary policy easing as the various pieces of data that show the direction of travel of the UK economy are released. It is highly likely that we will have a low interest rate environment for the foreseeable future. As part of the portfolio, the Council currently has investment balances of £33m which are in products linked to base rate. The rates currently being received are forecast to fall in line with bank base rate.

Figure 1: The Council's investment portfolio as at 30th September 2016.



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

Borrowing

Figure 2: The Councils forecast Debt Portfolio as at 30th September 2016.

DMBC Debt Portfolio and Maturity Profile as at 30th September 2016				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	5.94	27,083
12 to 24 Months	50	0	2.67	12,187
24 Months to 5 Years	50	0	10.09	46,060
5 Years to 10 Years	75	0	7.75	35,377
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			73.55	335,561
40 Years to 50 Years				
50 Years and above				
TOTAL			100.00	456,268

4. During the 2016/17 financial year the Council has a borrowing requirement of £36.4m. £13.2m in new external borrowing to support the Capital Programme and £23.2m to replace loans maturing during the year. 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 target borrowing rate of 2% for all new lending taken out during the year.
5. Historically low interest rates does provide an opportunity to reverse the under borrowed position but this would come at an additional budget cost, and based on forecast interest rates remaining low for the foreseeable future (50 year borrowing rates forecast to increase from 2.3% to 2.5% between now and March 2019) there is no real need to do so immediately.
6. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 1st March, 2016, have been breached during this financial year.

Risks

7. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 1st March, 2016. Key risks relate to our investment portfolio. The risk of reduced interest rates has been covered above. In addition two of the three main rating agencies have downgraded the UK sovereign rating from AAA. This is due mainly to the forecast reduction in Gross Domestic Product rate of growth, anticipated post Brexit.
8. They have also reviewed the credit ratings of all UK banks and, whilst not downgrading any ratings, they have changed the outlook for their ratings from either positive to stable, or stable to negative. This is an indication that there is potential for a downgrade of ratings within the next 12 months. All the agencies and the Bank of England have confirmed that all UK banks are much better capitalised than they were at the time of the last shock to the system, the global credit crisis of 2009. None of the banks on the DMBC approved list are considered in danger of failure. Creditworthiness data is received on a daily basis from our Treasury Consultants and action will be taken to reduce exposure or remove institutions from the list if negative indicators deem it appropriate.
9. The low interest rate and heightened risk investment environment will make it difficult to place surplus funds successfully and it is therefore appropriate at this time to remain under borrowed and minimise the cost of holding funds until they are required.

General Banking

10. Lloyds Banking Group was awarded the contract to provide DMBC with general banking facilities from 1st January, 2016. The majority of accounts have now been successfully transferred to Lloyds Bank. It is planned that all Coop Bank accounts will be closed by end December 2016.

Appendix D – Capital Programme New Additions Quarter 2 2016/17

	Funding Source	New Addition 2016/17 £m	New Addition Total £m
Adults, Health & Wellbeing			
The replacement of existing and installation of additional play apparatus at Schofield Park Mexborough.	Section 106	0.04	0.04
Provision of Zebra Crossing at Doncaster Road Branton.	Section 106	0.03	0.03
Restoration of the stone bridge at Campsall Country Park, Campsall.	General Contingency and RCCO	0.12	0.12
Local community improvements to create safe spaces for residents - various locations.	Section 106	0.06	0.06
Contribution towards the overall cost of a proposed community sports pavilion at the Bawtry Memorial Sports Ground.	Section 106	0.07	0.07
To remove the old existing play equipment on the Roman Ridge and replace with new.	Section 106	0.04	0.04
Total Adults, Health & Wellbeing		0.36	0.36

Finance and Corporate Services			
Improvements to Priory Place for premier civil weddings due to relocation of the Registrars Service	Investment and Modernisation Fund (Prudential Borrowing)	0.22	0.22
Total Finance and Corporate Services		0.22	0.22

