



# 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, 26th February, 2019

**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 Thursday, 21st February, 2019. 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: Monday, 18 February 2019

**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 12th February 2019 for noting (previously circulated).

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

**Key Decision**

- |    |  |        |
|----|--|--------|
| 6. | 2018-19 Quarter 3 Finance and Performance Improvement Report and 'Delivering for Doncaster' Booklet. | 1 - 60 |
|----|--|--------|

**Non-Key Decision**

- |    |   |         |
|----|---|---------|
| 7. | SLHD Performance and Delivery Update: 2018/19 Quarter Three (Q3). | 61 - 70 |
|----|---|---------|

**Chair**

Ros Jones, Mayor of Doncaster

**Vice-Chair**

Councillor Glyn Jones, Deputy Mayor

**Portfolio Holder for:**

Housing and Equalities

Councillor Nigel Ball

Councillor Joe Blackham

Councillor Rachael Blake

Councillor Nuala Fennelly

Councillor Chris McGuinness

Councillor Bill Mordue

Councillor Jane Nightingale

Public Health, Leisure and Culture

Highways, Street Scene and Trading Services

Adult Social Care

Children, Young People and Schools

Communities, Voluntary Sector and the Environment

Business, Skills and Economic Development

Customer and Corporate Services



## Doncaster Council

### Report

Date: 26<sup>th</sup> February 2019

To the Mayor and Members of Cabinet  
2018-19 Quarter 3 Finance and Performance Improvement Report & 'Delivering for Doncaster' Booklet

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

#### EXECUTIVE SUMMARY

1. This report focuses on the quarter 3 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'. This quarter sees the organisation in an enviable position, with both a balanced financial position for 2018/19 and consistently good performance.

#### Financial Position: £0.0m break-even

2. At quarter 3, the Council is forecasting a break-even position at year-end. Although challenges remain within social care, which is consistent with the outlook nationally, which are being managed with one-off funding. This is an improvement of £0.3m compared to the quarter 2 forecast. Further details are provided in paragraphs 31 to 37

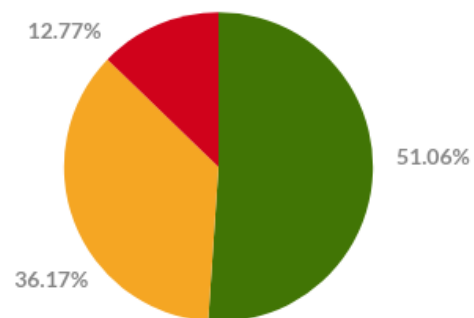
#### Performance

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.

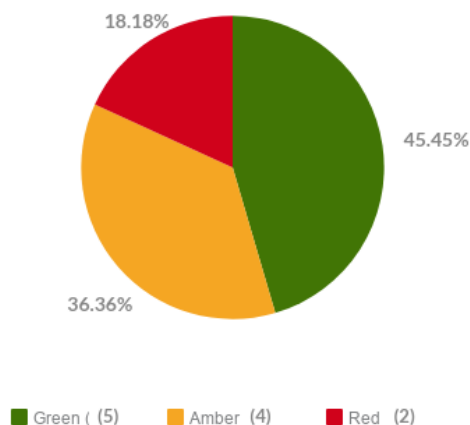
#### Performance Position:

#### 47 service measures (profiled opposite)

Further details on the performance against the Service Standards can be found in the booklet against each of the Themes. There are an additional 9 Service Standard measures, which are recorded as information only as these do not have targets



Green ((24)    Amber (17)    Red (6)



**Performance Position:  
11 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. Key Performance elements include –**

- A further 277 new homes were delivered in quarter 3, bringing the year-to-date total to 905 putting us well on track to exceed our annual need of 920 homes per year, and potential another record delivery total.
- Number of people living in residential care increased this quarter and stands at 1,251 against a target of 1,229 and we continue to focus on reducing the time taken to complete Adult Social Care Assessments.
- Persistent absence in schools, particularly at secondary level continues to be a challenge for Doncaster, albeit improvements have been reported this quarter for persistent absence for Children in Care at secondary level and overall attendance.
- Local Authority spend with local businesses dropped to 67% against a target of 70%. This equates to £27.1m spend out of £40.5m total spend.
- Average resident-based weekly wage rates have increased from £480.00 in 2017/18 to £519.60 in 2018/19; an increase of £39.60 (8.3%).
- The significant budget pressures on social care are currently being managed for 2018/19; although as detailed in this report, they remain a challenge for the future sustainable medium-term financial planning.

**4. Further performance detail is contained in the accompanying ‘Delivering for Doncaster’ booklet, which details the progress made in quarter 3 of our Doncaster Growing Together partnership transformation. This booklet also includes update on our key service standard measures, which give an overview of the services our residents receive, along with our position against borough wide key outcome framework measures to provide a balanced overview of our current performance position. Updates include:**

- The delivery of the 10-point partnership action plan is showing a visible reduction in anti-social behaviour in the town centre due to increased visibility and police presence.
- Our new Inclusive Growth Strategy provides us with a clear direction and opportunity to build on existing strengths of Doncaster’s economy.
- The Big Picture Learning project, which aims to be the first BPL school in the country, is on track to open in Bentley. Recruitment of a Principal and three teachers took place in December and the initial cohort of pupils have been identified and the school is awaiting its registration visit from Ofsted.

## 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 3 performance and financial information; including;
- the changes to the Strategic Risks as detailed in paragraphs 42 to 45 and Appendix B;
  - approve the new additions to the Capital Programme, detailed in the Appendix A - Finance Profile;
  - approve to provide £0.6m funding to the Doncaster Children's Services Trust based on the projected overspend for 2018/19, as detailed at paragraph 34; and
  - approve the carry forward of one-off staffing underspends in Corporate Resources to 2019/20 for temporary staffing of critical technology projects, as detailed in the paragraph 36.

## WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

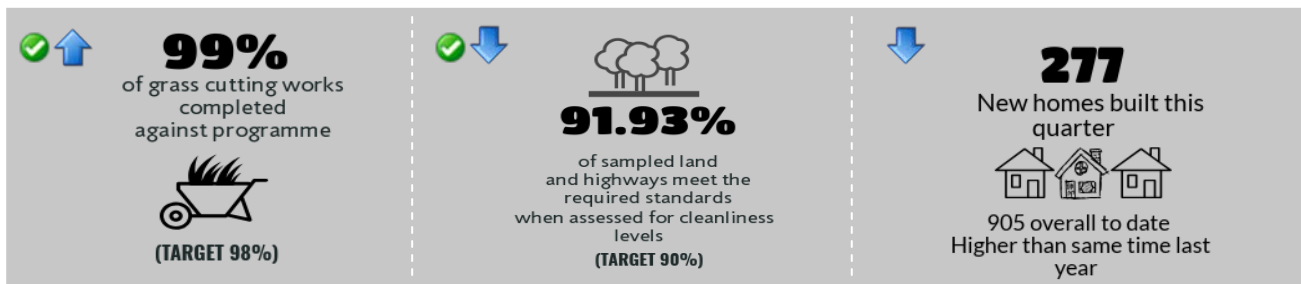
Performance	Finance
<b>OK</b> – Performance on target	An underspend of less than 3% or an overspend of less than 0.5%
<b>Warning</b> – Performance mostly on target	An underspend of less than 5% or an overspend between 0.5% and 1%
<b>Alert</b> – Performance below target	An underspend of more than 5% or 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**

## LIVING:



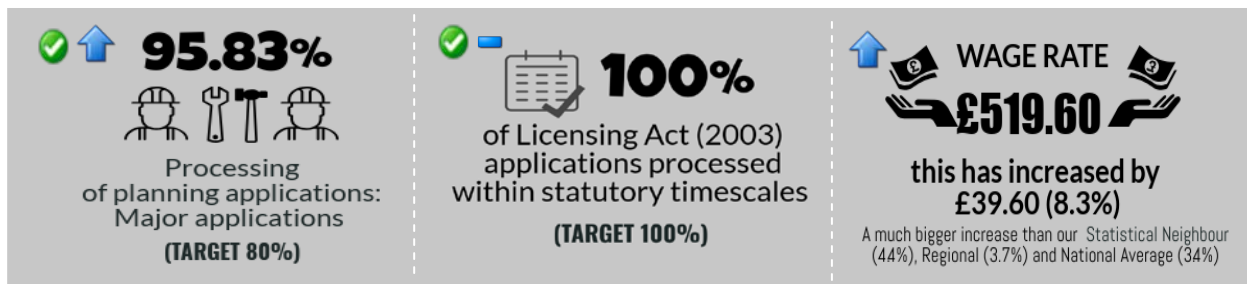
Service Standards					Outcome Framework				
6	1	0	-	-	1	-	-	11	-

7. A detailed Housing Need Study is approaching completion, which has included surveying resident and partners to identify detailed housing need data such as housing size, type, tenure, on an area by area basis. This intelligence will help shape both general need and specialist accommodation housing work streams. In terms of overall delivery, a further 277 new homes were delivered in quarter 3, bringing the year-to-date total to 905. This is

only 15 short of our annual need figure (920), and is 12 more than the Q3 figure last year – so we are on track to potentially secure another record year for delivery in Doncaster.

8. In response to the new Homelessness Reduction Act 2017, the Council and its partners are developing a new Homelessness Strategy and action plan to tackle homelessness and rough sleeping in Doncaster. In-depth data analysis and stakeholder consultation is underway to identify the detail behind the issues some households face, and the options available for responding to these support needs. The primary focus, as always, will be on early intervention, with a view to preventing homelessness rather than simply responding to it.
9. We are working to improve the co-ordination of activity and services that take place in the town centre. 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. More police officers are now patrolling in the town centre to tackle anti-social behaviour, crime, aggressive begging and to deter drug dealing and use. A robust joint action plan targeting anti-social behaviour in the town centre has also been agreed to ensure that Doncaster town centre remains a good place to visit and do business.
10. The vast majority of this theme’s service standards were either at or above their targeted levels of performance – this includes household domestic waste recycling, land/highways cleanliness, scheduled grass cutting, maintenance of principal and secondary roads, free school meals uptake, the condition of estate roads, and the processing of licensing act applications.
11. The percentage of fly-tipping incidents investigated and removed within five days saw a significant increase from 74% to 83.5% in Q3 (target 85%). This recovery to targeted levels comes following a period whereby a strategic decision was taken to direct some additional resources to tackle specific cleansing operations in targeted areas such as Edlington, Hyde Park, Hexthorpe, Balby and Mexborough. Although there is an improvement this quarter this is still down on performance compared to the same quarter last year.

**WORKING:**

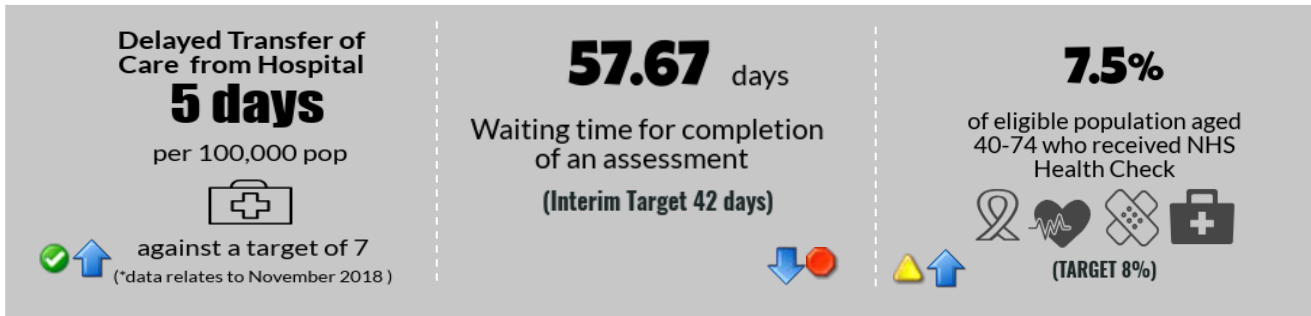


Service Standards					Outcome Framework				
✓	⚠	✖	📈	?	✓	⚠	✖	📈	?
4	-	-	-	-	-	-	-	12	-

12. Average resident-based weekly wage rates have increased from £480.00 in 2017/18 to £519.60 in 2018/19; an increase of £39.60 (8.3%). This increase is considerably more than CIPFA neighbours (4.4%), Yorkshire & Humber (3.7%) and England (3.4%).
13. The 20<sup>th</sup> percentile weekly wage rate has also increased by £13.00 (3.9%) which is a much bigger increase than CIPFA neighbour (2.9%) and England (2.9%), but slightly lower than the Yorkshire & Humber increase (4.3%).

14. 96% of all major planning applications are processed within required or agreed timeframes; this is an increase from the 88% in Q1, and continues the significant overachievement over a number of years against the national target of 70%.

