



# Doncaster Council

## Agenda

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To all Members of the

# CABINET

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

**Venue:** Room 007a and b - Civic Office, Waterdale, Doncaster, DN1 3BU

**Date:** Tuesday, 4th September, 2018

**Time:** 10.00 am

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### 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. Public Questions and Statements

**(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it in writing or by e-mail to the Governance Team no later than 5.00 p.m. on 30th August, 2018. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to [Democratic.Services@doncaster.gov.uk](mailto:Democratic.Services@doncaster.gov.uk))**

**Jo Miller**  
**Chief Executive**

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Issued on: Friday, 24 August, 2018

**Governance Services Officer for this meeting:** Andrea Hedges  
01302 736716

**Doncaster Metropolitan Borough Council**

[www.doncaster.gov.uk](http://www.doncaster.gov.uk)

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 14th August, 2018 for noting (previously circulated)

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

**Key Decisions**

- |    |   |          |
|----|---|----------|
| 6. | 2018-19 Quarter 1 Finance and Performance Improvement Report and 'Delivering for Doncaster' Booklet   | 1 - 58   |
| 7. | Health and Safety Strategy  | 59 - 76  |
| 8. | Transformation of Residential Care Services for People with Learning Disabilities, provided by Rotherham, Doncaster and South Humber NHS Foundation Trust | 77 - 104 |

**Non-Key Decisions**

- |    |   |           |
|----|---|-----------|
| 9. | St Leger Homes of Doncaster Performance & Delivery Update: 2018/19 Quarter One (Q1) | 105 - 114 |
|----|---|-----------|

**Chair**

Ros Jones, Mayor of Doncaster

**Vice-Chair**

Councillor Glyn Jones, Deputy Mayor

**Portfolio Holder for:**

Housing and Equalities

Councillor Nigel Ball

Public Health, Leisure and Culture

Councillor Joe Blackham

Highways, Street Scene and Trading Services

Councillor Rachael Blake

Adult Social Care

Councillor Nuala Fennelly

Children, Young People and Schools

Councillor Chris McGuinness

Communities, Voluntary Sector and the Environment

Councillor Bill Mordue

Business, Skills and Economic Development

Councillor Jane Nightingale

Customer and Corporate Services



## Doncaster Council

### Report

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**Date: 4<sup>th</sup> September 2018**

**To the Mayor and Members of Cabinet**

**2018-19 Quarter 1 Finance and Performance Improvement Report & ‘Delivering for Doncaster’ Booklet**

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Mayor Ros Jones	All	Yes

#### **EXECUTIVE SUMMARY**

- This report focuses on the quarter 1 financial and performance information to indicate our current position towards our 2018/19 budget, performance against key Service Standards and our progress towards delivery of outcomes set out in the Mayor’s 4-year plan ‘Doncaster Growing Together’. Quarter 1 has got off to a good start with the majority of performance measures reported on track.

**Financial Position: £3.6m overspend**

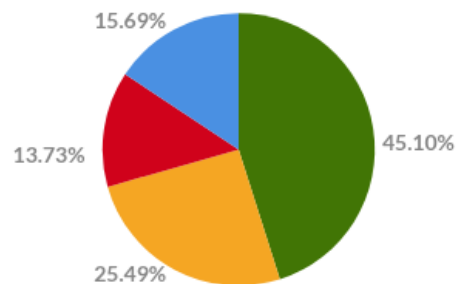
- At quarter 1, the Council is forecasting a year-end overspend of £3.6m. Further details are provided in the paragraphs 36 to 42.

**Performance**

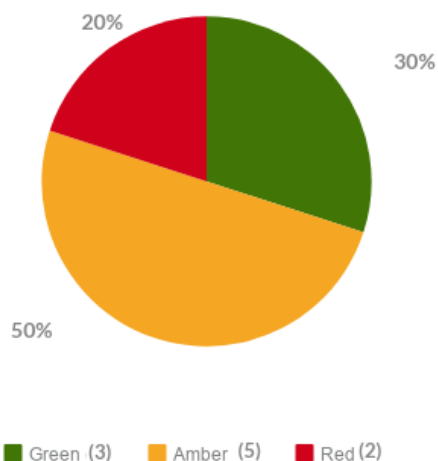
There are two kinds of indicators used to monitor performance - Service Performance Measures, which are a mixture of internal service standard measures that assess whether we are ‘getting the basics right’. Performance measures - that are of interest to the citizens of Doncaster, and also Outcome Framework Measures where the outcomes include contribution from Doncaster council services and the wider Team Doncaster partnership.

**Performance Position:  
51 service measures (profiled opposite)**

Further details on the performance against the Service Standards can be found in the booklet against each of the Themes.



■ Green (23)    
 ■ Amber (13)    
 ■ Red (7)    
 ■ Data Only (8)



### Performance Position:

#### 10 Outcome Framework measures (profiled opposite)

Further details on the performance against Outcomes Framework can be found in the booklet against each of the Themes.

There are an additional 30 outcome framework measures, which are recorded as information only as these do not have targets

### 3. Headlines include –

- 7% point increase on last year's Key Stage 2 results when compared to last year's (provisional figures).
  - We continue to meet our demand for new homes with a further 243 new homes achieved in the quarter against our annual target of 920.
  - Despite a slight improvement when compared to the same time last year, persistent absence in schools, particularly at secondary level remains a challenge for us. School Improvement Strategies are being rolled out to address 'schools of concern'.
  - Local authority spend with local businesses is stable and is on target at 73% at the end of quarter 1 (£28m spent with local suppliers out of £38.3m revenue expenditure) and overall staff sickness for year-end stands at an average of 9.19 days per employee, which is a slight increase from Q4 position.
4. Further performance detail is contained in the accompanying '**Delivering for Doncaster**' booklet, which shows considerable progress been made in quarter 1 in all aspects of Doncaster Growing Together our partnership transformation. Highlights include the launch of the post 16 review of Education, the announcement that a UTC would be located in Doncaster, the opening of the second phase of Great Yorkshire Way, and a range of high quality events in the Town Centre including the second year of our food festival - Delicious Doncaster. This booklet also includes our key service standard measures which provide both qualitative and quantitative measures to give an overview of the services our residents receive. Also included is the progress and position against borough wide key outcome framework measures aims to give a balanced overview of our current performance position.

### EXEMPT REPORT

5. This report is not exempt

### RECOMMENDATIONS

6. The Mayor and Members of Cabinet are asked to note and comment on the quarter 1 performance and financial information; and;
- approve the fee detailed in paragraph 42;
  - note the changes to the Strategic Risks as detailed in paragraphs 43 to 45;
  - approve the new additions to the Capital Programme, detailed in the Appendix A – Finance Profile
  - consider and note treasury management quarterly performance report detailed within Appendix A – Finance Profile

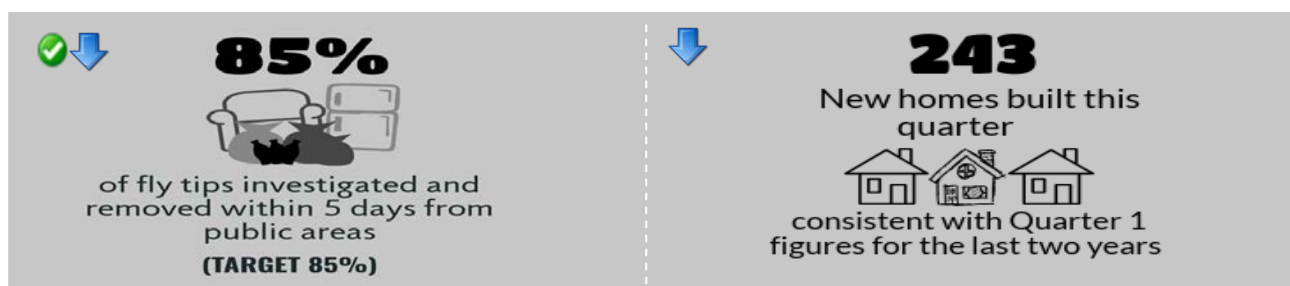
## WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

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

improvement	Same as last time	getting worse
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### LIVING:



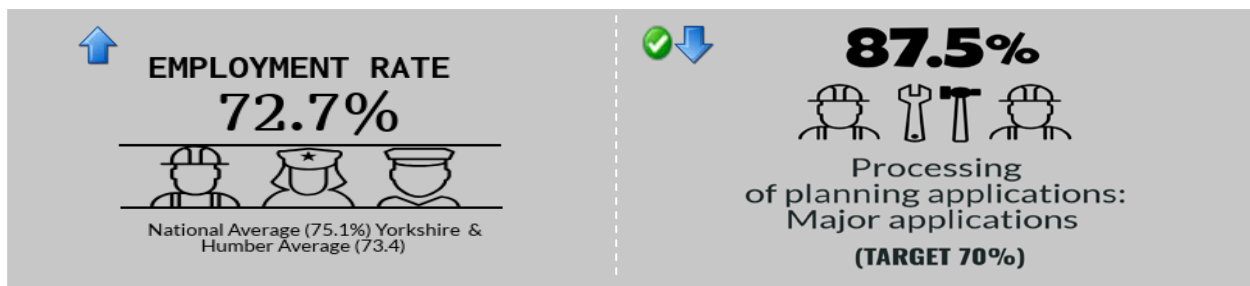
Service Standards					Outcome Framework				
4	3	0	0	0	1	-	-	11	-

- Doncaster has performed well in the latest release of the Active Lives Survey, which shows an increase in levels of Physical Activity, 67% of people over the age of 19 doing 150 mins of activity per week. This is an increase from last year and better than national average the data comes from a survey so some caution on how significant this change should be noted. The work with Sport England continues with key insight work now commissioned and ready to take place.
- In order to ensure we meet the housing needs for our residents the Housing (Homes for All) Programme is working to deliver the right number and more importantly the right types of homes across the borough. A further 243 new homes were delivered in quarter 1, which follows a 15 year high of 1173 last year; this is set against an annual need for around 920 homes per year. The Homelessness Reduction Act 2017 has come into force on 3rd April 2018. This Act places duties on local authorities to intervene at earlier stages to prevent homelessness in their area. Doncaster is compliant with the Act and is now meeting the new regulations and duties placed upon it. However more needs to be done as the latest figures for 2017-18 show that numbers of people who are homeless and in priority need has increased and as a rate per 1000 population Doncaster is now higher than the national average (Doncaster 0.7 against National average of 0.6). We acknowledge challenges around homelessness and rough sleeping in Doncaster, and work continues with our partners and community to address the issue.
- The Vibrant Town Centres Programme is working to improve the co-ordination of activity and services that take place, initially in the town centre. During Q1 the programme has

planned and supported major events in the town centre namely Delicious Doncaster and Tour de Yorkshire. An improved model for an integrated town centre team has been introduced which continues work with our partners, businesses, communities and teams from across the council to focus on the Town Centre area, including the challenges we share to deal effectively with drug use and its consequences.

10. Recycling rates were below target for the second quarter in a row, but only narrowly so (performance of 45.8% vs annual target 47%). The percentage of fly-tipping investigated and removed within five days continues its long term improving trend and is now on target at 85%. The percentage of land and highways meeting the required cleanliness standards associated with litter, detritus and graffiti continues to be over 90%, but fell short of its more ambitious target of 95%
11. Grass cutting services saw a significant drop in performance from 98% to 85%, due to unusual weather conditions, which has affected the number of grass cuts. Therefore, the performance target for quarter 2 needs to be reviewed to reflect the reduced number of cuts required. We are reconfiguring the service so it can react to a potentially longer grass cutting season. 100% of all Licensing Act applications are processed within statutory timescales.

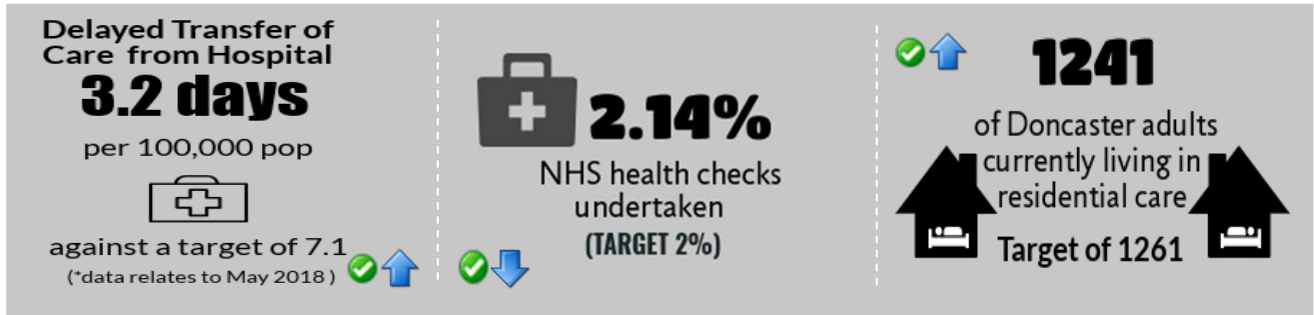
**WORKING:**



Service Standards					Outcome Framework				
3	1	-	-	-	-	-	-	12	-

12. The focus is to continue to support businesses to grow, bringing new jobs into Doncaster and support local people to access these jobs.
13. The percentage of the working age population on out of work benefits continues to fall and the total number of jobs and businesses in Doncaster continue to increase. Doncaster’s employment rate has increased 1 percentage point from the last report to 72.7%, which is a larger increase than the regional and national increases and the highest for 12 years. However wage rates have not improved significantly although there are a range of projects in the pipeline to bring more and better quality jobs to the Borough.
14. 88% of all major planning applications are processed within required or agreed timeframes, continuing the significant overachievement over a number of years against the national target of 70%.

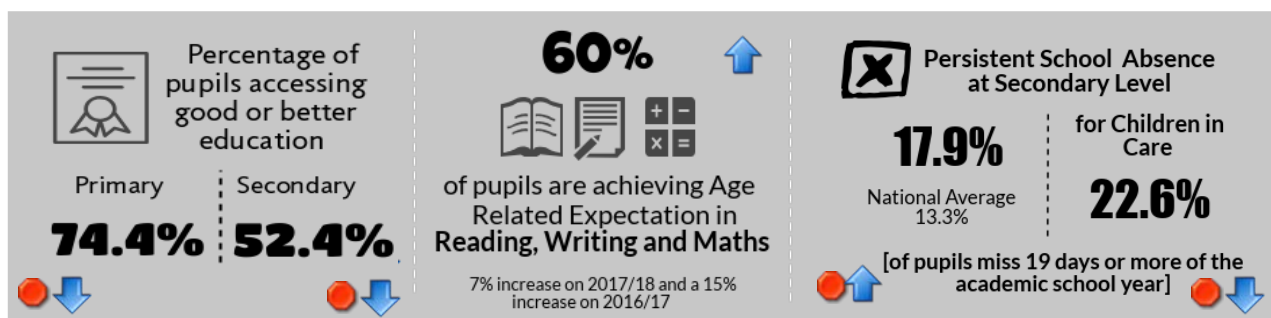
**CARING:**



Service Standards					Outcome Framework				
6	1	0	2	-	3	2	-	6	-

- We continue to focus on the transformation of Adult Social Care through the ‘Your Life Doncaster’ programme. Work is being undertaken to ensure the transformation programme is both well designed and well established in order to deliver the new approach.
- The number of people living in Residential care continues to fall with a total of 1,241 against a target of 1261 for the quarter, albeit financial saving remain a challenge. This equates to a value of 144 per 100,000 population (against a target of 172). May’s Delayed Transfer of Care rate for Doncaster of 3.2 days per 100,000 pop/day presents a positive picture against a national target for Doncaster of 7.1.
- NHS health check with 2.14% of eligible population aged 40-74 received the necessary check against a target of 2%.The NHS health checks service is a mandatory service and provides health checks for the eligible population of 40-74 year olds in Doncaster which equates to 89844 people in 2018/19. The main objective is to offer the health checks to 20% of the eligible population each year (the criteria is one health check very five years for those eligible). A number of factors have affected the numbers undertaking the offer including changes in primary care, personal and seasonal factors and local awareness of the service.

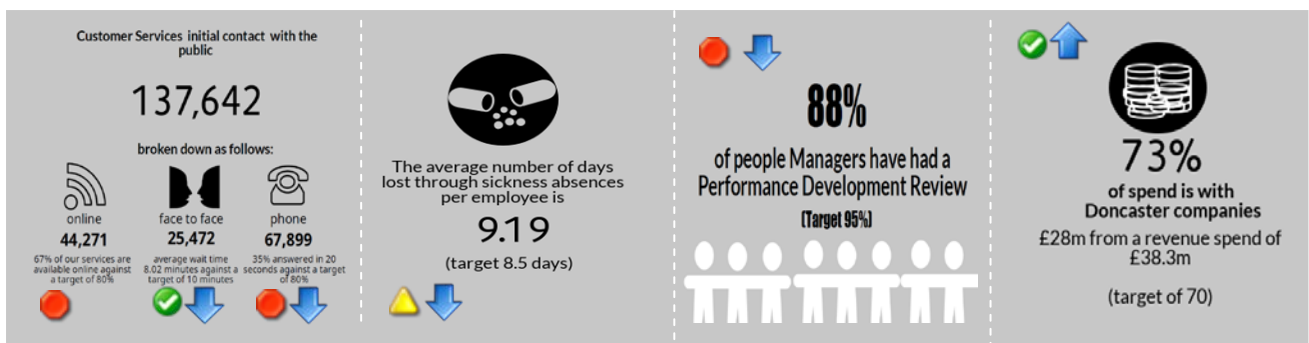
**LEARNING:**



Service Standards					Outcome Framework				
4	5	3	-	-	-	3	2	1	-

18. Our provisional Key Stage 2 results in age related Reading Writing and Mathematics saw some excellent improvements rising 7% points on previous year of 2017/18 and 15% on 2016/17 aided by our Reading Strategy which is now in its 2<sup>nd</sup> year. This improvement halves the gap between Doncaster and national average performance. Early indication of provisional A-level results show that we have improved on last year and are narrowing the gap with national level.
19. Persistent Absence at secondary level reduced 1.4% points with a reported 17.9% for the Autumn Term – slightly narrowing the gap with the national average of 13.3% and a 0.4% improvement on the same time last year. Absence levels for children in care of secondary school age are also a concern and further analysis is underway regarding the breakdown of this cohort. An attendance and a communication campaign is planned for autumn 2018 to build on these improvements. Our attendance strategy has engaged a large number of schools in building its strategic response to inclusion. The second year of the programme will include in depth audits of practice within our secondary schools. Although this long standing issue will require collective leadership to make the necessary improvements.
20. Ofsted ratings of the schools in the borough show that the quality of our education provision has not improved this quarter. Several Primary settings that had previously been judged as 'good' have been inspected in the quarter and have dropped from a 'good' grading, furthermore two secondary academies have been inspected since the previous data was reported and both retained the same judgement. This presents 74% of our pupils at primary level and only 52% of pupils at secondary level having access to 'good' or 'outstanding' education according to Ofsted figures. Ofsted have recently changed the way they report the data, in that it now includes the predecessor schools for sponsored academies.
21. The Doncaster Children's Trust, which became operational in October 2014 reports good performance in a number of areas. Children seen within appropriate timescales, which included children in need, children in care and those on child protection, is a reported 70% and is off target. Amongst their improvement initiatives is improved system recording of statutory visits for children in care.

## CONNECTED COUNCIL:



### Service Standards

3	3	2	-	-

22. For this quarter, the key major and emerging HR and OD risks identified as Organisational and Workforce Capacity, Managing Performance and Additional



Workforce Spend remain the same as the previous quarter, however, focussed action needs to continue to improve overall performance outcomes.

23. Considerable support continues to be provided to the Council's improvement and transformation agendas, to support leaders and managers to shape and deliver change. The Adults, Health and Well Being 'Your Life Doncaster' Programme remains a key priority and significant work has taken place to complete the Learning and Opportunities functional review of their services. Work has also started to move towards creating a single directorate that will draw on the strengths of both Adults, Health and Wellbeing and Learning and Opportunities focussing on improved skills and capacity in better supporting the life course of residents during their transition from childhood through to adulthood, and an emphasis on adopting a family focused approach.
24. A number of interventions continue to be offered through the Leadership and Management Development Framework in strengthening capacity building that will ensure our leaders are equipped with the right skills and knowledge to deliver on the Council's priorities. Continued emphasis is still required by managers to create more job opportunities for apprenticeships from entry level through to degree level and deployment of graduates. Support and development has continued around retraining, upskilling and deployment of employees which continue to bring benefits for both the individual and the organisation.
25. Performance management has been a key focus for this quarter as the deadline for PDR completions for people managers was at the end of May. Only 73% (331) were completed by the deadline which is significantly lower than the target of 95%. This did increase to 88% (487) by the end of the quarter, however this delay will add pressure for completing the remainder of PDRs for all staff which are due to be completed by the end of July.
26. Spend outside of main employment contracts remains a risk and the level remains high in comparison to other large organisations. 45% of additional payment costs still relate to agency worker spend. Agency assignments should be used as a short term solution to staff capacity or skills issues, however currently 57% of assignments have been for more than 6 months and 28% for more than 1 year. This area remains a concern and more effective management is required, particularly in Adults, Health and Wellbeing with 60% of the total assignments being within that directorate.
27. The sickness absence rate at the end of the quarter was 9.19 days per full time equivalent employee which is slightly above the corporate target of 8.50 days. Managers still need to ensure sickness triggers are actioned timely (only 48% were actioned within the required timeframe) as well as ensuring the most appropriate action is taken in dealing with both long term and short term absences to improve overall performance.
28. The average number of days to process a new housing benefits claims this quarter is 21.08 days compared to 24.02 reported at the same time last year. The number of days to process Council Tax Support applications is 22.23 compared to 24.23 for the same period last year.
29. The number of customer services initial contact with the public (online, phone, face to face) were reported at 137,642 a significant drop on the 158,508 reported last quarter. We continue to see an increase in the number of calls received. The changes in waste and recycling contract and a number of staff leaving has resulted in 35% of customer services phone calls being answered within 20 seconds, well below the 80% target, and the average time to answer a call is 2 minutes 26 seconds. For Quarter 2 we intend to review this measure to better align service standards with resource availability. Waiting time at the Civic Office reception is currently 8 minutes 2 seconds, which is well within the 10 minutes target.

30. Local authority spend with local businesses remains on target at 73% (£28m spent with local suppliers out of £38.3m revenue expenditure)

## SERVICE PERFORMANCE MEASURES

31. As we commence this new year reporting cycle there are a number of changes that have been proposed with regard to Service Performance measures. This includes the addition of a number of attainment measures around Key Stage 1, 2 and 4, and narrowing the attainment gap, along with volunteer hours across libraries and culture.

## FINANCIAL POSITION:

### Revenue Budget

32. The Council is currently forecasting a significant overall overspend of £3.6m for 2018/19 as at month 3. It is important to note that this includes the use of considerable one-off funding in Adults, Health & Wellbeing, and without this additional funding, the forecast overspend would be much higher. A summary of the £3.6m forecast overspend is provided below: -

	Quarter 1 Position			
	Gross Budget	Net Budget	Variance (% Gross Budget)	
	£m	£m	£m	%
Adults, Health & Wellbeing	155.8	73.9	0.7	0.4%
Learning & Opportunities – CYP	52.8	11.5	0.5	0.9%
Doncaster Children’s Services Trust	45.4	41.5	5.2	11.5%
Corporate Resources	102.3	21.1	-0.7	-0.7%
Regeneration & Environment	118.3	33.8	0.1	0.1%
<b>Subtotal Services Budgets</b>	<b>474.6</b>	<b>181.8</b>	<b>5.8</b>	<b>1.2%</b>
General Financing	7.2	6.6	-0.1	-1.4%
Other Council-Wide budgets	10.6	-77.0	-2.1	-19.8%
<b>Subtotal Council-Wide</b>	<b>17.8</b>	<b>-70.4</b>	<b>-2.2</b>	<b>-12.4%</b>
<b>Grand Total</b>	<b>492.4</b>	<b>111.4</b>	<b>3.6</b>	<b>0.7%</b>

33. The biggest pressure for the Council is the Doncaster Children’s Services Trust contract, reporting a £5.2m forecast overspend for 2018/19. The main areas of over spend are Looked after Children £3.4m, Legal & Early Help £0.6m, Family Support Services £0.4m and Support Services and Management costs £0.6m. The main reasons for the over spend are a continuation of the budget pressures from 2017/18 £3.5m, plus further increased demand pressures in 2018/19 of £0.9m and an efficiency budget reduction of £2m; these are offset by DCST delivering savings of (£1.2m). The Council is in discussions with DCST regarding the reasons for the over spend, what actions can be taken to reduce this and whether any further savings can be delivered in 2018/19.
34. Adults, Health & Wellbeing £0.7m overspend – this is mainly due to additional costs of placements in care and shortfall in some savings targets:
- Non-residential care (homecare & direct payments) is forecast to overspend by £0.5m through increased activity, average costs of packages and unmet saving target.
  - Residential Care £0.6m overspend forecast due to shortfall against saving target as costs and activity have reduced but not in line with financial target.
  - Extra Care £0.3m overspend due to more complex and costly care being provided per place.

- d. Deprivation of Liberty Safeguards assessment costs are forecast to overspend by £0.5m due significant increased take up.
- e. These costs are off-set by (£0.4m) underspend on Supported Living mainly due to slippage against the growth funding.
- f. Progress continues to be made against delivery of Transformation Programme and £4.4m saving target with £2.9m delivered to date. The transformation programme and revenue budget are being supported through the use of one-off grant funding of £10.6m of which £1.6m supports slippage against delivery of cuts, £2.8m adult care pressures, £1.4m the programme and £4.8m mainstream care services. It is possible some of the grant funding will be extended to future years, but this highlights the underlying risks of the current budget position.

35. The overspends are offset by £0.7m underspend forecast for Corporate Resources mainly due to one-off savings on staffing budgets, £1.8m underspend on the centrally held pensions budget (pension deficit £1.04m, prepayment saving £1.19m, off-set in part by reduced recharges to schools £0.43m) and £0.4m released from the Insurance provision based on the latest claim information.
36. The Chief Financial Officer is currently reviewing options about how to manage the impact of the projected year-end position, including use of earmarked reserves.
37. The Council is continuing to deliver the Medium-term Financial Forecast including the programme of savings across the multi-year period, although we need to deal with these challenging times. Our aim is to continue to invest in the borough, generating more income and growing the economy. The current level of uncommitted revenue reserves are £11.7m for 2018/19.

### **Housing Revenue Budget (HRA)**

38. The balanced 2018/19 HRA budget includes £1.7m contribution from balances. A £1.1m underspend is projected at quarter reducing the contribution from balances to £0.6m. The main variances are £0.5m projected underspend on overall management expenditure, £0.5m additional rent income as a result of lower than budgeted void rent loss (budgeted 1.25%, actual 0.54%) and average rent is higher than budgeted.
39. Current rent arrears at quarter 1 stand at £2.0m and are 2.72% of the rent debit, there has been a slight improvement of £55k from year-end. This performance is on track for a year-end performance of 2.50% and is currently ahead of profile but it is being monitored very closely due to the rollout of full service for universal credit. As at 30<sup>th</sup> June, the amount of former tenants' arrears was £1.1m a slight decrease of £92k from the year end, write offs in the first quarter were £0.214m. The rollout of full service for universal credit means circa £9.0m is due to be collected from clients in 2018/19 rather than direct from housing benefit.

### **Capital Budget**

40. The Capital expenditure projection for 2018/19 is £126.9m in comparison to a budget of £104.7m (£273.3m future years compared to a budget of £205.1m). The increase in actual expenditure is not a concern and is due to a re-basing exercise for new additions to the programme. £8.5m actual expenditure has been incurred up to end of quarter 1. Capital income (receipts) will be in a balanced position on the basis that all sales occur at their projected values within the current year. This is a risk and requires close monitoring, because there are a number of high value sales that are scheduled to complete in Quarter 4. If these sales were to slip, into 2019/20, there would be a £14.4m shortfall that would need to be financed in 2018/19.