Learning & Opportunities: Children & Young People			
4 new schools condition schemes for minor works ranging between £2k and £20k totalling £27k. These schemes are responses to urgent work where failure has occurred / is imminent and the risk to school closure is high. These schemes are funded from reductions in other condition schemes.	LOCYP Resources	£0.03	£0.03
3 new schools safeguarding schemes for work ranging between £8k and £25k totalling £53k. These schemes are to draw down on the block safeguarding allocation of £80k.	LOCYP Resources	£0.05	£0.05
Total Learning & Opportunities: Children & Young People		£0.08	£0.08

Regeneration & Environment			
Development			
SCRIF Urban Centre Doncaster Market Phase 2 – Creation of No. 1 Market Place and associated public realm; new retail, leisure and office space, through a new building framing the northern side of the market square, to start 2019/20. This is subject to securing SCRIF funding £1,488k and private sector investment £4,560k. The SCRIF money will be re-directed from the Urban Centre Waterfront East project, which is only outline at this stage and will be developed accordingly.	SCRIF / Developer Contributions	£6.05	£6.05
Housing			
Wheatley Howards Demolition Bristol Grove. New scheme for demolition element. Funded from scheme below.	RCCO	0.60	1.21
Wheatley Howards Acquisitions / Decants. Revised scheme as demolition element now removed. Decant profiles revised in line with accelerated delivery.	RCCO	-0.60	-1.21

	Funding Source	New Addition 2016/17 £m	New Addition Total £m
Willow Estate Development. To construct 35 affordable units at Thorne as part of the Council House new build scheme, subject to approval at Cabinet 1/11/16.	MRR / RCCO / S106	0.27	4.20
Approved funding for future Council house new build developments:- Council House new build Ph3. (Block budget).	MRR / RCCO	-0.27	-3.21
Wheatley Howards Estate. (Available resources from earmarked funding).	MRR		-0.64
Willow Estate (originally earmarked for a 3 rd party contribution).	S106		-0.35
Appropriated Voids Property Work. Renovation work to two properties, appropriated from general fund into HRA. 74/76 Church Lane & 5 Alexandra Rd.	Housing Usable capital receipts	0.07	0.07
Demolition of Former SEC Cedar Rd Balby. The site is to be used for future housing development.	Housing Usable capital receipts	0.17	0.17
Demolition of Former Residential Care Don View, Scawsby. The site is to be used for future housing development.	Housing Usable capital receipts	0.21	0.21
Demolition of Stanley House & Rosemead House, Balby. The site is to be used for future housing development.	Housing Usable capital receipts	0.29	0.29
Demolition of former Council office Cooke Street & former Council depot Truman Street, Bentley. The site is to be used for future housing development.	Housing Usable capital receipts	0.23	0.23
Environment			
Woodfield Plantation & Huxterwell Woods - Woodland improvements including path and bridge works.	S106 Contribution	0.084	0.084
North Bridge Depot Safety Works – Works to internal roadways, drainage and interceptor tanks to support the Council's depot master plan.	Service Transformation Fund	0.086	0.086
Allocation of various Highways Maintenance block budgets to new or re-instated schemes: -			
Dryden Road & Newbolt Road, Sprotbrough	LTP	0.046	0.046
Arthur Street, Bentley	LTP	0.033	0.033
Trafalgar Street, Carcorft	LTP	0.066	0.066
Brecks Lane (Phase 1), Kirk Sandall	LTP	0.116	0.116
Norman Crescent, Sunnyfields	LTP	0.014	0.014
Sprotbrough Road & Melton Road (Phase 1), Sprotbrough	LTP	0.114	0.114
Footway Minor Schemes	LTP	0.274	0.274
Corresponding decrease in block budgets	LTP	-0.663	-0.663
Allocation of various Integrated Transport block budgets to new or re-instated schemes: -			
Minor Cycling Projects	LTP	0.050	0.050
C309 Pastures Road Improvements, Mexborough	LTP	0.020	0.020
A635 Hickleton Road Improvements, Hickleton	LTP	0.040	0.040
A6310 Tickhill Spital Crossroad Improvements, Tickhill	LTP	0.040	0.040
Sprotbrough Road Widening, Sprotbrough	LTP	0.070	0.070
Corresponding decrease in block budgets	LTP	-0.220	-0.220
Trading & Assets			
Priory Place Façade & Roof Works – External refurbishment including works to the roof and façade to link with the internal redevelopment to accommodate Registrar's weddings in the Finance and Corporate Capital Programme.	Corporate Resources	0.050	0.205
Allocation of Retained Buildings block budget to specific schemes: -			
Mexborough Youth Club Boiler Room Refurb - £20k from the block		0.034	0.034