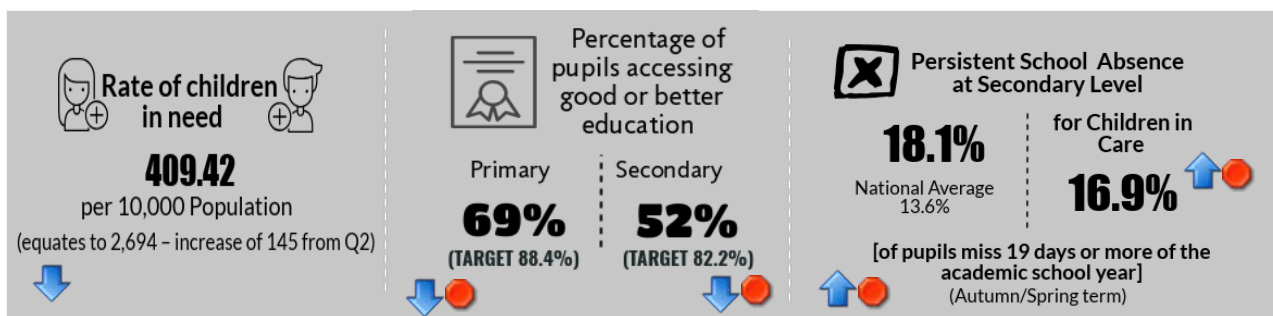
**CARING:**



Service Standards					Outcome Framework				
4	3	-	2	-	4	1	-	6	-

15. We continue to focus on the transformation of Adult Social Care through the ‘Your Life Doncaster’ programme. Work over the over the quarter has been to address the balance between immediate improvement work and longer term transformation in line with our ambitions for enabling peoples’ independence. Forthcoming quarter four reporting will bring this distinction to bear more notably, in light of the refresh of the Your Life Doncaster programme in January.
16. The number of people living in Residential Care is now 1251, which is a slight increase from the previous quarter against a target of 1229. The Delayed Transfers of Care rate for Doncaster as at end of November was 5 days per 100,000 pop/day which presents a positive picture against a national target for Doncaster of 7.0 The data for December is not available until February.
17. Improvements have been made on service standard indicators. For example, there have been improvements on annual care reviews (74.4% completion against a target of 75%). The number of people receiving direct payments has risen in line with plan – 32.8% of service users are receiving a direct payment. Q3 results show a slight improvement in time taken to complete Social Care Assessments from Q2. Work continues to take place with Adult Social Care teams to help highlight areas of improvement through performance reporting and performance clinics.

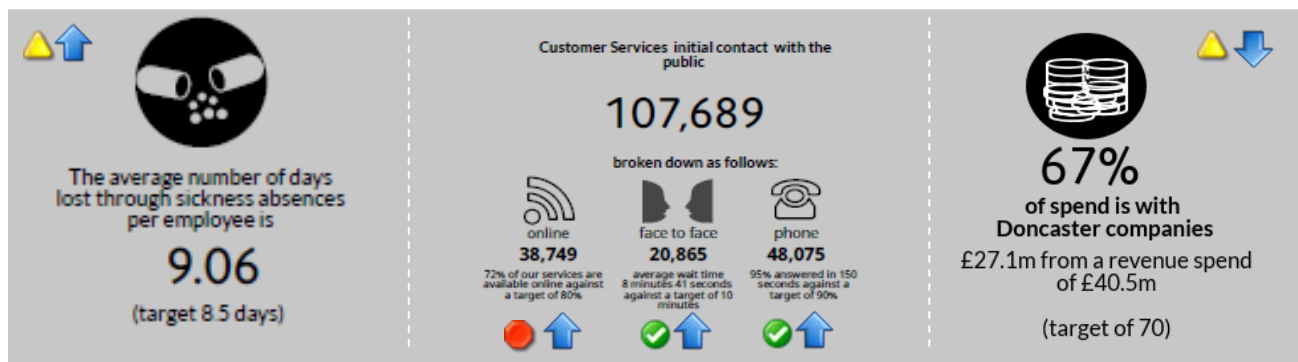
**LEARNING:**



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

18. Persistent absence at secondary for the Autumn and Spring Term was a reported 18.1% compared to the national average of 13.6%. Meetings are scheduled and underway with all secondary schools along with an Inclusion summit in January. Persistent absence for children in care at secondary level saw an improvement in this reported period, decreasing from 22.1% to 16.9% through the application of attendance initiatives.
19. At 58.9% Ofsted ratings of the schools in the borough saw an improvement of 7% at secondary level and is set to further improve upon the publication of 2 recent academy inspections which saw both academies move up to 'good'. Primary settings currently stand at 75.6% of pupils access 'good' or 'better' settings.
20. The Doncaster Children's Trust, which became operational in October 2014 remains consistent in its performance, reporting good performance in a number of areas with a few measures slightly off track around repeat referrals within 12 months and children seen within appropriate timescales, which includes children in need, children in care and those on child protection, which currently stands at 75%.
21. This quarter also saw an increase of 145 Children in Need, which is those children who are known to social care or are in receipt of a service. This composite measure comprises children in care, child protection and those that are not in care or on child protection but are in receipt of a service from professionals to achieve or maintain a reasonable standard of health and/or development.

### CONNECTED COUNCIL:



Service Standards				
5	2	1	-	-

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; and focussed action needs to continue to improve overall performance outcomes.



23. Considerable support has continued 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 a strong focus this quarter has been shaping the workforce development requirements across the whole programme.
24. The Leadership and Management Development Framework continues to offer interventions to strengthen capacity building so that our leaders are equipped with the right skills and behaviours to deliver on the Council's priorities; with emphasis on creating more job opportunities for apprenticeships and deployment of graduates.
25. Focus has remained on performance management through Performance and Development Reviews (PDR) completions for all staff, with a completion rate of 94%, slightly below the target of 95%.
26. Additional spend outside of main employment contracts remains high with 41% relating to agency worker spend. Agency assignments should be used as a short-term solution to staff capacity or skills issues, however currently 20% of assignments have been for more than 6 months and 15% for more than 1 year. Although spend has slightly increased in the quarter compared to the last quarter, assignments have continued to reduce. Robust management of spend and usage will continue to be a focus in quarter 4.
27. The sickness absence rate has reduced slightly again from quarter 2 to 9.06 days per full time equivalent employee and although is slightly above the corporate target of 8.50 days, it is continuing a positive downward trend. Managers still need to ensure sickness triggers are actioned timely (only 36% 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 remains consistent at 20.82 days against a target of 25 days. The number of days to process Council Tax Support applications also remain consistent at 21.31 compared to a target of 25, and is an improvement on the 23.07 days reported 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 107,689 continuing the downward trend and a significant drop on the 128,045 reported last quarter. Waiting time at the Civic Office reception is back within the 10 minute target with a current value of 8 minutes 41. 95% of calls are answered within 150 seconds, this is well within the set target of 90%. This is due to an overall reduction in the number of calls being received, approximately 1000 per week - this can be attributed to the mild weather for the time of year, no major service disruption across the Authority and customers being able to access more services on line. The performance has also been influenced by a sharp increase over the Christmas period in the number of customers checking their bin collection days online.
30. Local authority spend with local businesses has fallen to 67% against a 70% target with spend equating to approximately £27.1m from a £40.5m total spend.

## **FINANCIAL POSITION:**

### **Revenue Budget**

31. The Council is currently forecasting a break-even position for 2018/19 as at quarter 3, this is an improvement of £0.3m compared to the quarter 2 forecast. Although there are significant pressures in relation to Social Care, these are currently being managed using circa. £10.1m one-off funding (£4m Minimum Revenue Provision (MRP) budget previously earmarked for capital purposes and £6.1m one-off grants for Adult Social Care). A summary of the quarter 3 breakeven position is provided below: -

	Quarter 3				Quarter 2
	Gross Budget	Net Budget	Variance	Variance (% Gross Budget)	Variance
	£m	£m	£m	%	£m
Adults Health and Wellbeing	152.8	76.0	0.7	0.5%	0.7
Learning & Opportunities - Children & Young People	57.7	11.5	0.8	1.4%	0.7
Doncaster Children's Services Trust (DCST)	52.8	48.8	0.6	1.1%	0.1
Corporate Resources	102.7	22.0	-0.7	-0.7%	-0.9
Regeneration & Environment	119.1	34.5	-0.5	-0.4%	-0.3
<b>Sub-total Services Budgets</b>	<b>485.1</b>	<b>192.8</b>	<b>0.9</b>	<b>0.2%</b>	<b>0.3</b>
General Financing	7.2	6.6	-0.1	-1.4%	-0.1
Other Council-Wide budgets	4.7	-84.0	-0.8	-17.0%	0.1
<b>Sub-total Council Wide</b>	<b>11.9</b>	<b>-77.4</b>	<b>-0.9</b>	<b>-7.6%</b>	<b>0.0</b>
<b>Grand Total</b>	<b>497.0</b>	<b>115.4</b>	<b>0.0</b>	<b>0.0%</b>	<b>0.3</b>

32. Adults, Health & Wellbeing is forecasting £0.7m overspend. The key pressure is additional demand and increased average costs of all types of placements in care totalling £1.5m, with older people residential placements forecast to overspend by £0.9m, offset by vacancy savings mainly within Communities of £0.7m.
33. Overall, £4.7m one-off grant funding has been allocated to help manage the pressures on the care ladder, including £1.8m of undeliverable savings proposals. Therefore the underlying care ladder pressure before the use of one-off grant is £6.2m (overall the use of iBCF has increased by £0.5m from month 8 mainly due to review of direct payments debts following report to Audit Committee resulting in the expected need for further write off of £0.4m of bad debt). A number of actions have been agreed to help manage the increasing demand on adult care services, including an in-year 6 month saving strategy across AHWB identifying one-off and recurrent savings proposals which currently have contributed £0.3m towards the overall directorate position.
34. A £0.6m overspend is forecast for Children's Services delivered by the Children's Trust; this includes the £6.0m contract variation approved by Cabinet on the 16th October, 2018. The forecast has increased from quarter 2 by £0.5m mainly due to additional legal costs and 3 additional high cost temporary placements that were necessary this quarter. Overall 69 more young people are forecast to be supported in 2018/19 than was assumed in the budget. Joint work is progressing on strengthening our collective commissioning arrangements, to support improved care outcomes and better value for money, and the production of a new placements strategy, based on detailed care ladder modelling and the identification of initiatives to reduce demand pressures. It is proposed to provide £0.6m to the Children's Trust to meet the estimated additional costs for 2018/19; this is included as a recommendation in this report.
35. Learning & Opportunities – CYP (excluding DCST) £0.8m overspend – the key pressures include increased demand for children with disability placements £0.6m (a task & finish group has been set up by the service to review high cost placements to look at ways to mitigate these increases) and Passenger Transport £0.35m (a strategic review of Children's and Adults transport is to be carried out for 2019/20, with an interim efficiency review to include routes and occupancy).
36. The overspends are offset by:
- £0.7m underspend forecast for Corporate Resources mainly due to savings on staffing budgets. In addition, it is proposed to transfer £532k of one-off savings mainly from staffing budgets and additional funding to an earmarked reserve to

carry forward this funding. The funding will be spent on temporary staffing for critical technology projects in 2019/20; this has been reflected in the quarter 3 projections;

- b. £0.5m underspend forecast for Regeneration & Environment; this covers various underspends in Streetscene & Highways Operations; and
- c. £0.9m underspend forecast for Council Wide Budgets due to increased levels of business rates related grants payable by the government (recently confirmed allocations) and lower costs of pensions of former staff.

37. Although the pressures are being managed in 2018/19 and we have a clear balanced plan for 2019/20 (subject to approval), the Chief Financial Officer remains deeply concerned about the impact of the on-going budget pressures and impact in 2020/21. Balancing 2020/21 will require delivering on-going savings to bridge the gap between funding available and rising costs; use of one-off reserves is not a sustainable solution. Further work will commence early in 2019/20 to identify additional savings and understand the impact of the local government funding settlement for 2020/21; including the Spending Review (SR) and Fair Funding Review (FFR). The aim is to have in place a clear sustainable balanced budget plan ready to begin 2020/21. General fund uncommitted reserves are estimated at £12.3m.

### Housing Revenue Budget (HRA)

38. The outturn projection for quarter 3 is an underspend of £0.6m. The revised budget assumes a contribution of £0.3m from balances; the £0.6m underspend reverses this position and means that there will be an increase to balances of £0.3m. The variances are £0.4m projected underspend on overall management expenditure and £0.2m additional income, overall the position is very close to that reported at Q2.

39. Current rent arrears at quarter 3 are £2.3m (3.13% of the rent debit); this is a slight increase from £2.2m at quarter 2 (3.0%). This performance is not on track for a year-end performance of 2.95% and is being monitored very closely due to the rollout of full service for universal credit (from 11<sup>th</sup> October 2017). A provision was included in the Housing Revenue Account budget therefore it is not expected to negatively impact on the monitoring position. As at 31<sup>st</sup> December, the amount of former tenants' arrears was £1.1m the same value as at quarter 2, write offs in the third quarter were £84k.