### **Collection Fund**

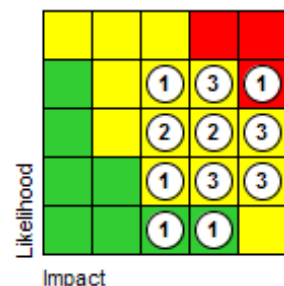
41. The current position on the Collection Fund for Council Tax and Business Rates is detailed below: -
- The Council Tax Collection Fund is projected to make an in-year surplus of £2.07m, largely attributable to the longer-term collection rate since 1993 of 98.61% being higher than the budgeted collection rate of 98.0% £1.53m and lower than estimated levels of Local Council Tax Support (LCTS) being awarded £0.55m. After allowing for a planned redistribution of accumulated surplus of £3.38m during 2018/19, the accumulated Council Tax Collection Fund surplus as at 31st March 2019 is estimated at £4.09m, of which £3.46m is attributable to the Council.
  - Council Tax Arrears (Arrears £18.39m; Target £19.20m). In the first quarter of the year, Council Tax arrears reduced by £2.4m compared to a target of £1.5m. This is usually the biggest reduction as previous year debt that hadn't been billed since annual billing would start to be collected, often in a single payment. The reduction is up nearly £0.20m compared to the same period last year and shows the continued determination of all Revenues staff to pursue all outstanding debt to a conclusion, irrespective of age.
  - The Business Rates Collection Fund is projected to make an in-year surplus of £0.25m, largely attributable to the reduction in the estimated change needed for the appeals provision £0.96m, off-set by the estimated lower projection in gross rates payable £0.54m mainly due to appeals being settled affecting previous years. After allowing for a planned recovery of accumulated deficit of £0.62m during 2018/19, the accumulated Business Rates Collection Fund deficit as at 31st March 2019 is estimated at £0.86m, of which £0.73m is attributable to the Council.
  - Business Rates Arrears (Arrears £5.41m; Target £5.34m). A reduction of arrears in the first quarter of only £0.70m, which is slightly below the projected target of £0.75m. The smaller than expected reduction is due to retrospective changes in liability being carried out in the current year back into the previous year which can actually significantly increase the arrears figure from the year end position, with repayment plans spread through the current year. As repayments come in during the year it is expected that performance will be on target during quarter 2 and beyond.

## Fees and charges

42. An additional offer is proposed for a wedding ceremony on Tuesday's in Priory Place at a fee of £100. At present wedding ceremonies are conducted on a Thursday, Friday and Saturday at Priory Place and on a Wednesday at the Civic Building at the statutory fee of £50. The service would anticipate that couples may select the Tuesday offer instead of the Wednesday statutory fee offer for the additional £50 charged. This would have the potential of generating a maximum fee of £7,800 if the three wedding slots proposed were all taken up. No additional resources are required for the provision of this changed offer.

## STRATEGIC RISKS

43. There are currently 21 Strategic Risks and all have been updated as part of the Quarter 1 reporting process. The heat map opposite shows a summary of the scores.
44. 17 risks have retained the same profile; One risk profiles has increased:
- Failure to achieve the budget target for 2018/19



Through the implementation of mitigating actions three risk profiles have been reduced:

- Failure to respond to Borough emergencies
- Insufficient capacity and skills in Adults, Health & Wellbeing
- Underdeveloped local market and ineffective market management

45. During the quarterly challenge process, no new strategic risks have been proposed. The risk around the underdeveloped local market is being re-worded to better reflect the key issue, the risk around setting the budget for the Trust will be re-worded to move the focus to delivering against the budget and the following 3 risk are being proposed for demotion;
- Failure to respond adequately to borough emergencies
  - Failure to deliver the EDI Objectives
  - Insufficient capacity and skills in Adults, Health & Wellbeing

### OPTIONS CONSIDERED

46. Not applicable.

### REASONS FOR RECOMMENDED OPTION

47. Not applicable

### IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

### RISKS & ASSUMPTIONS

48. Specific risks and assumptions are included in the Appendix. A strategic risk report is also prepared on a quarterly basis.

### LEGAL IMPLICATIONS [Officer Initial: KDW Date: 27/07/18]

49. 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 [Officer Initials: RI Date: 23/07/18]

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

### HUMAN RESOURCES IMPLICATIONS [Officer Initial: MLV Date: 30/07/2018]

51. Key performance indicator outcomes that are specific to the workforce are detailed within the body of the report along with other key areas of performance worth noting. Failure to achieve targets for sickness absence can impact on service delivery to customers and increase costs particularly where cover has to be arranged. HR staff work with managers in service areas to ensure appropriate action is being taken to manage staff absence in an effective and timely way which should have a positive impact on performance. Staff who do not have a PDR will not necessarily have clear targets and therefore may not be

appropriately contributing to corporate, directorate and service targets or having access to learning and development opportunities. An appropriate induction is an important part of the on boarding experience for new starters to the organisation and can influence staff retention rates thereby reducing recruitment costs. Increasing completion of training deemed mandatory ensures that staff are provided with the appropriate knowledge in certain topics which should help to mitigate risks, reducing possible breaches and other potential consequences such as financial penalties. Further consideration is needed to identify effective ways to improve the compliance with timescales for completing casework, this will minimise the impact on affected employees, services and customers as well as any associated costs. Creation of more opportunities for apprentices at all levels is an effective tool in succession planning particularly in services where an ageing workforce is a factor.

#### **TECHNOLOGY IMPLICATIONS [Officer Initial: PW Date: 30/07/2018]**

52. There are no specific technology implications in relation to this report. However, technology is a key enabler to many of the individual components included within the report and accompanying 'Delivering for Doncaster' booklet. Digital Transformation & ICT must always be involved via the technology governance model where technology-based procurements, developments or enhancements are required. This ensures all information is safe and secure and the use of technology is maximised providing best value.

#### **HEALTH IMPLICATIONS [Officer Initials: RS Date: 26/07/2018]**

53. This report provides an overview on the work of the council and as such the whole of the corporate performance contributes to improving and protecting health. Specific health implications are addressed in each section. Much of the information is presented as summary data and as such the author should be conscious that this may hide inequalities within the data presented.

#### **EQUALITY IMPLICATIONS [Officer Initial: SWr Date: 19/07/18]**

54. 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.

#### **CONSULTATION**

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

#### **BACKGROUND PAPERS**

56. Not applicable.

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Doncaster  
Council

# Delivering for Doncaster 2018-19 Quarter 1



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Doncaster Council strives to provide the best services for people living in, working in and visiting Doncaster. To ensure we continue to improve, and find where we need to improve, we produce this 'Delivering for Doncaster' booklet that is reported and discussed at Cabinet every quarter.

The report is organised by our Priority Themes:

- Living
- Working
- Learning
- Caring
- Connected Council

Each Theme is structured to show:

- **How we are getting the basics right** – This is our performance against a set of key service standards that we believe matter to the communities we work in and communicate with. These have been identified in conjunction with our Elected Members who represented the people in their constituencies.
- Performance against the priorities identified in our **Outcomes Framework**. These are our goals to improve the







lives of people living, working or visiting the borough.






- Progress on our **Transformation and Change Programmes**. These are projects and programmes that we deliver with our partners and make up the Doncaster Growing Together Portfolio.

### Understanding the performance symbols

The direction of travel looks at whether things have improved, stayed the same or become worse. The purple arrow is the preferred direction of travel. The blue arrow is long trend and shows the current value compared over the last three years.



  <b>improvement</b>	  Same as last time	  getting worse
---	---	---

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



# LIVING

*Doncaster is a modern, thriving and safe place to live, work and visit*

The longer term health outcomes in this theme such as healthy life expectancy and physical activity levels are lower than national benchmarks and it is acknowledged that improvements in these measures may take years before we see significant changes.

The **Get Doncaster Moving (GDM)** Programme has a vision of ‘Healthy and vibrant communities through physical activity and sport’. This programme will help public, private and voluntary sectors work together so that physical activity becomes an easy and accessible choice for all.

The borough of Doncaster had some of the lowest rates of physical activity in the country, the Get Doncaster Moving programme moves at pace with monies being released to enable staffing posts to support the programme to be appointed. Funding has been secured through Sport England and this has enabled us to commission quality research and a whole system review, which allows us to understand better who is supporting sport and physical activity across the borough.

Doncaster has performed well in the latest release of the Active Lives Survey, which shows an increase in levels of Physical Activity, 67% of people over the age of 19 doing 150 mins of activity per week.

The Tour de Yorkshire returned to Doncaster for the second time this May with a Stage 1 finish on the 3rd May and Stage 2 passing through Conisbrough and Mexborough on the 4th May, with 50,000 people standing road



side across the borough to watch the riders.

In order to ensure that the housing needs of our residents are being met, the **Housing (Homes for All) Programme**

has been established. We recently mentioned that Doncaster Children’s Trust, St Leger Homes and the

Council are working together to deliver council owned facilities where young people leaving care could live and learn valuable life skills until securing independent housing arrangements.

In addition to the site already up and running in Cantley, a site has been identified and plans are being developed. We will keep you informed on how this progresses.

### **Vibrant Town Centres**

The Integrated Town Centre Management Team, made up of council officers and wider partners, continue to support homeless and vulnerable people whilst working closely together to ensure anti-social behaviour is not tolerated.

Although England lost to Croatia in the semi-finals of the World Cup a big ‘Thanks’ goes out to the clean-up team from Street Scene for the ‘STERLING’ job they did after each and every wonderful celebration. With other enhancements and improvement works contributing to the look and feel of the town centre, such as work at the station forecourt, footpath repairs and businesses taking pride in the

shop fronts, things are set to get bigger and better in the future.

Works are well underway at the Wool Market and the newly revamped space is set to open in spring 2019. Despite the disruptions we were still able to hold a successful key event (Delicious Doncaster) in the Market - bigger and better things to come in future years. Feedback from businesses around the market and those in the Frenchgate Centre was really positive, telling us that the success of the event has also benefited them, experiencing better trading over a bank holiday weekend than normal. Footfall throughout the town was up and the



feedback from the crowds was equally positive as they were impressed by the number, quality and variety of stalls. It really was great to see Doncaster busy with so many people enjoying the Festival atmosphere in the sunshine.

Doncaster is a borough with a great cultural offer, and we are definitely going through a time of growth in our plans for more high quality arts and culture. We also have in place our first **Arts and Culture Programme Board**, reporting into Doncaster Growing Together. In this way, cultural commissioners receive the full benefit of arts and culture given the priority it deserves.

We have commissioned Hull UK City of Culture to review our plans for the future and provide a route for increasing visibility and quality of arts and culture in the borough.

We have a new online resource for creative people and organisations to promote, share and search for information about local events, practitioners and venues. Creative Doncaster has been developed by our cultural partnership, and is the go-to place for people to find out about what's

happening across the borough, in local communities, and at arts venues, see [Creative Doncaster](#). We also have a place for arts practitioners and education providers to develop arts and cultural opportunities for children and young people - [Doncaster Cultural Education Partnership](#)

During Q1, 3 of our normally high performing environmental services have fallen below target. Household recycling rates fell to 46% against a targeted 47%, whereas the cleanliness of land and highways has continued its recent decline and sits at 91% against a targeted 95%. Grass cutting saw a significant drop from quarter 3 and quarter 4 last year to 85% against an 89% target at Q1

We are scoping out a further programme on Environmental Stewardship that will be developed later in 2018-19 which will explore how we can improve our local environments and also contribute to wider environmental issues such as air quality and Climate change.

# Service Performance getting the basics right



**90.63%**

of sampled land and highways meet the required standards when assessed for cleanliness levels  
**(TARGET 95%)**

Percentage of road surfaces that are maintained



Principal classified road surface  
**98%**  
**(TARGET 98%)**

Non-principal classified road surface  
**97%**  
**(TARGET 96%)**



**85%**  
of grass cutting works completed against programme



**(TARGET 89%)**

## Outcomes Framework

					Current Quarter	Aspiration Target	Actual direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18	Q1 18/19				
The number of Net Additional Homes built	772	1,170	1,057	1,173	243	TBC	↓	Quarterly	🌱
Numbers accepted as being homeless and in priority need- Total per 1000 pop	1.4	1.1	2.1	2.7	0.7	TBC	↓	Quarterly	🌱
Number of households/ People in Temporary Accommodation per 1000 pop	0.1	0.1	0.2	0.3	0.3	TBC	↓	Quarterly	🌱
Percentage of adults achieving at least 150 minutes of physical activity per week	50.9%	52.6%	58.6%	67.4%	-	TBC	↑	Annual	✅
Healthy Life Expectancy at birth (years) for Females	61.0 yrs	61.9 yrs	-	-	-	TBC	↑	Annual	🌱
Healthy Life Expectancy at birth (years) for Males	59.7 yrs	59.6 yrs	-	-	-	TBC	↑	Annual	🌱
Life Satisfaction Survey (ONS Well Being)	7.51	7.74	7.63	-	-	TBC	↑	Annual	🌱
The % change in population over the previous 5 years	1.4%	1.4%	1.6%	2.0%	-	TBC	↑	Annual	🌱
CO2 emissions per capita (tonnes)	7	6.8	6.7	-	-	TBC	↑	Annual	🌱
Utilization of outdoor space for exercise/health reasons	17.1%	19.3%	-	-	-	TBC	↑	Annual	🌱
Heritage Local Authority Index Ranking (RSA)	-	315	313	319	-	TBC	↑	Annual	🌱
Children under 19 living in households whose income is below 60% of the median household income	24.1	21	-	-	-	TBC	↑	Annual	🌱



Average number of days

**21.08**



to process new Housing Benefit claims

**(TARGET 25)**



**45.8%**

Recycle rate for household domestic waste



**(ANNUAL TARGET 47%)**

\*figures relate to Quarter 4 2017-18\*



**85%**



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

**(TARGET 85%)**

## Doncaster Growing Together how we are transforming and changing

### TOWN CENTRE PROGRAMME

The vision for Programme is:

**bringing life and energy to our markets and town centres..**

‘There will be a new way of managing the day to day operations of the town centre through an integrated, multi-agency Urban Centre Team. The Urban Centre team will be visible in delivering a safe and clean town centre where everyone feels welcome and able to explore the diverse, co-ordinated range of events, animations and enterprise that will be on offer; supporting the delivery of the Urban Master Plan providing confidence for future, inclusive growth and new investment –

### GET DONCASTER MOVING PROGRAMME

This programme has a vision of

**‘Healthy and vibrant communities through physical activity and sport’.**

The programme will be centred on five themes that are Sport, Cycling, Walking, Dance and Parks & Open Spaces and will focus on three priority groups – Low Incomes, Inactivity and Children & Young People.

The programme brings together partners from Sport England, Yorkshire Sport Foundation, DCLT and EXPECT Youth, to name a few.

### HOUSING PROGRAMME

The programmes vision is

**‘Residents are able to access suitable accommodation that meets their needs and aspirations. Sustainable options exist throughout all housing tenures, and homes in the private rented sectors are managed by high quality housing providers. Residents are able to live in safe, healthy and connected communities within vibrant and well-managed neighbourhoods’.**

The programme will be centred on five themes which are Housing Delivery, Care Leavers Accommodation, Older Peoples Housing, Homelessness & Rough Sleeping and people with learning and Physical disabilities.

### ARTS CULTURE AND CREATIVITY PROGRAMME

The programme vision is;

**To see all people who live, work, study and visit Doncaster taking part and enjoying great cultural experiences.**



# WORKING

*Residents benefit from a thriving and resilient economy*

Work continues to improve Doncaster's economy with the fundamental aim that Doncaster and its peoples thrive. In recent months we have seen real improvements to the lives of people who live and work in Doncaster, the place and its skyline is changing; recent decisions by Government on the construction of a University Technical College coupled with the mobilisation of private sector investment (360 Media), are starting to have a real impact on our DGT aim of achieving a productive economy, which ultimately benefits everyone.

Within Team Doncaster we are looking at the best way to support quality job creation in the borough. The evidence suggests that the emphasis should be on supporting the following key sectors to achieve the desired levels of growth required: (Engineering & Technology; Materials; Mobility; and Creative & Digital) To place this in real life context a 1% growth in these sectors equates to £500m into the local economy per year.

## Headlines for the quarter include:

- Funding has been approved which moves us closer to the delivery of a “truly transformational” film and television studio in Doncaster. The scheme will incorporate a film and TV studios, a visual effects production facility, a film and TV training academy and a hotel and events business.
- As well as delivering over a 1000 jobs at the 360 Degrees Media studios, the scheme could also create countless opportunities in the supply chain, drive economic growth at an annual GVA input of £62million and provide real-world training opportunities for our young people.
- Alistair Maclean-Clark, chief executive of 360 Degrees Media, said: “Ever since we first visited South Yorkshire we knew there was potential for a game-changing project here and we are delighted that the SCR, as well as Doncaster Council and DN Colleges Group, have backed our vision for High Melton.”  
“We want to pioneer a European first for media that

brings together training, production, post-production and innovative tech on one site, offering film and television makers an end-to-end service and a creative ecosystem that will reinforce and help to build all the existing creative industries in South Yorkshire.”

- The project has attracted widespread publicity and support from Team Doncaster partners and will be a major asset to the borough.
- Achieving a vibrant creative sector in the borough has taken a massive step forward



Phase two of Great Yorkshire Way officially opened for traffic on Friday 15 June 2018. It has completed the high quality direct link between the M18 and Doncaster Sheffield Airport and also White Rose Way and Lakeside, providing a gateway to the site of the new National College for High Speed Rail. By shortening journey times and reducing congestion along this corridor, development will continue to accelerate and the connections between businesses and people needed to drive Doncaster forward will continue to flourish. The road will boost our economy by improving airport to iPort business connections and stimulate greater investment in-to the City Region, creating hundreds of local jobs



A pivotal link in our approach to Inclusive Growth is to make sure that local people have the opportunity to access the jobs created in the area as a result of economic growth.

It was therefore exciting news when the Department for Education announced that a new University Technical College (UTC) will open in Doncaster in September 2020.

The UTC will specialise in the “latest rail engineering techniques, coding and 3-D design skills”, helping to meet the needs of our local economy.

The UTC will provide an innovative technical education for 13-19 year olds, working in partnership with leading national and local employers and will provide “a strong mix of academic and technical-based study”



Quarter 2 is of crucial importance to Doncaster and the Working Theme; the production of an Inclusive Growth Plan will provide the strategic framework for ensuring we achieve our aim of ensuring economic growth is more equally distributed, community participation in the adoption and shaping of this document is therefore essential



# Service Performance getting the basics right



## 87.5%



Processing  
of planning applications:  
Major applications  
**(TARGET 70%)**



## 100%

of Licensing Act (2003)  
applications processed  
within statutory timescales  
**(TARGET 100%)**

## Outcomes Framework

					Aspiration Target	Actual direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18				
Number of Enterprises in Doncaster per 1000 population	26.5	30.2	30.9	-	TBC	↑	Annual	📈
Exports (£) per employee	5,410	-	-	-	TBC	-	-	📈
Employment Rate in comparison to national average	67.9%	71.9%	71.6%	72.7%	TBC	↑	Quarterly	📈
Number of Jobs in Doncaster	112,578	120,291	120,000	-	TBC	↑	Annual	📈
The number of Advanced Apprenticeship starts	1,340	1,330	1,280	-	TBC	↓	Annual	📈
The number of Advanced Apprenticeship achievements	672	660	750	-	TBC	↑	Annual	📈
% of Working age Pop claiming Out of Work Benefits	12.5	11.8	11.1	11.0	TBC	↓	Annual	📈
% of residents in highly skilled occupations	32.6%	36%	31.3%	34.9% (Q3)	TBC	↑	Quarterly	📈
% employed in Knowledge Intensive Services or High-tech Manufacturing Industries	4%	4.2%	3.9%	-	TBC	↓	Annual	📈
Wage Rates (weekly full time – resident based)	£482.80	£467.00	£479.10	£479.40	TBC	↑	Annual	📈
20th Percentile Wage Rate for Residents	£317.80	£310.50	£326.30	£335.50	TBC	↑	Annual	📈
GVA per employee	£46,120	£46,800	£48,490	-	TBC	↑	Annual	📈





# 97.23%



of non-domestic rates  
collected

(TARGET 97.05%)



# 14.9%

of people with a learning  
disability have been helped  
into work



(TARGET 6.3%)

## Doncaster Growing Together how we are transforming and Changing

### INCLUSIVE GROWTH PROGRAMME

**Brexit, Brexit, and Brexit:** Despite the shadow of Brexit hanging over the nation and creating a high degree of uncertainty for businesses and investors alike, Team Doncaster continues to champion the ethics and reforms contained within the Doncaster Growing Together to ensure that Doncaster and its people thrive. We have evidenced in recent months a strong trajectory of Inclusive Economic Growth, the recent decisions by Central Government on the situation of a University Technical College and a significant investment proposition from 360 Media demonstrates real tangible improvements to the lives of people who live and work within Doncaster.

We have a growing economy (£5 billion annually), with strong growth in rail, engineering, tourism and logistics, Doncaster is fast becoming a strategic heartland for a number of business sectors, coupled with being in the top ten for business starts and private sector growth; top 4 of most improved Local Authorities for good economic growth ; whilst obtaining significant levels of investment from the private sector (Amazon, Next, Polypipe, Thales, Hitachi to name but a few), Doncaster economic trajectory is gaining real momentum.

Within Team Doncaster we do not wish to merely stop there; the production of an Inclusive Growth plan in quarter 2 will help frame the level of our ambition, thus providing the strategic framework for ensuring we achieve our aim of ensuring economic growth is more equally distributed, community participation in the adoption and shaping of this document is therefore essential, that is why the proposed consultation exercises to be carried out within September and October 2018 are key.



# CARING

*Residents live safe, healthy, active and independent lives*

## Joint Commissioning

Following the signing of an agreement between Doncaster Council and Doncaster Clinical Commissioning Group joint commissioning arrangements are in the process of being established. This will enable teams to work more closely together to provide health and social care services which will deliver better results for residents and transform services in the long run.

Early work has focused on areas where joint working will have a big impact, such as:

- the development of integrated neighbourhood teams - this links to the development of primary care Local Care Networks.
- Developing a Single Point of Access to improve people’s access to services, whatever their age

A number of other areas are taking a joint working, partnership approach:

## Starting Well

Is focused on the delivery of health and social care support for children and families, with an initial focus on the ‘first 1001 days’ through pregnancy up to age 2. Improvements have been made to the

Family Information Service. This is a directory of all the services in Doncaster that can be used when you work with families. It is also available for parents or young people to use themselves, when facing almost any family problem, large or small. From day care and early learning to schools and alternative education; from midwifery and health visiting to mental health, and from advice on parenting to family support and adult learning to employment opportunities.

## Vulnerable Adolescents

A workshop in June brought together staff working in children’s and adult services to explore the issues and challenges faced by the most vulnerable children and young adults. Work has started to analyse the services accessed by Children and Care and those with Special Education Needs and Disabilities who may need support from both adult and children’s services up to the age of 25.

## Complex Lives

Focuses on people whose lives are affected by a combination of homelessness, rough sleeping, drug and alcohol addiction, mental ill health, poor physical health – often

connected to childhood trauma or other major life events.

Staff from the Council, Town Centre Management, St Leger Housing, Health a voluntary sector providers of support and accommodation have been meeting together on a fortnightly basis to co-ordinate wrap-around support for this group of vulnerable people,



## Intermediate Care

Is an area where work is more advanced and starting to have an impact. Intermediate Care promotes faster recovery from illness, preventing unnecessary acute admissions and premature admission to long term residential care, and supporting timely discharge from hospital – with a focus on maximising independent living.

The new Integrated Digital Care Record went live in June. This enables professionals across Doncaster to access appropriate patient information and move away from paper records, which can only be stored in one place and viewed by one person at a time. This will enable the council, health and social care, mental

health, pharmacy and out of hours services to make more informed decisions to improve outcomes for patients

### Learning Disability

Information is being brought together from a range of partners to inform development of a new Learning Disability Strategy. Reviews are currently underway of how care is currently provided and what support could be provided to enable those who can and want to have more choice and control over their care to live more independently.

### Urgent & Emergency Care

Is focused on helping people who need urgent care to get the right advice in the right place, first time and ensuring that adults and children with more serious or life threatening emergency needs receive treatment in centres with the right facilities. This involves strengthening connections between all urgent and emergency care services. The area of focus is gaining a greater understanding of demand across the whole system and identifying areas where improvements can be made to patient care and the system as a whole.

### Case Studies:

People with learning disabilities in Doncaster are set to be given more choice, control and independence in their care following a commitment from the council and its partners to review all current services. Working with its health partners, the council wants to focus on giving people with learning disabilities a better quality of life through a more personalised approach to care and services.

One such resident who is already benefitting from an alternative type of care is 69-year-old Alice Smith, who has Down Syndrome. Alice was previously living in a residential home for people with learning disabilities but had the opportunity to move into a supported living scheme, where she has transformed from being shy and isolated, into a much happier and more independent person.



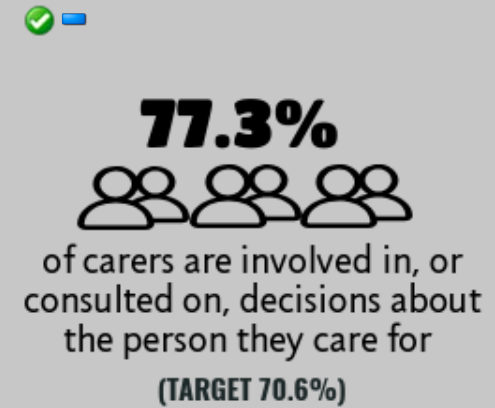
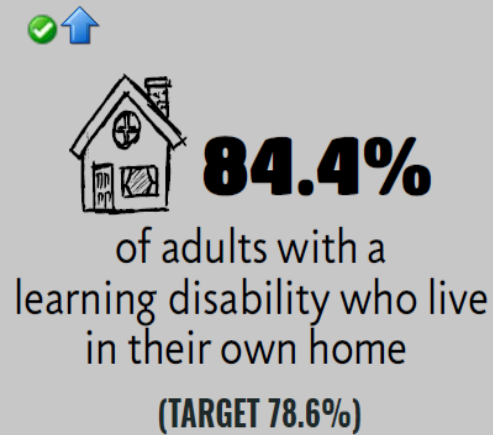
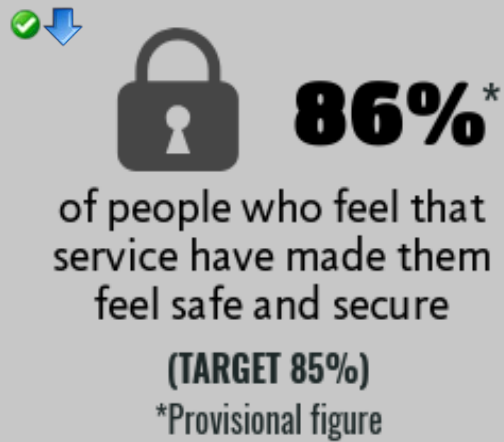
Abigail Harker, Service Manager at Alice's supported living scheme, added:

“The changes we've seen in Alice in just a year of being with us are astounding. When she came to us, she was very used to being restricted by what she could and couldn't do in residential care. Over time, we've been able to find out what Alice enjoys, and the changes that would allow her greater independence and a much better quality of personalised care.”

“It's the small changes that have improved Alice's life, such as the freedom to get up and make a cup of tea and take it to her bedroom when she feels like. Something as simple as this, rather than having to follow set times for refreshments, or drink them in a certain area, has helped Alice hugely. We've even taken her to see her favourite show, Loose Women, live during an overnight trip to London, and worked with her to decorate her bedroom to truly reflect her personality and give her a space to be proud of. She is much happier and is thriving in her new home



# Service Performance getting the basics right



## Outcomes Framework

					Current Quarter	Aspiration Target	Actual direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18	Q1 18/19				
Delayed Transfers of Care from Hospital (all) per 100,000 population per day (BCF)	6.2	6.0	8.1	7.2	3.2* (MAY)	TBC	↑	Monthly	🟢
Rate of Children in Need per 10,000 population	357.08	353.15	390.80	435.63	432.26	TBC	↓	Quarterly	🟡
Emergency Admissions (65+) to Hospital per 100,000 population	28,243.255	30,114.406	30,887.794	29,803.78	-	TBC	↓	Annual	🟡
A&E attendances per 100,000 population	35,254.64	34,299.82	36,122.24	37,477.65	-	TBC	↑	Annual	🟡
Requests for Support for Adult Social Care per 100,000 population	-	-	-	754.13	830.57	TBC	↓	Quarterly	🟡
Rate of Children in Care – Number per 10,000 population	-	-	-	86.54	88.99	TBC	↓	Sept '17	🟡
Permanent admissions to Residential and nursing care homes per 100,000 (65+)	1084.8	890.1	753.8	707.3	113.8	TBC	↑	Quarterly	🟢
Proportion of older people(65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	81.8	81.9	81.8	81.5	87.9	TBC	↑	Quarterly	🟢
Overall satisfaction of people who use service with their care and support.	64.7%	64.4%	63.2%	62%	-	TBC	↓	Annual	🟡
Proportion of people who use their services and their carers, who reported that they had as much social contact as they would like	38.9%	44.5%	43%	-	-	TBC	↑	Annual	🟡
Preventable deaths in local population (Mortality Rate per 100,000)	222.3	222.7	-	-	-	TBC	↓	Annual	🟡



# 28.2%



of people using Social Care who receive a direct payment

(TARGET 27.5%)



# 62.6%

of people who find information about services easy to find

(TARGET 65.5%)



# 1241

of Doncaster adults currently living in residential care



Target of 1261



# 2.14%

NHS health checks undertaken

(TARGET 2%)

## Doncaster Growing Together how we are transforming and Changing

### PLACE PLAN PROGRAMME

The vision for the Doncaster Place Plan is -'Care and support will be tailored to community strengths to help Doncaster residents maximise their independence, health and wellbeing. Doncaster residents will have access to excellent community and hospital based services when needed'

This is a very complex change involving a number of organisations including Doncaster Council, NHS Doncaster Clinical Commissioning Group, Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust, Doncaster Children's Services Trust, Doncaster Local Medical Committee, Primary Care Doncaster, Flyde Coast Medical Services, Rotherham Doncaster and South Humber NHS Foundation Trust, St Leger Homes. Seven areas have been agreed for the initial focus for bringing services together.