	Funding Source	New Addition 2016/17 £m	New Addition Total £m
budget plus £14k revenue contribution for the Assets budget.			
Denaby Old Road Pavilion Electrical works		0.016	0.016
Corresponding decrease in block budget		-0.036	-0.036
Doncaster Market Emergency Lighting Upgrade – To upgrade the emergency lighting systems in in the Fish, Meat and Corn Exchange market buildings to comply with current safety standards.	Service Transformation Fund	0.097	0.097
Adwick Leisure Centre Biomass boiler - To fund the enhancement costs required and DEFRA capital grant claw back, to make the existing Biomass boiler compliant with the Renewable Heat Initiative (RHI) criteria allowing the Council to apply for the RHI in respect of heat generated using biomass fuel.	Unsupported Borrowing IMF	0.077	0.077
Civic Office LED lighting upgrade – To upgrade the lighting within the common areas, meeting rooms and stairwells of the Civic Office. The implementation will reduce future costs via direct electricity reduction, a reduction in maintenance and materials and a reduction in government ‘carbon emission’ taxes.	One off revenue savings generated from the MRP (Minimum revenue provision) review.	0.115	0.115
Total Regeneration & Environment		£7.54	£7.54

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

SLHD Performance & Delivery Update: 2016/17 Quarter Two

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 2016/17 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 2016/17 Quarter 2 (July to September) Performance Management Report.

7. Key elements to note are:
- eight of the ten key performance indicators are on target (green),
 - two are within acceptable tolerance levels (amber), and
 - there are no performance indicators below target (red).

Further details explaining notable areas of performance is provided below. Commentary covering the performance against all ten indicators is provided at Appendix A.

8. **Performance measure:** Void Rent Loss – Percentage of rent loss through vacant dwellings (performing well against target – green)

At 0.96% for the year to date (£359,798), performance continues to be well within the end of year target of 1.19%, and shows an improvement on the 0.99% at the end of quarter one.

The performance for the first half of the year continues the improving trend from the latter part of 2015/16. Rent loss to the end of September in 2015/16 was 1.45% (£546,740), meaning performance this year has been almost £190,000 better.

The North and East areas of the Borough continued to perform well, and the South West continues to show the highest percentage of void rent loss. The average turnaround times for void properties remained steady at 48 days, which is the same as at the end of quarter one, an improvement compared with 56 days at the end of 2015/16. This can be clearly linked with the work to develop the new voids standard and process, which was piloted last year in the North and will be fully rolled out across the Borough during 2016. This new approach is expected to deliver a better quality product for tenants and a more predictable turnaround time.

Performance measure: Percentage of Current Rent Arrears against Annual Debit (performing well against target – green)

Quarter two (2.51%) showed a small increase in rent arrears compared to quarter one (2.49%), but this remains within the profiled target (2.58%) which would lead to delivering the year-end target (2.50%). This continues the positive trend from 2015/16 and is considered a good achievement bearing in mind the numbers of tenants impacted by the under-occupation charge and the recent introduction of Universal Credit.

The number of evictions remains at a similar level to last year, with 28 at the end of quarter two compared to 26 at the same point last year. Fewer evictions reduces former tenant arrears and void costs. The number of tenants with serious rent arrears (over £1,500) has also reduced from 143 cases at the end of quarter one to 138 cases at the end of quarter two, which is an improvement from the 170 cases at the end of April.

Over 3,500 tenants now choose to pay their rent via direct debit. Systems and processes are currently being tested in Q3 to make this a paperless process, which is anticipated to make it easier to encourage more tenants to pay their rent in this way.

Performance measure: Days Lost to Sickness per Full Time Equivalent (performing well against target – green)

It is pleasing to report that sickness levels have improved during the last quarter and are now predicted to meet the end of year target of 7.9 days per full time equivalent (FTE) employee.