### Capital Budget

40. The capital spend projection for 2018/19 is £100.2m in comparison to quarter 2 projection of £107.1m (£278.7m future years compared to a quarter 2 projection of £259.2m). £50.9m actual expenditure has been incurred up to end of quarter 3. Further asset sales that were expected to be completed in the current year have slipped into the next financial year. Expenditure has also slipped into the next financial year, resulting in a potential £5.8m shortfall position in 2018/19, which is an improved position when compared to the projected shortfall of £7.3m in Q2. This position will continue to be closely monitored and where possible further expenditure delayed to the next financial year.

### Collection Fund

41. The current position on the Collection Fund for Council Tax and Business Rates is detailed below: -

- a. Council Tax:

	Budget £m	Projection £m	Variance £m	Opening Balance £m	Planned Use £m	Closing Balance * £m
Collection Fund	125.50	127.65	2.15	5.39	-3.38	4.17
Doncaster Council	103.84	105.62	1.78	4.58	-2.86	3.52

\* Opening balance, planned distribution of surplus and in-year variance = Closing balance

The overall collection fund projected surplus is mainly due to higher than budgeted for collection rate £1.53m and lower levels of Local Council Tax Support awarded £0.90m.

Council tax arrears currently stand at £15.34m, compared to £16.20m target. The target for collection of Council Tax arrears was set at £1.5m and we are currently achieving £1.45m for quarter 3. The target for the overall reduction in year is £4.5m and the current estimate is £5.5m. This shows the continued determination of all Revenues staff to pursue all outstanding debt to a conclusion, irrespective of age.

b. Business Rates:

	Budget £m	Projection £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance £m
Collection Fund	94.91	93.61	-1.30	-1.48	0.62	-2.15
Doncaster Council	46.51	45.87	-0.63	-0.73	0.30	-1.06

\* Opening balance, planned recovery of the deficit and in-year variance = Closing balance

The variance in 2018/19 on the business rates collection fund is due to increased levels of charitable and empty property relief -£1.1m, adjustments to prior year rates -£1.2m, delayed delivery of growth -£0.6m offset by lower than expected adjustment to appeals provision £2.1m.

The target for business rates arrears is £3.85m and they currently stand at £4.37m. The level of arrears has decreased by £0.50m this quarter against a projected target of £0.75m; this is lower due to the overall level of arrears being less than previous years i.e. £1.4m less than at the same time a year ago. The overall continued level of reduction shows the commitment to pursue all debt irrespective of age.

## STRATEGIC RISKS

42. There are currently eighteen Strategic Risks and all have been updated as part of the Quarter 3 reporting process.
43. Fifteen risks have retained the same profile; No profiles have increased. Through the implementation of mitigating actions three risk profiles have been reduced:
  - Failure to achieve the budget target for 18/19;
  - Failure to adequately implement effective joint working arrangements, which could lead to ineffective delivery of children's services across the wider partnership system;
  - Failure by the Council and the Trust to agree and set a realistic annual budget target
44. The risk around "Savings from the Adults Health and Wellbeing Transformation Programme" is to be reworded as the transformation programme has been refreshed and the savings required from AHWb are not solely attributable to the new programme. Therefore, the current risk wording would not reflect the full range of savings that needs to be made as part of the medium term financial forecast.
45. During the quarterly resource management process, no new strategic risks have been proposed and no current risks have been proposed for demotion.

## 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

Priority	Implications
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>	priorities
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: SRF Date: 28/01/19]

49. Whilst there are no specific legal implications arising out of this report, the individual components which make up the finance and performance report may require specific and detailed legal advice as they develop further

## FINANCIAL IMPLICATIONS [Officer Initials: RI Date: 22.01.19]

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

## HUMAN RESOURCES IMPLICATIONS [Officer Initial: RH Date: 28/01/2019]

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. The HR & OD team 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. Individuals that 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 not 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 areas which should help to mitigate risks, reducing possible breaches and other potential consequences such as financial penalties.. 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: 28/01/19]

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: 29/01/2019]

58. 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: 16/01/19]**

59. 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**

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

#### **BACKGROUND PAPERS**

61. Not applicable.

#### **REPORT AUTHORS AND CONTRIBUTIORS**

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# FINANCE PROFILE

Adult Health and Well-Being Revenue	Quarter 3 2018/19		
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
<ul style="list-style-type: none"> <li>Adults Health &amp; Wellbeing Total</li> </ul>	152.791	76.020	0.704
<ul style="list-style-type: none"> <li>Adult Social Care &amp; Safeguarding</li> </ul>	94.125	61.328	1.609
<ul style="list-style-type: none"> <li>Care Ladder costs: Detailed forecasts for the main Care Ladder areas are included in the Care Ladders summary and are based on Team Managers' assumptions around activity. Overall Care Ladder overspend estimated at £1.647m to reflect the anticipated activity predicted until year-end (26 additional OP Resi placements, 4 additional Homecare, 32 additional Direct Payments). Various initiatives are ongoing within the service to address the increasing activity levels. These include a review of Extra Care waiting lists and a new allocation process, a revised ASC front-door structure and rapid response service, a robust Direct Payment improvement plan as part of the RIP, including a deep dive into the most recent 60 packages approved and a planned review of all Supported Living packages and high cost WAA residential placements. There will also be reviews around various strands of Home Care Provision - high cost placements, 2 or more carer packages and low cost packages, and work with the new Supported Living providers to deliver the savings they identified in their bid submissions. Other ASC costs: Other costs within the service are forecast to overspend by £507k. Unmet savings targets £311k, DoLS Assessment costs £414k (additional posts and use of internal BIA should reduce this overspend), vacancy savings (£322k), uncommitted Care Act grant (£127k), over-achieved Safeguarding Adults income (£42k), Independent Day Care underspend (£66k) and Shared Lives underspend (£40k). Bad debt provision £379k, this is debt write-off primarily from direct payments not known about earlier in year, so not forecast until Q3. Over next couple of months we will be working on these projections and assessing the initiatives in terms of impact on demand and therefore budget. A deep dive of demand versus demography will be carried out in order to produce a revised position around realistic expectations on service delivery. We will also be looking at vacancies to determine if the can permanently be offset against unmet staffing savings. Detailed work has also been carried out to minimise agency spend (although some new spend will be incurred due to backfilling posts and short term funding). Work is also underway to capture budget savings achieved through reviews and different ways of working.</li> </ul>	25.049	14.096	-0.704
<ul style="list-style-type: none"> <li>The Director has approved the carry forward of £37.5k projected underspend from the Library and Culture service into 2019/20 for investment in the new build including the purchase of new books. The final decision will be taken by cabinet as part of the 18/19 closure of accounts process but for now the projected variance is shown as committed and therefore nil underspend.</li> </ul>	1.147	1.059	-0.125
<ul style="list-style-type: none"> <li>Communities</li> </ul>	11.200	6.664	-0.080
<ul style="list-style-type: none"> <li>Director Of Adult Services</li> </ul>	19.787	-0.058	0.005
<ul style="list-style-type: none"> <li>Commissioning &amp; Contracts</li> </ul>			
<ul style="list-style-type: none"> <li>Public Health</li> </ul>			
<ul style="list-style-type: none"> <li>No change from last period. small overspend due to leisure services</li> </ul>			
<ul style="list-style-type: none"> <li>Director Of Improvement</li> </ul>	1.483	-7.068	0.000



Adults Health and Well-Being Capital	Quarter 3 2018/19				
	Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
	£m	£m	£m	£m	£m
<ul style="list-style-type: none"> <li>Adult, Health &amp; Well-Being Total</li> </ul>	7.4	7.8	17.6	16.2	4.0
<ul style="list-style-type: none"> <li>There are no major concerns with the AHWB programme at Q3. The only significant variances to budget reported at this stage is £200k further expenditure forecasted for Adaptations. A further £28k expenditure has been forecast for DFGs. A new S106 scheme has been added to Communities £12k.</li> </ul>					
<ul style="list-style-type: none"> <li>Adult Social Care</li> </ul>	4.5	4.8	13.4	13.4	2.3
<ul style="list-style-type: none"> <li>The main schemes in Adult Social Care are the Adaptations £2.1m and Disabled Facilities Grants (DFGs) £2.7m. £0.2m additional expenditure is forecast in 18/19 for Adaptations than was reported in Q2.</li> </ul>					






	<b>Communities</b>	0.8	1.0	0.0	0.0	0.5
	<ul style="list-style-type: none"> <li>Communities is mainly section 106 funded open space improvements/play area installations, grant funded Heritage Services projects and Library Schemes. The increase in estimated expenditure from Q1 is mainly due to the addition of a new S106 funded open space project at Q2 £12k at Bentley Park.</li> </ul>					
	<b>Modernisation and Commissioning</b>	0.3	0.2	2.2	0.3	0.0
	<ul style="list-style-type: none"> <li>The main schemes in Modernisation and Commissioning are the Extra Care scheme scheduled after 2022 and the Customer Journey development scheme £0.5m over two years (£0.21m in 18/19). Customer Journey scheme is being developed.</li> </ul>					
	<b>Public Health</b>	1.8	1.8	2.0	2.4	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 corporate resource is available for the installation of the Cycle Circuit. Manager is anticipating a further grant income to fund this £1.2m scheme over 18/19 and 19/20.</li> </ul>					


<b>Corporate Resources Revenue</b>		Quarter 3 2018/19		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Corporate Resources Total</b>	102.696	21.954	-0.742
	<b>Customers, Digital &amp; Ict</b>	8.373	6.183	0.168
	<ul style="list-style-type: none"> <li>Overspend due to the 18/19 costs for Critical Technology projects (£0.22m) off-set mainly by recently identified salary savings in Customer Services (-£0.10m).</li> </ul>			
	<b>Corporate Resources Director</b>	0.315	-0.024	-0.024
	<b>Finance</b>	81.223	6.084	-0.599
	<ul style="list-style-type: none"> <li>The main areas of underspend relate to £0.35m of salary budgets plus £0.06m from the lower than expected use of the Local Assistance Scheme (both are on-going and are being used as savings in 19/20). In addition, there are a number of lower value underspends across this service.</li> </ul> <p>This is a reduction in underspend of £0.23m from period 6. This is mainly due to earmarking £0.53m of one-off underspends for the 19/20 costs of Critical Technology projects, off-set by an increase of £0.20m in salary underspends.</p>			
	<b>Hr, Comms &amp; Exec Office</b>	4.561	3.722	-0.154
	<ul style="list-style-type: none"> <li>The underspend has increased by £0.09m from period 6 to £0.15m due mainly to an increase in estimated one-off schools income £0.06m.</li> </ul>			
	<b>Legal &amp; Democratic Services</b>	5.338	3.411	-0.036
	<b>Strategy And Performance</b>	2.886	2.577	-0.097
	<ul style="list-style-type: none"> <li>The underspend is mainly due to salary underspends £0.07m, some of which are being used as savings in 19/20.</li> </ul>			

<b>Corporate Resources Capital</b>		Quarter 3 2018/19				
		Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	<b>Corporate Resources Total</b>	6.3	4.2	3.7	4.2	2.5
	<ul style="list-style-type: none"> <li>There are no significant issues in this area of the programme at period 9. The allocation for the Investment and Modernisation Fund (IMF) has been removed from this report. The balance was held in Corporate Resources until allocated against a specific scheme, so was never going to incur spend. This was distorting the figures.</li> <li>The main area of works relate to ICT projects at £3.77m. Projects are progressing and 18/19 spend is at 59% of budget.</li> <li>The variance during the quarter is due to removing £2.61m for the Capital Reserve Fund due to a shortfall in capital receipts and the reprofiling of ICT schemes. See the ICT and Finance sections for further information.</li> </ul>					
	<b>Customers, Digital and ICT</b>	5.6	3.7	2.4	3.9	2.3
	<ul style="list-style-type: none"> <li>The majority of schemes are progressing and there are no known significant issues. The largest allocations in the area for 18/19 are the ICT Desktop and Mobile Upgrades £1.02m, ICT Corporate Storage (SAN) £0.68m, DIPS £0.60m and Council Wide Systems £0.52m.</li> <li>The 18/19 variance of -£0.61m results mainly from two projects re-profiling allocations into 19/20 (DIPS -£0.50m and Networking (WAN) -£0.20m), off-set by the addition of lower value schemes into the programme.</li> </ul>					