#### Starting Well:

- First 1001 days (from conception to age 2)
- Vulnerable Adolescents

#### Living Well:

- Complex Lives (homelessness, rough sleeping, addiction)

#### Ageing Well:

- Intermediate Care (preventing admission to hospital and residential care)

#### All age:

- Learning Disability
- Urgent and Emergency Care
- Dermatology (transfer of some services from hospital to community settings)



# LEARNING

*Residents have the knowledge and skills for life, creativity and employment*

We have had a busy quarter delivering projects and programmes aimed at improving the education for children and young people across the borough. Below is a small snapshot of our highlights during the first quarter of 2018-19.

Our provisional **Key Stage 2 results** in age related Reading Writing and Mathematics saw some excellent improvements rising 7% points on previous year

**School improvement in Doncaster secondary schools** - Through the Opportunity Area programme, plans have been developed to carry out a series of curriculum reviews across the secondary schools in Doncaster – focussing on maths, English and science. The reviews will lead to an action plan to further improve the quality of teaching in these core subjects. The first phase started this term and will continue into the autumn term. Further funding is planned for schools to deliver their action plans and will look at how we do this as the reviews get underway.

**Post 16 Education** was launched on the 24 May. Local head teachers, college principals and senior leaders from multi academy trusts

have engaged in developing a borough wide response to the review. The review recommends: The response of the sector has been hugely positive and school headteachers, college principals and senior leaders in multi academy trusts are working together to implement the findings of the review. The Opportunity Area team are facilitating this sector collaboration. The ambition is to have an agreed proposal for a new post 16 offer by October 2018.

### Careers Education and Advice

Improving the quality of careers education and advice is a key objective of the Opportunity Area programme and a number of initiatives have already been supported to bring this about. £190,000 has been allocated to create a [careers hub](#), building on the Enterprise Advisor network that is already in place in Doncaster. This will fund a careers hub lead to work with the enterprise coordinators to support schools in meeting the [Gatsby benchmarks](#) and funding for career leader training. The Opportunity Area partnership board will be looking at what additional support to provide to schools and colleges through the hub, and we'll be able to tell you more about that next time. The Opportunity Area programme is also investing in an open data

sources careers advice web based tool (a website or an app) to help young people and their parents research the options in Doncaster. This should mean that young people have access to more accurate and up to date data and a more personalised, interactive approach to providing future careers information.

### Extra-curricular Activities for Disadvantaged Children and Young People

In total, over £2.7m of Essential Life Skills funding has been made available in Doncaster, through the Opportunity Area programme. The aim of this funding is to boost the development of non-cognitive skills for disadvantaged children and young people such as teamwork, confidence and resilience.

In 2018/19, activity funded through the Essential Life Skills programme will be available for children and young people in Doncaster schools. EXPECT Youth will draw together a menu of activities that they will share with schools. This will make clear how schools / pupils select these activities and the logistics for getting pupils signed up. More information will be available soon but in the meantime if you have any questions



you can email  
[Doncaster.OA@education.gov.uk](mailto:Doncaster.OA@education.gov.uk)

### **New Schools in Doncaster**

In the last couple of Delivering for Doncaster booklets, we told you about the new 'Big Picture Learning' (BPL) and Communication and Interaction Schools which are in progress for Doncaster. Just to recap, the Big Picture Learning approach has come over from the USA as a great model of learning that focuses on the individual student and delivers a curriculum based on the passions and interests of that individual. Doncaster is trail blazing this exciting initiative as the first of its kind in the UK! The BPL learning model will provide not just improved outcomes for the young people but social impact benefits across the wider area.

The school is being delivered in partnership with the Big Lottery Fund's 'Life Chances Fund' and a Social Investor, Big Issue Invest. The benefit of this approach is that the Social Investor puts in money upfront then the money paid back to the Investor is dependent upon the achievement of set



outcomes such as high levels of attendance and attainment.

The aim is for the Big Picture Learning school to be open and accepting students from January 2019. We have now started recruiting the teachers and developing the curriculum and referral processes. Children and young people have been involved and will continue to be so to help us to co-design the school and the way it will deliver learning.

Doncaster Council will be working to ensure that the BPL learning model is sustained beyond the 6 years and becomes part of the ongoing future options for children and young people with additional needs in Doncaster.

As for the Communication and Interaction school, we are just awaiting approval of the funding and surveys into the land of the proposed site are being undertaken. Once we have established the funding and confirmed the site, it will be full steam ahead on this exciting new addition to Doncaster's education opportunities.

### **Never miss a day of school**

All young people are entitled to a quality education that is flexible enough to respond

to their own personal needs. This remains at the heart of what we are striving to do in Doncaster – to make improvements to ensure all young people have the greatest chance of going to school every day to receive a quality education that helps them to achieve their ambitions in life.

Whilst behaviour and attendance remain an issue in Doncaster, we are working hard to deliver improvements. The council has reviewed the provision and processes aimed at supporting those with behaviour problems and has published a new vision and three year plan, which includes developing our range of providers and specialist provisions, building a high quality offer of outreach support to schools and children and the development of stronger processes for minimising exclusions and mobility out of schools.

We will have clearer policies and processes for addressing issues such as absenteeism and exclusions and stronger expectations of schools in relation to policy and practice. We are developing a new range of alternative provision within Doncaster which will improve engagement and expectations. Our aim is that no child misses a day of education through factors that we can control.

# Service Performance getting the basics right



Uptake of free school meals

**82.5%**

(TARGET 79.08%)



**70.2%**

of children are seen within appropriate timescales

(Children in need/Child protection plan/Children in care)

(TARGET 80%)



2 year olds

**75%**

(TARGET 80%)

Percentage of children accessing their entitlement to free childcare

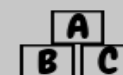
3 and 4 year olds

**98%**

(TARGET 99%)



Special Education Needs Team  
**90.14%**  
of Education, Health and Care plans issued within 20 weeks  
(TARGET 100%)



**100%**

of Early Year providers rated Good or Outstanding by Ofsted  
(TARGET 100%)



## Outcomes Framework

					Current Year	Current Quarter	Aspiration Target	Actual direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18	18/19	Q1 18/19				
Achievement of a Level 3 qualification by the age of 19	47.9%	44.9%	44.5%	44.5%	-	-	TBC	↓	Annual	⚠
% of children with good level development	63.8%	69.7%	70.2%	70%	70%	70%	TBC	→	Quarterly	⚠
% of people who are qualified to level 3 or above (16-64)	44.2%	45%	47.2%	40.8%	-	-	TBC	↓	Annual	🌱
Attainment 8 Score (GCSE Attainment)	44.2	46.9	43.6	-	-	-	TBC	↓	Annual	⚠
Persistent absence of children in care in Secondary Schools (% Full Year)	-	9.84%	23.9%	22.6%	-	-	TBC	↓	Quarterly	🔴
Persistent absence in Secondary Schools (% Full Year)	-	-	17.5%	19.3%	-	17.9%	TBC	↑	Quarterly	🔴





Percentage of pupils accessing good or better education

Primary

Secondary

**74.4%** | **52.4%**



Percentage of children with first choice school placement

Reception

Secondary

**96.2%** | **90.3%**  
(TARGET 94%) | (TARGET 95%)



**26.24%**

of referrals to Children's Services are repeat referrals within 12 months

(TARGET 22%)



**89.02%**

of single assessments completed within 45 days

(TARGET 90%)

## Doncaster Growing Together how we are transforming and Changing

### EDUCATIONAL INCLUSION PROGRAMME

This programme is developing the most appropriate provision for disadvantaged and vulnerable children and young people aged 0-25. The programme is made up of three projects:

- **Attendance and Behaviour** – a new behaviour strategy is in development and a project around improving school attendance in conjunction with partners is in progress.
- **Big Picture Learning** - We were successful in our application for a Social Impact Bond application to fund the development of the new Big Picture Learning School. We are now busy working on the design of the building, the admissions policy, curriculum and teacher recruitment.
- **SEND** – A review has taken place to look at high needs provision in order to make improvements. A venue for the New Special Communication and Interaction School has been finalised and the plans are being finalised for the development of the school.

### SOCIAL MOBILITY OPPORTUNITY AREA PROGRAMME (SMOA)

Doncaster is one of 12 designated Opportunity Areas across the country where Department for Education (DfE) funding will be spent, with the aim to improve social mobility. This is all about helping Doncaster children to get the best start in life, no matter what their background. The Opportunity Area Delivery Plan was agreed with DfE Ministers including the Secretary of State and published in January with an official launch event taking place in April. In developing the plan, strong relationships have been built with local stakeholders. This work is continuing with the development of detailed delivery plans across the four priority areas: Solid Foundation for all children, Teaching & Leadership at secondary, No Career out of bounds and Opportunities for all.



# CONNECTED COUNCIL

Customer Services initial contact with the public

137,642

broken down as follows:



online  
44,271

67% of our services are available online against a target of 80%



face to face  
25,472

average wait time 8.02 minutes against a target of 10 minutes



phone  
67,899

35% answered in 20 seconds against a target of 80%



The average number of days lost through sickness absences per employee is

9.19

(target 8.5 days)



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

22.23

(Target 25 days)



Our Council Tax Collection rate is

94.71%

(Target 95%)



93%

of our 'Freedom of information' requests are responded to within timescale (target 100%)



73%

of spend is with Doncaster companies

£28m from a revenue spend of £38.3m

(target of 70)

The Council continues its journey of significant transformation and to ensure our priorities are achieved and we deliver for Doncaster it is vital that we have the right people, with the right skills, working in the right way; and a working environment where our workforce are inspired to give their best and are motivated to be part of 'Doncaster Growing Together' success; therefore a range of opportunities have been developed from inducting managers well so they set off on the right path, to bitesize sessions around resilience, having difficult conversations and improving coaching skills to help staff help themselves.

The Performance and Development Review (PDR) Scheme continues to provide a useful mechanism to ensure staff are performing well and have appropriate development to fulfil their roles effectively. As at the end of quarter 1, 88% of people managers had completed a PDR against a target of 95%. Improvements need to be made in this area so staff are clear on their objectives and they receive the current and future development they need.

Managing staff health and wellbeing is a key aspect of the Council's performance management framework. Performance at quarter 1 for sickness absence was 9.19 days, slightly above the corporate target of 8.50 days per FTE (full time equivalent). However 80% of employees have achieved 100% attendance within quarter 1 compared with 74% of employees in quarter 4.

The number of **customer services initial contact with the public** (online, phone, face to face) were reported at 137,642 a significant drop on the 158,508 reported last quarter. We continue to see an increase in the number of calls received. The changes in waste and recycling contract and a number of staff leaving has resulted in 35% of customer services phone calls being answered within 20 seconds, well below the 80% target, and the average time to answer a call

is 2 minutes 26 seconds. For Quarter 2 we intend to review this measure to better align service standards with resource availability. Waiting time at the Civic Office reception is currently 8 minutes 2 seconds, which is well within the 10 minutes target.

73% of local authority spend is **with Doncaster companies And suppliers**, this equates to £28M





# OUR WORKFORCE

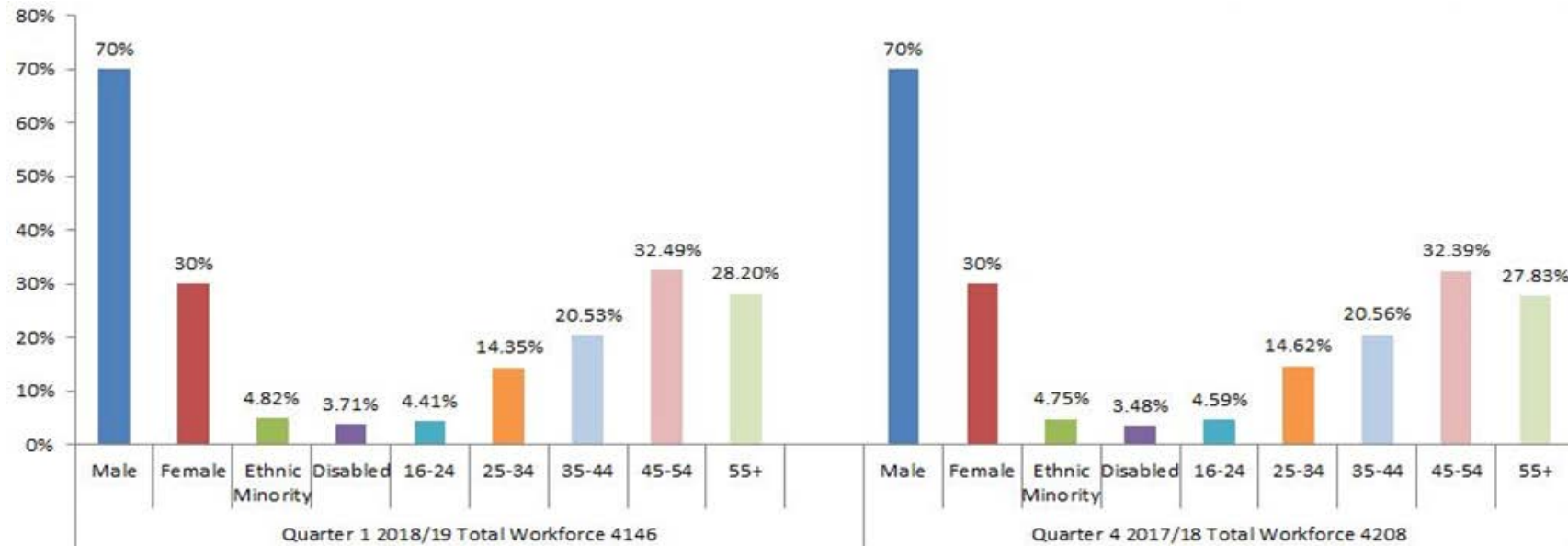
Our workforce profile compared to last quarter remains relatively the same mainly due to continuing low turnover rates of 1.64%. This does present stability for the council and its employees but it also presents challenges when addressing issues around our diversity and age profiles, particularly underrepresented in the lower age levels, with minor reductions in the first 3 lower age brackets **as shown in the table below**. Our gender balance remains the same from last quarter, however we have

seen a small but positive increase in the number of ethnic minority and disabled employees. Therefore emphasis continues to create more job opportunities for apprenticeships from entry level through to degree level and deployment of graduates.

Despite turnover rates continuing to be low, critical skills gaps now and for the future still need to be systematically identified and addressed; which sometimes requires additional support through the use of temporary resource. This needs to be

balanced against the demand for specific skills, building short term capacity and levels of spend in this area. Despite a reduction in spend by £0.10m (9%) in quarter 1, high levels of spend are continuing on agency workers, with 57% of assignments being for more than 6 months and 28% for more than 1 year. Longer term workforce planning solutions and different ways of working continue to be developed to reduce usage and reliance of agency workers.

## Our Workforce Profile (compared to last quarter shown as a percentage)





# FINANCIAL PROFILE

## General Fund Revenue Total

- £3.6m overspend projected on £492m gross budget (0.7%).
- It is important to note that this includes the use of considerable one-off funding in Adults, Health & Wellbeing, and without this additional funding, the forecast overspend would be much higher.

## Adults Health & Wellbeing

- £0.7m overspend projected on £156m gross budget (0.4%).
- Additional costs of placements in care, specifically through increased activity in home care and direct payments.
- Progress continues to be made against delivery of Transformation Programme and £4.4m saving target with £2.9m delivered to date.
- The transformation programme and revenue budget are being supported through the use of temporary grant funding of £10.6m of which £1.6m supports slippage against delivery of cuts, £2.8m adult care pressures, £1.4m the programme and £4.8m mainstream care services. It is possible some of the grant funding will be extended to future years, but this highlights the underlying risks of the current budget position.

## Learning & Opportunities C&YP

- £0.5m overspend projected on £53m gross budget (0.9%).
- Key pressures include increased demand for children with disability placements £0.35m (task & finish group set up by the service to review high cost placements to look at ways to mitigate these increases) and Passenger Transport £0.33m (a strategic review of Children's and Adults transport is to be carried out).

## Children's Services Trust

- £5.2m overspend projected on £45m gross budget (11.5%).
- The overspend is a continuation of the budget pressures from 2017/18 £3.5m, plus further increased demand pressures in 2018/19 of £0.9m and an efficiency budget reduction of £2m, which are offset by DCST delivering savings of (£1.2m).
- Overspends are Looked after Children £3.4m, Legal & Early Help £0.6m, Family Support Services £0.4m and Support Services and Management costs £0.6m.
- The Council is in discussions with DCST regarding the reasons for the overspend, what actions can be taken to reduce this, and whether any further savings can be delivered in 2018/19.

## Corporate Resources

- £0.7m underspend projected on £102m gross budget (-0.7%).
- Mainly salary underspends of £0.52m (£0.12m on-going and £0.40m one-off), with lower level pressures such as lower YPO dividend £0.16m and change over costs for new MFD contract £0.12m off-set by other savings including reduced postage costs £0.06m and increased levels of income and grants £0.13m.
- Key focus on budget management to enable accurate projections of costs and income to be produced and this will continue during the year.

## Regeneration & Environment

- £0.1m overspend projected on £118m gross budget (0.1%).
- Waste £0.38m overspend due to recycle rebate, trade waste income and depot costs.
- Streetscene & Highways Operations £0.51m underspend due to Highways Operations surpluses, Street Lighting energy reductions and Streetscene reduced transport costs.
- Digital Council savings targets of £0.2m are not projected to be achieved - measures to be identified.

### Council Wide Budget

- £2.2m underspend projected on £18m gross budget (-19.8%).
- Primarily one-off underspends and savings from pension related budgets £1.80m (accumulation of underspends on pension deficit, prepayment of future service contributions and prepayment of pensions deficit, off-set in part by reduced recharges to schools) and a one-off saving of £0.40m from a release from the Insurance Provision.
- £0.25m has been released from a budget for Additional Leave requirements to fund £0.27m of unachievable Procurement savings.

### Reserves

- General fund reserves are £11.7m.

### Housing Revenue Account (HRA)

- The revised 2018/19 HRA budget has a balanced budget which includes a contribution of £1.7m from balances. A £1.1m underspend is projected at quarter 1 reducing the contribution from balances to £0.6m.
- The main variances are £0.5m projected underspend on overall management expenditure, £0.5m additional rent

Income as a result of lower than budgeted void rent loss (budgeted 1.25%, actual 0.54%) and average rent is higher than budgeted.

### Capital Programme

- Capital expenditure projection for 2018/19 £126.9m compared to a budget of £104.7m (£273.3m future years compared to a budget of £205.1m). The higher actual spend in 2018/19 is due to a re-basing exercise for new additions to the programme. £8.5m actual expenditure has been incurred up to end of quarter 1.
- Capital income (receipts) will be in a balanced position if all sales occur at their projected values within the current year. There are a number of high value sales that are scheduled to complete in Quarter 4. If these sales were to slip, into 2019/20, there would be a £14.4m shortfall which would need to be covered by borrowing in 2018/19.

### Collection Fund

- The Council Tax Collection Fund is projected to make an in-year surplus of £2.07m, largely attributable to the longer-term

collection rate since 1993 of 98.61% being higher than the budgeted collection rate of 98.0% £1.53m and lower than estimated levels of Local Council Tax Support (LCTS) being awarded £0.55m. After allowing for a planned redistribution of accumulated surplus of £3.38m during 2018/19, the accumulated Council Tax Collection Fund surplus as at 31st March 2019 is estimated at £4.09m, of which £3.46m is attributable to the Council.


















# FINANCE PROFILE




Adult Health and Well-Being Revenue	Quarter 1 2018/19		
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓ Adults Health & Wellbeing Total	155.784	73.923	0.677
✗ Adult Social Care & Safeguarding <ul style="list-style-type: none"> <li>Includes the budgets for people placed in care as well as the social work teams. £4m savings are targeted to be delivered from the service in 2018/19. The forecast overspend consists of the following key items: -               <ul style="list-style-type: none"> <li>Non- residential care (homecare &amp; direct payments) £0.5m due to increased activity and average costs of packages and unmet saving target.</li> <li>Residential Care £0.6m shortfall against saving target as costs and activity have not reduced as planned.</li> <li>DoLs assessment costs £0.5m due significant increased take up of assessments.</li> <li>Extra Care £0.3m due to more complex and costly care being provided per place.</li> <li>Less (£0.4m) underspend on Supported Living mainly due to slippage against the growth funding.</li> </ul> </li> <li>£2.1m iBCF and Adult Social Care grant funding is being used to bring the overspend down to £1.3m. Significant work is ongoing to deliver the saving targets and the forecast overspend is expected to reduce.</li> </ul>	92.212	60.027	1.289
✓ Communities	24.693	13.859	-0.580
<ul style="list-style-type: none"> <li>Vacancies in in-house home care and supported living care and stronger communities services totalling £0.5m.</li> </ul>			
✓ Director Of Adult Services	6.928	6.928	-0.038
<ul style="list-style-type: none"> <li>Minor staff and running expenses savings.</li> </ul>			
✓ Commissioning & Contracts	12.353	7.159	0.006
<ul style="list-style-type: none"> <li>No significant variances or issues to report. Note placement budgets have been transferred to Adults Social Care to support improved devolved budgeting and control.</li> </ul>			
✓ Public Health	19.578	-0.277	0.000
<ul style="list-style-type: none"> <li>Savings have been identified. Balance on the Public Health earmarked reserve is £733k and a transfer in to process following Q1 budget re-alignments of £75k will increase the overall balance remaining to £808k.</li> </ul>			
✓ Director Of Improvement	0.020	-13.772	0.000
<ul style="list-style-type: none"> <li>AHWB Transformation programme is funded from temporary iBCF resources (£6m over 3 years). The projected spend for 18/19, the second year, is £2.18m and funds Programme Managers and Business Analysts, Project Managers, Service Experts and Senior Management delivering the programme.</li> </ul>			





Adults Health and Well-Being Capital	Quarter 1 2018/19				
	Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
	£m	£m	£m	£m	£m
✓ Adult, Health & Well-Being Total	7.4	7.5	17.6	17.6	1.9
<ul style="list-style-type: none"> <li>No major concerns.</li> </ul>					
✓ Adult Social Care	4.5	4.5	13.4	13.4	0.5
<ul style="list-style-type: none"> <li>The main schemes in Adult Social Care are the Adaptations £1.76m and Disabled Facilities Grants (DFGs) £2.71m. No variance to budget is projected to date at Q1.</li> </ul>					
✓ Communities	0.8	0.9	0.0	0.0	0.2
<ul style="list-style-type: none"> <li>Section 106 funded open space improvements/play area installations, grant funded Heritage Services projects and Library Schemes. The increase in estimated expenditure from budget is mainly due to the addition of three section 106 funded open space projects at Q1 (£0.85m) offset by other completed and re-profiled open space schemes.</li> </ul>					
✓ Modernisation and Commissioning	0.3	0.3	2.2	2.2	0.0
<ul style="list-style-type: none"> <li>The main schemes are the Extra Care scheme scheduled after 2022 and the Customer Journey development scheme £0.5m over two years (£0.25m in 18/19). Customer Journey scheme is being developed.</li> </ul>					
✓ Public Health	1.8	1.8	2.0	2.0	1.2
<ul style="list-style-type: none"> <li>The largest schemes within Public Health is the DCLT capital grant of £1.25m. In 18/19 £0.59m expenditure is anticipated for the installation of the Cycle Track. Awaiting information about the revised plan for the Cycle Track.</li> </ul>					




Corporate Resources Revenue		Quarter 1 2018/19		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Corporate Resources Total</b>	102.334	21.089	-0.658
	<b>Customers, Digital &amp; ICT</b>	8.272	5.939	0.086
	<b>Corporate Resources Director</b>	0.321	-0.018	0.000
	<b>Finance</b>	81.348	5.727	-0.572
<ul style="list-style-type: none"> <li>The main area of underspend relates to £0.40m of salary related budgets (£0.11m on-going and £0.29m one-off). This together with a number of lower level underspends for postage, overpayment recovery and additional funding off-set the £0.16m overspend from the lower than estimated dividend receivable from YPO.</li> </ul>				
	<b>HR, Communications &amp; Executive Office</b>	4.577	3.782	-0.063
	<b>Legal &amp; Democratic Services</b>	5.098	3.214	-0.059
	<b>Strategy And Performance</b>	2.718	2.445	-0.051

Corporate Resources Capital		Quarter 1 2018/19				
		Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	<b>Corporate Resources Total</b>	6.3	16.4	20.2	42.5	0.4
<ul style="list-style-type: none"> <li>There are no significant issues in this area of the programme at quarter 1. The biggest single item is the allocation for the Investment and Modernisation Fund at £10.53m for 18/19 and is held in Corporate Resources until a specific scheme is approved and the allocation then moved to the appropriate programme. The other main works relate to ICT projects at £5.05m.</li> <li>The main variances result from £0.44m of capital receipts being returned to the "central pot" after a review of all ICT projects and the re-profiling of £0.19m into 19/20 for the Servelec scheme in ICT.</li> </ul>						
	<b>Customers, Digital and ICT</b>	5.6	5.0	2.4	2.6	0.5
<ul style="list-style-type: none"> <li>The majority of schemes are progressing with no significant issues, with a couple of scheme to note. The largest allocations in the area are Servelec £1.4m, ICT Corporate Storage (SAN) £0.80m, ICT Desktop and Mobile Upgrade £0.72m and Networking (WAN) £0.52m.</li> <li>The main area of concern relates to Networking (WAN) and the original proposals are being reviewed for value for money and suitability of the YHPSN framework. A reviewed position is expected at the end of August.</li> <li>£0.44m of capital receipts have been returned to the "central pot" after a review of all projects and £0.22m for the Servelec project has been re-profiled into 18/19 and are the main reasons for the variances.</li> </ul>						
	<b>Finance</b>	0.7	10.9	17.8	39.9	-0.1
<ul style="list-style-type: none"> <li>No significant issues in this area at quarter 1. This area contains the Investment and Modernisation Fund (IMF) £10.53m, Capital Reserve Fund £0.69m and ERP System £0.05m. The IMF and Capital Reserve Fund are allocations of funding held in the Corporate Resources programme and will be vired to specific schemes when they are approved. The ERP System is continually being upgraded and funded by this allocation.</li> <li>£10.6m consists of £10.77m of projections for the IMF and Capital Reserve Fund not included in the original CP Budget form and now included in the programme less £0.17m re-profiled into 18/19 for the ERP System.</li> </ul>						
	<b>HR, Comms &amp; Exec Office</b>	0.0	0.5	0.0	0.0	0.0
<ul style="list-style-type: none"> <li>No significant issues in this area at quarter 1. This area of the programme contains the replacement HR/Payroll system that is being jointly procured with Rotherham MBC at an estimated £0.5m. Shows as a variance as was not included in the original CP Budget form.</li> </ul>						

Learning and Opportunities; CYP Revenue		Quarter 1 2018/19		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Learning &amp; Opportunities C&amp;YP Total</b>	98.235	53.015	5.723
	<b>Centrally Managed</b>	7.646	0.343	-0.004
<ul style="list-style-type: none"> <li>No significant general fund outturn issues. Dedicated Schools Grant (DSG) for 2018/19 is £0.01m overspend (£0.4m overspend on DCST out of authority placements offset by unallocated contingency budgets held.)</li> </ul>				


 <b>Partnerships &amp; Operational Delivery</b>	<b>11.003</b>	<b>2.620</b>	<b>-0.117</b>
<ul style="list-style-type: none"> <li>The projected underspend mainly relates to a net staffing underspend (£0.12m) as a result of the functional review (£0.33m underspend on expenditure less £0.21m of related reductions in grant and traded income).</li> </ul>			
 <b>Commissioning &amp; Business Development</b>	<b>34.139</b>	<b>8.594</b>	<b>0.644</b>
<ul style="list-style-type: none"> <li>Children with disability placements £0.35m overspend projected due to increased demand for placements.</li> <li>Passenger Transport projected overspend £0.33m. LOCYP are carrying out a review of transport costs to tackle the overspend which is mainly due to the increase in costs relating to Home to School Transport for pupils attending The Levett School and those pupils placed Out of Area.</li> </ul>			
 <b>Childrens Services Trust</b>	<b>45.448</b>	<b>41.458</b>	<b>5.201</b>
<ul style="list-style-type: none"> <li>Doncaster Children's Services Trust (DCST) has supplied their Q1 finance report, which shows that there is a projected overspend of £5.2m against the contract with DCST.</li> <li>The main areas of over spend are Looked After Children £3.4m, Legal &amp; Early Help £0.6m, Family Support Services £0.4m and Support Services and Management costs £0.6m.</li> <li>The main reasons for the over spend are a continuation of the budget pressures from 2017/18 £3.5m, plus further increased demand pressures in 2018/19 of £0.9m and an efficiency budget reduction of £2m, which are offset by DCST delivering savings of (£1.2m).</li> <li>The Council is in discussions with DCST regarding the reasons for the over spend, what actions can be taken to reduce this and whether any further savings can be delivered in 2018/19. There is no risk share agreement from 2018/19 onwards (subject to ongoing discussions on governance arrangements) nor do DCST have any reserves therefore the Council has included the overspend in the reported position.</li> </ul>			

<b>Learning and Opportunities; CYP Capital</b>	<b>Quarter 1 2018/19</b>				
	Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
	£m	£m	£m	£m	£m
 <b>Learning &amp; Opportunities - CYP Total</b>	<b>13.0</b>	<b>9.9</b>	<b>26.3</b>	<b>28.8</b>	<b>0.6</b>
<ul style="list-style-type: none"> <li>The overall spend to date is very low however this is not uncommon at this part in the financial year (prior to school holidays when a significant amount of work is scheduled).</li> </ul>					
 <b>Centrally Managed</b>	0.3	0.3	0.8	0.8	0.0
<ul style="list-style-type: none"> <li>The £0.25m budget is set aside for emerging schemes and to cover various small overspends. Servelec project has been re-profiled into 18/19 and are the main reasons for the variances.</li> </ul>					
 <b>Commissioning &amp; Business Development</b>	11.1	7.8	23.8	26.3	0.6
<ul style="list-style-type: none"> <li>Total spend relates to additional School Places £3.5m, Schools Condition Programme £2.0m, School Roof Programme £0.7m, additional Early Years places for the 30 Hours programme £0.45m, Safeguarding &amp; Access schemes £0.8m and devolved schemes funded and spent directly by Schools £0.3m. The slippage from the original budget relates to revised spending profiles for the new Special School.</li> </ul>					
 <b>Partnerships and Operational Delivery</b>	1.4	1.6	0.3	0.3	0.0
<ul style="list-style-type: none"> <li>The total spend includes work on the Starting Well buildings £0.4m, work on SEND Places £0.4m and the new Big Picture Learning building £0.8m. This allocation has increased since budget setting due to the re-profiling of spend from future years on the SEND places.</li> </ul>					






<b>Regeneration &amp; Environment Revenue</b>	<b>Quarter 1 2018/19</b>		
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
 <b>Regeneration &amp; Environment Total</b>	<b>118.337</b>	<b>33.807</b>	<b>0.081</b>
 <b>Development</b>	<b>10.118</b>	<b>3.849</b>	<b>0.149</b>
Pressures include Digital Council saving £0.09m, Planning Services £0.08m, Section 38 developer income £0.08m, which are mitigated by savings from staffing vacancies.			
 <b>Director Of Regeneration &amp; Environment</b>	<b>0.404</b>	<b>0.363</b>	<b>-0.103</b>
Underspend due to write-out of £0.1m from balance sheet.			
 <b>Environment</b>	<b>64.237</b>	<b>28.942</b>	<b>0.029</b>
<ul style="list-style-type: none"> <li>Significant overall £0.38m pressure on Waste budgets including £0.19m waste recycling rebate income shortfall, Trade Waste income shortfall £0.13m and unbudgeted NNDR costs of £0.12m. Further work is needed to understand and manage these service pressures.</li> </ul>			












- Underspends Highways Operations £0.2m additional income forecast on Internal and External works, Street Light Energy forecast £0.2m underspend due to the new energy efficient smartlights, Street Scene £0.16m underspend.
- Smartlight recovery plan may impact on the year-end position (£50k included in the forecast position).