Performance in quarter one was amber, with a good start to the year deteriorating during June. Performance improved month on month during July, August and September, resulting in the year to date sickness at the end of quarter two being 3.83 days per FTE.

Both short-term and long-term absence levels improved, with long-term sickness reducing from 0.45 days per FTE in June to 0.28 days per FTE in September. The top two reasons for both long and short term absence continue to be musculo/skeletal and stress/depression/anxiety. Our analysis of stress/depression/anxiety suggests that this is mostly as a result of issues outside of work.

Performance measure: Scheduled repairs % of promises kept (near target - amber)

A total of 2,680 repair jobs were raised during quarter two, of which 6 were not completed within the target timeframe, meaning performance for the quarter was 99.75% against a target of 100%. Although considered amber, this performance is an improvement on the 2015/16 year end position of 98.85% of promises kept, and is better than Q1 performance which was 99.65%.

Close monitoring and management of this KPI will continue. Detailed analysis is undertaken to ascertain the reason why repair promises have not been achieved. These are discussed with the Service Manager and Team Leaders to aid learning and improvement. However, because of the way this KPI is calculated it is not possible to achieve year-end target of 100%.

Performance measure: Number and % of households maintaining or established independent living (near target - amber)

This indicator is taken as a snap-shot at the end of the quarter when there were 38 households supported to maintain or establish independent living. Our contractual target for the service is 40 households, which was met in both July (46) and August (44) and close to target in September (38). The dip under target in September was due to two customers who were unable to commit to completing their first support visit before the 1st of the month. It is only when this first visit has been completed and a plan produced that we can count them as being in service. These are now complete and the customers being supported.

We are continuing to improve procedures and working practices within the service to ensure that we provide effective support. We are analysing the reasons for unplanned departures to see if there is any learning to take forward.

OPTIONS CONSIDERED

9. Not applicable

REASONS FOR RECOMMENDED OPTION

10. Not applicable

IMPACT ON THE COUNCIL'S KEY PRIORITIES

11.

	Outcomes	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>	

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RISKS AND ASSUMPTIONS

12. Specific risks and assumptions are included in the performance management report at Appendix A.

LEGAL IMPLICATIONS

13. There are no legal implications of this report.

FINANCIAL IMPLICATIONS

14. In 2016/17 St Leger Homes received a management fee of £28.445m from DMBC. This is made up of £27.452m from the Housing Revenue Account and £0.993m 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. Appendix A – SLHD 2016-17 Quarter 2 Performance Management Report

REPORT AUTHOR & CONTRIBUTORS

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Chief Executive, St Leger Homes of Doncaster

Appendices Table of Contents

Appendix A – SLHD 2016-17 Quarter 2 Performance Management Report

Appendix A - SLHD 2016-17 Quarter 2 Performance Management Report

Areas Performing Well

% Rent Arrears Against Annual Debit



Rent arrears against annual debit is 2.51% (£1.89 million) with an end of year target of 2.50%

Void Rent Loss



0.96% (£359,798) with a year end target of 1.19%

Number of Households in Temporary Accommodation



10 households in temporary accommodation at the end of the month, with a year end target of 10

Complaints - % of Service Failure and Dissatisfaction



Performance is provided a month in arrears. At the end of August 18% of all complaints were service failures against a target of 20%



Right First Time



98.19% of repairs were Right First Time with a year end target of 98%

Gas Servicing And Solid Fuel



100% with an end of year target of 100%

98% of the Solid Fuel Service Programme is complete against an end of year target of 100%.

Days Lost Through Sickness per Full Time Equivalent



3.83 days with an end of year target of 7.90 days

% of Invoices Paid within 30 Days



97.16% of invoices paid within 30 days against a target of 95%

Areas Near to Target

Number of Households Maintaining or Established Independent Living



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

Scheduled Repairs - Promises Kept



99.75% of promises kept with a year end target of 100%

St. Leger Homes Key Performance Indicator Summary

Key Performance Indicator 1

Percentage of current rent arrears against annual debit

Direction of Travel - ↓

Traffic Light 



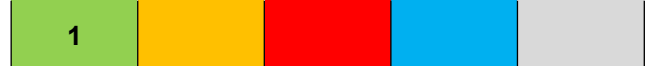
At the end of quarter two, performance was 2.51% (£1.89m), well within the profiled target of 2.58% and just slightly above the year-end target of 2.50%. In monetary terms, this was an increase of £19,876 against quarter one. Additionally, the number of tenants paying by direct debit is increasing with almost 500 more tenants paying by Direct Debit than this time last year. The number of evictions at the end of quarter two stands at 28 compared to 26 for the same period last year.