	<b>Finance</b>	0.7	0.1	1.3	0.2	-0.1
	<ul style="list-style-type: none"> <li>No significant issues in this area at period 9. For 18/19</li> <li>The 18/19 variance results from removing the Capital Reserve Fund and slippage of the ERP scheme</li> </ul>					
	<b>HR, Comms &amp; Exec Office</b>	0.0	0.4	0.0	0.1	0.3
	<ul style="list-style-type: none"> <li>No significant issues in this area at period 9. This area of the programme contains the replacement HR/Payroll system that is being jointly procured with Rotherham MBC at an estimated £0.50m (£0.37m 18/19). The project is progressing and is estimated to be completed in Spring '19. £0.13m of resources re-profiled to 19/20, creating the in-year variance. Profile is unchanged from period 6.</li> </ul>					





		Quarter 3 2018/19		
<b>Learning and Opportunities; CYP Revenue</b>		<b>Gross Budget (£m)</b>	<b>Net Budget (£m)</b>	<b>Variance (£m)</b>
	<b>Learning &amp; Opportunities C&amp;Yp Total</b>	<b>110.529</b>	<b>60.320</b>	<b>1.362</b>
	<b>Centrally Managed</b>	<b>7.775</b>	<b>0.193</b>	<b>-0.010</b>
	<b>Partnerships &amp; Operational Del</b>	<b>8.003</b>	<b>2.033</b>	<b>-0.016</b>
	<ul style="list-style-type: none"> <li>The projected underspend mainly relates to a net staffing underspend (£0.02m) as a result of the functional review offset by legal fees for the new Big Picture Learning project. Dedicated Schools Grant (DSG) for 2018/19 is showing an in-year underspend of (£0.3m) as a result of an additional £0.7m High Needs Block DSG to be received in 2018/18 and unallocated contingency budgets held offset by an overspend of £0.7m on DCST out of authority placements.</li> </ul>			
	<b>Commissioning &amp; Business Devel</b>	<b>41.938</b>	<b>9.317</b>	<b>0.810</b>
	<ul style="list-style-type: none"> <li>Commissioning &amp; Business Development overall projection is an over spend of £0.81m. The main areas of overspend are as follows:  Children with Disabilities is £487k above budget due to increased demand above budget prediction, in particular two high cost placements. Action: A partnership future placement group has been established and has a clear strategy to improve quality and reduce cost. Recommendations to be submitted by end of Feb 2019. Good progress to date.  Passenger Transport costs are projected to overspend by £257k mainly due to the increased number of pupils and students accessing education outside of the authority due to provision and need. Due to the large number of different schools being accessed and the distances between these schools it is not possible for many students to travel with each other so there is a lot of single use taxis. Action - All age strategic transport group established. Currently looking at existing systems, decision making processes and exploring new options. Good progress to date.  Short Breaks £150k primarily due to one high cost package. Action - Review top ten most expensive packages to explore alternatives.</li> </ul>			
	<b>Childrens Services Trust</b>	<b>52.812</b>	<b>48.778</b>	<b>0.578</b>
	<ul style="list-style-type: none"> <li>Doncaster Children's Services Trust - In October 2018 Cabinet approved £6.0m one-off funding for the Doncaster Children's Trust to meet the projected pressures in 2018/19. Following the allocation of this additional funding to budgets, at month 9 a £0.58m overspend is now projected for 2018/19, mainly due to an increase of £0.42m Looked After Children and £0.27m in legal costs, offset by an underspend of (£0.1m) Support Services and Management costs. Activity analysis shows that, on average, the Trust is anticipating that it will support 70 more young people for all placement types in the care ladder, than assumed going into 2018/19.</li> </ul>			

		Quarter 3 2018/19				
<b>Learning and Opportunities; CYP Capital</b>		<b>Budget</b>	<b>Projection</b>	<b>Budget Future Years</b>	<b>Projection Future Years</b>	<b>Actual Spend</b>
		<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
	<b>Learning &amp; Opportunities - CYP Total</b>	<b>12.8</b>	<b>7.2</b>	<b>26.3</b>	<b>32.2</b>	<b>4.2</b>
	<ul style="list-style-type: none"> <li>The overall LOCYP Capital Programme is on track with no significant concerns. The spend to date is lower than budget but this is not unusual for this time of the financial year as costs will not have been recharged to the projects yet. There will be a significant increase in costs charged in the fourth quarter.</li> </ul>					


	<b>Centrally Managed</b>	0.3	0.1	0.8	0.8	0.0
	• The £0.15m budget is set aside for emerging schemes and to cover various small overspends.					
	<b>Commissioning &amp; Business Development</b>	11.1	5.5	23.7	29.6	3.2
	• Total spend relates to additional School Places £1.1m, Schools Condition Programme £2.0m, School Roof Programme £0.7m, additional Early Years places for the 30 Hours programme £0.45m, Safeguarding & 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.					
	<b>Partnerships and Operational Delivery</b>	1.4	1.6	0.3	0.3	1.0
	• 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.					
	<b>Children's Services Trust</b>	0.0	0.0	1.5	1.5	0.0
	• No expenditure is expected during 2018-19.					

<b>Regeneration &amp; Environment Revenue</b>		<b>Quarter 3 2018/19</b>		
		<b>Gross Budget (£m)</b>	<b>Net Budget (£m)</b>	<b>Variance (£m)</b>
	<b>Regeneration &amp; Environment Total</b>	<b>119.140</b>	<b>34.534</b>	<b>-0.456</b>
	<b>Development</b>	<b>10.312</b>	<b>4.148</b>	<b>-0.094</b>
	• Overall underspend mainly comprised of: -			
	Overspend (on-going) £42k unmet Digital Council savings target.			
	Overspend (on-going) £80k Building Control trading income but planned to be reduced significantly from increasing fees 2019/20.			
	Overspend (on-going) £92k developer contributions in Design but should diminish slowly across years.			
	Overspend (on-going) £69k Talent Pathways training income.			
	Overspend (one-off) £36k Development Management income from planning fees.			
	Underspend (one-off) -£242k vacant posts.			
	Underspend (one-off) -£56k release of Development Management budget earmarked for service improvement (not fully implemented until 2019/20).			
	Underspend (one-off) -£54k Development Management Legal and Professional fee expenditure; expert advice no longer required for Public Inquiry.			
	Underspend (one-off) -£18k maximisation of grant income in Planning, Policy & Environment.			
	Underspend (one-off) -£19k apprenticeship incentive payments.			
	Underspend (one-off) -£24k various small efficiencies across the service.			
	<b>Director Of Regen &amp; Enviro</b>	<b>0.449</b>	<b>0.265</b>	<b>-0.004</b>
	<b>Environment</b>	<b>64.729</b>	<b>29.220</b>	<b>-0.586</b>
	• Main factors contributing to the underspend are Highways Operations additional income generation £317k, Street Scene underspends (mainly transport) £148k, Additional Income generated through bus lane enforcement £130k, Street Lighting energy savings £110k and a combination of salaries savings and additional income creating a £78k underspend in Network Management. This is offset by overspends including, Digital Council pressure £101k and various other Income and Vacancy factor pressures in Regulation and Enforcement £150k. Highways infrastructure is reporting a break-even position but this is due to significant revenue costs (£110k) being met from Capital budgets this year.			
	<b>Trading &amp; Property Services</b>	<b>43.651</b>	<b>0.900</b>	<b>0.228</b>
	• At Quarter 2, the service was showing an overspend of £0.109m. At Quarter 3 the position has worsened by £0.119m and is now projecting an overspend of £0.230m. The Assistant Director is currently showing an underspend of £0.062m due to vacancies within Professional Business Support. Corporate Landlord is now projecting an underspend of £0.004m. This is very slightly worse than Quarter 2. The largest pressures continue to be Design Team (£0.039m due to work being done in current financial year but income not expected until next year), Metro Clean (£0.084m due to loss of work at profit making schools), North Bridge Depot/Stores (£0.083m due to increased security and maintenance costs) and Fleet Transport (£0.047m due to reduction in fleet size). This is offset by various underspends across the service including Facilities Management (£0.028m), Statutory Planned Maintenance (£0.050m), Energy (£0.114m as a result of trading carbon allowances and lower carbon production), Strategic Asset Management (£0.028m) and Public Buildings Maintenance (£0.032m due to increased workload).			














Issues with reporting Public Buildings Maintenance still need to be resolved. A job costing report is still to be developed. Trading Services is currently showing an overspend of £0.295m, which has worsened by £0.078m since period 8 and is £0.120m worse than Q2. The largest pressures continue to be Markets (£0.239m overspend, an increase of £0.076m mainly due to vacant stalls and continuation of consultancy costs), Bereavement Services (£0.017m overspend, a slight improvement on the previous period, due to needing to address H&S issues), Pest Control (£0.019 due to long term sickness impacting income) and InPress (£0.052m overspend due to reduced departmental spend). This is offset by the underspend within the Schools Catering service (£0.031m).

Regeneration & Environment Capital	Quarter 3 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>80.9</b>	<b>141.0</b>	<b>165.6</b>	<b>40.4</b>
<ul style="list-style-type: none"> <li>The key projects in the programme are progressing well. Risks and changes in forecast expenditure are referred to below.</li> </ul>					
 <b>Development - Non Housing</b>	26.8	20.8	94.4	56.4	7.5
<ul style="list-style-type: none"> <li>Main areas of spend include Doncaster Culture &amp; Learning Centre (£3.7m), Enterprise Market Place Phase 1 (£3.0m), Quality Streets (£1.4m), St. Sepulchre Gate/Station Forecourt (£2.6m), Scot Lane &amp; High Street Acquisitions (£1.0m), DN7 Unity Link Road (£2.6m), FARRRS Phase 2 (£2.8m) and Strategic Housing schemes (£37.8m - more details provided below).</li> <li>The spend at Quarter 2 is £6.3m less than the previous quarter mainly due to expenditure re-profiled to later years, main variances outlined below: -               <ul style="list-style-type: none"> <li>a). CCQ Cinema - £1.2m decrease due to delays in the procurement process.</li> <li>b). Doncaster Culture &amp; Learning Centre - £0.4m decrease as costs re-profiled using latest information from Willmott Dixon. No change to completion date.</li> <li>c). Scot Lane &amp; High Street Acquisitions - £1.0m decrease as no new ones expected in this financial year.</li> <li>d). Strategic Housing - £3.8m decrease (more details provided below).</li> </ul> </li> <li>Since the closure of Quarter 3 figures for editing, SCR project dashboard returns have been finalised. These show further re-profiling of expenditure from 2019/20 to 2020/21 for DN7 £1.0m and St Sepulchre Gate/Station Forecourt Phase 2 £0.8m, which will now be reflected in the programme at Quarter 4. The changes should not affect the receipt of grant from the SCR and completion dates should not be affected.</li> <li>The SCR have un-ringfenced £19.9m SCRIF relating to Enterprise Market Place Phase 2, St. Sepulchre Gate/Station Forecourt Phase 3, DN7 Unity Link Road, West Moor Link and CCQ Cinema projects. Whilst the projects are un-ringfenced there is the risk that SCR allocate the funding to other projects.</li> <li>The £3.3m NPIF funding being used on West Moor Link requires £1.5m of match funding, the majority of which is intended to be provided from either SCRIF or S106 contributions. Neither of these are entirely secure and could put all of the funding at risk if alternative resources are needed but cannot be found.</li> </ul>					
 <b>Development – Housing</b>	37.7	37.8	40.6	82.3	25.3
<ul style="list-style-type: none"> <li>Main areas of spend include Council House New Build £16.4m, Works to HRA properties £11.3m, and Fire Suppressant Works £5.3m (Sprinklers / Lifts / Communal Works)</li> <li>Variances from the Q2 reported position are: Council House New Build (£1.1m) - the completion of the Thompson and Dixon development has been revised by the developer (the Council has little control over this as we are simply buying the properties once constructed), Planned Maintenance to HRA properties (£1.1m) - resulting from revisions to delivery profiles of various schemes and Fire Suppressant Works (£0.5m) - additional fire safety precaution works are forecast to be completed in 2019/20.</li> <li>The areas align to the priorities of the housing capital programme (Four year programme approved by Council 5 March 2018):- a). Council House build programme (committed). b). Council House build programme (uncommitted). c). Council House improvement and maintenance programme. d). High rise fire safety improvements. e). Energy efficiency works.</li> </ul>					
 <b>Environment</b>	1.7	9.7	4.9	12.9	0.8
<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>Forecast spend relating to Phase 2 of the Smartlight scheme spend is £0.8m, this may reduce pending review of the cost of the remaining works.</li> <li>Forecast expenditure has reduced by £0.577m due to delays in the Jubilee Bridge works (£0.400m) and other minor changes.</li> <li>There is a change in funding sources within the Highways Capital Programme due to the receipt of the Highways Maintenance Additional Funding (£2.239m) in October which needs to be spent in 2018/19 and the removal of the £1m Corporate Resources. Therefore, the funding of various existing schemes has been changed to ensure the Highways Maintenance Additional Funding is fully utilised and, as a result, LTP Highways Maintenance Funding</li> </ul>					

will be carried forward to 19/20.