 **Trading & Property Services** **43.577**    **0.653**    **0.006**

- Largest pressure is Markets £0.157m overspend (mainly due to vacant stalls); offset by various underspends across the service.

Regeneration & Environment Capital	Quarter 1 2018/19				
	Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
	£m	£m	£m	£m	£m
 <b>Regeneration &amp; Environment Total</b>	<b>78.0</b>	<b>92.5</b>	<b>141.0</b>	<b>184.5</b>	<b>5.8</b>
<ul style="list-style-type: none"> <li>• In relation to the DN7 project, significant progress has been made on a number of external third party land assembly issues. These issues impact on the spend profile and ultimately create the risk that the SCRIF funding is withdrawn. Change in forecast expenditure are explained in detail below.</li> </ul>					
 <b>Development - Non Housing</b>	26.8	23.6	94.4	99.8	2.1
<ul style="list-style-type: none"> <li>• Main areas of spend include CCQ Cinema (£1.2m), Doncaster Culture &amp; Learning Centre (£4.6m), Enterprise Market Place Phase 1 (£3.2m), Quality Streets (£1.4m), St. Sepulchre Gate/Station Forecourt (£2.6m), Scot Lane &amp; High Street Acquisitions (£2.0m), DN7 Unity Link Road (£3.5m), FARRRS Phase 2 (£2.8m) and Strategic Housing schemes (£42.5m - more detail on these is provided below).</li> <li>• The spend at Quarter 1 is £2.2m more than the Revised Base Budget mainly due to expenditure re-profiled to later years £5.9m but with £8.1m of new additions or spend brought forward, main variances outlined below: - <ul style="list-style-type: none"> <li>a) CCQ Cinema - £1.7m decrease from delays in developing a viable scheme; spend reprofiled to other years.</li> <li>b) Doncaster Culture &amp; Learning Centre - £3.5m decrease as costs re-profiled using latest information from Willmott Dixon. No change to completion date.</li> <li>c) Quality Streets - £0.7m decrease; £0.2m re-profiled to other years as a result of delays mainly from the SCRIF approval process and £0.5m from the removal of duplicate funding added at Q4 2017/18 and at budget setting 2018/19. £0.5m Local Transport Capital Funding is at risk due to associated spend in 2019/20 being outside the time period of the grant. The priority is to maximise SCRIF funding in 2018/19, which has led to moving the LTCP funded expenditure into 2019/20. The Major Projects Team are exploring potential for extending the period of the LTCP grant with the SCR or resource swaps with funding on other schemes. There is a risk that this might not be possible and the LTCP could be lost.</li> <li>d) Scot Lane &amp; High Street Acquisitions - £2.0m increase from a new budget allocation to purchase properties for the regeneration of the town centre funded by IMF.</li> <li>e) Local Transport Capital Pot - £0.9m increase from new additions for St. Mary's Gyrotory Improvements £0.2m and Urban Centre Masterplan Highways Improvements £0.7m funded from LTCP (£0.5m balance of LTCP allocation added to Quality Streets at Q4 2017/18).</li> <li>f) Enterprise Market Place Phase1 - £0.3m increase from surplus budget moved from the Corn Exchange project in Trading &amp; Assets to cover cost of the well and PA system.</li> <li>g) Strategic Housing - £4.9m increase (more detail on this provided below)</li> </ul> </li> </ul>					
 <b>Development – Housing</b>	37.7	42.4	40.6	77.7	5.1
<ul style="list-style-type: none"> <li>• Main areas of spend include Council House New Build (£17.5m), Planned Maintenance to HRA properties (£12.8m), and Fire Suppressant Works (£5.1m) (Sprinklers / Lifts / Communal Works).</li> <li>• £3.16m of resources were re-profiled into 2018/19 from 2017/18: Planned Maintenance to HRA properties (£2.16m), Council House New Build (£0.76m), Others (£0.24m). In addition, funding for Council House new build schemes was accelerated from 2019/20 into 2018/19 to reflect revised delivery timescales.</li> </ul>					
 <b>Environment</b>	1.7	10.2	4.9	6.1	-2.9
<ul style="list-style-type: none"> <li>• The main areas of expenditure in Environment are Smartlight £0.8m, other Transport £8.7m and Parks and Pathways £0.4m.</li> <li>• The changes from the Revised Base Budget are apparent only because Transport schemes approved in the 2018/19 budget were not included in the Revised Base Budget, not because additional schemes have been added or budgets increased.</li> </ul>					
 <b>Trading &amp; Assets</b>	11.8	16.3	1.1	0.9	1.5
<ul style="list-style-type: none"> <li>• The main areas of forecast spend are Herten Triangle £7.1m, Strategic Acquisition Fund £4.0m, Corn Exchange £2.0m, Vehicle &amp; Plant replacement £1.0m.</li> <li>• The spend at Quarter 1 is £4.4m more than the Revised Base Budget mainly due to:- <ul style="list-style-type: none"> <li>- Strategic Acquisition Fund - £4.0m from a new budget allocation approved in the outturn report</li> <li>- Corn Exchange - inclusion of £0.4m of additional funding approved in the outturn report, re-profiling £0.3m from 19/20 to 18/19 and transfer of £0.3m to the Wool Market project shown under the AD Development.</li> </ul> </li> </ul>					

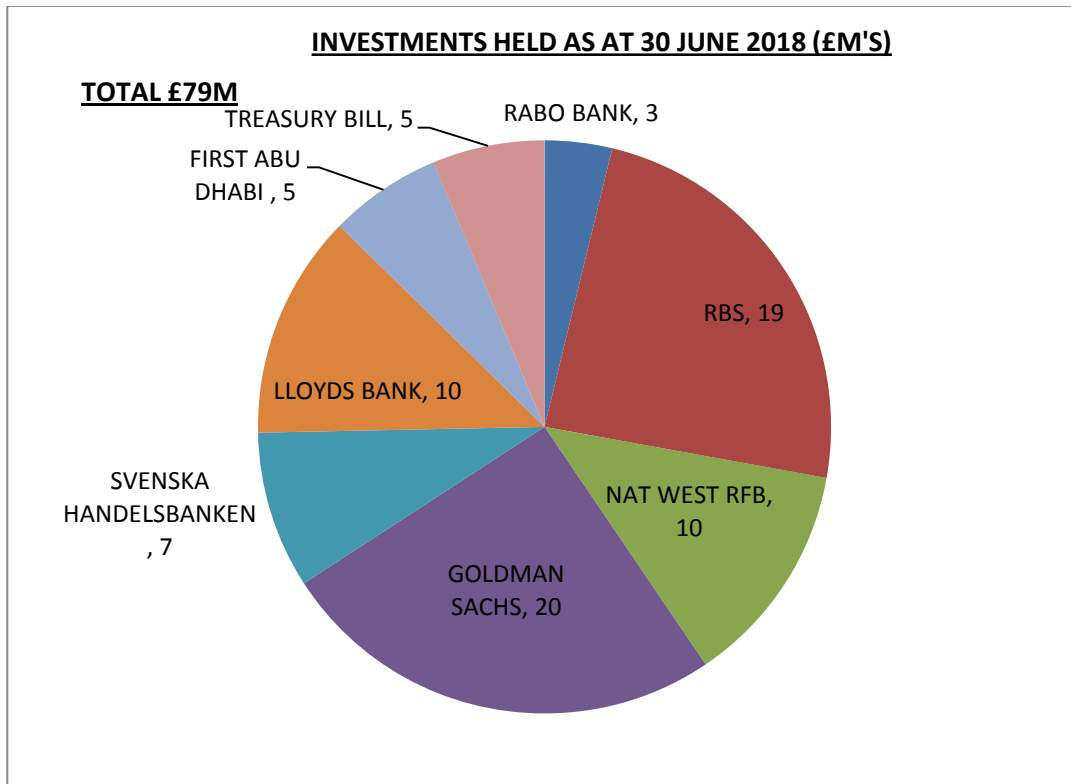
<b>Council Wide Budgets Revenue</b>		<b>Quarter 1 2018/19</b>		
		<b>Gross Budget</b>	<b>Net Budget</b>	<b>Variance</b>
		<b>(£m)</b>	<b>(£m)</b>	<b>(£m)</b>
	<b>Council Wide Budget Total</b>	<b>17.784</b>	<b>-70.371</b>	<b>-2.195</b>
	<b>Change Programme</b>	<b>-0.415</b>	<b>-0.683</b>	<b>0.317</b>
	<ul style="list-style-type: none"> <li>While this area shows an overspend of £0.32m, £0.27m of this is for unachievable Procurement savings which are being funded by a release from a contingency budget from within Council Wide budgets. This leaves an on-going overspend of £0.05m from Commercialisation savings that are expected to be delivered but in 19/20.</li> </ul>			
	<b>General Financing/Treasury Management</b>	<b>7.198</b>	<b>6.572</b>	<b>-0.056</b>
	<b>Levying Bodies/Parish Precepts</b>	<b>16.743</b>	<b>16.743</b>	<b>0.000</b>
	<b>Other Centrally Funded</b>	<b>13.271</b>	<b>5.580</b>	<b>-2.456</b>
	<ul style="list-style-type: none"> <li>The overall projection for this area is an underspend of £2.46m, consisting primarily of one-off underspends and savings from pension related budgets £1.80m (accumulation of underspends on pension deficit £1.04m, prepayment of future service contributions £0.63m and prepayment of pensions deficit £0.56m, off-set in part by reduced recharges to schools £0.43,) and a one-off saving of £0.40m from a release from the Insurance Provision.</li> <li>£0.25m has been released from a budget for Additional Leave requirements to fund £0.27m of unachievable Procurement savings and is shown as an underspend in this area</li> </ul>			
	<b>Revenue Costs Ex Capital Programme</b>	<b>-33.732</b>	<b>0.000</b>	<b>0.000</b>
	<b>Technical Accounting</b>	<b>9.290</b>	<b>9.290</b>	<b>0.000</b>
	<b>Business Rate Retention</b>	<b>0.000</b>	<b>-113.124</b>	<b>0.000</b>
	<b>Severance Costs</b>	<b>5.430</b>	<b>5.251</b>	<b>0.000</b>

**Treasury Management Update - Quarter 1 2018-19**

- 1. The forecast outturn for Treasury Management is an underspend of £56k, due mainly to lower borrowing costs than originally budgeted for.
- 2. As an authority we remain under borrowed by £57m in the long term. It should be noted however, that this position has been temporarily reduced for the next 2 years by the £35m pension prepayment. This unwinds at approx. £18m per year, as temporary borrowing is repaid. Remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt. This minimises interest paid on external debt but isn't a permanent solution.

**Investment**

- 3. The investment portfolio can be seen in Figure 1. The investments are a mixture of call accounts for liquidity, fixed rate bank investments, Treasury Bills, Bank bonds and Certificates of Deposit.
- 4. The current average investment rate is a creditable 0.81%, against a benchmark rate of 0.34%, primarily as a result of using strong credit-quality UK Banks such as Lloyds Banking Group and Goldman Sachs International Bank, combined with accessing strong non-UK counterparties via the Certificates of deposit market and making use of the Svenska Handelsbanken call account facility.
- 5. **Figure 1: The following chart summarises the Council's investment portfolio as at 30<sup>th</sup> June 2018.**



- 6. Officers can report that no investment limits have been breached during the financial year 2018/19.

## Borrowing

7. **Figure 2: The following table summarises the Councils forecast Debt Portfolio as at 30<sup>th</sup> June 2018.**

<b>DMBC Debt Portfolio and Maturity Profile as at 30<sup>th</sup> June 2018</b>				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	6.28	33.690
12 to 24 Months	50	0	14.48	77.687
24 Months to 5 Years	50	0	12.99	69.668
5 Years to 10 Years	75	0	5.22	27.982
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			61.03	327.494
40 Years to 50 Years				
50 Years and above				
<b>TOTAL</b>			<b>100.00</b>	<b>536.521</b>

8. During the 2018/19 financial year, the Council has a borrowing requirement of £92.3m . £19.3m in new external borrowing to support the Capital Programme, £60.5m to replace loans maturing during the year and £12.5m for the Investment & Modernisation Fund (the IMF borrowing will only be taken as and when new schemes have received the necessary approvals).
9. Short and long term interest rates remain low and offer opportunities for both shorter term borrowing and for locking in to longer term low rates. Interest rates are difficult to forecast despite the Bank of England forward guidance. There is speculation that the next bank base rate increase could be as early as August 2018 but is more likely to be November 2018. Any interest rate increases over this budget period should be slow and steady, with bank base rate potentially increasing from 0.5% to 1% by April 2019 but that will be dependent on the data seen between now and then and the forecast path of CPI, we will therefore target advantageous rates over the shorter terms to minimise interest costs. We will be targeting a maximum borrowing rate of 1.5% for all new lending taken out during the year.
10. Historically low interest rates does provide an opportunity to reverse the under borrowed position but this would come at an additional budget cost and based on forecast interest rates remaining low for the foreseeable future (50 year borrowing rates forecast to increase from 2.4% to 2.7% between now and March 2019) there is no real need to do so immediately. It should also be noted that the under borrowed position is currently being utilised to prepay the pension deficit contribution.
11. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 5th March, 2018, have been breached during this financial year.

## Risks

12. Risks are managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 5<sup>th</sup> March, 2018. Key risks relate to our investment portfolio: -
- The risk of reduced interest rates is considered minimal.
  - Counterparty risks are reviewed weekly and action taken to minimise the risk that any investments placed are returned on the due date. Creditworthiness data is received on a daily basis from our Treasury Consultants and action will be taken to reduce exposure or remove institutions from the list if negative indicators deem it appropriate.
  - The low interest rate environment will make it difficult to place surplus funds without a cost of carry to the council and it is therefore appropriate at this time to remain under borrowed and minimise the cost of holding funds until they are required.

## Capital Programme New Additions Quarter 1 2018-19

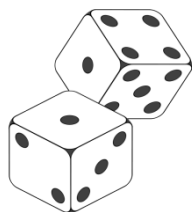
	Funding Source	New Addition 2018/19 £m	New Addition Total £m
<b><u>Adults, Health &amp; Wellbeing</u></b>			
<b>Communities</b>			
Improvements at Quarry Park, including installation of a French drain, memorial stone and plaque, posts, new benches, interpretation lectern and improvements to the path.	Section 106	0.03	0.03
Improvements at Hatchwell wood, including repairs to the pond, bridge and kissing gate. Also the provision of bird boxes, fencing, benches and bins to encourage the development and expansion of the volunteers group and improve the visitor experience	Section 106	0.01	0.01
A grant to Thorne-Moorends Town Council to contribute towards a larger scheme being delivered by the Town Council (total value £165k). The improvements will be specifically at Moorends recreation ground to provide additional equipment and contribute towards the costs associated with the pre-teen facility.	Section 106	0.05	0.05
Scawthorpe Library Building Improvements		0.05	0.05
<b>Total Adults, Health &amp; Wellbeing</b>		<b>0.14</b>	<b>0.14</b>

<b><u>Learning &amp; Opportunities: Children &amp; Young People</u></b>			
New SEND school places at Levett, Maple and Heatherwood Schools as per the cabinet report considered at Cabinet on the 17th July 2018.	SEND Capital Grant	0.40	0.40
<b>Total Learning &amp; Opportunities: Children &amp; Young People</b>		<b>0.40</b>	<b>0.40</b>

<b><u>Regeneration &amp; Environment</u></b>			
<b>Development</b>			
Allocation of Scot Lane block budget to purchase of 17 High St & 8-12 Scot Lane	Capital receipts	0.52	
Corresponding Reduction in Block Budget		-0.52	
Allocation of Integrated Transport block budgets to new schemes or additional resources to existing schemes:-	LTP Integrated Transport Funding		
Town Centre Cycle Parking		0.02	0.02
Cycling Infrastructure		0.18	0.18
Dropped Crossings Pedestrian Routes		0.04	0.04
Footways		0.07	0.07
Doncaster Bus Partnership Infrastructure		0.02	0.02
Active Travel Community Projects		0.03	0.03
Minor Works / Commuter Plan Works		0.12	
Corresponding Reduction in Block Budget		-0.48	-0.36
Allocation of Local Transport Plan Capital Pot Funding:	Local Transport Plan Capital Pot Funding		
St.Mary's Gyrotory Improvements		0.20	0.20
Urban Centre Masterplan – Quality Streets		0.46	0.46
<b>Housing</b>			
Allocation of External Planned Maintenance block budget to identify contractor element from in-house element (remaining in-house budget £2.81m 2018/19; £10.79m over the 4 year programme): -	MRR / RCCO		

	Funding Source	New Addition 2018/19 £m	New Addition Total £m
External Planned Maintenance (Contractor)		2.46	6.96
Corresponding reduction in original block budget		-2.46	-6.96
Allocation of Communal Halls block budget to identify Shops and Flats element (remaining Communal Halls budget £0.1m 2018/19; £1.4m over the 4 year programme): -	MRR		
Shops and Flats		0.20	0.80
Corresponding reduction in original block budget		-0.20	-0.80
Fire works Low Rise Communal	MRR	0.10	0.10
<b>Environment</b>			
Allocation of Integrated Transport block budgets to new schemes or additional resources to existing schemes:-	LTP Integrated Transport Funding		
Safer Communities Main		0.05	0.05
School Reduced Speed Limits		0.10	0.10
A630 Church Way/Holmes Market Safety		0.03	0.03
A630 Church Way/Church View Safety		0.01	0.01
Thorne Road/Prince's Street Safety		0.01	0.01
A19 Askern Speed Limit Reduction		0.02	0.02
Ashton Road Braithwell Speed Reduction		0.01	0.01
A638 Hampole Signing Improvements		0.01	0.01
Shaftesbury Avenue/Tudor Road Safety		0.03	0.03
Ridgebalk Lane/Harold Avenue Safety		0.03	0.03
Direction Signing Borough Wide		0.05	0.05
Traffic Management Measures Main		0.10	0.10
Variable Message Sign Parrots Corner		0.02	0.02
CCTV WRW / Woodfield Way		0.02	0.02
Leger Way / Town Moor Avenue Improvements		0.04	0.04
A638 Highwayman Signing Improvements		0.02	0.02
Duke Street Parking		0.03	0.03
Lakeside Boulevard Parking		0.02	0.02
Corresponding Reduction in Block Budget		-0.60	-0.60
Allocation of Highways Maintenance block budgets to new or re-instated schemes or additional resources to existing schemes: -	LTP Highways Maintenance Funding		
Bridges			
Jubilee Bridge		0.40	0.40
Principal Inspections & Assessments		0.08	0.08
Clownes Bridge / Danum School Footbridge (retentions only)		0.01	0.01
Sutton Road Culvert		0.04	0.04
Bridge Joint Replacements		0.02	0.02
West Moor Drain Bridge		0.16	0.16
Intake School Footbridge		0.14	0.14
Common End Bridge		0.12	0.12
Corresponding Reduction in Block Budget		-0.97	-0.97
Highways			
Hill Top Road Denaby Noise Reduction		0.05	0.05
Surface Dressing		0.75	0.75
Highway Maintenance Permanent Patching		0.43	0.43
Pre-Patching in preparation for Surface Dressing		0.30	0.30

	Funding Source	New Addition 2018/19 £m	New Addition Total £m
Sprotbrough Road/Melton Road Carriage Way		0.04	0.04
Oldfield Lane Stainforth		0.03	0.03
Micro-Asphalt Programme		0.10	0.10
Royal Avenue Carriage Way		0.05	0.05
Nutwell Lane Carriage Way		0.15	0.15
Cliff View Carriage Way		0.07	0.07
Marsh Lane Carriage Way		0.03	0.03
High Street Carriage Way		0.14	0.14
Rectory Lane Carriage Way		0.03	0.03
Old Road Carriage Way		0.13	0.13
Long Close Carriage Way		0.03	0.03
Oak Road Carriage Way		0.08	0.08
Warrenne Close Carriage Way		0.01	0.01
Ashburnham Road Carriage Way		0.02	0.02
Grantham Street Carriage Way		0.12	0.12
Fir Tree Drive Carriage Way		0.01	0.01
Middle Bank Roundabout		0.15	0.15
Footway Reconstruction		0.30	0.30
Footway Slurry Programme		0.15	0.15
Gully Covers & Frames		0.03	0.03
Corresponding Reduction in Block Budget		-3.20	-3.20
Winter Damage / Flood Resilience Fund	DfT Winter Damage Fund	0.54	0.54
Additional Maintenance – Road Repairs	Corporate Resources	1.00	1.00
<b>Trading &amp; Assets</b>			
Allocation of Retained Buildings Investment programme to new scheme: -	Corporate resources		
Tickhill Square Boundary Wall		0.03	0.03
Woodlands Library Replace Faulty Track Lighting		0.02	0.02
Conisbrough Library Upgrade Mains and Replace Boiler		0.02	0.02
Warmsworth Library Upgrade Mains and New Electric Heaters		0.03	0.03
Museum Pellet Store Improvements		0.02	0.02
Stirling Centre Hub Replace Pipework		0.01	0.01
Cusworth Hall Toilet Refurbishment		0.05	0.05
Corresponding Reduction in Block Budget		-0.23	-0.23
<b>Total Regeneration &amp; Environment</b>		<b>2.25</b>	<b>2.25</b>



# STRATEGIC RISK PROFILE

## Strategic Risk Profile

### STRATEGIC RISKS REGISTER

<b>Current Risk</b>	<p>There are currently 21 Strategic Risks and all have been updated as part of the Quarter 1 reporting process. The heat map opposite shows a summary of the scores.</p> <p>17 risks have retained the same profile;</p> <p>One risk profiles has increased:</p> <ul style="list-style-type: none"> <li>- Failure to achieve the budget target for 2018/19 and 4 risks profiles have reduced, due to the implementation of mitigating actions</li> </ul> <p>Three risk profiles have been reduced:</p> <ul style="list-style-type: none"> <li>- Failure to respond to Borough emergencies</li> <li>- Insufficient capacity and skills in Adults, Health &amp; Wellbeing</li> <li>- Underdeveloped local market and ineffective market management</li> </ul> <p>During the quarterly challenge process, no new strategic risks have been proposed. The risk around the underdeveloped local market is being re-worded to better reflect the key issue, the risk around the Trust budget is being re-worded to move the focus to the delivery against the budget and the following 3 risk are being proposed for demotion;</p> <ul style="list-style-type: none"> <li>- Failure to respond adequately to borough emergencies</li> <li>- Failure to deliver the EDI Objectives</li> <li>- Insufficient capacity and skills in Adults, Health &amp; Wellbeing</li> </ul>
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### Failure to achieve the budget targets for 2018/19

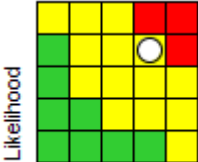
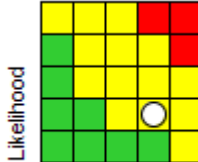
Debbie Hogg

<b>Current Risk</b>	<p><b>Current Position:</b> The Council set the budget for 2018/19 in March 2018, which has been allocated to managers to manage costs within the budgets provided. The quarter 1 forecasts are currently being produced and the overall position will be available on the 20th July. However recent budget management discussions have highlighted a number of significant budget pressures.</p> <p><b>Mitigating Actions:</b> On-going budget pressures identified as part of the 2018/19 budget and resourced. Regular scrutiny of the budget position (including the increase to monthly financial monitoring and improving budget holder ownership of the budgets and skills where applicable). Improving the information available to budget holders e.g. devolved budgeting and pay information from the new HR system.</p>	<b>Target Risk</b>
20		12



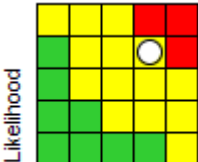
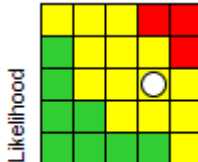
**Failure to improve Data Quality will prevent us from ensuring that data relating to key Council and Borough priorities is robust and valid.**

**Debbie Hogg**

Current Risk		Target Risk
<p><b>16</b></p> 	<p><b>Current position:</b> Following the formal agreement of the Data Quality Strategy 2016/17 – 2020/21. There has been no significant progress in the agreement of the 2018/2019 Action Plan, this is expected to be progressed in the next quarter with the reconvening of the Data Quality working Group. Policy management and sign off and e-learning training completion continues to be monitored quarterly. Other areas of focus for this quarter has been to continue the activity needed to ensure we can respond effectively to the GDPR. Key projects and programmes such as the Doncaster Integrated People Solution and the Integrated Digital Care Record are focusing on specific problem areas in Adult Social Care to ensure deliverables are achieved.</p> <p><b>Mitigating Actions:</b> In order to drive forward and embed the improvements in data quality, the proposal for additional funding (formerly to create a temporary Data Quality Team) will be utilised and deployed aligned to specific areas of focus. The Working Group with direction from Director of Corporate Resources will develop the approach in Quarter 2.</p>	<p><b>8</b></p> 