Key Performance Indicator 2

Void rent loss (lettable voids)

Direction of Travel - ↑

Traffic Light 



There has been a big reduction of 0.49% in void rent loss in quarter two compared to the same time last year from 1.45% (£546,740) in September 2015/16 to 0.96% (£359,798) in September 2016/17. This is well within the end of year target of 1.19%.

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 quarter has increased since last quarter to 18. However the snapshot of people in temporary accommodation at the end of the quarter has remained the same at 10.

Key Performance Indicator 4

Number and % of households maintaining or established independent living

Direction of Travel - ↓

Traffic Light 



The number we are supporting has slightly reduced at the end of quarter two to 38 which is just slightly below our contractual level of 40; this is a reduction of 2 since the end of quarter one.

Key Performance Indicator 5

Analysis of complaints received (month in arrears)

Direction of Travel - ↑

Traffic Light 



Performance in this area remains positive. 68 complaints were logged in August; this is 3 less than were logged in August 2015. Year to date service failure levels is at 18% and currently meets the year-end target of 20%. 16 of the complaints received in August were assessed as service failure.

Key Performance Indicator 6

Right first time

Direction of Travel - ↑

Traffic Light 



Performance this quarter is slightly above the 98% target at 98.19%. This is 0.2% better than the same time last year.

Key Performance Indicator 7

Scheduled repairs - % of promises kept

Direction of Travel - ↑

Traffic Light 

This indicator has been amended to include a tolerance level of 5 working days at the end of each month. This quarter performance was 99.75%. A total of 5,498 jobs have been raised for the year to date (quarter one and quarter two) and of these, 14 were not completed within target.

Key Performance Indicator 8

Gas servicing - % of programme completed against plan

Direction of Travel - ↔

Traffic Light 

The yearly Gas Servicing programme commenced in April 2016. All of the 15,956 properties due to be visited between April and the end of September have received a visit. 2,287 properties out of the 15,956 that were visited resulted in no access on the first visit. Subsequent visits have been made to all these properties and at the end of the quarter, there were 74 properties where we still could not gain access, all of which are being managed through the No Access process.

Key Performance Indicator 8a

Solid Fuel Servicing

The solid fuel servicing programme runs from April to September. At the end of quarter two 165 solid fuel services were carried out resulting in 98% of the programme complete. This is slightly lower performance than the same time last year. All properties have been visited and at the end of September 99.86% of properties had a valid HETAS certificate. The one property that has not had a solid fuel service will be processed through our no access procedures.

Key Performance Indicator 9

Days lost through sickness per FTE

Direction of Travel - ↑

Traffic Light 

The year to date performance for quarter two is 3.83 days lost per FTE. This is an improved performance compared to quarter two last year (4.04 days).

September's performance saw a reduction in days lost per FTE in both long term and short term sickness cases compared to June. Long term sickness reduced from 0.45 days in June to 0.28 days in September, and short term sickness reduced from 0.29 days in June to 0.24 days in September.

End of year straight line projection currently stands at 7.65 days and within end of year target of 7.9 days.

Key Performance Indicator 10

Percentage of invoices paid within 30 days

Direction of Travel - ↓

Traffic Light 

Performance at quarter two is 97.16% against a target of 95%.

An average of 400 invoices a week are received into SLHD at the end of September.

To the Chair and Members of the Overview and Scrutiny Management Committee

OVERVIEW AND SCRUTINY WORK PLAN 2016/2017 UPDATE

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

EXECUTIVE SUMMARY

1. The Committee is asked to consider the Overview and Scrutiny work programme for 2016/17, receive an update on progress and agree future items for consideration.