	<b>Trading &amp; Assets</b>	11.8	12.6	1.1	14.0	6.8
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- The main areas of forecast spend are Herten Triangle £7.1m, Corn Exchange £1.3m and Fleet & Plant replacement £2.1m. The Fleet & Plant replacement programme now includes a new allocation approved at Cabinet (£1.1m in 18/19 and £8.2m in total over 3 years).

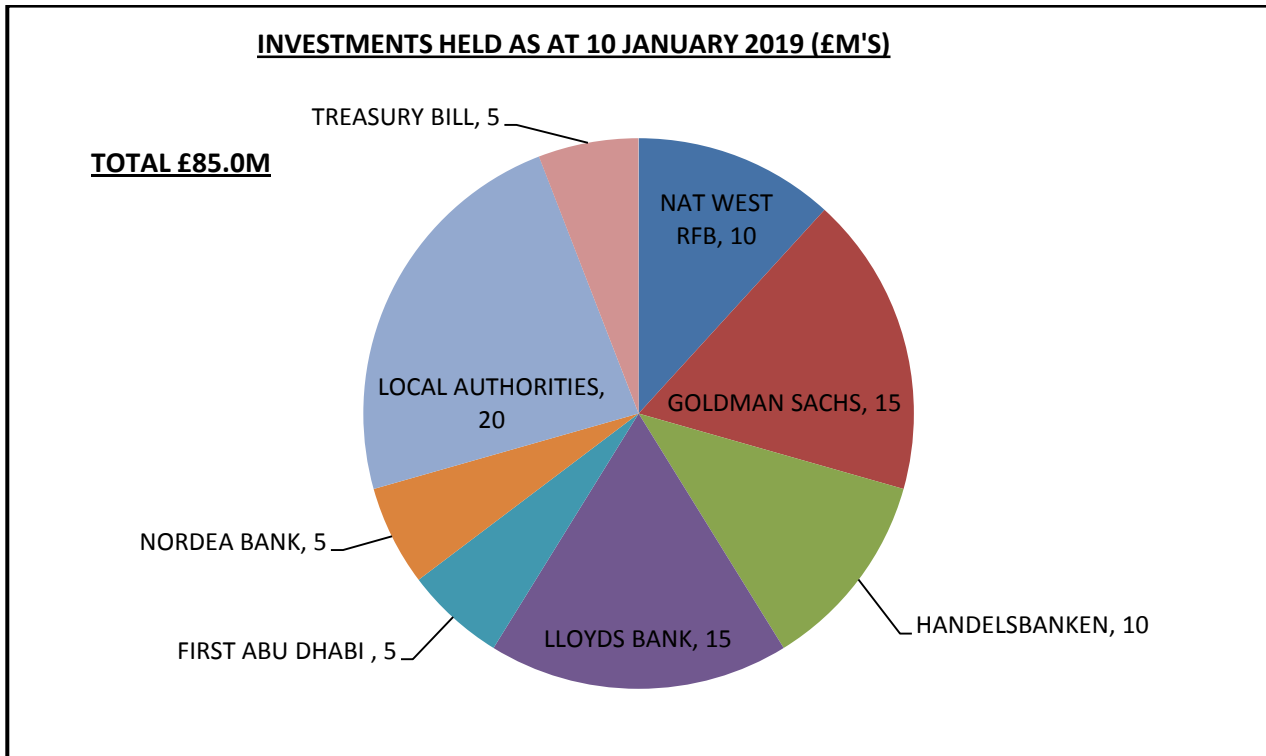
<b>Council Wide Budgets Revenue</b>		<b>Quarter 3 2018/19</b>		
		<b>Gross Budget (£m)</b>	<b>Net Budget (£m)</b>	<b>Variance (£m)</b>
	<b>Council Wide Budget Total</b>	11.934	-77.397	-0.871
	<b>Change Programme</b>	-0.007	-0.277	0.047
	<b>General Financing/Treasury Management</b>	7.198	6.572	-0.136
	The underspend is made up of interest savings and income from a bond sale, both one-off.			
	<b>Levying Bodies/Parish Precepts</b>	16.743	16.743	0.000
	<b>Other Centrally Funded</b>	10.799	1.936	-0.028
	The underspend is an accumulation of lower values including lower than expected dividend from YPO off-set by savings in the Apprenticeship Levy and increased levels of leave buy-back.			
	<b>Revenue Costs Ex Capital Programme</b>	-33.732	0.000	0.000
	<b>Technical Accounting</b>	5.503	5.503	0.000
	<b>Business Rate Retention</b>	0.000	-113.124	-0.603
	This is area is projecting a one-off underspend of £0.60m resulting mainly from two different areas for the Small Business Rate Relief (SBRR) grant. Increased allocations confirmed after quarter 2 total a projected £0.26m due to under-provision from Government grant in 17/18 and 18/19, plus additional SBRR due to DMBC following confirmation of the revised award for NNDR activity in 18/19.			
	<b>Severance Costs</b>	5.430	5.251	-0.151
	The underspend is from lower than expected costs of pensions of former staff.			

## Treasury Management Update - Quarter 3 2018-19

1. The forecast outturn for Treasury Management is an underspend of £136k, due to a combination of lower borrowing costs than originally budgeted for and increased investment income. This is an increase of £36k from Q2 thanks mainly to the external borrowing requirement falling by £1.5m, due to the Capital Programme spend profile changing, but also, thanks to the positive cash flow, the Council has been able to delay taking any external borrowing by a further 79 days.
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 approximately £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 0.85%, against a benchmark rate of 0.51%, 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 10<sup>th</sup> January 2019.**



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> December 2018.

<b>DMBC Debt Portfolio and Maturity Profile as at 30<sup>th</sup> December 2018</b>				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	1.24	6.504
12 to 24 Months	50	0	17.61	92.687
24 Months to 5 Years	50	0	13.63	71.769
5 Years to 10 Years	75	0	5.32	27.982
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			62.20	327.493
40 Years to 50 Years				
50 Years and above				
<b>TOTAL</b>			<b>100.00</b>	<b>526.435</b>

8. During the 2018/19 financial year the Council has a borrowing requirement of £92.7m. £18.3m in new external borrowing to support the Capital Programme, £65.5m to replace loans maturing during the year and £9m 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. As widely forecast, Bank Base Rate increased from 0.5% to 0.75% in August 2018. The Bank of England have reiterated that any future interest rate increases over the next three years should be slow and steady, with bank base rate potentially increasing from 0.75% to 1% by September 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 2.8% to 3.0% 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

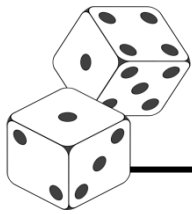
12. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 5<sup>th</sup> March, 2018. Key risks relate to our investment portfolio: -
  - a. The risk of reduced interest rates is considered minimal.
  - b. Counterparty 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.
  - c. 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 3 2018-19

	<b>Funding Source</b>	<b>New Addition 2018/19 £m</b>	<b>New Addition Total £m</b>
<b>Adults, Health &amp; Wellbeing</b>			
<b>Communities</b>			
The provision and installation of a new 'Spinmee Inclusive Roundabout' in Bentley Park, using section 106 resources from developments within the Bentley area. This includes the provision of a new roundabout and the transfer of gym equipment from Toll bar to Bentley park. The existing gym equipment will then be fully utilised.	Section 106	0.01	0.01
<b>Total Adults, Health &amp; Wellbeing</b>		<b>0.01</b>	<b>0.01</b>
<b>Learning &amp; Opportunities: Children &amp; Young People</b>			
7 new school condition schemes at various schools for works totalling £265k. These scheme are funded from transfer of budget from other Schools Condition schemes'	LOCYP Resources	0.26	0.26
<b>Total Learning &amp; Opportunities: Children &amp; Young People</b>		<b>0.26</b>	<b>0.26</b>
<b>Regeneration &amp; Environment</b>			
<b>Housing</b>			
Contribution towards the demolition of Bretby House	Housing Capital Receipts	0.108	0.108
<b>Environment</b>			
DfT Additional Highways Maintenance Funding Allocation 2018/19 allocated to the following schemes:	DfT LTP Additional Highways Maintenance		
Q1280 Permanent Patching		0.44	0.44
Q1281 SD Pre-Patching		0.31	0.31
Q2127 Add Maintenance – Road Repairs		0.76	0.76
Q2192 Newton Ings Bridge demolition		0.08	0.08
Q0240 UU Hill Top Road (Ph2) Carriageway Resurfacing		0.04	0.04
Q1453 Oldfield Lane Carriageway Resurfacing		0.02	0.02
Q1896 Cliff View Carriageway Resurfacing		0.04	0.04
Q1900 Rectory Lane Carriageway Resurfacing		0.02	0.02
Q1904 Oak Road Carriageway Resurfacing		0.05	0.05
Q1906 Ashburnham Carriageway Resurfacing		0.02	0.02
Q1908 Fir Tree Drive Carriageway Resurfacing		0.01	0.01
Q0215 Footways		0.14	0.14
Q0401 Surface Dressing		0.27	0.27
<b>Trading &amp; Assets</b>			
2 Year Fleet & Plant Replacement Programme	Prudential	1.19	8.21

	<b>Funding Source</b>	<b>New Addition 2018/19 £m</b>	<b>New Addition Total £m</b>
(Capital Receipts generated from the disposal of vehicles being replaced)	Borrowing (IMF) & Capital Receipts		
Purchase of Large Plant Items	Prudential Borrowing (IMF)	0.19	0.19
Doncaster Market clearing Food Hall units (transfer from Corn Exchange repair)	Capital receipts	0.07	0.07
Corn Exchange and food hall roof repair (transfer to Market Food Hall units)	Capital receipts	-0.07	-0.07
Solar panels North Bridge mower shed	Prudential Borrowing (IMF)	0.048	0.048
<b>Total Regeneration &amp; Environment</b>		<b>3.376</b>	<b>3.376</b>





# STRATEGIC RISK PROFILE

## STRATEGIC RISKS REGISTER

Current Risk		Target Risk
	<p>There are currently eighteen Strategic Risks and all have been updated as part of the Quarter 3 reporting process. The heat map opposite shows a summary of the scores.</p> <p>Fifteen risks have retained the same profile; No profiles have increased.</p> <p>Through the implementation of mitigating actions three risk profiles have been reduced:</p> <ul style="list-style-type: none"> <li>- Failure to achieve the budget target for 18/19;</li> <li>- Failure to adequately implement effective joint working arrangements, which could lead to ineffective delivery of children’s services across the wider partnership system;</li> <li>- Failure by the Council and the Trust to agree and set a realistic annual budget target</li> </ul> <p>During the quarterly resource management process, no new strategic risks have been proposed and no current risks have been proposed for demotion. The risk around adults transformation budget is due to be re-word during Quarter 4</p>	

**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	<u>Current Position</u>	Target Risk
<p><b>20</b></p>	<p>Due to the current demand for and pressure on AHWb services the overall risk score was increased from 12 to 20 in Q2 - this remains static in Q3. The transformation programme in particular is currently overstretched (within operations and PMO) this has in part prompted the on-going Programme review.</p> <p>Key operational management posts have been filled:</p> <p>A permanent Head of Service has started and is making an impact and providing additional support in relation to the transformation programme.</p> <p>3 new Strategic Service Managers posts have been filled and post holder now in place; adding capacity for Heads of Service.</p> <p><u>Mitigating Actions</u> Re-evaluation of transformation priorities and required resources.</p>	<p><b>8</b></p>

Workforce development activity to continue to focus on cultural and transformational change.

Progress the Frontline Engagement Group.

Recruitment to vacant operational level posts - initial funding agreed with BCF bid to be developed.

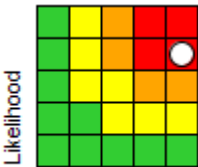
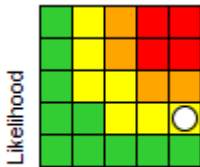
The Programme Management Office is reviewing resources with a view to reducing the pressure currently being experienced in other areas.

A culture of collaborative working is being developed to make sure that all staff are contributing to the business.

Progress the Workforce Development Project to ensure that staff are trained and retained.

**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	<u>Current position</u>	Target Risk
<p style="text-align: center;"><b>20</b></p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>The risk score has remained the same since it was increased in quarter 2. The savings expected during the year will not all be possible since the demand for services is not decreasing. However, the Quarter 3 financial projection reflects a more stable financial position after the actions that have been taken in the past 3 months.</p> <p>In year spend has been stabilised and is now in line with expected financial modelling. The savings planned for this year have been revisited and either refreshed for 2018/19 or rolled forward more realistically into 2019/20 and 2020/21. The budget gap, as a result of the level of support required, has also been addressed in the budget proposals.</p> <p>A Strategic Lead Officer is now in place to lead on financial aspects of Adults Health and Wellbeing, including savings initiatives as part of current year finances and future years budget setting.</p> <p>The Transformation Programme "Your Life Doncaster" has been reviewed and refocussed to make sure that the transformational changes that are needed are the main focus of attention and are not delayed by business as usual activity. The focus of Your Life Doncaster will now be on: Early Intervention &amp; Prevention / Integrated Area Based Working: Front Door: Practice Development,</p>	<p style="text-align: center;"><b>10</b></p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

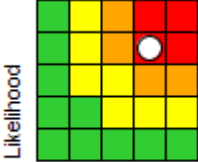
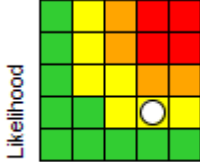
and: Joint Commissioning.