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

**Damian Allen**

Current Risk		Target Risk
<p><b>16</b></p> 	<p><b>Current Position:</b> The School Improvement Strategy is in the process of being revised and rewritten. The three tier model of support will remain as schools have found that this has brought greater clarity to the risk assessment process. The strategy is being rewritten to reflect the diverse educational landscape in Doncaster and to recognise the need to engage with all schools and academies.</p> <p>The Reading Strategy has now completed its second year. Outcomes particularly at KS2 have shown significant improvement in 2018. Doncaster's results have risen by 7% whilst nationally results have improved by 4%. In the combined measure of Reading, Writing and Maths, Doncaster's results have shown a similar uplift of 7% as opposed to 4% nationally. Much of this uplift can be attributed to the increase in Reading outcomes.</p> <p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>• Continue to challenge The Regional Schools Commissioner and Academy principals and CEOs on underperformance and through the new STEP process involve as many academies as possible in the School Improvement Strategy and STEP process.</li> <li>• Revise and strengthen the School Improvement Strategy to involve a wider group of stakeholders and ensure engagement from all schools and settings.</li> <li>• Continue to refine the School of Concern process to ensure that the right levels of support and challenge are given to schools. The School of Concern process has been strengthened to include input from all agencies involved in a specific school or setting. The number of Schools of Concern is declining gradually. A number of targeted schools will exit the SOC process as a result of improved outcomes at KS2 in 2018.</li> </ul> <p>Deliver aspects of the One Doncaster Education and Skills Commission report - including KS2 and KS4 initiatives and support the delivery plan of the Education and Skills programme. Support the development and implementation of the SMOA delivery plan, specifically around Priorities 1 and 2. Priority 1 is developing Literacy and Numeracy at KS1 and KS2. We are working very closely with the School Improvement Officer for the Social Opportunity Area to identify and target 25 of the lowest performing schools with high proportions of disadvantaged pupils.</p>	<p><b>12</b></p> 

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

Peter Dale

Current Risk		Target Risk
<p><b>16</b></p>	<p><b>Current position:</b> On the 4th May 2018, South Yorkshire residents went to the polls and elected Dan Jarvis MP, receiving 144,154 votes out of 260,000 residents who went to the polls. Dan and his office are currently in the process of meeting South Yorkshire Leaders and officers (20th July Doncaster) to ascertain key priorities over his current term of office.</p> <p><b>Mitigating actions:</b> The proposition of a Yorkshire Devolution deal is still a number one priority, with officers within the Yorkshire region working on the finite detail to enable this to occur.</p>	<p><b>16</b></p>

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

Damian Allen

Current Risk		Target Risk
<p><b>15</b></p>	<p><b>There is a proposal to re-word this risk to move the focus from setting the budget to delivering against it.</b></p> <p>CST are still in the process of finalising their Q1 financial position therefore the update below is based on DCST's 2017/18 outturn position:</p> <p><b><u>Doncaster Children's Services Trust 2017/18 Outturn</u></b></p> <p>Doncaster Children's Services Trust (DCST) year-end outturn resulted in an over spend of £4.15m to the Council against the contract with DCST which was an increase of £1.16m since Q3. The outturn and increase from the £3m reported at Q3 mainly relates to high numbers of looked after children (45 more in the Care Ladder) and complex cases across all children which is similar to the regional and national trends. The main areas of demand increases on the Care Ladder are £2.28m on Out of Authority (OOA) placements and £1.05m in respect of 18+ accommodation and CIC transition accommodation.</p> <p>To summarise, the Council will fund the over spend of £4.15m against the contract with DCST as follows:</p> <p>Council general fund £3.1m (£1.23m business cases funded from general fund agreed following Q2, £0.95m Council's 70% risk share contribution for Q3 projected over spend on the contract with DCST, and £0.92m increase from Q3 including DCST's element of risk share that they are unable to fund).</p> <p>Additional DSG £0.65m (£0.41m business case agreed following Q2, and £0.24m additional funding claimed at year end which is subject to Schools Forum approval).</p> <p>Council reserves £0.33m (funding of DCST's shortfall towards their 30% of risk share contribution of Q3 projected over spend on the contract with DCST).</p> <p>DCST reserves £0.07m (reserve carried forward from previous financial year).</p> <p>The Council agreed funding of £2.39m over the next three years to cover the Trust's supplementary resource requirements for "getting to good", continuation of the Growing Futures, Pause and Mockingbird approaches to work (Mockingbird has also successfully secured DfE funding). In 2017/18 DSCT drew down £1.27m of the funding which leaves a balance of £1.12m to be used over the next two financial years. At the previous Joint Performance and Finance meeting on 1st February 2018 DCST presented a draft benefits realisation framework, which will enable the group to monitor the impact of the additional funding on the outcomes. Further work is to be carried out to populate the benefits realisation framework with the spend and outcomes to date and will be reported back to the next Joint Performance and Finance meeting.</p> <p>The Budget for 2018/19 has been agreed with DCST and includes a savings target of £2m. In addition to the £2m saving target, the Trust are also facing significant on-going pressures identified in the 2017/18 outturn position. Work is ongoing with DCST to understand the financial position for 2018/19 onwards and an update will be provided at the Q1 Joint Performance &amp; Finance meeting (JPF) and Quarterly Performance Monitoring meeting (QPM).</p> <p><b>Mitigating Actions</b> - The financial position is a significant risk to the Council and continuous</p>	<p><b>10</b></p>

performance improvement. To mitigate this and ensure service improvement is sustained and protected over the longer term, monthly Operational Finance meetings have commenced. This has provided increased transparency of the financial position and includes more detailed information on the Care Ladder in particular movements in numbers and price by placement type and any income contributions. Monthly reporting within DCST is being developed to provide greater detail of its contract costs, and joint work with the Council's Financial Management section has begun in relation to the detail and format of the monthly report to be shared with the Council. A new Joint Resource panel with representatives from the Council, DCST and Doncaster CCG has started to ensure a more joined up approach to decision making and allocation of resources in relation to Children's placements.

**Failure to successfully prevent a major cyber attack**

**Debbie Hogg**

Current Risk		Target Risk
<p><b>15</b></p>	<p><b>Current position:</b> Likelihood - Possible (3), Impact - Critical (5), therefore score once again 15. This is unlikely to change in this environment, however every measure is being taken to reduce risk wherever possible. An extensive amount of work has again been completed in the last quarter and the Public Service Network accreditation criteria has been submitted again with only a couple of lower risk actions to take.</p> <p><b>Mitigating actions:</b> Another security health check will be commissioned later in the year to further mitigate. We are also presently working in partnership with Rotherham Council to share our security expertise moving forward.</p>	<p><b>6</b></p>

**Savings from the Adults Health and Wellbeing Transformation Programme are not delivered as quickly as anticipated or are not achievable. Therefore alternative savings plans will be required in order to achieve the Medium Term Financial forecast.**

**Damian Allen**

Current Risk	Current Position	Target Risk
<p><b>15</b></p>	<p>The programme was given renewed focus in September 2017 with the consolidation of projects down to a more manageable number of 12 priority improvement projects. They were: Residential Care Beds, Day Services, Working Age Residential Care Placements. Supported Living, Housing Related Support, Home Care. Intermediate Care, Delayed Transfers of Care, Continuing Healthcare, Equipment, Short Stay/Respite Care, Assistive Technology.</p> <p>The Adults Health and Wellbeing Transformation Programme has now been refreshed for the start of 2018/19. Although Improvement Project work continues - this has resulted in a shift to more transformational areas of focus, centred on the customer journey and commissioning.</p> <p>There have been notable successes during the past year, including; reductions in residential care placements, increases in direct payments, reduced delayed transfers of care and improvements to day opportunities.</p> <p>Savings resulting from transformation have been included in the Medium Term Financial Forecast and the Mayor's budget proposals.</p> <p>Services have experienced significant pressures during the year due to increasing demand and reduced resources. The pressure has been reduced through use of the Better Care Fund and Improved Better Care Fund and savings have been released through transformation.</p> <p>Resources remain a key issue, particularly staffing and planned savings have been more difficult to achieve than initially anticipated.</p> <p>Despite these challenges good progress is being made.</p> <p><b>Mitigating Actions</b></p> <ul style="list-style-type: none"> <li>• Refresh of the Transformation Programme - and Programme Plan (schedule &amp; financial)</li> <li>• Health and Social Care integration, including joint commissioning</li> <li>• Assurance via the AHWb Programme Board</li> <li>• Improved programme management</li> </ul>	<p><b>10</b></p>

- Focus on the AHWb directorate priorities; Place Plan; Your Life Doncaster; Improvement and Resources; Effective Performance Management; Commissioning, Contracting and Compliance; Workforce Planning, Development and Recruitment and; Communication, Engagement and Participation

**Failure to implement the Partnership priorities within the Doncaster Growing Together Portfolio**

**Debbie Hogg**

Current Risk	Current Position:	Target Risk
<p><b>12</b></p>	<p>Doncaster Growing Together is now delivering for the most part, but some programmes still need to develop and agree benefits. A piece of work to look at the volume of meetings and reports across the partnership will be completed to understand better the interactions between partnership meetings</p> <p><b>Mitigating Action:</b></p> <ul style="list-style-type: none"> <li>- DGT Performance Management changes implemented 2018-19</li> <li>- Partnership review of meetings and Reports</li> </ul>	<p><b>6</b></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><b>12</b></p>	<p>The Children and Families Partnership Executive Group is the forum for the arrangements to discharge the S10 statutory responsibility which is the core group of leading partner members.</p> <p><b>Mitigating actions:</b> The governance arrangements are have become established and comprise the Executive Board which meets monthly and which provides overarching governance and delivery oversight across the partnership of the CYPP along with a new fit for purpose sub structure and a new strategic forum which meets quarterly to comment plan and shape the CYPP championing the voice of CYP.</p> <p>A review of CYPP partnership sub groups is underway which will provide greater clarity as to roles and responsibilities, and streamlining for more efficient reporting accountability. A report to the CFEG on 26th April, 2018 outlined this exercise and was considered again on the 12th July as well as measures being taken to new governance framework to reflect the necessity to be inspection ready across all frameworks on a continuous basis. A commissioning dashboard will be developed which identifies how money is spent across the landscape for CYP. In addition, the Joint Commissioning Resource Group is being improved to ensure better clarity as to expected standards.</p> <p>The CYPP outcomes are monitored by the AD level partnership performance Executive Group and a new annual Impact report will be produced in June 2018 which will evaluate performance of children's services across the partnership in cognisance of the Outcomes framework. An Impact report is in the final stages of development and will be presented to the CYP forum in September 2018</p> <p>The new JSNA is a more dynamic document as is the consequential and substantial Children's plan for 2017-2020. The Participation and Engagement strategy professional version has been published and child friendly versions for both this and the CYPP have been launched.</p> <p>The publication and application of the three key documents JSNA; CYPP and P&amp;E strategy considerably mitigate this risk as well as the establishment and implementation of what is now a fit for purpose governance structure both underpinning the board and laterally in relationship to other strategic boards ,which will enhance the functionality of the Children and Families Partnership Strategic Forum as the keystone in the oversight and management of the children's strategic partnership across the entire 'estate'</p> <p>Work is underway to evaluate the efficacy of rationalising reporting and accountability arrangements to the DCSB and CFEG to achieve better coordination and synergy, optimise resources and reflect the evolving role of the DCSB post – Wood review.</p>	<p><b>8</b></p>

The Governance sub structure is aligned with and reflects the CYPP. A new Participation & engagement sub group has been in place since Dec 2016 and has been active developing the Participation & Engagement strategy and the co-production of the CYPP and the PES with children and young people and a child-friendly version of the PES was launched in October 2017 to mirror the child-friendly version of the CYPP. The P & E sub group has a priority to produce the action plan which supports and implements the actions proposed within the PES .

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

**Workforce issues in AH&WB and support services, including vacancies, recruitment, staff development and sickness, reduce the ability to transform at the pace required in current plans**

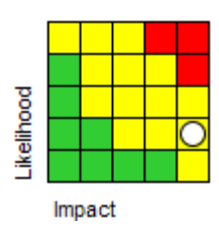
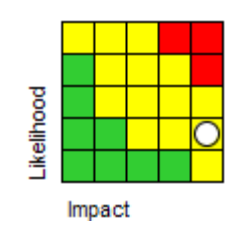
**Damian Allen**

Current Risk		Target Risk
<p><b>12</b></p>	<p><b>Current Position</b></p> <p>Status remains the same:</p> <p>Significant recruitment campaign has meant that key posts have now been filled and staff are now in post</p> <p>Permanent Head of Service now recruited to and has begun in post; this postholder will also provide additional support in relation to the transformation programme</p> <p>Staff absence is currently 11.92 - Amber - against a target of 11.1</p> <p><b>Mitigating Actions</b></p> <p>Workforce development activity will continue and will focusing on how it can support the cultural change needed as part of the transformation programme.</p> <p>A staff Event is planned for the 20th and 21st of September - bringing LOCYP and AHWB staff together.</p> <p>1st Frontline Engagement Group to convene on 10th September</p> <p>Recruitment of HoS has been undertaken - but vacancies at managerial and operational levels remain.</p> <p>PMO undertaking a review of the Programme Budget to determine what allocation there within could be used to relieve pressure.</p> <p>Culture of 'One Tribe' being developed - whereby PMO staff can be seen as business supporting functions; but cannot not undertake care function.</p> <p>Workforce Development Project focused on ensuring that staff are trained (with positive impact on retainment).</p>	<p><b>8</b></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**

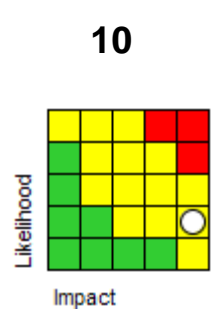
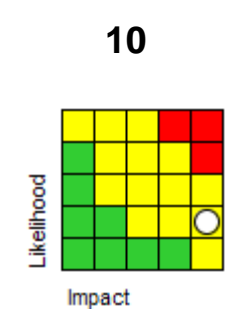
**Damian Allen**

Current Risk		Target Risk
<p><b>10</b></p>	<p><b>Current position:</b> The Safeguarding Adults Hub was formed in April 2016 and has been in operation for 24 months. During this time the system and process has changed to ensure that we are Care Act compliant and applying the principles of Making Safeguarding Personal. All</p>	<p><b>10</b></p>

	<p>Safeguarding is now Managed within the Team enabling better management and monitoring of cases and ensuring a greater level of consistency. The Teams staffing resource has increased in order to facilitate these changes and has resulted in cases being responded to in a more timely manner at the front door.</p> <p>Since this time a further two stocktake reviews have taken place providing positive feedback to DMBC and the Safeguarding Adults Board and highlighting areas for development. A revised action plan has been developed incorporating outstanding actions and new actions from the most recent peer review recommendations, these are discussed and reviewed at the Performance and Quality sub group of the Safeguarding Adults Board (DSAB). Regular performance reports are completed and reported on to the DSAB for governance purposes.</p> <p>The Board continues to provide a multi-agency training programme to support staff across the multi-agency partnership to deliver safeguarding in line with South Yorkshire Procedures and the Care Act 2014.</p> <p><b>Mitigating Actions:</b> The Board has revised its Performance and Assurance framework which is providing assurance to the Board that safeguarding practice is now outcome focused and in line with the 6 principles of safeguarding adults.</p> <p>The Council has developed a draft Safeguarding Adults Policy and is currently working to develop internal safeguarding procedures all of which are aligned to South Yorkshire procedures and will be accompanied by mandatory training for key staff. The latest peer review took place 20th October 2017 by Dr Adi Cooper which was positively received by the DMBC and the Safeguarding Adults Board. An action plan is currently in development to respond to the recommendations identified and incorporate outstanding actions from previous reviews.</p> <p>In addition a recent change of management within the Safeguarding Adults Hub has instigated a further business process review which is currently underway to ensure practice is Care act compliant and in line with Council Policy.</p>	
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**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 style="text-align: center;"><b>10</b></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 in its 2015 report and 4 subsequent Monitoring visits did not -raise any concerns as to the safety of children in the borough, but did recommend improvements to social work practice which have been addressed through the Ofsted Improvement Plan and the Ofsted monitoring visits and have borne fruit in the reinspection of 2017.</p> <p>The Ofsted re inspection report of November 2017 reaffirmed the progress identified in the 4 monitoring visits and the results of the 2015 full inspection, to conclude that children’s services in Doncaster were ‘Good’ in all categories and were worthy of a judgement of ‘Good’ overall, which is a significant turnaround from the position which has prevailed for more than a decade and the inspection report emphasises the improvements in quality of practice and that outcomes for children are improved. Social work is of a better quality where children are safeguarded well; most children are receiving an effective service delivered by an effective framework of social work intervention. This is underpinned by a highly effective performance management and audit programme with clear and evidential management oversight; the voice of the child is embedded with their wishes and feelings at the centre of decision making; and workforce morale and stability is good. The report commented favourably upon the Leadership, Management and Governance provided by the Council and the Trust which highlights good relationship management and effective governance arrangements. The reinspection report made 4 (fairly minor) recommendations which are contained within the Improvement plan which was submitted to Ofsted and which was discussed at the annual conversation with Ofsted on 25th June 2018 and on which the Joint Strategic Improvement Group will monitor.</p> <p><b>Mitigating actions:</b> Social work practice is challenged with the Trust at each finance and performance meeting and at individual HoS level and performance and quality is regularly challenged with the Trust at the high level QPM and at individual Head of Service level.</p> <p>The Joint strategic Inspection Group reviews the Ofsted Improvement Plan and has done so with the new plan and ensure compliance with the new ILACS inspection framework to which the Council and Trust will be subject hereon. The Improvement plan captures the 4 recommendations made by Ofsted and a number of other ‘areas for improvement’ in the report which were not specifically identified as improvements but which will provide for better practice. The Improvement plan was submitted week commencing 23rd April, 2018 in advance of the deadline of 1st May, 2018.</p>	<p style="text-align: center;"><b>10</b></p> 

The new ILACS framework provides for a more continuous and proportionate, risk based monitoring of performance by virtue of an 'Annual conversation with Ofsted which took place on 25th June, 2018 and short 2 day 'mini inspections' known as 'Focused visits' on dates yet to be notified. This framework replaces the full inspection within the former framework and is a more proportionate approach which is applied to 'good and Outstanding' Children's service Authorities.

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.

The DSCB receives a regular report of the audited cases from the DCST and regularly reviews the quality of Multi-Agency thematic audits at its Quality and Performance Sub Group.

DMBC is clear that the three most pressing impediments to this risk remain demand management, placement policy and quality of practice

DMBC focus continues to be to ensure that quality of practice is maintained to a high standard; that management of demand is effective and that ways in which innovation can deliver more effective ways of working are explored and developed.

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

**Doncaster systems do not integrate effectively to enable the rapid discharge of hospital patients, resulting in increased delayed transfers of care and risks to better care funding.**

**Damian Allen**

Current Risk		Target Risk
<b>10</b>	From the 4th August 2018, the IDT based at DRI will be operational on a 7 day basis. This 7 day rota is the start of our journey to 7 day working across our health and social care system.	<b>10</b>
	Having a 7 day service at DRI will help mitigate against this risk.	

**Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk**

**Damian Allen**

Current Risk		Target Risk
<b>9</b>	<p><b>Current Position</b>– Contacts remain high (an average of 1870 in quarter 1) and remain high due to need in the community. Very few contacts are inappropriate or require Early Help services. The vast majority are for Information, Advice and Guidance and a significant number are NFA. The risk is that high demand pressures clog up the machinery and professional officer resource. The Conversion rate of contact to referral remains low which indicates inappropriateness of referral, particularly from one agency. There is an issue of incorrect threshold application by selected partners and the interface with early help remains a wicked issue.</p> <p>Of relevance is the need to improve engagement across the EH partnership including engagement by identified LPs. Engagement in this cohort is highest in schools and PAFSS but is poor among health visitors; school nursing and maternity services. School LPs exhibit high caseloads which also compromise the effectiveness of the EH offer. There is also evidence of a fundamental misunderstanding of the LP role amongst some partners and concerns as to the capacity to undertake what is perceived to be an 'add on' to the 'day job'. There is an identified problem of EH cases not being picked up by PLs which are then becoming additions to the waiting list.</p> <p>A high figure is not necessarily indicative of poor performance and if children need to be referred to social care then that is 'good' performance – 'appropriateness' is the key, high</p>	<b>6</b>

numbers of children on a CP plan in Doncaster, would tend to support this hypothesis. The problem here is that there are a number of the referrals which are known to be 'inappropriate' and this refers in large part to the continued and thorny issue of referrals from one of the partners which continues to apply its protocol, this means that less than 10% of contacts are genuine cases for attention by social care.

High demand pressures are unhealthy for the work of social work teams in 'clogging up' the machinery and impact adversely on casework and referrals and re-referrals. Contacts below threshold which could have gone to the Early Help Hub are deemed 'inappropriate'. Inappropriate referrals which should have gone to Early help are subject to ongoing investigation and clarification. That said, Ofsted has rated practice as 'Good' with appropriate application of thresholds.

**Mitigating actions :** Cross reference to the volume of early help contacts shows a welcome improvement in contacts to the Hub which supports the impact of improved awareness and application of thresholds among Agency partners. Early help volumes are increasing but this is not having an obvious, corresponding impact, however, despite this pattern overall contacts may not necessarily reduce, because causal links are more complex than a straightforward binary effect and the hypothesis is that increased use of the Early Help Hub is capturing a significant number of cases which may have gone nowhere, or which were not being reported within any one system.

The EH strategy group is carrying out work to investigate and seek solutions to the EH threshold and LP engagement issues identified above and has enhanced it's monitoring via a new performance scorecard and peer challenge at the Early help performance and practice group.

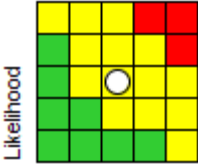
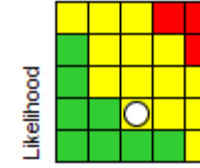
More fundamentally, the Children's strategic partnership continues to work to achieve a better understanding of the tracking and progress mapping of young people within the system and embed a consistent and coherent shared understanding of the early help offer and more generally the children's offer across the whole spectrum of the children's system from 'universal to acute.' and to that end, has engaged improvement partners to map flows across the whole childrens system to identify and address the pinch points

In addition, the deployment of the SYP front door Police resource at the Front Door to concentrate on Police referrals should improve understanding and address inherited backlogs and this is being followed up.

Target Risk Score: 3 (Impact) x 2(Likelihood) = 6

**Failure to adequately address a sufficient number of Childrens Trust PIs (as defined in the service delivery contract)**

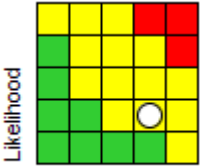
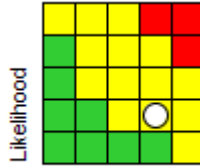
**Damian Allen**

Current Risk	Current Position:	Target Risk
<p style="text-align: center;"><b>9</b></p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>The DCST is challenged by a series of regular performance monitoring fora, on a monthly and quarterly basis at all levels of senior management across both organisations and at public facing meetings with elected members in the scrutiny fora and at Corporate Parenting Board and have been further emboldened by the split screen accountability which the Children's scrutiny panel provides and which challenges both the Council in its holding to account of the Trust and the Trust itself. A commentary provided by the DCST and PIs and quality assurance is challenged and provides full public transparency.</p> <p>Areas of concern are escalated or reported on an exception basis to higher level Boards. Current areas of risk are:- Social Care demand management Placement policy – care management and costs, including numbers of SGO's, and Commissioning for complex cases; Re-referrals (new and emerging) High numbers of CIN &amp; CPP &amp; LAC – in themselves may not be a risk and may mitigate / address risk, but could burden the system and capacity, with consequential risks arising;</p> <p><b>Mitigating actions</b>The current arrangements and the number and scope of performance indicators are reviewed during each Annual Review process and in 2017 a new basket of PIs was completed and submitted on time to the Secretary of State which is more reflective of the child's journey and the development stage in the maturity of the Trust and was implemented from Q1 2017/2018, which remains in place for 2018-19. The Trust is challenged against each PI of concern at every meeting as to progress and actions planned or taken and the effectiveness thereof. A more rationalised challenge process is in place with more emphasis on exception reporting and which is more proportionate at each level of the managerial hierarchy The split screen report to the Children's scrutiny panel provides robust and forensic analysis of performance against exception and good performing PIs and challenges the Director of People as to his oversight and accountability of the Trust performance as well as the specific performance behind the PI themselves. The Annual contract review process provides an opportunity to continuously evaluate the number quality and scope of performance and other progress measures.</p>	<p style="text-align: center;"><b>6</b></p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>



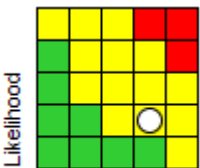
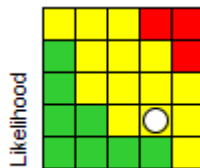
**Failure to deliver the EDI Objectives within the Framework could result in the council being exposed to public 'due regard' challenge**

Debbie Hogg

Current Risk		Target Risk
<p><b>8</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>IT IS PROPOSED THAT THIS STRATEGIC RISK IS DEMOTED AS PART OF THE Q1 REVIEW PROCESS</b></p> <p><b>Current Position:</b> The EDI Framework is agreed and in place. There is a robust action plan for 2018/19 with measurable activity to demonstrate activity against the outcomes. The outcomes are embedded within service plans and/or DGT programmes and projects and EDI continues to be merged into 'business as usual' activity.</p>	<p><b>8</b></p>  <p>Likelihood</p> <p>Impact</p>

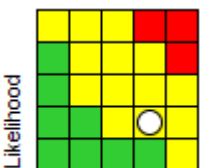
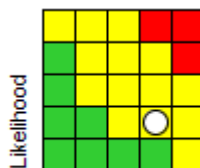
**Failure to respond adequately to borough emergencies or mitigate effectively against the effects of extreme weather conditions e.g. flooding**

Peter Dale

Current Risk		Target Risk
<p><b>8</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>THIS RISK BE BEING PROPOSED FOR DEMOTION DUE TO THE ROBUST PLANS IN PLACE TO MANAGE BOROUGH EMERGENCIES AND THE RISK REACHING TARGET PROFILE</b></p> <p>Resilience and Emergency Planning worked hard with partners from the Emergency Services and Health to put in place the arrangements for the delivery of a safe and enjoyable Tour de Yorkshire in May 2018</p> <p>The successful delivery has contributed to the cycle legacy for Doncaster, community engagement and enjoyment and helped to increase pride in the borough. However it has had a major impact on the delivery of the work priorities of the resilience and emergency planning Team.</p> <p>In addition to the Tour De Yorkshire Resilience and Emergency Planning have supported the delivery of over 130 Doncaster events by providing advice to event organisers, coordinating event information across service areas and partners and providing specific Emergency Planning Advice. Events have included Community Events, Sporting Events, Concerts, Road Races and Parades.</p> <p>46 Training and exercise events have been delivered for Corporate Emergency Response Teams working at a Strategic, Tactical and Operational Level.</p> <p>Over 500 staff have been trained in a range of skills including response to security incidents, COMAH incidents, evacuation and shelter and flood response.</p>	<p><b>8</b></p>  <p>Likelihood</p> <p>Impact</p>

**) Failure to identify and manage Health and Safety risks**

Peter Dale

Current Risk		Target Risk
<p><b>8</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>Fire Safety High Rise Flats following the Grenfell disaster</b></p> <p>High Rise Fire Safety Group in place to advise and support St Leger Homes (SLH) where required with a target of reducing the residual risk to as low as reasonably practicable. A Level 4 Fire Risk Assessment Survey of all high rises conducted by external contractor and a priority based work program has been implemented by SLH to implements recommendations made. Doncaster Council's Interim H&amp;S Manager and Fire Safety Advisor continue to have 4-weekly meetings with SLH to receive progress updates on all Fire Safety recommendations and discuss or resolve any issues that may have arisen. As it currently stands the completion date for all priority remedial works is by the end of October 2018. Please note that fire safety works do not include the priority D recommendations (unlimited timescale) as a decision still needs to be made about if and when these will be picked up.</p> <p><b>Corn Exchange Roof works</b></p> <p>The roofing work has been extended until December 2018, due to H&amp;S issues identified. Principal Contractor (Stone edge) has completed a condition survey of specific areas of the Corn and made short term and longer term recommendation to ensure safety. The remedial</p>	<p><b>8</b></p>  <p>Likelihood</p> <p>Impact</p>

work has started and mitigating controls have been put in place by the Principal Contractor for the duration of the project. The Councils Project Manager continues to undertake a monitoring function, holding review meetings and engaging with the Councils Corporate Health and Safety team for support and advice where required.

**St Leger Homes falls from height**

There has been a fall from height incident and an investigation is underway.

**Orange Croft**

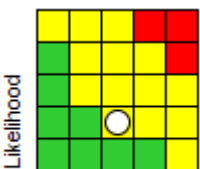
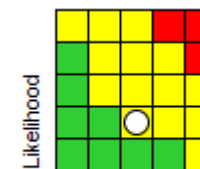
A number of fire safety issues have been identified at an SLH managed Caravan Site (Orange Croft). St Leger Homes have put together an action plan to resolve the Fire Safety issues identified at Orange Croft. SLH is further engaging an external risk assessment of the site to prioritise actions. The audit plan for Orange Croft and other relevant sites will now form part of the High Rise Fire Safety Group, as an overseeing function, to ensure support is provided to SLH by the Council and to monitor closure of actions.