EXEMPT REPORT

2. The report does not contain exempt information.

RECOMMENDATIONS

3. The Committee is asked to;
 - Review the list of unresolved issues on the Overview and Scrutiny Management Committee work plan attached at Appendix A and agree when items be programmed for consideration or removed;
 - 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)
 - Considering issues of wider public concern.

Monitoring the Work Programme

6. Members will recall that the work plan was amended at the last meeting and a copy is attached for further consideration and for Chairs of Panels to verbally update at the meeting. The Committee is asked to consider at each meeting any unresolved issues in the appendix and agree when items should be programmed or removed from the list. It should be noted that the work plan highlights those items that have been considered up to end of November, 2016 and those that are planned at the time this agenda is published.

OPTIONS CONSIDERED

7. There are no specific options to consider within this report as it provides an opportunity for the Committee to develop a work plan for 2016/17.

REASONS FOR RECOMMENDED OPTION

8. This report provides the committee with an opportunity to monitor and develop the 2016/17 work plan.

IMPACT ON THE COUNCIL’S KEY OUTCOMES

9.

	Outcomes	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>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.</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</i> 	

	down the cost of living	
	<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> 	
	Council services are modern and value for money.	
	Working with our partners we will provide strong leadership and governance.	

RISKS AND ASSUMPTIONS

10. To maximise the effectiveness of the Overview and Scrutiny function, it is important that the work plan 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. 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 is reviewed at each ordinary meeting giving officers the opportunity to advise on the capacity available to undertake any additional work. This provides an opportunity to ensure work plans are regularly monitored and reviewed.

LEGAL IMPLICATIONS

11. 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).
12. Specific legal implications and advice will be given with any reports when Overview and Scrutiny have received them as items for consideration.

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCES IMPLICATIONS

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

TECHNOLOGY IMPLICATIONS

15. There are no specific technological implications resources issues associated with this report.

EQUALITY IMPLICATIONS

16. 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

17. During May and June 2016, OSMC and the standing Panels held work planning sessions to identify issues for consideration during 2016/2017.

BACKGROUND PAPERS

18. None

REPORT AUTHOR & CONTRIBUTORS

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Schedule of Overview & Scrutiny Meetings

	OSMC	H&SAC O&S	CYP O&S	R&H O&S	C&E O&S
May	Fri, 20th May 2016, 11am – Chamber (CR)	Mon, 23rd May 2016, 2pm – Sheffield (CR)		Wed, 25th May 2016, 1:30pm Rm 209 (CM)	
	<ul style="list-style-type: none"> Commission Care & Support (FP) 	Regional Health Scrutiny; <ul style="list-style-type: none"> Working Together Programme 		<ul style="list-style-type: none"> Work planning – R&H O&S 	
June	Fri, 10th June 2016 at 9am – Chamber (CM)	Mon 6th June 2016, 10am - Rm 410 (CR)	Thurs 2nd June 2016, 9am – Rm 210 (CM)		Wed, 1st June 2016, 3:30pm, Rm 210 (CR)
	<ul style="list-style-type: none"> Work planning - OSMC 	<ul style="list-style-type: none"> Work planning – HASC O&S 	<ul style="list-style-type: none"> Work planning – CYP O&S 		<ul style="list-style-type: none"> Work planning – C&E O&S
	Fri, 10^h June 2016, 10am – Chamber (CM)				
	<ul style="list-style-type: none"> O&S Draft Work Plans 				
	<ul style="list-style-type: none"> O&S Membership 				
	Mon, 27th June 2016 – Rm 209 (CR)				
<ul style="list-style-type: none"> Corporate Plan (Refresh) 					
July	Thurs, 7th July 2016, 10am – Chamber (CM)	Wed 6th July 2016, 10am – Rm 409 (CM)	Mon, 11th July 2016, 10am – Chamber (CR)		
	<ul style="list-style-type: none"> DMBC Finance & Performance Qtr 4 15/16 SLHD Finance & Performance Qtr 4 15/16 Youth Justice Plan 	<ul style="list-style-type: none"> Intermediate Care – changes to current service 	<ul style="list-style-type: none"> Education White Paper Update – Implications for Doncaster Accountability Arrangements Childrens Trust Update Qtr 4 1516 		
Page 1 Aug	Friday 12th August, 2016 at 10am - (CM)	Mon, 8th August, 2016– 3:30pm (CR)			Thurs 11th August 2016 – All Day, Rm 210 (CM & CR)
	<ul style="list-style-type: none"> Budget discussion 	Regional Health Scrutiny; <ul style="list-style-type: none"> Working Together Programme (Doncaster supporting this meeting). 			Domestic Abuse (one day review) <ol style="list-style-type: none"> Strategy Meet Victims Meet with Partners: <ul style="list-style-type: none"> Growing Futures Perpetrator Programme – Foundation for Change