**Mitigating Actions**

- Refresh of the Your Life Doncaster programme - next steps to develop activity on the 4 new areas of focus.
- Effective assurance through the new Your Life Doncaster governance arrangements.
- 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.
- Further analysis of the emerging financial picture and the implications for the 2019/20 budget.
- Agreement of the AHWb budget proposals in the Mayor's budget.
- Health and Social Care integration.

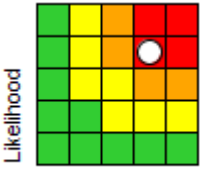
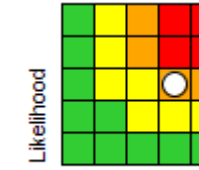
**Failure to improve Data Quality will prevent us from ensuring that data relating to key Council and Borough priorities is robust and valid.**

**Debbie Hogg**

Current Risk	<u>Current position</u>	Target Risk
<p><b>16</b></p>  <p>Likelihood</p> <p>Impact</p>	<p>Three data quality support officers are now in post, progressing a focused cleanse of existing data quality issues identified by the data quality working group. This process is running parallel to the DIPS data migration and is focused on preventing known data quality issues being transferred to the new system, and supporting a successful data migration.</p> <p>The recruitment exercise for 3.5 FTE Service Improvement Managers is complete, though start dates have not yet been confirmed for the successful candidates.</p> <p><b><u>Mitigating Actions</u></b></p> <p>The data quality working group will continue to monitor the implementation of the action plan. The temporary resources being put in place will reduce the risk of data quality problems in the future. A Data Quality Risk Log and Recovery Log have been put in place.</p>	<p><b>8</b></p>  <p>Likelihood</p> <p>Impact</p>

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

**Damian Allen**

Current Risk	<u>Current Position</u>	Target Risk
<p style="text-align: center;"><b>16</b></p>  <p style="text-align: center;">Impact</p>	<p>The School Improvement Strategy is being revised and rewritten to ensure greater consistency across all sectors including secondary academies. There will be further developments of the strategy as the work around Inclusion aligns with other school improvement activity in the secondary phase. The secondary arm of Partners in learning has been commissioned through funding agreed at Schools Forum to develop a review programme for core subjects based on a peer review model.</p> <p>The three tier model of support remains although has been refined. Schools have found that this 3 tier model has brought greater clarity to the risk assessment process. School of concern meetings have been changed following comments and consultation from stakeholders. These meetings are now called Support and Challenge meetings to more accurately reflect the LA's role in supporting and challenging schools. This is an important distinction as it is OFSTED's role to categorise schools and our job to support and challenge them to improve.</p> <p>The number of schools risk assessed as either targeted or intensive continues to decline. at the start of the spring term, there were 37 schools (Primary, Special or PRU ) risk assessed as either Targeted or Intensive. This is a reduction of 10 schools from the September figure of 47.</p> <p>There is now a secondary specialist on the team who is visiting all secondary academies and also analysing a range of data.</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>KS4 Summary:</b></p> <ul style="list-style-type: none"> <li>• Attainment 8 scores across all Doncaster pupils have remained relatively stable in comparison to last year, with 6 out of 17 schools improving their average score.</li> <li>• The percentage of pupils achieving a standard pass (grade 4 or higher) in both English and Mathematics has remained around the same since last year although 8 out of 17 schools have shown improvement in this measure.</li> </ul>	<p style="text-align: center;"><b>12</b></p>  <p style="text-align: center;">Impact</p>

- Although achievements in English have declined slightly overall, 8 out of 17 schools have improved in the percentage of pupils achieving a standard pass or better in this measure.
- Mathematics results have been a particular strength in 2018 across Doncaster, with 10 out of 17 schools making substantial improvements in the proportions of pupils achieving at least a grade 4. Whilst the percentage of pupils achieving a standard pass in mathematics in Doncaster remains below national average, this figure has improved on 2017 at a faster rate than national.
- A standard pass (grade 4) is equivalent to around a grade C under the previous scoring system
- Although these results show a mixed picture across the borough, there are some positive indicators in a number of our academies. We will focus our efforts in the future in those schools where outcomes have declined or remained static.
- Attainment 8 scores for all Doncaster pupils have remained relatively stable in comparison to last year, with 6 out of 17 schools improving their average score. .
- The percentage of pupils achieving a standard pass (grade 4 or higher) in both English and Mathematics has remained static since last year. 8 out of 17 schools have shown improvement in this measure since 2017.
- Although achievement in English has declined slightly overall, 8 out of 17 schools have improved in the percentage of pupils achieving a standard pass or better.
- Mathematics has shown significant improvement in 2018 across Doncaster, with 10 out 17 schools making substantial improvements in the proportions of pupils achieving at least a grade 4. Whilst the percentage of pupils achieving a standard pass in mathematics in Doncaster remains below the national average, this figure has improved in 2018 at a faster rate than national average.

#### **Key Stage 5 (A LEVELS)**

- Provisional results show an improving and encouraging picture across the borough. The headline figures show that:
  - The percentage of students in Doncaster achieving at least one A Level pass is now above national average by 1.7 %. This represents a 2.3% improvement from 97% in 2017 to 99.3% this year.
  - The percentage of A to A\* grades in Doncaster has improved from 19% to 22.8%, an increase of 3.8%. This represents a significant closing of the gap to national figures.
  - The pass rate in Doncaster overall has increased, with 75% of schools who have submitted results showing a 100% pass rate.
  - These figures demonstrate as with Key Stage 2 outcomes that Doncaster's children and young people are on a trajectory of improvement which will give them all better life chances and wider choices for the future.

### **Not in Education, Employment or Training (NEET)**

- The table below shows the figures for academic year 2017/18. The 0.1% increase in Doncaster's combined NEET/Not Known figure from 4.8% (June 2018) to 4.9% (July 2018), follows the expected (annual/seasonal) trend at local, regional and national level as young people complete education/training programmes and register as NEET with the Local Authority.
- Working in partnership with providers, the service tracks and monitors performance throughout the year, helping to identify the true destination of the Not Knowns (EET or NEET), further enabling the service to offer appropriate/impartial information, advice and guidance to the vulnerable/NEET cohort, helping individuals to progress into a positive destination (increasing the 'In Learning' figure).
- Doncaster's combined NEET/Not Known figure for July 2018 (4.9%) is lower than all of our near neighbours and also lower than the national figure (6.7%); this is a positive figure and reinforces that appropriate strategy implementation and support is in place.
- Doncaster has a higher percentage of young people 'participating/in learning' when compared with all our near neighbours and the national figure. It is also worth noting that Doncaster has seen a 2.6% increase of young people 'participating/in learning' when compared to the same period last year (July 2017).
- Overall, the data in relation to NEET and EET, clearly indicate a positive picture, which when combined with the wider improvements measures will provide greater assurance for improved outcomes for young people of Doncaster moving into the future.

### **Mitigating Actions**

- We will continue to challenge The Regional Schools Commissioner, Academy principals and MAT CEOs on underperformance. We have held a series of meetings with MAT CEOs to discuss current issues within their academies during the autumn term. The new STEP process is now available free of charge to all primary maintained schools, academies, PRUs and Special Schools due to an increase in funding granted by Schools Forum. This has resulted in engagement from a number of our smaller academy chains, although the two biggest Primary MATS, Delta and Astrea, have not yet agreed to participate in this process. The number of schools engaging in the STEP programme is currently 83. This includes a number of academies.
- Revise and strengthen the School Improvement Strategy to involve a wider group of stakeholders and ensure engagement from all schools and settings.

There is now a secondary school improvement strategy in place with a commissioned programme of subject peer reviews. Schools Forum have agreed further funding for this programme. This programme is beginning this term.

The development of the ward level plans will provide a powerful analytical tool to enable us to challenge underperformance more robustly and to target support and interventions more effectively. The first draft of all ward level plans is now complete.

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 exited the SOC process as a result of improved outcomes at KS2 in 2018 although a small number of primary schools have entered the targeted tier due to low outcomes, safeguarding concerns or staffing issues. Taking note of comments from schools and colleagues, we have renamed these meetings as Support and Challenge meetings to more accurately reflect the consultative, collaborative nature of these meetings. The number of schools in the targeted and intensive tiers continues to decline.

Continue to 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. This work is continuing with regular meetings between the SMOA school improvement professional and Learning Standards and Effectiveness Officers.

Priority 2 is around improving teaching and learning in secondary academies and the extended secondary school improvement programme will help us to achieve this. There is a major priority around the Inclusion Agenda with an Inclusion Summit planned for the 24th January.

**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

<b>Current Risk</b>	Doncaster Council continues to support Yorkshire regional officers in our pursuit to Government of a devolution deal that supports the best interests of our communities. Brexit negotiations at a Government level are currently delaying a government response on our Yorkshire wide economic proposal, however despite this officers and members continue to work collectively at a City Region level to ensure we receive the levels of funding and policy levers required.	<b>Target Risk</b>
<p style="text-align: center;"><b>16</b></p> <p>Likelihood</p> <p>Impact</p>		<p style="text-align: center;"><b>16</b></p> <p>Likelihood</p> <p>Impact</p>

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

Debbie Hogg

<b>Current Risk</b>	<p><b>Current position</b></p> <p>Likelihood - Possible (3), Impact - Critical (5), therefore score once again 15. As stated repeatedly, this is unlikely to change in this environment, however every measure is being taken to reduce risk wherever possible. Further to the Council having successfully achieved Cabinet Office PSN accreditation, a replacement ICT Security Officer has been recruited and extensive work is starting to progress with regard to upgrading the Council's ICT infrastructure to meet a deadline of 20th Jan 20 set by Microsoft for all to move to Windows 10 and therefore the most secure environment possible with up to date security patching for all technology. We are also implementing a required replacement for sending secure email due to the previous solution requiring replacement this next quarter.</p> <p><b>Mitigating action</b></p> <p>Another security health check is being commissioned to occur very soon. The upgrade of all critical infrastructure to further mitigate against attacks by removing vulnerabilities.</p>	<b>Target Risk</b>
<p style="text-align: center;"><b>15</b></p> <p>Likelihood</p> <p>Impact</p>		<p style="text-align: center;"><b>6</b></p> <p>Likelihood</p> <p>Impact</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

<b>Current Risk</b>	<p>The Safeguarding Adults Hub was formed in April 2016 and has been in operation for 30 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 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</p>	<b>Target Risk</b>
<p style="text-align: center;"><b>10</b></p> <p>Likelihood</p> <p>Impact</p>		<p style="text-align: center;"><b>10</b></p> <p>Likelihood</p> <p>Impact</p>



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.

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.

**Mitigating Actions**

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.

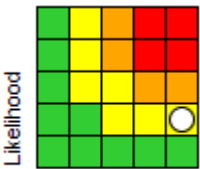
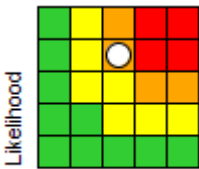
The Council has developed a draft Safeguarding Adults Policy and is currently working to develop internal safeguarding procedures all of which are aligned to South Yorkshire procedures and will be accompanied by mandatory training for key staff. The latest peer review took place 20th October 2017 by Dr Adi Cooper which was positively received by the DMBC and the Safeguarding Adults Board. An action plan has been developed and is being monitored by the Quality and Performance sub group.

The SY Procedures are being reviewed to enable a SY approach and a localised response to identify and respond to safeguarding concerns.

A recent change of management within the Safeguarding Adults Hub has instigated a business process review. In addition a Rapid Improvement Plan has worked to address a backlog of cases.

**Failure to achieve the budget targets for 2018/19**

**Debbie Hogg**

Current Risk	<u>Current Position</u>	Target Risk
<p><b>10</b></p>  <p>Likelihood</p> <p>Impact</p>	<p>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 3 forecasts are currently being produced and the overall position will be available on the 17th January.</p> <p><b><u>Mitigating Actions</u></b></p> <p>On-going budget pressures identified as part of the 2018/19 budget and resourced. Improved information available to budget holders e.g. devolved budgeting and pay information from the new HR</p>	<p><b>12</b></p>  <p>Likelihood</p> <p>Impact</p>

system. 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). Funding identified in year from Minimum Revenue Provision (MRP) budgets to meet pressures identified.