**Obsolete Technology**

The Councils current accident and incident reporting software is obsolete and no longer supported, this puts the Council at risk if the software was to suffer a critical failure. The obsolete software is also restrictive in that it does not have the facility for the H&S team to track investigations or for People Managers to access reports within areas of their responsibility, and is therefore not a clear auditable process. The Council's Health and Safety Team have purchased a new Incident Reporting and Audit Software package, SHE Assure which will be release to be used by all services by the end of August 2018. A training programme for people managers is available on the HR Portal prior to the system going live. To supplement this training there will be an online training video available on the Learning Pool and for all People Managers. Once fully implemented the new software system will enable the Councils H&S Section too, where necessary, advise and support the Council People Managers to ensure that appropriate actions are undertaken to mitigate risk and to maintain any residual risk to 'as low as reasonably practicable'

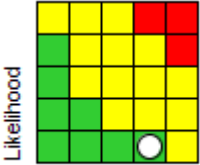
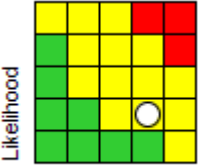
**The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation**

**Damian Allen**

Current Risk	Current Position: is that we lack an up to date assessment of child poverty, or a co-ordinated local response, underpinned by any strategy / plan. As a result, we are failing to reduce levels of child poverty in the borough, or mitigate its impact.	Target Risk
<p style="text-align: center;"><b>6</b></p> 	<p><b>Mitigating actions:</b> The young commissioners identified 4 areas to prioritise; health, benefits, debt and transitions. These have formed the basis of evidence sessions they hosted during Q1 where the young commissioners were able to interrogate decision makers around the services they provide and their plans to improve support for disadvantaged pupils in the future. A draft report has been provided to DMBC for comment and is planned to be launched in September 2018. In Q3 it is planned that Doncaster Council will bring together its partners and young people to plan and agree a borough wide approach to tackling child poverty in Doncaster</p> <p>Welfare Reform remains the biggest issue in relation to poverty for the next year and the primary work of the Anti-Poverty Steering Group (APSG) is focused on this area in 2018/19 which is an approach which has been endorsed by Team Doncaster.</p>	<p style="text-align: center;"><b>6</b></p> 

**An underdeveloped local market and ineffective market management affects the ability to change services, leading to market instability and difficulty in meeting the needs of vulnerable people.**

**Damian Allen**

Current Risk	Target Risk
<p><b>4</b></p>  <p style="text-align: center;">Impact</p>	<p><b>8</b></p>  <p style="text-align: center;">Impact</p>
<p><b>THIS RISK IE BEING RE-WORDED FOR Q2 TO BETTER REFLECT THE KEY ISSUES</b></p> <p>Heads of Service posts have been successfully recruited who will embed provider forums/market engagement. A market engagement strategy for Commissioning is currently being developed.</p>	

**As a result of insufficient capacity and skills in AH&WB commissioning, contract management and monitoring is not effective, leading to non-compliance with legislation**

**Damian Allen**

Current Risk	Target Risk
<p><b>3</b></p>  <p style="text-align: center;">Impact</p>	<p><b>6</b></p>  <p style="text-align: center;">Impact</p>
<p><b>THIS RISK IS PROPOSED FOR DEMOTION AS IT HAS BEEN MANAGED TO TARGET PROFILE</b></p> <p>2 Heads of Service posts have been successfully recruited. Commissioning Manager post remains vacant and seeking to fill post.</p> <p>In terms of contract management and monitoring, the Care Quality Commission have rated regulated services in the borough above our benchmarked comparators. Therefore the contract management and monitoring is not a significant risk.</p>	

# GOVERNANCE INDICATORS

Sickness – Days per FTE	Value	Target	DoT	Traffic Light
Adults Health and Well-Being	11.92	11.10	↓	⚠
Corporate Resources	6.17	5.70	↓	⚠
Learning and Opportunities CYP	8.43	7.30	↓	🛑
Regeneration and Environment	8.97	8.40	↓	⚠
Whole Authority Sickness	9.19	8.50	↓	⚠

PDR Completion - % of workforce with a PDR recorded	Value	Target	DoT	Traffic Light
Adults Health and Well-Being 111 out of 126	88%	95%	↓	🛑
Corporate Resources 113 out of 117	97%	95%	↑	✅
Learning and Opportunities CYP 73 out of 77	95%	95%	↑	✅
Regeneration and Environment 104 out of 137	76%	95%	↓	🛑
Whole Authority 401 out of 457	88%	95%	↓	🛑

Data Protection Incident that had an initial assessment Completed within 10 working days	Value	Target	DoT	Traffic Light
Adults Health and Well-Being 0 incidents	100%	100%	—	✅
Corporate Resources 0 incidents	100%	100%	—	✅
Learning and Opportunities CYP 0 incidents	100%	100%	—	✅
Regeneration and Environment 0 incidents	100%	100%	—	✅
Whole Authority 0 incidents	100%	100%	—	✅

% of Freedom of Information Requests responded to within timescale	Value	Target	DoT	Traffic Light
Adults, Health & Wellbeing - % of Freedom of Information Requests responded to within timescale	96%	95%	↓	✅
Corporate Resources - % of Freedom of Information Requests responded to within timescale	97%	95%	↑	✅
Learning & Opportunities - % of Freedom of Information Requests responded to within timescale	94%	95%	↑	✅
Regeneration & Environment - % of Freedom of Information Requests responded to within timescale	86%	95%	↓	⚠
Whole Authority - % of Freedom of Information Requests responded to within timescale	93%	95%	↓	✅



## Doncaster Council

### Report

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Date: 4th September 2018

#### To the Chair and Members of Cabinet

#### Health and Safety Strategy

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Nigel Ball	ALL	No

#### EXECUTIVE SUMMARY

1. This report outlines the detail of the proposed Health and Safety Strategy for Doncaster Council. This strategy is designed to promote our vision, which is to see health and safety as a cornerstone of the way we do business and, with that, to achieve a record of workplace health and safety that takes the lead and sets an example of best practice for other Local Authorities and partners. This strategy builds on previous successes, develops and takes forward aims and objectives with a positive culture, hand in hand with the Doncaster Growing Together document.
2. This strategy sets out what Doncaster Council wants to achieve, our contribution and the contributions of our Partners who also have a responsibility for health and safety. A key focus of the Strategy is for Doncaster Council to deliver a framework that achieves the International Standard for Occupational Health and Safety, ISO 45001. The strategy describes in more detail how we aim to achieve our ambition, based on a robust framework.

#### EXEMPT REPORT

3. N/A

## **RECOMMENDATIONS**

4. To endorse and approve the Doncaster Council Health and Safety Strategy for 2018-2022.

## **WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

5. The Council is required to discharge its duty under the Health and Safety at Work Act 1974 in a responsible and proportionate manner with regard to all Council undertakings.

## **BACKGROUND**

6. Health and Safety has changed and progressed dramatically over the years, with continual improvement being a key factor at a national level. We need to ensure that workplaces are safe and that everyone has the right to go home safe and well from their job.
7. Doncaster Council has a robust Health and Safety Management System, which has changed, improved and modernised over time. The continual improvement approach has ensured that Health and Safety remains a key strategy for Doncaster Council. With the support of corporate leadership a positive Health and Safety culture has been embedded across all Council services, with clear direction and accountability at all levels.
8. Doncaster Council has achieved much in Health and Safety in recent years, including implementation of comprehensive Health and Safety training programmes, delivery of Health and Safety Services to over two thirds of Doncaster Schools, and a 17% reduction in accidents. Also, the implementation of a software solution providing an easily accessible way to report, manage and track health, safety and compliance across the organisation. Whilst helping to reinforce a positive and inclusive safety culture.
9. Despite these achievements there is more to do. Therefore, the strategy highlights our ambitions, identifies the key elements to improve Health and Safety and supports in the delivery of 'Doncaster Growing Together'. Doncaster Council will continue to strive to be a beacon of good Health and Safety practice, not only with its employees but also the public, other Local Authorities, partners and statutory bodies such as the Health and Safety Executive.

## **OPTIONS CONSIDERED**

10. An exercise was undertaken to review Health and Safety Strategies in other Local Authorities and the private sector, where we compared objectives, key performance indicators and areas of good practice.
11. A critique was also carried out on the Health and Safety Executives Strategy and Business Plan for 2018 ('Helping Great Britain Work Well'), to determine areas applicable for alignment with the Health and Safety Strategy for Doncaster Council.
12. The proposed Health and Safety Strategy defines and coordinates the Council's approach to managing health, safety and well-being. It has been

developed to support our aims and objectives as highlighted in the Doncaster Growing Together document.

13. The strategy also sets out the aims and objectives and how health and safety performance will be measured. These aims and objectives have been designed to support both the Health and Safety Executive's Strategy and the Local Government Association's Health and Safety Strategy Framework.
14. The strategy promotes broader ownership of Health and Safety by encouraging employees and services to act together and not work in isolation. It also encourages employees and managers to effectively manage risk without hindering the delivery of quality Council services and enabling economic growth.

## **REASONS FOR RECOMMENDED OPTION**

15. This strategy supports the strategic and operational management of the Council and looks to extend beyond the traditional Health and Safety role of preventing harm. It commits the Council to continually improve the health and safety of its employees, customers and partners. It is not just about achieving compliance but assisting to realise efficient, proactive and pragmatic ways of delivering Health and Safety. It aims to achieve a safe and healthy environment for staff and customers and empower a robust Health and Safety culture across the Council.
16. The strategy looks to keep pace with change by identifying nationally recognised standards in Health and Safety, attainment of which will embed effective methods of protecting stakeholders, partners, employees, customers, students and visitors from harm. The focal point standard is ISO 45001. Attainment of this would be a milestone for Doncaster Council as it is the world's first international standard for dealing with health and safety at work.
17. The benefits of ISO 45001 are many. While the standard requires that health and safety risks be addressed and controlled, it also takes a risk-based approach to the health and safety management system, to ensure that it is effective and that it is being continually improved to meet Doncaster Council's ever-changing needs. Moreover, it ensures compliance with current legislation worldwide. All these measures combined can establish Doncaster Council's reputation as a "safe place to work", bringing a host of benefits, from potentially reducing insurance costs to improving employee morale – all while continuing to meet strategic targets.
18. Throughout the process of implementing the strategy, successes and challenges will be shared with partners and experiences built upon to develop further improvement and promote a Health and Safety strategy and culture throughout the Council.

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

19.

	Outcomes	Implications
	<p><b>Doncaster Working:</b> Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> <li>• Better access to good fulfilling work</li> <li>• Doncaster businesses are supported to flourish</li> <li>• Inward Investment</li> </ul>	<p>Sharing Health and Safety best practice, successes, challenges and experiences with partners, stakeholders and SME's to promote the development of local economy and business growth.</p>
	<p><b>Doncaster Living:</b> Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> <li>• The town centres are the beating heart of Doncaster</li> <li>• More people can live in a good quality, affordable home</li> <li>• Healthy and Vibrant Communities through Physical Activity and Sport</li> <li>• Everyone takes responsibility for keeping Doncaster Clean</li> <li>• Building on our cultural, artistic and sporting heritage</li> </ul>	<p>Providing a first class Health and Safety Strategy, H&amp;S reporting structure and Management System, in line with current best practice. Which enables our employees to undertake their activities safely in the public domain, promoting the development of Doncaster as an attractive and secure place to live.</p>
	<p><b>Doncaster Learning:</b> Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> <li>• Every child has life-changing learning experiences within and beyond school</li> <li>• Many more great teachers work in Doncaster Schools that are good or better</li> <li>• Learning in Doncaster prepares young people for the world of work</li> </ul>	<p>Providing comprehensive Health and Safety Services for schools and supporting schools in providing a safe environment to ensure we can prepare young people for fulfilling lives.</p>



	<p><b>Doncaster Caring:</b> Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> <li>• Children have the best start in life</li> <li>• Vulnerable families and individuals have support from someone they trust</li> <li>• Older people can live well and independently in their own homes</li> </ul>	<p>Supporting and advising Council employees to ensure that they have the ability, training and H&amp;S systems in place to offer support to our most vulnerable residents, whether children, adults, disabled people, families, older people.</p>
	<p><b>Connected Council:</b></p> <ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer interactions</li> <li>• Operating within our resources and delivering value for money</li> <li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul>	<p>The Health and Safety Section utilises all available technology and software to become more efficient and flexible. Providing solutions that enable employees and managers access to essential Health and Safety information relevant to Service needs, which provides a proactive and safer working environment for Council employees in the public domain</p>

## RISKS AND ASSUMPTIONS

20. If the Council does not modernise and provide a strategic approach to Health and Safety, as well as keeping up to date with HSE guidelines the Council could be at risk of challenge on overall Health and Safety management. In addition, the overall strategic direction for Health and Safety at all levels across the Council, which could be put into question and lead to increased risk to our employee and the public.
21. By implementing a Health and Safety Strategy it will establish clear direction for proportionate and proactive improvement of Health and Safety. Having common goals across the Council will also promote an effective and positive Health and Safety Culture.

## LEGAL IMPLICATIONS [Officer Initials KDW Date 03/08/2018)

22. The Council is bound by the Health and Safety Act 1974 and associated regulations which set out the general duties and obligations of employers to secure, so far as reasonably practicable, the health, safety and welfare of its employees and others who may be affected by the Council's activities.

### **FINANCIAL IMPLICATIONS [Officer Initials.RT Date...24/07/18...]**

23. The initial financial implications associated with this decision will be met by the service, and the current team will pick up any additional work. The financial implications of implementing ISO 45001 in the wider context of the council will be met by individual service areas.

### **HUMAN RESOURCES IMPLICATIONS [Officer Initials..AC... Date 02/08/2018.]**

24. HR support the proposed Health and Safety Strategy and endorse an approach to managing health, safety and well-being which will provide employees and management with clear direction and accountability. The strategy is supported by the Council's new Health and Safety reporting and consultation structure which strengthens governance, embeds management accountability and provides strategic direction for Health and Safety across the organisation.

### **TECHNOLOGY IMPLICATIONS [Officer Initials ..PW Date.30/07/18.....]**

25. There are no specific technology implications in relation to this report. Digital and ICT were fully involved in the procurement and implementation of the new software solution, which was based on the identification of requirements following business process re-engineering as part of the Digital Council Programme. Any future technology requirements to support the delivery of the proposed Health and Safety Strategy would need to be considered by the Technology Governance Board

### **HEALTH IMPLICATIONS [Officer Initials....VJ..Date 06/08/2018]**

26. The Council's Health and Safety Strategy 2018-2022 has the potential to improve and protect the health of its employees and the public if the six broad aims are implemented accordingly. The strategy will need to be regularly monitored for its impact during the course of its implementation

### **EQUALITY IMPLICATIONS [Officer Initials...SW... Date...23/07/2018.....]**

27. Decision makers must consider the Council's duties under the Public Sector Equality Duty at S149 of the Equality Act 2010. The duty requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic. There are no specific equality implications arising from this report. However, any activities arising from this report will need to be the subject of separate 'due regard' assessments.

## **CONSULTATION**

28. An internal consultation process on the Health and Safety Strategy has been undertaken.
29. The consultation has gone beyond the minimum legal requirements to ensure engagement takes place with all stakeholders who have an interest in Health and Safety.
30. Discussions have been undertaken with a range of stakeholders including Directors, and the relevant Portfolio Holder.
31. A communication plan will be developed to ensure the strategy is embedded appropriately.

## **BACKGROUND PAPERS**

32. Health and Safety Strategy Document.

## **REPORT AUTHOR & CONTRIBUTORS**

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**Peter Dale**  
**Director Regeneration and Environment**

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# Health and Safety Strategy 2018 - 2022



## The journey so far

Health and safety has changed and progressed dramatically over the years, with continual improvement being key nationally, ensuring workplaces are safe and that everyone has the right to go home safe and well from their job.

Doncaster Council has a robust health and safety management system, which has developed and been modernised over time. The continual approach to improvement and modernisation has ensured that health and safety is always a key strategy for Doncaster Council. This has embedded a positive health and safety culture across all council directorates, with all employees and management; with clear direction and accountability at all levels.

Doncaster Council has made many achievements including the implementation of comprehensive health and safety training programmes, delivery of health and safety Services to over two thirds of Doncaster schools, and a 17% reduction in accidents. Also, the implementation of a software solution providing an easily accessible way to report, manage and track health, safety and compliance across the organisation whilst helping to reinforce a positive and inclusive safety culture.

There have been many achievements but there is more to do. This strategy outlines those ambitions, identifying the key elements to improve health and safety in all areas and assist in the delivery of; 'Doncaster Growing Together'. Doncaster Council will continue to strive to be a beacon of good health and safety practice to not only its employees, but the public, other local authorities and business partners.



# Introduction

This strategy defines and coordinates the council's approach to managing health, safety and well-being. It has been developed to support the council's aims and objectives as laid out in the Doncaster Growing Together document.

It sets out the aims and objectives of the council and includes how the council will go about doing this work and how health and safety performance will be measured. These aims and objectives have been designed to support both the Health and Safety Executive's strategy and the Local Government Association's Health and Safety Strategy Framework.

It will promote broader ownership of health and safety by encouraging employees and services to act together and not work in isolation. It will encourage employees and managers to manage risk well and look to simplify risk management helping council services and businesses grow.

The strategy supports the strategic and operational management of the council and looks to go beyond the traditional health and safety role of preventing harm. It commits the council to continually improve the health and safety of its employees, customers, subcontractors and other interested parties. It is not just about achieving compliance but will assist in realising efficient, proactive and pragmatic ways of delivering health and safety. Delivering a safe and healthy environment for staff and customers and empowering a robust health and safety culture across the council.

The strategy looks to keep pace with change by identifying nationally recognised standards in health and safety, attainment of which will embed effective methods of protecting stakeholders, partners, employees, customers, students and visitors from harm.

Throughout the process of implementing the strategy, successes and challenges will be shared with partners and experiences built upon to develop further achievements, and promote the benefits of a first class health and safety strategy and culture with stakeholders and businesses.

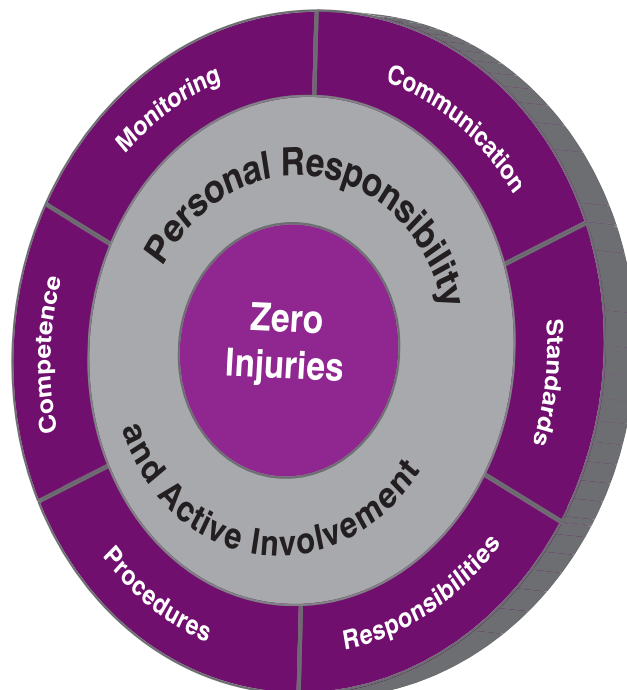
**Doncaster Learning** – Doncaster Council already delivers health and safety services to over two thirds of Doncaster schools, which has achieved a reduction in accidents. Doncaster Council will continue supporting schools in providing a safe environment to ensure we can prepare young people for fulfilling lives.

**Doncaster Working** – sharing health and safety successes, challenges and experiences with partners, stakeholders and SME's to promote the development of local economy and business growth.

**Doncaster Caring** – supporting our employees to ensure that they have the ability and safe systems in place to offer support to our most vulnerable residents, whether children, adults, disabled people, families, older people.

**Doncaster Living** – providing a first class health and safety strategy and management system that enables our employees to undertake their activities safely in the public domain, promoting the development of Doncaster as an attractive and secure place to live.

Doncaster Council is committed to ensuring the health, safety and well-being of its employees and other persons who may be affected by its activities. The Corporate Leadership Team endorses this health and safety strategy as the council's approach to the strategic management of health and safety.



The Cabinet recognises its responsibility to provide collective and individual health and safety leadership for the council.

**Ros Jones, Mayor**

Signed .....

The Chief Executive accepts overall responsibility to ensure this strategy is implemented throughout the council.

**Jo Miller, Chief Executive**

Signed .....

Directors accept responsibility for implementing the strategy within their directorates and collectively as the Corporate Leadership Team (CLT) to ensure its corporate implementation and success.

**Peter Dale, Director of Regeneration and Environment**

Signed .....

**Damian Allen, Director of People**

Signed .....

**Rupert Suckling, Director of Public Health**

Signed .....

**Debbie Hogg, Director of Finance and Corporate Resources**

Signed .....



## The aims of this strategy are to:

1. Maintain and improve the management of health and safety to develop the control of risks and ensure continuous improvement in health and safety standards and performance.
2. Lead and support departments and managers to comply with health and safety legislation and to target health and safety improvements in higher risk areas.
3. Lead, guide and support achievement of the Government's targets in reducing accidents, injuries and ill-health at work.
4. Deliver the framework for setting and reviewing occupational health and safety performance.
5. To take the lead role and undertake a range of activities to embed a health and safety culture of the council.
6. Lead on the encouragement and increase in workforce competence to help promote sensible and proportionate risk management and to reinforce worker inclusion in all health and safety matters.

## How we will achieve it

### Aim 1

To maintain and improve the management of health and safety risks and ensure continuous improvement in health and safety standards and performance.

We will achieve this by:

- Providing a corporate health and safety policy that describes the council's health and safety management system, published on the council's intranet website and in other formats. Deliver training to leaders and managers to ensure application and action
- Producing written management policies and procedures within a controlled health and safety management system, published on the council's intranet website and in other formats. Deliver training to leaders and managers to ensure application and action
- Regularly reviewing and revising all corporate documents ensuring changes and updates are shared at the first opportunity
- Measuring and reviewing health and safety performance to ensure standards are being maintained. Identify underperforming areas at directorate health and safety liaison meetings; implement initiatives for improvement along with reports to Director's meeting.



## Aim 2

Support departments and managers to comply with health and safety legislation and to target health and safety improvements in higher risk areas.

We will achieve this by:

- Ensuring each directorate has a single point of contact, to work with and advise managers and staff on how to improve health and safety performance
- Sharing target outcomes and improvement strategies along with monitoring accident reporting, trends and risk assessments
- Identifying higher risk areas and services to ensure that appropriate and proportionate resource is identified to address these significant risks
- Providing managers and staff with appropriate health and safety training to enable them to manage the risks within their own work areas.

## Aim 3

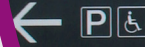
Support achievement of the Government's targets in reducing accidents, injuries and ill-health at work.

We will achieve this by:

- Providing an online accident reporting system to enable easy recording of all accidents, incidents, including near misses
- Investigating accidents to determine any underlying occupational health and safety issues and identifying the corrective action and opportunities to prevent a recurrence
- Reporting all notifiable accidents to the Health and Safety Executive
- Carrying out quarterly and annual analysis of accident/incident data to identify statistical trends in order to target areas for improvement.

HIGH  
SPEED  
RAIL

The National College



Main Entrance

Parking

Service Yard

Open Deliveries

HIGH  
SPEED  
RAIL

The National College



## Aim 4

Provide the framework for setting and reviewing occupational health and safety performance.

We will achieve this by:

- Identifying health and safety performance indicators that can be used to measure performance across the whole authority
- Reviewing progress against these performance indicators at the council's health and safety liaison groups and any health and safety operational management meetings, including identifying areas requiring further action
- Carrying out audits across the council and its stakeholders to ensure that health and safety standards are being maintained and identifying areas for improvement
- Producing quarterly and annual performance reports to enable the Corporate Leadership Team and Cabinet to review the suitability, adequacy and effectiveness of the council's occupational health and safety management system.



## Aim 5

To undertake a range of activities to improve the health and safety culture of the council.

We will achieve this by:

- Having visible senior management commitment and involvement in managing health and safety
- Tackling poor health and safety performance promptly and proportionately
- Running promotional campaigns, regular training and briefing sessions and events to raise awareness and understanding of health and safety.

## Aim 6

To encourage an increase in workforce competence helping promote sensible and proportionate risk management and to reinforce worker inclusion in all health and safety matters.

We will achieve this by:

- Providing robust, pragmatic and sensible health and safety advice to managers and staff
- Consulting staff about how health and safety is managed and changing workplace practices
- Establishing mechanisms for staff to raise suggestions to improve health, safety and well-being
- Canvassing staff views on how the council is managing health, safety and well-being.



## 2019

- Actively promote the health and safety management system across all council directorates
- Implement and monitor the use of the health and safety training flowchart
- Modernise the mechanisms for staff, unions and members to raise suggestions to improve health and safety i.e. consultation within directorate health and safety committee meetings and Directors meetings.
- Business partner initiative/single point of contact promoted to all council directorates.
- Ensure appropriate and adequate membership and representation at directorate health and safety committee meetings and Directors meetings.

## 2020

- Business partner/single point of contact to assist managers in risk profiling of services
- Implement IOSH accredited Risk Assessment and Accident Investigation training
- Establish baseline incident rates to use for monitoring; including benchmarking
- Ensure online incident reporting system meets the needs of the council
- Review monitoring of incident rates and report to directorate leadership teams on a quarterly basis, identifying any particular trends or significant issues, and providing advice on appropriate remedial actions.

## 2021

- Actively promote near miss reporting to increase reporting rates and use the data to help reduce overall incident rates
- Run and attending promotional campaigns, events and attend regional health and safety meetings
- Undertake audits to meet ISO 45001 within departments to identify and remedy potential non-compliance issues in council activities, in-line with risk assessed auditing cycles/ develop an audit programme for all council activities
- Health and safety for managers training courses to be attended by all people managers
- Review health and safety management system to ensure alignment with current national standards and best practice.

## 2022

- Formally review the management system to identify areas for improvement
- Establish a management and audit system that is aligned with ISO 45001
- Produce an annual benchmarking health and safety report
- Develop a health and safety strategic training model/framework for the council
- Champion visible senior management commitment and involvement in managing and promoting health and safety; such as health and safety tours, feedback on director's quarterly (or sooner) health and safety update, attending directorate health and safety meetings.





## Doncaster Council

Report

**TO THE CHAIR AND MEMBERS OF CABINET**

**Date: 4<sup>th</sup> September 2018**

**Transformation of Residential Care Services for People with Learning Disabilities, provided by Rotherham, Doncaster and South Humber NHS Foundation Trust.**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
Cllr Rachel Blake	All	Yes

### **EXECUTIVE SUMMARY**

1. A strategic review of the service has shown that people would benefit from living as independently as possible with the appropriate support to do so. The current model of Residential Care has become outdated and does not provide the same opportunities for independent living as a Supported Living model of delivery. The review also looked at the needs of the people resident within the nine care homes; considering the quality of service, appropriateness of delivery, and viability and sustainability to achieve improved outcomes for current and future residents.
2. The reviews of current residents of the Residential Care Homes concluded that the current service provides good quality health and personal care and is valued by families of the Care Home residents. It is however a medical model of delivery, in some cases provided by nursing staff when nursing wasn't needed and limiting for current and future service users in respect of independence, choice, control and living life to the full. It is also financially unsustainable, and does not represent the best value for money for Doncaster Council and Doncaster Clinical Commissioning Group (CCG).
3. Reviews of current residents of the Residential Care Homes and consultation with families concluded in the majority of cases, that it is in their best interests to remain in their current accommodation but that their needs could be better met and life opportunities enhanced through a different service delivery model. Alternatives have/are being sought for a small number of people whose needs can be better met through a move from their current accommodation and where this has been expressed as a preference by the individual, their family member and or their advocate. The whole review process has involved a robust consultation process with the client, their families and or advocate. Implementation of any moves will ensure the client, their families and or advocate preferences are taken fully into account.

4. Consequently the purpose of this report is to seek approval to deregister the nine Residential Care Homes into supported tenancies where residents can live a more independent life and be supported in a way they want to. To enable these arrangements we would also tender for the support provision through a competitive tender process. The current contract for the provision of residential care homes will be terminated through mutual agreement, properties will be deregistered and management agreements put in place with Registered Social Landlords. The current procurement plan shows a target date of January 2019 for the provider to be identified, and May 2019 for completion of a safe and seamless transition.
5. Whilst eight of the nine properties are suitable for transformation, one property, which is owned by the council and located on the Travis Gardens site in Hexthorpe, is not fit for purpose for a Supported Living model of delivery and plans are being drawn up to develop the site to provide supported accommodation through a number of apartments. This will re-provide for the current care home residents and provide additional capacity for other people who may need this kind of accommodation. This is currently being developed and will be brought to cabinet.
6. At this stage we are not certain whether TUPE will apply. There will be no impact on Doncaster Council staff as a result of transforming the service from that of Registered Residential Care Homes to Supported Living. However, there may be an impact on the staff of the current commissioned service provider's staff.
7. The day service provided at the Solar Centre has also been reviewed and will be the subject of a future Cabinet Report. In the meantime, both the Council and CCG agree that there is likely to be a need for a building based service for a small, limited number of current and future users where assessed needs are identified. The recommendations in this and a future report will be informed by assessment of the individual's identified needs, the individual, their families and or advocates.