	OSMC	H&SAC O&S	CYP O&S	R&H O&S	C&E O&S
					<ul style="list-style-type: none"> • Changing Lives • Police (Safeguarding Adults Team) • Riverside • DMBC Officers Sandra Norburn/Bill Hotchkiss <p>4. Refuge Visit (separate session) – two members only</p> <p>Wed 17th August 2016 – 2:30pm, Council Chamber (CM)</p> <ul style="list-style-type: none"> • Isle of Axholme Strategy - including Hydraulic Modelling. Meeting with the Environment agency
Sept	Thurs, 1 st Sept. 2016, 2pm – Chamber (CR)	Wed, 21 st Sept. 2016, 10am – Rm 008 (CM)	Tues, 27 ^h Sept. 2016, 10am – Chamber (CM)		
	Core annual 'define & deliver' cycle	Health Inequalities. Incl. <ul style="list-style-type: none"> • description of overall approach • focus on the health needs of BME populations • plans to update the assessment • Veterans Information session to follow: <ul style="list-style-type: none"> • Health Watch - Chair 	<ul style="list-style-type: none"> • Childrens Trust Update – Split Screen report • DFE Achievements of Children • Inspections Framework SEN • School Results (by pyramid/sub-groups) 		

Oct	Thurs, 6th October 2016, 10am – Chamber (CM)			10th October, 2016, 9am – Room 008 (CM)	Mon, 3rd October 2016, 10am – 3pm, 410 (CM)
	<ul style="list-style-type: none"> DMBC Finance & Performance Qtr 1 16/17 SLHD Finance & Performance Qtr 1 16/17 			<ul style="list-style-type: none"> Economic Plan – Outline Place Marketing – update Additional Housing Update 	<p>Domestic Abuse Review continued:</p> <ul style="list-style-type: none"> 10am – meeting with victims who have experienced domestic abuse and been supported.
Nov	Weds, 2nd Nov 2016, 1pm – Chamber (CM)	21st Nov 2016, 3.30pm Oak House Junc 1 M18 (CM)		Mon, 28th November 2016, 9.30am - Room 409 (CR)	Friday 25th November, 2016 at 9.30a, room 410 (CR)
	<ul style="list-style-type: none"> Call-In 	CWT Joint Scrutiny Wed, 23rd Nov 2016, 10am – 007b (CM)			
	Thurs, 10th Nov 2016, 10am – Chamber (CR)	<ul style="list-style-type: none"> Adult Safeguarding Report Doncaster Immediate Care - Changes to Current Services – Update STP (Sustainability and Transformation Plan) Health and Care Local Place Plan 		<ul style="list-style-type: none"> Homelessness across the Borough 	<p>Domestic Abuse Review - Strategy and review recommendations</p>
	<ul style="list-style-type: none"> Stronger Families Update 				
Dec Page 165	13th Dec 2016, 11am - (CM)		Tues, 6th Dec 2016, 10am – Chamber (CM)		
	<ul style="list-style-type: none"> Budget (informal) 				
	Thurs, 15th Dec 2016, 1pm – Chamber (CR)				
	<ul style="list-style-type: none"> Progress on Digital Council Children’s Trust Recovery Plan DMBC Finance & Performance Qtr 2 16/17 SLHD Finance & Performance Qtr 2 16/17 				