**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		Target Risk
<b>10</b>	<p>The current level of scrutiny is as referred beyond contractual requirements and that the rigorous challenge process provides assurance. The vast majority of bellwether PIs are performing not only well, but consistently well, but there remain sticky issues in relation to a small number of measures which are reflective of systemic problems with the whole children's system, which could compromise outcomes and this is being actively pursued. There is no suggestion or evidence that children are unsafe and Ofsted has repeatedly confirmed this.</p> <p><b><u>Mitigating actions</u></b> The Innovation Unit review, learning from best practice and planned systemic remodelling of integrated practice models will considerably mitigate this risk.</p>	<b>10</b>

**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	<u>Current Position</u>	Target Risk												
<b>10</b>	<p>The latest official figures from NHS England (November 2018) confirm that Doncaster has continued to achieve the BCF trajectory target since November 2017. This sustained improvement has reduced the likelihood of the risk.</p> <p>Actions to ensure that patients are discharged quickly and safely are consistently being taken, in close partnership with Health colleagues. Social care delays in particular have reduced significantly in the last year, improving from 7.2 days per day per 100k population in August 2017 to 0.7 in November 2018, a remarkable turn around in performance. NHS delays have increased in November but the overall Doncaster figure is still much better than the target.</p> <p><b>November month 2018 (days delayed per 100k population per day)</b></p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">August Actual</th> <th style="text-align: center;">BCF Trajectory</th> </tr> </thead> <tbody> <tr> <td><b>Target</b></td> <td></td> <td></td> </tr> <tr> <td><b>NHS</b></td> <td style="text-align: center;"><b>3.0</b></td> <td style="text-align: center;"><b>2.8</b></td> </tr> <tr> <td><b>Adult Social Care</b></td> <td style="text-align: center;"><b>0.7</b></td> <td style="text-align: center;"><b>2.3</b></td> </tr> </tbody> </table>		August Actual	BCF Trajectory	<b>Target</b>			<b>NHS</b>	<b>3.0</b>	<b>2.8</b>	<b>Adult Social Care</b>	<b>0.7</b>	<b>2.3</b>	<b>10</b>
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<b>Adult Social Care</b>	<b>0.7</b>	<b>2.3</b>												

<b>Both NHS &amp; ASC</b>	<b>1.4</b>	<b>1.9</b>
<b>Total</b>	<b>5.0</b>	<b>7.0</b>
<b><u>Mitigating Actions</u></b>		
<ul style="list-style-type: none"> <li>• Daily management of individual hospital patients to make sure that they are discharged quickly and safely</li> <li>• Flexible social care services to facilitate capacity in reablement/intermediate care facilities</li> <li>• Close monitoring of DTOC figures for early warning of performance issues</li> <li>• Effective challenge of delays raised by local Health Trusts</li> <li>• Close working with the Doncaster CCG and local Health Trusts on discharges</li> <li>• Implementation of the LGA High Impact Change model</li> <li>• Joint reporting arrangements with CCG and Health Trusts</li> <li>• The Integrated Discharge Team based at DRI is now 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</li> </ul>		

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

**Debbie Hogg**

<b>Current Risk</b>	<b><u>Current Position</u></b>	<b>Target Risk</b>
<p style="text-align: center;"><b>9</b></p>	<p>We have in place all programme boards and a portfolio board to oversee the priorities and their delivery. 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 has been completed and taken to Team Doncaster in Q3 18-19.</p> <p><b><u>Mitigating Action</u></b></p> <ul style="list-style-type: none"> <li>- Partnership priorities meeting taking place in Jan 19.</li> <li>- Partnership review will help to shape the partnership function in 2019-20 to focus on our most important priorities.</li> </ul>	<p style="text-align: center;"><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**

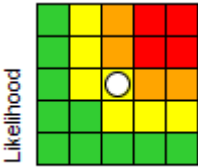
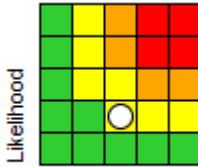
**Damian Allen**

<b>Current Risk</b>	<b>Target Risk</b>
<p style="text-align: center;"><b>9</b></p>	<p style="text-align: center;"><b>8</b></p>
<p>The Children and Families Exec Board as the senior governance structure for the CYPP and having strategic oversight of joint working arrangements have continued to review the functions and impact of the sub groups of the board.</p> <p>A paper is being drawn to go to CFEB in Jan 19 to suggest a review of the current governance arrangements of the CYPP, with particular</p>	

focus on the sub-groups and the challenge and escalation function they perform. This will have the implications on wider joint working arrangements to ensure we deliver quality services effectively across the partnership.

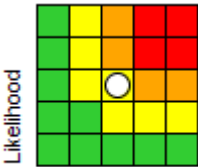
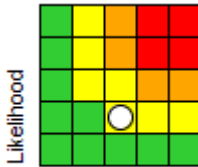
**Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk**

**Damian Allen**

Current Risk		Target Risk
<p><b>9</b></p>  <p>Likelihood</p> <p>Impact</p>	<p>Whilst the volume of Early Help intervention is increasing overall, there re still far too many contacts to the Front Door and referral and re - referrals into social care. this continues to be challenged and the and learning from Outstanding LAs and the report. of the Innovation Unit is shaping how this is being taken forward. We know that the whole system is not functioning effectively and efficiently with inappropriate use of social care where an Early help assessment / intervention would be more appropriate.</p> <p><b>Mitigating actions</b> Should this persist this could become a greater risk which is why plans are in place to address via systemic remodelling and cultural change, which will include consideration of locality delivery and greater integrated methods.</p>	<p><b>6</b></p>  <p>Likelihood</p> <p>Impact</p>

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

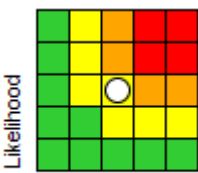
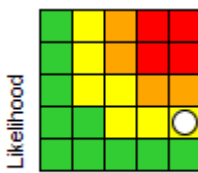
**Damian Allen**

Current Risk		Target Risk
<p><b>9</b></p>  <p>Likelihood</p> <p>Impact</p>	<p>Trust performance is reviewed on an ongoing basis and is escalated where measures of concern and emerging performance concerns are challenged at a series of challenge Fora which include the Joint Finance and performance meeting; the Director level Quarterly performance meeting and at member fora, such as the Children's Scrutiny panel where the DCS is also challenged as to his challenge of the Trust.and at the Overview and Management Scrutiny committee. These arrangements exceed contractual requirements and further reassurance is provided in the Annual Contract review report to the secretary of State. there is also a commitment to review the basket of PIs at each annual review to check for relevance and robustness of measures.</p> <p>There remains an arguable point that the number of PIs within the contract is too small to adequately view the whole of performance and that a redesigned framework would be worthy of merit and this will be considered during the following 12 months.</p> <p><b>Mitigating actions</b> There is assurance that the bellwether PIS are captured and that triangulation with volumetric measures and quality provides a</p>	<p><b>6</b></p>  <p>Likelihood</p> <p>Impact</p>

greater level of completeness and robust questioning in multiple fora ensures that a rounded view is obtained.

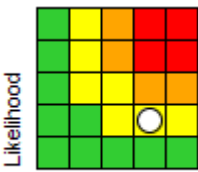
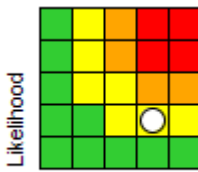
**Failure by the Council and the Trust to agree and set a realistic annual budget target**

**Damian Allen**

Current Risk	Current Position	Target Risk
<p><b>9</b></p>  <p style="text-align: center;">Impact</p>	<p>Ongoing discussions are taking place between the Council and Children’s Trust to understand the pressures and impact on the 2019/20. Whilst there are challenges an ongoing increase to the contract based on current demand has been agreed; subject to Council approval in March 2019. Further work is continuing on the future placement strategy which will inform medium-term financial planning.</p> <p><b>Mitigating Actions</b> On-going budget pressures identified are being resourced in the proposed increase to the contract variation. Regular scrutiny of the budget position (monitoring information discussed monthly at Joint meetings).</p>	<p><b>10</b></p>  <p style="text-align: center;">Impact</p>

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

**Peter Dale**

Current Risk	Current Position	Target Risk
<p><b>8</b></p>  <p style="text-align: center;">Impact</p>	<p>Corporate Health and Safety continue to monitor the effectiveness of all council health and safety arrangements through both active and reactive monitoring. Current issues deemed high risk for the organisation, including targets and mitigation actions in place include:</p> <ul style="list-style-type: none"> <li>• Fire Safety High Rise Flats following the Grenfell Disaster</li> </ul> <p>Doncaster Council’s Fire Safety Advisor continues to attend the High Rise Fire Safety Group, advising and supporting St Leger Homes (SLH) where required. Work on installing sprinklers continues, including the contractor work to complete the Savills Level 4 Fire Risk Assessment Survey recommendations. Although progress has been made, as it currently stands the completion date for all of the remedial works will run into 2019.</p> <p>Doncaster Council’s Health and Safety Manager and Fire Safety Advisor continue to have regular meetings with SLH to receive progress updates on all Fire Safety recommendations and discuss or resolve any issues that may have arisen. These meetings will also take in the potential implications from the Hackett Report and what further recommendations may need to be considered. Corporate Health and Safety will continue to work closely with SLH to assist and advise throughout this process and to ensure the Council’s interests</p>	<p><b>8</b></p>  <p style="text-align: center;">Impact</p>

are met

- Orange Croft

St Leger Homes continue to lead on the fire safety action plan with input and advice from the Council's Environmental Health Officers (EHO's) and Fire Safety Advisor. SLH with the support of the Councils EHO's and Fire Safety Advisor are looking at Fire Safety implications at other Caravan Sites managed by SLH and developing action plans where necessary. SLH has engaged with Savills to complete a Fire Safety Report on Orange Croft.

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

**Damian Allen**

Current Risk	<u>Current Position</u>	Target Risk
<p><b>6</b></p>	<p>Risk remains the same. the Anti Poverty group continues to meet and work towards the activity in the Anti Poverty commitment Statement. The focus of the group will continue to be on the impacts of welfare reform and how we as a group of partners can better support residents and families</p> <p><b><u>Mitigating actions</u></b> Regular meetings and monitoring of locally devised actions plans will help drive our support, more specifically around welfare reform which 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 2019 which is an approach which has been endorsed by Team Doncaster and the financial inclusion group (FIG)</p>	<p><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>The current risk remains level. The delivery of the commissioning plan continues and market engagement is being completed linked to each procurement to ensure the market is able to respond.</p> <p>Broader market shaping activity scoping to commence during final quarter of 2018/2019.</p>	<p><b>8</b></p>



# GOVERNANCE INDICATORS – Whole Authority

Whole Authority		Value	Target	DoT	Traffic Light
Sickness – Days per FTE		9.06	8.50	↑	⚠
PDR Completion - % of workforce with a PDR recorded		94%	95%	↓	⚠
Internal Audit Recommendations - % completed that were due in period	3 out of 14	29%	100%	↓	🛑
Data protection incidents that had an initial assessment completed within 10 working days (Governance Indicator)	0 incidents	100%	100%	—	✅
% of Large Transactions (over £5k) that are under contract	22 out of 889	97.5%	100%	↑	✅
% of Service Plans elements updated within timescale		86.7%	95%	↓	⚠
% of Freedom of Information Requests responded to within timescale		86%	95%	↓	⚠



Doncaster  
Council

# Delivering for Doncaster 2018-19 Quarter 3





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# Introduction

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

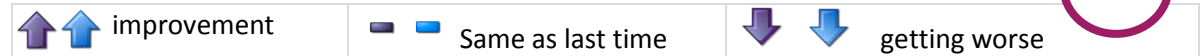
Each Theme is structured to show:

- **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.



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.	



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

We're working with Sheffield Hallam University, to help communities become more active. We will work with our residents and communities to understand people's experiences, and what influences their ability to be physically active.

Over 1,000 households have been surveyed and we will be recruiting and training a minimum of 20 residents to become 'Community Explorers'. They will work with their local communities by having face-to-face conversations, focus groups and events to ensure that all views are represented. This will lead to events and workshops during April 2019,



where residents can work with the Community Explorers to design interventions, services and opportunities that will increase their levels of activity.

We have also received confirmation of the routes for the **Tour de Yorkshire**, starting from the newly refurbished market square on 2<sup>nd</sup> May, and UCI Road World Championships, starting from The Dome on 27<sup>th</sup> September. We will be working with local communities along the routes to maximise the impact of these prestigious cycling events.

The **Housing (Homes for All) Programme** aims to help the people of Doncaster to access suitable, quality accommodation that meets their needs. To help us understand our residents' current and future housing needs, across our different communities, we are finalising our Housing Needs Study. This will include the results of a significant household survey.