## **RECOMMENDATIONS**

8. It is recommended that:
  - a) Cabinet approves the transformation of the care homes into supported tenancies. This will include deregistration of the properties and termination of the current contracts by mutual agreement.
  - b) Cabinet gives approval for a competitive tender to be undertaken, to commission a high quality support provider reflecting the Care Quality Commission - Registering the Right Support policy June 2017.
  - c) Cabinet delegates authority to the Director of People to award a contract to the successful support provider in consultation with the relevant Portfolio holder.
  - d) Cabinet notes that further approvals will be sought relating to the re-development of the Travis Gardens site and the future of the Solar Day Centre service.



## **WHAT DOES THIS MEAN FOR THE PEOPLE OF DONCASTER?**

9. Doncaster Council in partnership with Doncaster CCG are committed to move to a position where services are more personalised, which means giving people who use services, or their circles of support as much choice and control as possible about the services and support they receive. A clear strategic aim for the council and Doncaster CCG is to shift the balance from residential care to offering more people supported tenancies, increased choice, control and independence; and improved life outcomes.
10. RDaSH advised the council and Doncaster CCG it was unable to deliver the current service and guarantee its sustainability within the agreed contractual terms. Due to this, alternative commissioning plans were therefore required to ensure continuity of care and support for a number of citizens with learning disabilities and complex needs.
11. A key principle agreed by all partners is that people with the most complex needs have the same rights as other people; to live in a home of their own and be an active part of their local community. There are already many people with complex needs living safely in supported accommodation in Doncaster with good outcomes being achieved. These proposals will provide more citizens with complex needs with the opportunity to live in their own home and achieve better outcomes.
12. Transformation of these services will increase citizenship and the extent to which people with learning disabilities are active members of their communities and have greater choice and control. Services will be provided based on need and aspiration, replacing residential and nursing care which people don't require.

## **BACKGROUND**

13. RDaSH is currently commissioned to provide residential services for people with learning disabilities in Doncaster, through the provision of nine registered residential care homes located on six sites across the borough. There are currently 43 permanent residents, the majority of whom were resettled from Doncaster's long stay hospital and in addition to their learning disability have complex physical disabilities or behaviours which challenge; some people also have health needs associated with ageing. Over half of the current residents of this service attend the Solar Day Centre during the day, which is also provided by RDaSH. One of the homes also provides respite on a regular basis, for two people who live with their families.
14. This is an NHS provided service with nursing oversight of all the homes and direct nursing care provided to 30 people.
15. The council has held the contract for the care homes since 2009 when Primary Care Trusts (PCTs) transferred commissioning responsibility for social care services for people with a learning disability to local authorities. The arrangement in 2009 was based on a block contract and this continued until 2016 when it changed to a per capita arrangement. Since that time the council has therefore only funded places which are filled and not where vacancies have existed.
16. There is a direct contract with the council for two care homes and a day service, and a contract between the council and South Yorkshire Housing Association for

the provision of seven care homes; care is then sub-contracted by South Yorkshire Housing Association to RDaSH.

- 17.** South Yorkshire Housing Association and Doncaster Council own one property each, Sanctuary Housing Association owns two properties and the others are owned by RDaSH. Five of these properties have long term leases in place between RDaSH and South Yorkshire Housing Association and, there is a sixth lease between these parties which has expired but is contractually implied. The current lease arrangements will enable the recommendations within this report to be implemented.
- 18.** Since RDaSH indicated to the council and Doncaster CCG that they were finding it increasingly difficult to deliver the Residential Care Home and Day Service contract and certified the sustainability of the services was not achievable within the agreed financial terms RDaSH have been working in partnership with the council and CCG to identify a suitable alternative model of delivery to ensure a safe and seamless transfer of the services.
- 19.** The council negotiated with RDaSH to agree a reasonable timeframe in which to fully complete service user reviews, and strategic reviews of the services. This was subject to the council/CCG agreeing to underwrite the financial deficit.
- 20.** On 7<sup>th</sup> November 2017, cabinet approved funding from the non-recurrent Better Care Fund earmarked reserve (BCF EMR), to enable RDaSH to continue to provide the service during the period of review. Cabinet approved further funding on 27<sup>th</sup> March 2018, from the BCF EMR, to fund arrears of payment accrued by the CCG from the point at which the contract transitioned to per capita payments.
- 21.** A strategic review of both the care homes and the Solar Centre Day Service has been undertaken alongside reviews of the needs of people living within the care homes and attending the day service. Families have been engaged in considering their relative's best interests and preferences for the future and advocates have been involved for each person who has no contact from a family member.
- 22.** The strategic review concluded that the current quality of care provided by RDaSH is good and it is valued by families. There is however models of delivery that would meet the client groups need as well as providing enhanced life opportunities. The current model of delivery is nurse led with the vast majority of residents being assessed as not requiring a nursing service. Some of the homes are based on a model of disability whilst others have attempted to provide an environment more conducive to supporting independence and choice and control.
- 23.** Reviews of the individual needs of current residents have concluded that it is in the best interests of the vast majority of people to remain in their current accommodation but that their needs could be better met, with improved life outcomes through a Supported Living model of service. Most people will continue to require high levels of support during the day and night to meet their personal care and health needs and to support them to be active and valued members of their communities.
- 24.** Within the current model of service, people do not have the security of a tenancy, are limited in the range of welfare benefits they are able to access, hence affecting

personal income, and are not supported in a way which fully promotes independence, choice, control and ultimately the best outcomes for people.

- 25.** Many people attend a medical model of day opportunity provision at the Solar Centre which is located on a hospital site; this is a building based service and whilst is effective in providing therapeutic activities, it does not provide or facilitate activities in the community or support access to more integrated opportunities. Transitioning to a supported living model of delivery will increase the range of day opportunities for the people who currently attend the Solar Centre from the residential care homes.
- 26.** The council and CCG have agreed as a principle that people with the most complex needs have a right to access local, inclusive, community based day opportunities, with the right level of support to ensure that their needs are met. It is a jointly held belief that this is possible and positive for the people concerned. It has therefore been agreed that more outcome focussed day opportunities should be made available and this will be integrated into the tender for a supported living support provider.
- 27.** With the exception of Travis Gardens, all the current properties are of a high standard externally and internally and most are well equipped and adapted to meet complex physical needs. Most people have lived there for a number of years and transformation to supported accommodation will enable each person to have their own tenancy, higher levels of personal income and greater community participation, whilst maintaining quality of care, continuity of living environment and relationships.
- 28.** In respect of Travis Gardens, the current building is located on a council site and is the only occupied building amongst disused properties. The building itself is too large and is institutional in appearance both externally and internally and in its current form is not fit for purpose or conducive to a supported living model. Proposals are being worked up in partnership with strategic housing to develop the whole site to provide supported tenancies, both to re-provide for people currently resident in the residential care home and to create additional capacity.
- 29.** Some of the current residents have been supported by staff members who have known them for a number of years and this has provided continuity and stability and is valued by service users and their families. However, transitioning to a supported living model of delivery with a commissioned experienced support provider who embraces the ethos of maximising independence, choice and control and positive risk taking will result in improved outcomes for all concerned.
- 30.** The respite service for two people, which is fully funded by the CCG, operates within an environment where people live, and whilst it provides good quality care and a flexible service, it does not provide a bespoke respite service and is intrusive for current residents. The review therefore concluded that alternatives should be found. Care managers are working closely with the service users, their families and Doncaster CCG to ensure an appropriate alternative respite provision is made available and they will support a safe and seamless transfer for the two people concerned to the alternative provision(s).
- 31.** In the longer term the council and CCG are reviewing respite care within the borough with a view to developing clear commissioning plans.

## OPTIONS CONSIDERED

32. The following options were considered as part of the review process:

- a) **Do nothing.** This is not an option as RDaSH have advised the council and Doncaster CCG that they are unable to provide the service within the current contractual terms. In addition the council and CCG have a duty to ensure effective support for the current residents.
- b) **Decommission the service/termination of contract by mutual agreement and move people into alternative accommodation available within the borough, for example, supported tenancies, shared lives, extra care.** This option was considered but individual reviews have not favoured this approach for the majority of people nor does it reflect individuals' preferences. In addition there are insufficient alternatives within the borough to meet the complex needs of the current residents and outcomes from reviews strongly indicate that continuity of environment is in the best interests of the majority of people. Current buildings with the exception of one are fit for purpose and are fully adapted to meet current and longer term needs.
- c) **Agree a different model of service with the current provider, which manages the financial shortfall.** The service, as currently provided is not consistent with joint commissioning objectives; ensuring the best life opportunities for people with learning disabilities in Doncaster This option does not comply with the council's procurement procedures and therefore was not financially explored. Assessments have shown that the vast majority of people do not need a nurse led service and this would therefore not provide value for money; additionally, one of the buildings is not fit for purpose.
- d) **Retain the accommodation and transform some to supported accommodation and retain others for nursing care and/or respite.** With the exception of one person, assessments and reviews have indicated that there is no need for a nurse led service and that people's needs can be met through supported tenancies with the right level of support.
- e) **Retain the accommodation and transform to supported tenancies, with commissioned support (*recommended*).** This has been assessed as the best option in the vast majority of cases. This approach will provide people with security of tenure, a home of their own, within a supported living ethos which maximises independence, autonomy and life opportunities and provides more personal income. The option to stay in current accommodation and for this to be deregistered as residential care provides continuity of environment and relationships where appropriate as well as reflecting the wishes of service users, families and advocates as expressed during ongoing engagement activities. The health needs of the individuals residing in supported living would be met through a combination of commissioned support provider staff and community and district nurses when required.
- f) **To tender the support through a competitive tender (*recommended*).** This was agreed as the most appropriate option as whilst it is a time and resource intensive option, it is the one most likely to attract a broader spectrum of provider and ensure appropriate experience and expertise to support people

with complex needs. To support this option a market engagement event will be advertised through the procurement portal ProContract. Using the procurement portal enables the council to comply with the Council Procurement Regulations (CPR) as well as raising awareness of the opportunity to local, sub-regional, and national organisations. The same procurement portal will be used to advertise the tender opportunity when it goes live.

## **REASONS FOR RECOMMENDED OPTIONS**

- 33.** The recommended options therefore are a combination of e) and f) above
- 34.** Transforming the current accommodation into supported living is the best option to ensure continuity of environment for the majority of current residents in addition to responding to service users and family's preference to remain in the same property with the same people where appropriate. Supported Living model of delivery will enhance life opportunities and ensuring better outcomes for the individuals. It also retains a number of good quality, well adapted properties which otherwise may be lost from the stock available to people within the borough.
- 35.** Within a supported living model of service, people will have the security of a tenancy, access to a broader range of welfare benefits hence personal income, and being supported in a way which fully promotes independence, choice, control and ultimately more fulfilling lives.
- 36.** A competitive tender process provides the best opportunity of attracting a broad spectrum of local, sub-regional, and national support providers to respond; thus attracting providers with the skills, experience and values to maintain the quality of care whilst enriching life opportunities to respond to the tender opportunity.
- 37.** This proposal will enable a reduction in the number of tenancies within each property to a maximum of five, and subject to feasibility, some of the homes will have minor refurbishment to enhance personal space, privacy and dignity
- 38.** The proposal is in line with national and local strategic ambitions. There has been a plethora of national guidance since 2001 which support a shift from institutional forms of care to more personalised care and support with the aim of achieving better life outcomes.
- 39.** Throughout implementation of the Valuing People strategy (2001-2012) and particularly more latterly, there was a focus on people with the most complex needs, with a vision that all people with learning disabilities should be supported to become empowered citizens and should have the same rights and opportunities as other citizens. It was stated that to assume that some people cannot have the same opportunities, and never will, is to set a ceiling on what progress can be made, both by an individual and by society as a whole.
- 40.** "Putting People First" set out a shared ambition for radical reform of public services, promoting personalised support through the ability to exercise choice and control against a backdrop of strong and supportive local communities. 'Think Local, Act Personal' further reinforced a person-centred approach to social care, with an emphasis on personalised care and support planning to enable service users to be the decision-maker and promoting autonomy and independence.

- 41. In recognising shifting policy and aspiration for people with learning disabilities, and in accordance with Valuing People and Putting People First principles, the Government transferred all remaining commissioning responsibility and funding for social care services for people with learning disabilities from Primary Care Trusts to local authorities, in 2009/10. A commissioning principle within the transfer guidance was that people should be supported to live in their own homes, either as tenants or through ownership.
- 42. The current Transforming Care agenda which focusses on people with the most complex behavioural needs is that they have the right to the same opportunities as anyone else. This includes having a home within their community and receiving the support they need to live a safe and fulfilling life.
- 43. The Place Plan refers to a culture shift from maintaining a safe and happy environment to moving on, building independence and developing resilience. It was agreed at the onset of the project that options for future commissioning will be agreed in accordance with the Adults, Health and Wellbeing Transformation Strategy, part of which is to reduce the number of people in residential care, which has been identified as one of the 10 areas of opportunity in Doncaster's Place Plan.
- 44. The current service is not financially viable or sustainable into the future. Remodelling to provide a supported living model of delivery is the best option to achieve value for money.

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

	<b>Outcomes</b>	<b>Implications</b>
	<p><b>Doncaster Working:</b> Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> <li>• Better access to good fulfilling work</li> <li>• Doncaster businesses are supported to flourish</li> <li>• Inward Investment</li> </ul>	<p>These proposals will enable people to have more choice about how they spend their day and to have more fulfilling lives as an alternative to institutional day services.</p>
	<p><b>Doncaster Living:</b> Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> <li>• The town centres are the beating heart of Doncaster</li> <li>• More people can live in a good quality, affordable home</li> <li>• Healthy and Vibrant Communities through Physical Activity and Sport</li> <li>• Everyone takes responsibility for keeping Doncaster Clean</li> <li>• Building on our cultural, artistic and sporting heritage</li> </ul>	<p>These proposals will ensure that people are more active members of their community and that they live in affordable homes as tenants rather than in a residential care setting.</p> <p>People will be able to participate more fully in what Doncaster has to offer including sport and culture.</p>

	<p><b>Doncaster Learning:</b> Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> <li>• Every child has life-changing learning experiences within and beyond school</li> <li>• Many more great teachers work in Doncaster Schools that are good or better</li> <li>• Learning in Doncaster prepares young people for the world of work</li> </ul>	<p>These proposals will enable people to have more choice about how they spend their day and have more fulfilling lives with opportunities for greater levels of independence and learning.</p>
	<p><b>Doncaster Caring:</b> Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> <li>• Children have the best start in life</li> <li>• Vulnerable families and individuals have support from someone they trust</li> <li>• Older people can live well and independently in their own homes</li> </ul>	<p>These proposals will enable continuity of accommodation and quality of care for people with complex needs whilst supporting greater independence.</p> <p>Ensures the services are viable and sustainable for the future for younger people with similar needs</p>
	<p><b>Connected Council:</b></p> <ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer interactions</li> <li>• Operating within our resources and delivering value for money</li> <li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul>	<p>The proposals enable reinvestment in more appropriate services and for more people to have their own tenancy, with greater levels of income and contribution to communities</p> <p>Transformation of these services will ensure a more modern model of service delivery, and will enable the council/CCG to ensure that future services provide value for money and that they align to the personalisation agenda. People with learning disabilities can make more choices about their care and live more independently within their communities.</p>

## RISKS AND ASSUMPTIONS

45. There is a risk even with a competitive tender that providers with appropriate expertise will not tender for the service. The procurement process allows for a market event to engage with local, sub-regional and national prospective providers to anticipate and manage issues which may prevent them from submitting a tender.
46. The financial modelling is based on a number of assumptions as shown in the appendices and can only be an estimate of the future cost of services at the present time. Any significant changes which increase the overall cost will need to be addressed through an Officer Decision Reporting process. The key assumptions relate to transfer of RDaSH employees if TUPE applies and the

resulting estimated hourly support rates. The calculations of support hours for each person are indicative at this stage and will be reviewed before the tender is placed. Due to the complexity and changing needs of some of the current residents any variations following future reviews may result in an increase in the number of support hours required

47. Continuity of care and support is important but cannot be assumed to be delivered by the current provider. If TUPE does not apply and or the current provider does not submit or win the support living tender there is a potential risk that there will be a change of staff. If this was the case there will be a carefully planned transition period and handover between incoming and outgoing providers.
48. If RDaSH do not submit a tender and or win a tender as part of the competitive tender process existing RDaSH staff would have the opportunity to apply for posts with the new support provider to whom the contract is awarded should they so choose.
49. Financial assessments of all individuals residing in the Residential Care Homes will be undertaken and any issues relating to accessing welfare benefits will be appropriately managed through individual transition planning; minimizing any negative impact their personal capital may have whilst ensuring the use of personal income enrich their lives to the maximum.

#### **LEGAL IMPLICATIONS [Officer Initials.....PC... Date...06.07.18.....]**

50. SECTION 1 LOCALISM ACT 2011 gives the council a general power of competence to do anything that individuals may generally do.
51. SECTION 111 OF THE LOCAL GOVERNMENT ACT 1972 gives the council the power to purchase goods and services.
52. UNDER THE CARE ACT 2014 the council is obligated to meet the eligible needs for care and support of its population in accommodation in a care home or by providing care and support to those individuals in their home or in the community.
53. The duty can be met by either commissioning the service using a process compliant with the council's contract procedure rules and the public contracts regulations 2015 or by providing the service in house.
54. A changed service delivery necessitates the need for appropriate consultation and completion of a due regard statement to demonstrate the due regard has been shown to public sector equality act 2010 duties in planning and delivering the council's functions.
55. Legal services should be consulted regarding the provision of suitable contract terms for issue within the proposed procurement.
56. The decision to tender for a supported living service could constitute a service provision change under the transfer of undertakings protection of employment regulations 2006 ("tupe") if fundamentally the same activities are to be carried out post transfer. It is therefore recommended that the contract for the provision of the service ensures compliance with the statutory obligations and makes appropriate



provision for staffing arrangements in the future.

57. The decision maker (Cabinet) must be aware of their obligations under the public sector equality duty (pseud) in s149 of the equality act 2010. It requires public authorities when exercising their functions to have due regard to the need to: eliminate discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations between people who share relevant protected characteristics and those who do not.
58. The relevant protected characteristics under the equality act are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation and marriage and civil partnerships. Clearly it is the disability characteristic which is the most relevant to this particular service.
59. As the decision maker, Cabinet must ensure that they have seen the due regard statement. The duty must be exercised in substance, with rigour, and with an open mind. 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 public sector equality duty (pseud) itself. The decision maker must also pay regard to any countervailing factors and decide the weight to be given to these, which it is proper and reasonable to consider which includes budgetary pressures, economics and practical factors that affect the delivery of the service.
60. It is understood that a due regard statement has been completed and is incorporated into the equality implications section of this report.

#### **FINANCIAL IMPLICATIONS [Officer Initials.....CC... Date.....2.8.18.....]**

61. The financial implications arising from the proposals and assumptions underpinning the financial modelling are outlined in appendix 1. Funding streams now include rent which will be met from Housing Benefit or through the personal income of tenants where they are ineligible for Housing Benefit due to levels of capital.
62. The Council's net budget for the RDaSH residential service is £2,559,625 per annum, however the actual cost of the service is net £4,429,497 of which £959,142 is CHC funding from the CCG, leaving the net cost to the Council of £3,470,355. The additional cost of £910,730 per annum has been agreed as a top-up payment for RDaSH to cover their financial deficit on the current service delivery model. This additional cost is funded from one-off Better Care Fund Ear-Marked Reserve balances and is not a sustainable option in the long term.
63. Members should note that support levels for the people living in the care homes are high due to the complexity of need and therefore it is not anticipated that there will be substantial core budget efficiencies, but increased value for money due to better outcomes and managing the service within the available budget. The proposals will however provide significant cashable savings, given that the contract variation and top-up arrangements with RDaSH amounting to an annual value of approximately £1m, and funded from the Better Care Fund ear-marked reserve, will come to an end.
64. The current contract is held by the Council, but the CCG contributes where people are eligible for continuing healthcare funding, either fully or as a joint funded

package. There is no contribution by the CCG to the cost of attendance at day opportunities and therefore the Council currently meets the full cost for the people from the Care Homes who attend these opportunities. In the future any costs associated with day opportunities will be incorporated into the support contract.

65. Appendix 1 shows the total budget for the current service, the estimated cost of the new service, and contributions from the Council and the CCG. It is important to note the number of assumptions underpinning the financial modelling, and as recommended, any significant changes will need to be agreed through delegated officer decisions, in accordance with the Council's constitution.
66. The estimated net cost of the new supported living service is £2,588,260. Based on the current core annual budget, this results in an increase in costs to the Council of £28,600 and a reduction of £344,100 for the CCG through lower CHC funding. The savings arise for the CCG because, under a local agreement, the split of costs for certain high cost packages changes under the supported living model where the Council becomes responsible for a higher level of contribution. There are ongoing discussions between the Council and CCG regarding how the financial impact of the new service model will be managed and in the context of joint commissioning/funding arrangements for the future.
67. There is a net reduction in cost to the Council from the current to future service model when using the current cost of service as opposed to the annual budget. The current service model would require approximately £1m per annum to fund top-up arrangements with RDaSH, therefore from information available and based on the assumptions made, the new model of service will provide far better value for money than the current service.
68. The timeframe for transformation of the service and procurement of support is May 2019. For this period there will be a monthly pressure of £76,000 to fund the RDaSH top-up. Funding from the BCF EMR will be requested through Officer Delegated Decision, as agreed by Cabinet (BCF-use of earmarked reserves), 27th March 2018.
69. It has been highlighted throughout this report that the benefits that will be achieved from transforming this service from a Registered Residential Care Home to Supported Living are not financial but what is right for the individual. A Supported Living model of delivery will provide increased independence, choice, control and improved life outcomes; enable people with learning disabilities to have the same rights as other people, to live in a home of their own and be an active part of their local community.

#### **HUMAN RESOURCES IMPLICATIONS [Officer Initials...DLD...Date...06.07.18.....]**

70. There are no human resource issues relating to council employees. RDaSH will need to decide whether as an organisation it wishes to tender for the support contract. As outlined above, it is not clear at this stage whether the Transfer of Undertakings of Public Sector Employees will apply and if not, it is possible that there will be redundancies as a result of the changes. There will be discussion between the CCG and RDaSH to explore whether any options exist to utilize the skills of displaced employees, for e.g. to meet the needs of service users affected through the Transforming Care Agenda.

## **TECHNOLOGY IMPLICATIONS [Officer Initials...PW..... Date...10.7.18.....]**

71. There are no corporate or service technology implications arising from the recommendations.

## **HEALTH IMPLICATIONS [Officer Initials.....HC.....Date .....6.7.18.....]**

72. The health needs of the current residents have been assessed as part of the review process and ongoing reviews of Continuing Healthcare. There are a number of people eligible for fully funded health care and there are jointly funded packages in place.

73. A number of current residents have complex health needs and commissioners from the council and CCG will ensure that a future support provider is able to meet health needs effectively and facilitate a safe transition from a nurse led model. Ongoing nursing support will be provided where required by community and district nurses, and there will be a multi- disciplinary approach to achieving highly personalised and outcome focused healthcare.

74. The approach outlined should improve and protect health and reduce inequalities. The impact of the current and new approach should be measured and monitored including cost effectiveness and any opportunity costs.

## **EQUALITY IMPLICATIONS**

*The Public Sector Equality Duty (PSED) Due Regard Statement was created by the Equality Act 2010. The duty came into force in April 2011 and places a duty on public bodies and others carrying out public functions. The aim of the PSED is to embed equality considerations into the day to day work of public authorities, so that they tackle discrimination and inequality and contribute to making society fairer. 'Due regard' is a legal term that requires proportionality and relevance. The weight given to the general duty will depend on how that area of work affects discrimination, equality of opportunity and good relations.*

75. All housing developments supported by Doncaster Council will be accessible depending on individual assessed need. Such assessments will not discriminate against any applicant in any way and particularly due to any of the protected characteristics of the Equality Act 2010. All Doncaster Council partners must maintain a commitment to The Act.

76. The aim of the Public Sector Equality Duty is to embed equality considerations into the day to day work of public authorities, so that they tackle discrimination and inequality and contribute to making society fairer. The duty covers 9 protected characteristics:

- age
- race
- Disability
- Sexual orientation
- gender reassignment
- pregnancy and maternity
- religion or belief

- sex
- marriage or civil partnership (in employment only)

77. Society has historically discriminated against people with learning disabilities and many have been institutionalised and denied access to the same opportunities in life as other citizens. This has included being denied family life, appropriate health care, relationships, access to work and a home of their own. The transformation of the RDaSH Residential Care Homes to a Supported Living model is specifically designed to reduce the inequalities often encountered by people with a learning disability.
78. Fortunately most large institutions, including long stay hospitals have closed and the aim over the past 20 years has been to support people with learning disabilities towards more fulfilling lives and equality of opportunity.
79. As referenced in the report, the majority of people who currently live within the RDaSH Residential Care Homes have complex needs and often this group of people have had even fewer life opportunities than other people with learning disabilities. This is because they may be more dependent on others for their daily needs, find it hard to communicate what they want and need and because their complex health and care needs become the focus, rather than their unique personality, preferences and aspirations.
80. Whilst the current service provides good quality health and social care and each home is smaller than traditional care homes, they are still institutions with institutional practice, and people don't have the same opportunities and choice and control as people living in less restrictive environments. The recommendations for future delivery of these services will improve equality of access to community based, integrated activities, provide people with the security to a tenancy, access to other welfare benefits and ultimately more personalised and aspirational care and support.
81. Commissioning the right support is crucial to achieving the above. Providers will have to demonstrate high quality person centred approaches with a proven track record of supporting those with the most complex health and behavioural needs to have more control over their lives, be an active part of their community, to have new experiences within a framework of positive risk taking, and ultimately for lives to be enriched.
82. There will be a clear expectation that each person has a highly personalised care and support plan which outlines how they will be supported with their unique strengths, beliefs, physical, social and emotional needs, differences, preferences and aspirations.

## **CONSULTATION**

83. As part of the review process, where people who use the services have the capacity to understand options for their future care and support, they have been fully consulted on an individual basis about the options. The majority of people however who reside within the current care homes do not have the capacity to fully understand the options and implications and where this is the case. Best Interests Decision meetings have been held with family members present or an advocate where there is no family contact. Formal engagement with families commenced in mid-December 2017. Formal engagement included a 'frequently

asked questions' (FAQ) document outlining the reasons for the strategic review and possibilities for the future, face to face meeting, telephone calls, and involvement in capacity assessments and Best Interests Decision making meetings.

- 84.** Communications from RDaSH, Doncaster CCG and Doncaster Council have met to agree a joint communications approach for the Strategic Review Project.
- 85.** All relevant stakeholders have been briefed on the project. RDaSH staff members were briefed at the beginning of the project, engaged in the review process and have more recently been briefed on the recommendations.
- 86.** Current residents who are able to understand the recommendations outlined in this report and the impact, have been consulted on the recommendations and social workers and case managers will continue to work with all residents to involve them in ongoing planning. Given the communication needs of most current residents this can only be done on an informal and individualised basis.
- 87.** Relatives of people using the service have been consulted on the recommendations and invited to be involved in future planning and design and commissioning of future services. Some families live a distance from Doncaster and some have been difficult to contact.
- 88.** It should be noted that family involvement varies significantly from relatives who visit weekly to those who send cards and gifts but have little if any face to face contact. Also, a number of relatives are very elderly themselves and have seen the change from long stay hospital to community care and fear further change for their relative and themselves. It is possible therefore that in some cases aspiration may be lower than may be expected and this needs to be balanced within the context of fear of the unknown and Best Interest Decision making.
- 89.** The following are outcomes from the most recent consultation which took place during June and July 2018 on the key findings and recommendations:
  - Of the 43 people currently resident in the care homes, 32 have contact with a family member 11 have advocates assigned to support them through the Strategic Review.
  - 32 families therefore received letters outlining the key findings and recommendations to date
  - 24 families were in agreement and supportive with the key findings and recommendations
  - Five families disagreed and were not supportive of the key findings and recommendations
  - Three families neither agreed or disagreed (not sure)
  - Eight families said they would like to be involved in future service planning, design and commissioning of services.
- 90.** As a result of previous engagement with individuals and their families a recurring expressed desire was for their family member to stay living with the same people

in the same property. Where appropriate, the delivery model has been designed to enable individuals to stay in the properties in which they currently reside when the delivery model changes.