Jan	Thurs, 19 th Jan 2017, 10am – Chamber (CR)	Wed, 25 th Jan 2017, 2pm – 007b (CM)	H&ASC O&S - Invite Wed, 25 th Jan 2017, 2pm – 007b (CM)	Wed 18 th Jan 2017 9.30am – Council Chamber (CM or CR)	
	<ul style="list-style-type: none"> Budget (formal) 	<ul style="list-style-type: none"> Transformation programme as that will cover direct payments and the development of the community led model Mental Health within Children's Services (jt with CYP O&S) Update on Care and Support at home 	<p>CYP O&S Invite for the following;</p> <ul style="list-style-type: none"> Mental Health within Children's Services (jt with CYP O&S) 	<p>Homelessness Strategy</p> <ul style="list-style-type: none"> Update on Homelessness Summit Progress with the Homelessness Partnership Details on length of stay in temporary accommodation; and Doncaster's and neighbouring authority homeless figures. 	
Feb	9 th or 23 rd Feb 2017, 10am – Council Chamber (CM or CR)	Mon, 13 th February 2017 time TBC Oak House Junction 1 M18 (CM or CR)	Mon, 27 th Feb 2017, 10am – Chamber (CR)		Mon, 13 th Feb 2017, 10am – 007b (CM or CR)
	<ul style="list-style-type: none"> Budget (formal – if required but tbc) 	CWT Joint Scrutiny final proposals	<ul style="list-style-type: none"> Children's Trust Update split screen report Children's Trust Annual report Annual Complaints Exam Results (& update on actions from E&SC) Council's response to the Education & Skills Commission Effectiveness of Pupil Premium across Doncaster 		<ul style="list-style-type: none"> Crime & Disorder Meeting <ul style="list-style-type: none"> Performance & Update on Priorities Community Safety Strategy Fly Tipping – Enforcement Hate Crime
Page 166 Mar	Thurs, 23 rd March 2017, 10am – Chamber (CM)	15 th March 2017, 10am – 007b (CM)			H&ASC O&S - Invite 15 th March 2017, 10am – 007b - invite
	<ul style="list-style-type: none"> DMBC Finance & Performance Qtr 3 16/17 SLHD Finance & Performance Qtr 3 16/17 	<ul style="list-style-type: none"> Public Health Protection Responsibilities (annual) to include: <ul style="list-style-type: none"> Vaccinations – how is data on reactions used Air Pollution (performance targets/impact on public health) Intermediate Care – 			

changes to current service				
Other potential issues to be considered and confirmed				
<p><u>Ongoing annual list of Council Plans</u></p> <p>Council Plans:</p> <ul style="list-style-type: none"> Corporate Plan Refresh - 27th June 2016, 2pm <p>Statutory Plans: -</p> <ul style="list-style-type: none"> Local Transport Plan – TBC Community Safety Plan (known as Crime and Disorder Reduction Strategy – Refresh 2016/New Plan 2017) – May refer to Crime and Disorder Committee Health and Well-being Strategy - not required 2016 Local Plan (Development Plan) – TBC 2017 Maybe carried to 2017/18 work plan <p><u>Other:</u></p> <ul style="list-style-type: none"> Library/Training/Museum/Cultural Centre (FP Item) - TBC Equality Action Plan/Equalities - Policy and Governance - TBC Borough Strategy (Sustainable Community Strategy no longer obliged to have as a Statutory Plan) Community Engagement Strategy – TBC Devolution (was 9th Nov) – deferred. 	<p>Transformation Programme – 7 key projects – TBC:</p> <ul style="list-style-type: none"> IAG (Information Advice and Guidance) Community Led Support Learning Disability part of the commissioning key project Commissioning <p>Other:</p> <ul style="list-style-type: none"> New Commissioning Model – Impact on the Council Quality Accounts (annual) – when produced by partners Updates e.g. NHS England, CCG,H&WB – when approached by partners <p>Areas to be transferred for possible consideration in 2017/18:</p> <ul style="list-style-type: none"> District Nurse Access Review - Developing an Age Friendly Doncaster 	<p>Other TBC: -</p> <ul style="list-style-type: none"> ETE Opportunities for CIC – Career Advice & Guidance (CYP O&S Members involvement) Update – Ofsted 	<ul style="list-style-type: none"> Economic Plan Refresh – to consult with the Panel - first meeting 10th October and to be programmed further when available. 	<p>Other TBC:-</p> <ul style="list-style-type: none"> Vol/Com Strategy – update and impacts of the new grant scheme.

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