91. The vast majority of families have been consistent in their support of a change in delivery model as long as the identified model results in providing “improved quality of life” for their family member.
92. The specification for a commissioned Supported Living support provider will require the provider to demonstrate how they will ensure a high quality person centered approaches will be achieved, have a proven track record of supporting those with the most complex health and behavioral needs and for their lives to be enriched.
93. Once the contract is awarded it will be closely monitored and quality assured to ensure all aspects of the service specification are being adhered to. Where families disagree and were not supportive of the key findings and recommendations they, as with all families will have the opportunity to discuss the transformation of the service with the Care Management and or Social Worker over forthcoming weeks and months.
94. Care Managers and Social Workers will endeavor to provide assurance to individuals and their families that we are absolutely committed to ensuring that the care and support their family member receives continues to meet their needs and are of a high quality. To this end, they will continue to try and provide reassurance that their family member’s individual care and support needs are being considered through the proposed changes.

## **BACKGROUND PAPERS**

Cabinet Report March 2018 - Better Care Fund (BCF) – Use of Earmarked Reserve

<https://doncaster.moderngov.co.uk/documents/s15855/Better%20Care%20Fund%20-%20Use%20of%20Earmarked%20Reserve%20Cabinet.pdf>

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## Estimated Supported Living Costing

(Figures are full year effect unless otherwise stated)

	Gross Total Cost	Gross DMBC Cost	Client Contribution & Other LA Income	Net DMBC Cost	Net CCG Cost
	£	£	£	£	£
<b>Current Residential Costs:</b>					
Core Annual Budget	3,719,882	2,760,739	-201,115	2,559,625	959,142
RDASH Deficit Funding *	910,731	910,731	0	910,731	0
<b>Total Current Residential Costs</b>	<b>4,630,612</b>	<b>3,671,470</b>	<b>-201,115</b>	<b>3,470,355</b>	<b>959,142</b>
<b>Supported Living Estimates</b>	<b>3,312,967</b>	<b>2,697,964</b>	<b>-109,707</b>	<b>2,588,257</b>	<b>615,003</b>
<b>Change (- efficiency / + pressure)</b>	<b>-1,317,646</b>	<b>-973,506</b>	<b>91,408</b>	<b>-882,098</b>	<b>-344,140</b>
<i>* Non-Recurrent BCF EMR</i>					
<b><u>Change Against Core Annual Budget:</u></b>					
Current Residential Core Annual Budget	3,719,882	2,760,739	-201,115	2,559,625	959,142
Supported Living Estimates	3,312,967	2,697,964	-109,707	2,588,257	615,003
<b>Change (- efficiency / + pressure)</b>	<b>-406,915</b>	<b>-62,775</b>	<b>91,408</b>	<b>28,633</b>	<b>-344,140</b>

### Notes/Assumptions:

1. The RDASH deficit funding has been funded with a £500k Non-Recurrent Better Care Fund Ear-Marked Reserve allocation during 2017/18 & 2018/19. The BCF allocation was from a combined DMBC and CCG balance. Future deficit funding through to May 2019 is proposed to be funded from a further Non-Recurrent BCF EMR allocation (subject to approval).
2. SL care hours are costed at a higher hourly rate to accommodate potential TUPE costs of NHS staff (from the ceiling rate for current SL contracts that integrate former RDASH TUPE'd staff).
3. Sleep-in rates are costed using the current SL contract rate, uplifted by the TUPE 'premium' detailed above. Sleep-in costs could be lower if staff TUPE at their average hourly rate, also some of the homes currently have qualified nurses working overnight and it is possible that TUPE will not apply.
4. Waking night rates are costed using the SL care hours rate, as per the new Specialist Supported Living Framework.

5. Cost of sleep-in rooms are estimated at £100 per week - current SL rates range from £69 to £150 per week.
6. The current DMBC/CCG Joint Funding splits have been used in the above calculation, except for 4 s117 clients where the split has been changed to 50/50 as per local agreement when transitioning to SL.
7. Figures exclude a Rotherham Council funded client - assume that Rotherham will contract directly with the landlord/care provider (as is currently the case where they contract directly with RDaSH for the provision of this clients residential care).
8. Revised client contribution income estimates provided from indicative Financial Assessments. Some clients can contribute less income under SL (to allow for self funding of food, heating, etc).
9. Capital charges from RDaSH for Gardens Lane & Sandringham Road (£38,436 & £23,137 respectively) have been included in the costings as a cost to DMBC following advice received that capital charges could not be included in the housing rent calculation set by a landlord.
10. Costs for voids are not included in the costings above - assuming that the landlord would have void insurance but there may be an initial period to be funded before insurance cover pays out. Subject to the specific agreement to be entered into - there is likely to be an increased housing rent cost as a result.



# **EQUALITY, DIVERSITY AND INCLUSION**

## **DONCASTER METROPLITAN BOROUGH COUNCIL**

### **Due Regard Statement**

#### **TRANSFORMATION OF RESIDENTIAL SERVICES PROVIDED BY RDaSH IN DONCASTER**

How to show due regard to the equality duty in how we develop our work and in our decision making.

## **Due Regard Statement**

A **Due Regard Statement** (DRS) is the tool for capturing the evidence to demonstrate that due regard has been shown when the council plans and delivers its functions. A Due Regard Statement must be completed for all programmes, projects and changes to service delivery.

- A DRS should be initiated at the beginning of the programme, project or change to inform project planning
- The DRS runs adjacent to the programme, project or change and is reviewed and completed at the relevant points
- Any reports produced needs to reference “Due Regard” in the main body of the report and the DRS should be attached as an appendix
- The DRS cannot be fully completed until the programme, project or change is delivered.

<p><b>1 Name of the ‘policy’ and briefly describe the activity being considered including aims and expected outcomes. This will help to determine how relevant the ‘policy’ is to equality.</b></p>	<p>To review the RDaSH Residential Care Home provision for people with complex learning disabilities and behaviours that challenge.</p> <p>Considerations will include:</p> <ul style="list-style-type: none"> <li>• Is the services delivery model fit for purpose?</li> <li>• Is the delivery model enabling service users to maximise opportunities to exercise choice and control, independence and achieving their desired outcome?</li> <li>• Are the properties suitable for the provision of the proposed delivery model?</li> <li>• Is the current delivery model sustainable and achieving the best value for money?</li> <li>• Outcome of Best Interest Meetings</li> <li>• Views and wishes of families</li> <li>• Service user reviews</li> </ul> <p>The purpose of the review is to ensure that future commissioning decisions are based on a clear understanding of the service, its functions, costs and achieved outcomes and where it fits with current transformation plans and priorities. RDaSH advised the Council and the CCG that they were unable to provide assurance of the sustainability of the current service and it being unaffordable to deliver within the contract value.</p> <p>The review is being undertaken by Doncaster Council in partnership with Doncaster Clinical Commissioning Group.</p> <p>The review centres on Residential Care Home occupancy, Solar Day Centre attendance, cost, value for money, quantitate and qualitative information, performance information and the outcomes from recent services user review and Best Interest meetings. Specifically undertaken to support the review process and future commissioning decisions.</p> <p>Now that the review has been concluded and the commissioning options determined formal consultation with all relevant stakeholders will be ongoing.</p>
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		<p>This activity will have particular positive impact for people with complex learning disabilities and behaviours that challenge (including those with additional physical disabilities) but no negative impact on the other protected characteristics. In addition to this this activity will have a positive impact, now and in the future for people of all ages including the elderly who share these characteristics.</p>
2	<p><b>Service area responsible for completing this statement.</b></p>	<p>Doncaster Council Adults, Health &amp; Wellbeing Directorate</p>
3	<p><b>Summary of the information considered across the protected groups.</b></p> <p><b>Service users/residents</b></p>	<ul style="list-style-type: none"> <li>• Data has been taken from the CareFirst</li> <li>• Projecting Older People Population Information (POPPI) and Projecting Adult Needs and Service Information (PANSI) projections based on the 2011 Census.</li> <li>• The Care Act</li> <li>• Transforming Care Agenda</li> </ul> <p>The Residential Care Homes being reviewed consisted of 52 places in 9 properties across 6 sites, 43 of places are currently being utilised. Projecting Older People Population Information (POPPI) and Projecting Adult Needs and Service Information (PANSI) projections based on the 2011 Census suggest that there will be approximately 5,600 people with some level of learning disability within the borough of Doncaster of which 811 are currently known to Doncaster Social Services, and it is essential that either the current or alternative provision is delivered.</p> <p>The only criterion to access the RDaSH Residential Care service is that the individual is assessed to have a medically diagnosed learning disability and the level of support is dependent upon the degree of disability/need regardless of age, disability, gender, race, religion/belief, sexual orientation, gender reassignment, Marriage/Civil partnership or Maternity/Pregnancy.</p> <p>Whilst the residents of the care homes can be of varying ages all have complex needs. Some are quite elderly and have lived in institutional residential setting including long stay hospitals and residential care homes for many years.</p>

<p><b>Protected Characteristics</b></p>	<p>Each protected group was considered when service reviews took place. To ascertain each individuals understanding of the protected characteristics mental capacity assessments were completed, including easy read documentation and it was concluded that none of the RDaSH Residential Care Home residents did have the capacity to understand the complexity of the questions. Families, independent advocates, and Independent Mental Capacity Advocates were fully engaged in the assessments.</p> <p><b>Age:</b> The age range of the 17 male (1 respite) residing in the RDaSH Residential Care Homes is 39-96. The age range of the 28 Female (1 respite) residing in the RDaSH Residential Care Home properties is 31-92. Of the Of the 811 individuals with a learning disability already known to Doncaster Council 697 are aged 18-64 and 114 are over 65 years of age. 139 of these live in a residential establishment, therefore knowledge and understanding of the needs of different age groups is already established and there are no restrictions imposed.</p> <p><b>Disability:</b> All individuals affected by this statement have a medically diagnosed learning disability and some have complex needs and or behaviours that challenge. Some are elderly/very elderly; some of the residents have some kind of physical disability and potentially an element of dementia.</p> <p><b>Gender:</b> Currently there are 17 male (1 respite) and 28 Female (1 respite) residing in the RDaSH Residential Care Home properties. Of the 811 individuals with a learning disability already known to Doncaster Council 371 are female and 440 are male, 139 of which live in a residential establishment. All commissioned services are required to meet all of the protected characteristics of their service users. Due to this there are no further issues with this protected characteristic, therefore further investigation was not deemed necessary.</p> <p><b>Race:</b> The race of the service users affected is unknown but as the service entry requirements is that the individual has a diagnosed learning disability regardless of Race. All commissioned</p>
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services are required to meet the needs of their service users regardless of race, cultural, beliefs, religion etc. Due to this there are no further issues with this protected characteristic, therefore further investigation was not deemed necessary.

**Sexual Orientation:** The sexual orientation of the service users affected is not recorded but the only service entry requirement is that the individual has a diagnosed learning disability regardless of their sexual orientation. Due to all commissioned services being required to meet the needs of the service user there are no issues with this protected characteristic, therefore further investigation was not deemed necessary.

**Religion/Belief:** The religion/belief of the service users affected is unknown but the only service entry requirements is that the individual has a diagnosed learning disability and all commissioned services being required to meet the and religious beliefs of the service user there are no issues with this protected characteristic, therefore further investigation was not deemed necessary.

**Maternity/Pregnancy:** None of the current service users would be affected by this characteristic. However, as the only service entry requirements is that the individual has a diagnosed learning disability there are no issues with this protected characteristic, therefore further investigation was not deemed necessary.

**Gender Reassignment:** There is no data regarding gender reassignment in relation to the current service users affected. However as the only service entry requirement is that the individual has a diagnosed learning disability this characteristic would not exclude any future service user from accessing this service. In addition, due to all commissioned services being required to meet the needs of a service user regardless of sexual orientation, gender or gender reassignment there are no issues with this protected characteristic, therefore further investigation was not deemed necessary.

**Marriage/Civil partnership:** None of the current service users are married or in a civil partnership

	<p>However, as the only service entry requirements is that the individual has a diagnosed learning disability there are no issues with this protected characteristic, therefore further investigation was not deemed necessary.</p> <p>Most of the individuals affected by this statement have had a review undertaken to ensure that a full picture of their current status and needs is available and plans are in place to monitor and continue to review individual's needs and preferences as the redesign of service delivery progresses. Consultation with has taken place with Families/carers and advocates who will continue to be involved/engaged as the transformation of the service progresses.</p> <p>All staff at the residential homes are employed by RDaSH. Engagement with those staff has commenced and will continue throughout the project.</p>
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	<b>Doncaster Workforce</b>	
4	<b>Summary of the consultation/engagement activities</b>	<p>There is a project group which includes members from Doncaster Council and Doncaster CCG which meets weekly.</p> <p>There is a Project Board which meets monthly and has senior representation from Doncaster Council, Doncaster CCG, RDaSH, SYHA and Sanctuary Housing.</p> <p>Service users within the Residential Care Homes have undergone a recent review of their status/needs and Best Interests. The findings from those reviews have been used to identify options for future provision. Families have been fully consulted in conjunction with service users and their advocates where required.</p> <p>Additionally, consultation with the RDaSH staff across the residential homes has been undertaken and further engagement with RDaSH staff is planned during the life of the project.</p>
5	<b>Real Consideration:</b>  <b>Summary of what the evidence shows and how has it been used</b>	<p>It has been recognised that the current Residential Care Home, medical led model of provision is not needed by the vast majority of the current residents. It has been identified that moving to a Supported Living model of delivery can meet the needs of the vast majority of current residents. A Supported Living model of delivery will provide the individuals with more choice, control, and personalisation of the support they receive. The majority of current residents, families and advocates have been supportive of options that increase independence, choice and control of care and support. Additionally, service users will benefit from more bespoke options for future support and care.</p> <p>The provision of the residential care services is expensive; costing between £1079 and £1506 per individual per week which may not be the most appropriate use of resources and a more suitable solution may be identified which gives better value for money.</p>



<b>6</b>	<b>Decision Making</b>	<p>A project group and multi-agency Board consisting of all major stakeholders is already in place and meets regularly to progress this activity. The project group and Board have identified options for future provision which will be presented to the Mayor and Cabinet. If approval is given then an open tender process will be implemented to identify the best support provider. Followed by award and planned transition to the new delivery model by the awarded provider. This process will ensure that the needs of the protected characteristics highlighted in this statement are given due consideration.</p>
<b>7</b>	<b>Monitoring and Review</b>	<p>A project management approach will facilitate a safe, best practice introduction of any new/changed services prior to or alongside the rationalisation of existing services.</p> <p>The DRS is a live document and as such should be regularly reviewed, revised and updated to ensure that due regard is taken at all points whilst the project is being implemented. The senior manager identified to sponsor the project will have overall responsibility for the due regard of service users. This manager will continuously monitor through the care management team and commissioning managers (Doncaster Council, CCG, RDaSH, SYHA and Sanctuary Housing) assigned to the project.</p> <p>Any new commissioning undertaken by Doncaster Council will be subject to clear scoping of specifications and identify required outcomes which will then be subject to regular compliance monitoring by commissioning and contracts.</p>
<b>8</b>	<b>Sign off and approval for publication</b>	

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## Doncaster Council

### Report

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Date: 4<sup>th</sup> September 2018

To the Chair and Members of the Cabinet

SLHD Performance & Delivery Update: 2018/19 Quarter One (Q1)

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

#### 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 identifies 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 Cabinet.
2. This report provides an opportunity to feedback on performance successes and issues against the suite of 2018/19 key performance indicators.

#### EXEMPT REPORT

3. This report is not exempt.

#### RECOMMENDATIONS

4. That Cabinet 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 summarises the SLHD 2018/19 Quarter 1 (Q4), April to June 2018, performance management report.
7. Targets and measures were reviewed with DMBC officers and elected members prior to the start of the financial year, and fourteen indicators have been agreed for 2018/19.
8. Key performance elements to note are:
  - seven key performance indicators are on target (green);
  - three are within acceptable tolerance levels (amber);
  - two are below target (red);
  - one indicator, KPI4 is not measured against a target; and,
  - one indicator is new, KPI14 where the target will be set after analysis of our own and comparator Q1 benchmark performance.
9. In terms of the 'direction of travel', performance has improved against six indicators compared to the previous quarter, declined in four areas and remained the same for one indicator. Two indicators are not measured against a target and one indicator is new for 2018/19 with no previous performance to compare against.
10. Targets were updated for 2018/19 and are considered more challenging than those set in 2017/18. Commentary covering the performance against all indicators is provided below and summarised in the table at Appendix A.

## 11. Performance

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

Performance at the end of Q1 was 2.72% (£2million), which is better than the profiled target of 2.74% and means we are currently on track against the end of year target of 2.95%. Whilst this is within our targets, this performance continues the declining trend throughout last year. At the same point in 2017/18 performance was 2.41% (£1.83million), although this was before the introduction of Universal Credit (UC).

The rate of transfer onto UC has been greater than the forecast provided by the Department for Work and Pensions (DWP), meaning that the amount of rent we have to collect rather than it been paid direct to us is greater than originally anticipated, it is estimated that this figure will be £9.0million for the whole year. We now have 1,869 UC cases, and 92% of these are in arrears. This is an increase of almost 500 cases compared to last quarter.

Work continues with tenants and DWP to provide intensive support including applying for Alternative Payment Arrangements (APAs) where appropriate. 30% of UC cases are currently on an APA.

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

Performance at the end of Q1 was 0.54% (£106k), which is well within the target of 0.75%. This continues the improving trend of the last year, where performance was 0.78% at the end of last quarter (Q4 2017/18) and 1.16% at the same point last year (Q1 2017/18).

**11.3. Performance measure: average number of days to re-let standard properties (below target – red)**

This is a new key performance indicator for 2018/19, but has been reported on regularly as part of our presentation of void rent loss.

On average, it took 25.54 days to re-let a property during Q1, against a target of 23 days. Whilst off target, cumulative performance has improved month on month and continues the improving trend of the last year and is a considerable improvement on the 46.97 days at the end of Q1 in 2017/18. This improvement has been achieved by a cross-organisational effort focused on reducing turnaround times whilst maintaining quality standards.

**11.4. Performance measure: Number of households placed in bed and breakfast (B&B) accommodation (no target)**

There were 60 households placed into B&B accommodation in Q1, compared to 28 during Q4 of 2017/18. The total number of nights in B&B accommodation also increased in Q1 to 384, compared with 80 nights in Q4. In Q1, 21 households with children were placed into B&B accommodation, compared with 13 households with children in Q4.

Changes in legislation through the introduction of the Homelessness Reduction Act has resulted in increased duties to support individuals, including the provision of temporary accommodation whilst trying to prevent someone's homelessness. The lack of appropriate supported accommodation into which to place often complex individuals is one of the main reasons for placements into B&B.

B&B is only used where there is no alternative appropriate accommodation option.

**11.5. Performance measure: Number of full duty homelessness acceptances (performing well – green)**

This is a new key performance indicator for 2018/19, replacing the previous measure of the percentage of decisions made within statutory timescales. This reflects the implementation of the Homelessness Reduction Act, which came into force in April 2018 and changed the legal framework around statutory homelessness decisions.

There were 41 cases at the end of Q1, against a cumulative year-end target of 315.

The number of full duty acceptances has reduced as the backlog of all outstanding legacy cases has now been cleared and determinations made. The number of homelessness approaches has reduced by 17% compared to the same point last year (Q1 2017/18). The number of homelessness prevention

cases has increased by 84%, as we begin to see the impact of the Homelessness Reduction Act.

**11.6. Performance measure: Number of households maintaining or established independent living (within tolerance – amber)**

This indicator is taken as a snapshot at the end of the quarter when there were 41 households supported to maintain or establish independent living, against a target of 46. This is a decrease from the 49 at the end of Q4 2017/18, and 45 at the end of Q1 2017/18.

A staff vacancy in the team during Q1 has presented a capacity challenge, which has prevented us from supported more individuals. This vacancy has now been filled. Overall, 91% of the cases managed by the team succeed in establishing or maintaining independent living, with the remaining 9% accounting for those who fail to engage with the service.

**11.7. Performance Measure: Complaints – Percentage of complaints upheld against customer interactions (performing well – green)**

Complaints are reported one month in arrears to allow time for the complaint to be investigated and closed in line with our service standards. Performance reported is therefore only for April & May. All complaints are investigated and either 'upheld' or not. Complaints are upheld where policies and procedures have not been followed.

The total number of interactions with tenants during April and May was over 55,000. There were 143 complaints in the period of which 21 were upheld. This means that performance in Q1 was 0.04%, which is a slightly below last quarter (0.02%) but still well within the 0.08% target (lower is better).

The total number of complaints for April and May was 143, which is lower than the same period last year (158).

Whilst complaints are received in a variety of service areas, the main areas are repairs and maintenance, and tenancy and estate management. This is expected given that these areas of the business have the highest levels of visibility to tenants and the highest volume of interactions.

**11.8. Performance measure: Right first time (performing well – green)**

Performance in Q1 was 99.48%, which is better than the 99% target level. This is an improvement on last quarter (99.24%) and continues the improving trend throughout the last three years. Within the quarter, over 14,000 jobs were completed of which just 75 were not right first time.

Failure against this indicator is where a re-visit is needed within the 9-month guarantee period.

**11.9. Performance measure: Scheduled repairs, percentage of promises kept (within tolerance – amber)**

Performance during Q1 continued the improving trend from last year, with 99.46% of promises kept against a target of 100%

The total number of scheduled repairs raised in Q1 was 2,581, of which just 14 were not on target. All jobs deemed not complete within target have subsequently been completed.

**11.10. Performance measure: Gas servicing, percentage of properties attended against planned (performing well – green)**

The annual gas servicing programme commenced in April. During Q1 8,097 properties requiring a gas or solid fuel service were visited and all have a valid landlord certificate. Access to approximately 10% of properties proved challenging due to a variety of customer related issues. Where necessary access issues are managed using our legal process.

**11.11. Performance measure: Days Lost to Sickness per Full Time Equivalent (FTE) (performing well – green)**

Performance at quarter 1 for sickness absence was 8.39 days, slightly above the corporate target of 7.90 days per FTE (full time equivalent). However 79% of employees have achieved 100% attendance within quarter 1 compared with 67% of employees in quarter 4. Heads of Service are reviewing cases within their departments in line with the Managing Attendance Procedure.

**11.12. Performance measure: Percentage of invoices paid within 30 days (within tolerance – amber)**

Performance for Q1 was 94.35% against a target of 96.5%. This is similar to last quarter, but lower than the same point last year (97.59%). In Q1, 250 of the 4,426 invoices received were paid late.

A large proportion of the relatively few invoices paid late are with a small number of suppliers, and we continue to work closely with them to improve. Reasons behind the causes of payment delays are being identified and we are working closely with teams in each area to address these issues. The number of invoices outstanding at the end of June was much lower than previous months so performance will improve from July.

**11.13. Performance Measure: Percentage of Local Expenditure (below target – red)**

Performance was below target during Q1 at 40.68% against the target of 66%. This is below the previous quarter and lower than the same point last year. Whilst this is below target, it does equate to over £1.1million spent locally.

We will continue to maximise local spend where possible. Unfortunately performance so far this year has been impacted upon as a result of significant payments made towards the cost of sprinkler installations and fire safety works. A further £3.5million is planned to be spent on these during the year, which is a very significant proportion of our total expenditure for the year and means we are unlikely to meet the 66% target by the end of the year. The percentage of expenditure within Yorkshire for Q1 was 93%.

**11.14. Performance Measure: Anti-social behaviour (ASB) cases resolved as a percentage of all cases completed (no target)**

This is a new key performance indicator for 2018/19, and benchmark data is being gathered and analysed for comparator organisation for Q1, with a view to agreeing a target with the council in the very near future.

In Q1 304 ASB cases were completed of which 263 were resolved, representing 86.75%.

**OPTIONS CONSIDERED**

12. Not applicable

**REASONS FOR RECOMMENDED OPTION**

13. Not applicable

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

14.

	<b>Outcomes</b>	<b>Implications</b>
	<p><b>Doncaster Working:</b> Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <p>Better access to good fulfilling work            Doncaster businesses are supported to flourish            Inward Investment</p>	<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><b>Doncaster Living:</b> Our vision is for Doncaster’s people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <p>The town centres are the beating heart of Doncaster            More people can live in a good quality, affordable home            Healthy and Vibrant Communities through Physical Activity and Sport            Everyone takes responsibility for keeping Doncaster Clean            Building on our cultural, artistic and sporting heritage</p>	
	<p><b>Doncaster Learning:</b> Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <p>Every child has life-changing learning experiences within and beyond school            Many more great teachers work in Doncaster Schools that are good or better</p>	



	Learning in Doncaster prepares young people for the world of work	
	<p><b>Doncaster Caring:</b> Our vision is for a borough that cares together for its most vulnerable residents;</p> <p>Children have the best start in life  Vulnerable families and individuals have support from someone they trust  Older people can live well and independently in their own homes</p>	
	<p><b>Connected Council:</b>  A modern, efficient and flexible workforce  Modern, accessible customer interactions  Operating within our resources and delivering value for money  A co-ordinated, whole person, whole life focus on the needs and aspirations of residents  Building community resilience and self-reliance by connecting community assets and strengths  Working with our partners and residents to provide effective leadership and governance</p>	

## RISKS AND ASSUMPTIONS

15. Specific risks and assumptions are included in Section 8 of this report.

## LEGAL IMPLICATIONS

(SF, Asst. Director Legal & Democratic Services, 22.08.18)

16. There are no legal implications for this report.

## FINANCIAL IMPLICATIONS

(NF, SLHD Head of Finance, 15.08.18)

17. In 2018/19 St. Leger Homes received management fees of £29.9m from DMBC. This is made up of £28.8m from the Housing Revenue Account and £1.1m from the General Fund to pay for the general fund services managed by SLHD.

**HUMAN RESOURCES IMPLICATIONS**  
**(AC, HR & OD Business Manager, 15.08.18)**

18. There are no Human Resource Implications for this report.

**TECHNOLOGY IMPLICATIONS**  
**(PW, Programme Support Officer, 15.08.18)**

19. There are no specific Technology Implications for this report.

**HEALTH IMPLICATIONS**  
**(RS, Director of Public Health, 16.08.18)**

20. The home environment is an important contributor to health and wellbeing and allows access to other health improving opportunities, for example employment, social networks, essential services and amenities such as green space. Access to decent and adequate housing is critically important in terms of health and wellbeing and it is positive to see that majority of indicators are on target to achieve the desired outcomes. However, those in relation to the following indicators can impact negatively on the health and wellbeing of some of our most disadvantages and vulnerable residents.

Performance measure: Number of households placed in bed and breakfast (B&B) accommodation.

The first 1001 days are critical to a child's development therefore a stable, consistent home that is safe and comfortable is important and is reflected in the 1001 days Place Plan. Therefore any measures to reduce the number of people and families living in bed and breakfasts and temporary accommodation should provide a positive impact on their health and wellbeing.

It is concerning that the number of placements in B&B accommodation has increased this quarter, in particular households with children. What measures are being put in place in order to mitigate this and ensure that longer term housing is sought?

Performance measure: Number of full duty homelessness acceptances

The health of people experiencing homelessness is significantly worse than that of the general population, and the cost of homelessness experienced by single people to the NHS and social care is considerable. A recent audit found that 41 per cent of homeless people reported a long term physical health problem and 45 per cent had a diagnosed mental health problem, compared with 28 per cent and 25 per cent, respectively, in the general population. It is pleasing to see that plans that have been put in place are improving performance over this quarter, however going forward we would like to see this downward trend continuing.

**EQUALITY IMPLICATIONS**

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

## **CONSULTATION**

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

## **BACKGROUND PAPERS**

23. None

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## Appendix A - St. Leger Homes Key Performance Indicator Summary

KPI	Indicator	Period	Value	Target	DoT	R/A/G
1	Percentage of current rent arrears against annual debit	Q1	2.72%	2.95%	↓	✓
2	Void rent loss (lettable voids)	YTD	0.55%	0.75%	↑	✓
3	Average Days to Relet Standard Properties	YTD	25.54	23 Days	↑	●
4	Number of Households Placed in B&B Accommodation	Q1	27	No Target		
5	Number of Full Duty Homelessness Acceptances	YTD	41	315		✓
6	Number of households maintaining or established independent living	Q1	41	46	↓	⚠
7	Analysis of complaints received – percentage of complaints upheld against customer interactions	YTD	0.04%	0.08%	↑	✓
8	Right first time	YTD	99.48%	99%	↑	✓
9	Scheduled repairs – percentage of promises kept	YTD	99.46%	100%	↑	⚠
10	Gas servicing - percentage of properties attended against target	YTD	100%	100%	↔	✓
11	Days lost through sickness per FTE	YTD	1.88	7.90	↑	✓
12	Percentage of invoices paid within 30 days	YTD	94.35%	96.5%	↓	⚠
13	Percentage of Local Expenditure	YTD	40.68% (£1,148,822)	66%	↓	●
14	ASB Cases Resolved as a % of All Cases Completed	YTD	86.75%	No Target		

### Notes:

- Direction of travel (DoT) is against performance in the previous quarter.

↑ = improving

↔ = no change

↓ = declining

- Year to Date (YTD) is performance since April 2018.