A new development of council homes in Doncaster has been crowned 'Social Housing Development of the Year'. The new homes at Bristol Grove, Wheatley won the Local Authority Building Control (LABC) 'Bricks' award at a national awards ceremony. The new homes have been built in partnership between Doncaster Council, St Leger Homes, Homes England and the developer Willmott Dixon.

Overall, another 277 new homes have been delivered in Quarter 3, bringing the total so far for 2018/19 to 905, compared to our full year target of 920.

**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. We have seen a reduction in complaints about anti-social behaviour in the town centre by 20%, attributed to increased visibility and police presence.

Work started on the **Quality Streets Project** in September; the aim is to improve the streets and make the town centre a vibrant, desirable visitor destination where people choose to stay. The investment to Hall Gate and Silver Street will see some key changes being made to the area, such as widening the footpaths.

The government have announced a new **'Future High Street Fund'** which we intend to bid in to during 2019.

### Arts and Culture

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, including the appointment of key personnel to support our work towards an exciting enhanced arts and cultural offer in 2020-22. We have an online resource, Creative Doncaster, for creative people and organisations to promote, share and search for information about local events, practitioners and venues. Doncaster has a thriving voluntary arts scene with over 200 local arts groups, supported by the



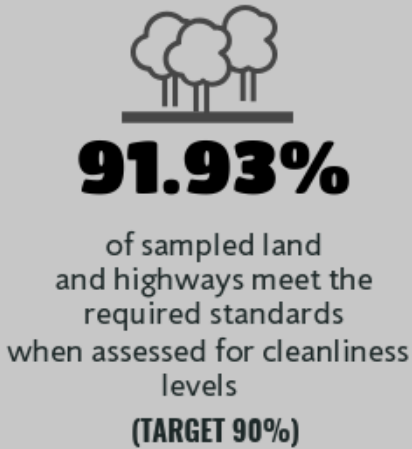
partnership through the Culture Strategy, Arts and Culture Programme Board and Creative and Culture Strategic Partnership. Building on success of the Culture Crawl in July, **the second Culture Crawl** hosted by Doncopolitan, took place in October with Halloween themed activities for young people and the opportunity to showcase local creative talent as well as supporting local businesses and venues. We also saw the **museum of the moon** exhibition St. Georges Minster which welcomed 16,000 visitors during the week across a wide range of ages, faiths and backgrounds.

Also in October, work started on transforming the old Girl's School site into a new home for **Doncaster Libraries and**

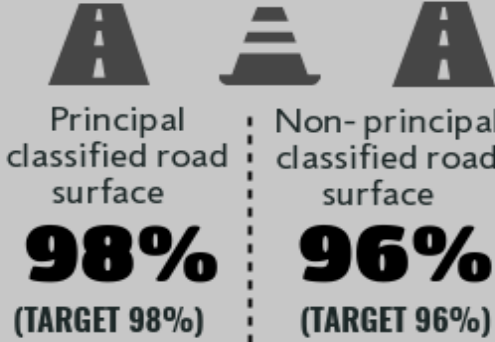
**Heritage.** As part of the development, 100 Doncaster school children and The University of Sheffield students worked collaboratively to fulfil the brief of 'Design a new museum for Doncaster'. The Design Challenge 2018 was held in November at Doncaster Mansion House. The service continues to engage consultatively with children and young people, and stakeholders from across the borough, to inform the design of services planned for the building.



# Service Performance getting the basics right



Percentage of road surfaces that are maintained



**99%**  
of grass cutting works completed against programme



## Outcomes Framework

	14/15	15/16	16/17	17/18	Current Year 18/19	Current Quarter Q3 18/19	Actual direction of travel	Frequency Quarterly Annual	RAG
The number of Net Additional Homes built	772	1,170	1,057	1,173	905 (Q1-Q3)	277	↓	Quarterly	📈
Numbers accepted as being homeless and in priority need- Total per 1000 pop	1.4	1.1	2.1	2.7	-	-	↓	Annual	📈
Number of households/ People in Temporary Accommodation per 1000 pop	0.1	0.1	0.2	0.3	-	-	↓	Annual	📈
Percentage of adults achieving at least 150 minutes of physical activity per week	50.9%	52.6%	58.6%	67.4%	-	-	↑	Annual	✅
Healthy Life Expectancy at birth (years) for Females	61.0 yrs	61.9 yrs	-	-	-	-	↑	Annual	📈
Healthy Life Expectancy at birth (years) for Males	59.7 yrs	59.6 yrs	-	-	-	-	↑	Annual	📈
Life Satisfaction Survey (ONS Well Being)	7.51	7.74	7.63	7.45	-	-	↓	Annual	📈
The % change in population over the previous 5 years	1.4%	1.4%	1.6%	2.0%	-	-	↑	Annual	📈
CO2 emissions per capita (tonnes)	7	6.8	6.7	-	-	-	↑	Annual	📈
Utilization of outdoor space for exercise/health reasons	17.1%	19.3%	-	-	-	-	↑	Annual	📈
Heritage Local Authority Index Ranking (RSA)	-	315	313	319	320	-	↑	Annual	📈
Children under 19 living in households whose income is below 60% of the median household income	24.1	21	-	-	-	-	↓	Annual	📈



Average number of days

**20.82**



to process new Housing Benefit claims

(TARGET 25)



**50.2%**

Recycle rate for household domestic waste



(ANNUAL TARGET 49.8%)

\*figures relate to Quarter 2 2018-19\*



**83.5%**



of fly tips investigated and removed within 7 days from public areas

(TARGET 85%)

## Doncaster Growing Together how we are transforming and changing

### TOWN CENTRE

'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.**

We are continuing to develop and deliver projects aimed at driving economic activity in the borough and making sure that our residents are well placed to benefit from the opportunities that arise. We are already starting to see the weekly earnings in Doncaster increase and at £519.60\* (for 2018-19) are now on a level with regional incomes.

Confusion around Brexit and political uncertainty are reminders of the need for business resilience and this resilience is key to the borough's success. Our approved

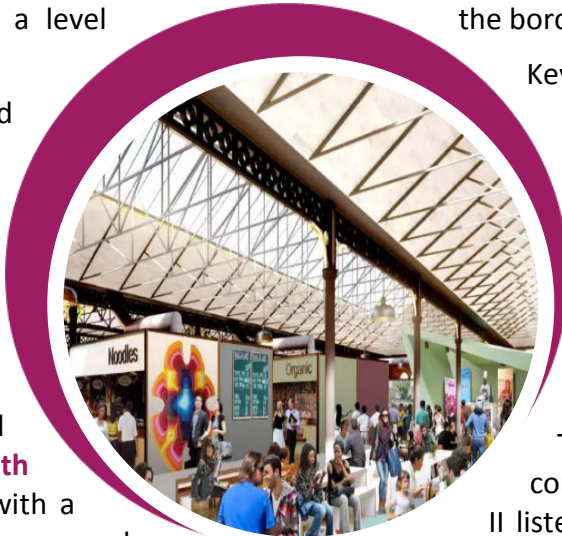
**Inclusive Growth Strategy** provides us with a clear direction and a real opportunity to build on existing strengths in the Doncaster economy and to provide support to allow businesses to thrive and residents to access opportunities.

Technological changes are bound to impact on our businesses and we need to enable our firms to rise to challenges and remain

competitive to exploit opportunities arising from these. The importance of innovative practices links all of the drivers for growth in the Inclusive Growth Strategy and supporting businesses to innovate is one way in which we will seek to increase the number of higher paid job opportunities in the borough.

Key infrastructure projects are progressing well, with work continuing at pace on key development sites in the town:

- **Wool Market refurbishment** is well underway and is on track for a March 2019 opening. The main work includes the conversion of the existing Grade II listed Wool Market to provide a 'multifunction space, accommodating new food outlets, retail units and events space' which will 'contribute directly to the much needed diversification' of Doncaster's retail and leisure offer.



- Another highly visible project is **development of the Railway Station Forecourt**. This will provide a new gateway to Doncaster by redeveloping the forecourt and access to the station from St Sepulchre Gate. This project aims to create a sense of arrival into Doncaster and define the railway station as a key gateway into the town centre, along with the development of restaurants and a town centre cinema.

\*as per ONS release

Other areas of key activity for the quarter include:

- Doncaster residents and businesses entered in to the festive spirit and there was a large turnout at the **switch on of the Christmas lights** in the Civic quarter. Lots of fun activities were available with stalls, rides and a number of food and drink stalls ready to bring in the festive cheer, with mulled wine and free hot roast chestnuts to bring warmth to the and increased seasonal footfall of 6.5% for the town.
- The **12 Days of Christmas campaign** meant that local businesses also took the opportunity to get involved in festive activities. The initiative aimed to showcase the wide range of products and services residents can find from businesses across the borough and



encouraged people to buy what they needed for Christmas closer to home

rather than go online or venture to other areas, with a strong and unique offer demonstrated by the arrival of 2 new high quality retail experiences in Flannels and Jam Horse.

- In-ward investment at Quarter 3 stands at £100.3m which remains strong and is above target of £95m
- Another key development due to be completed this year is the **new Central Library and Museum** on the site of the former Girl's school in Waterdale. The works will see the frontage carefully restored and encased in glass to provide a



- striking local piece of architecture in its own right.

**Ros Jones, Mayor of Doncaster, said:**

*"It's great to mark work starting on our new £15million library and museum in Doncaster's town centre. Retaining the key architectural elements of the former girl's school, it will be an iconic cultural hub which plays a vital part in the wider regeneration of the area and the delivery of our ambitious Urban Centre Masterplan. The scale and pace of new development in the town centre and right across our borough is staggering doncaster is really on the up."*



# Service Performance getting the basics right



## 95.83%



Processing  
of planning applications:  
Major applications  
**(TARGET 80%)**



## 100%

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

## Outcomes Framework

	14/15	15/16	16/17	17/18	Current Year 18/19	Actual direction of travel	Frequency Quarterly Annual	RAG
Number of Enterprises in Doncaster per 1000 population	26.5	30.2	30.9	28	-	↓	Annual	
Exports (£) per employee	5,410	5,016	-	-	-	↓	Annual	
Employment Rate in comparison to national average	67.9%	71.9%	71.6%	72.7%	71.8% (Q2)	↑	Quarterly	
Number of Jobs in Doncaster	112,578	120,291	120,000	122,710	-	↑	Annual	
The number of Advanced Apprenticeship starts	1,340	1,330	1,280	1,040	-	↓	Annual	
The number of Advanced Apprenticeship achievements	672	660	750	702	-	↓	Annual	
% of Working age Pop claiming Out of Work Benefits	12.5	11.8	11.1	11.0	-	↑	Annual	
% of residents in highly skilled occupations	32.6%	36%	31.3%	34.2% (Q3)	-	↑	Quarterly	
% employed in Knowledge Intensive Services or High-tech Manufacturing Industries	4%	4.2%	3.9%	4.8%	-	↑	Annual	
Wage Rates (weekly full time – resident based)	£482.80	£467.00	£479.10	£479.40	£519.60	↑	Annual	
20th Percentile Wage Rate for Residents	£317.80	£310.50	£326.30	£335.50	£348.80	↑	Annual	
GVA per employee	£46,120	£46,800	£48,490	-	-	↑	Annual	



**98.50%**



of non-domestic rates collected

(TARGET 97.50%)



**14.6%**

of people with a learning disability have been helped into work



(TARGET 6.7%)

## Doncaster Growing Together how we are transforming and Changing

**BUSINESS** - Doncaster has experienced impressive economic success in recent years but there are signs that this may be slowing, nationally as well as regionally. Implementing our strategy is therefore vitally important to ensure that Doncaster's economy continues to thrive, even in uncertain times.

In order to drive productive, resilient growth we will be looking to identify and exploit what makes our economy distinctive and by creating new jobs and growth this should in turn support our wider economy through increased local spending power and supply chain opportunities

**PLACE** - Improving Quality of Place is a key inclusive growth driver for the borough and Doncaster has a fantastic opportunity to leverage and exploit its location and relationships. This is not just about investments taking place across the borough but also to improving the quality of place for our residents and therefore arts, culture and the environment are also key components for us to deliver Inclusive Growth

**PEOPLE** - Connecting people and communities to opportunities is fundamental to our economic success. Our 'Advance' programme has produced strong results since it was launched but we intend to build on this and develop it further over the next 12 months to make sure that we are supporting as many people as possible into and to progress within employment. Work in this area also includes supporting entrepreneurship and new businesses (including Handmade in Doncaster), apprenticeships and increasing consideration of Social Value over the next phase of delivery.

**BUSINESS INTELLIGENCE & UNDERSTANDING** - The launch of our Inclusive Growth Strategy means that we are now ready to move in to the next phase of activity aimed at providing a coherent, balanced package of actions to achieve our goal of increased prosperity through participation in a growing and productive economy. Delivering the strategy will require engagement from many organisations across all sectors and further involvement from our partners will be crucial.

## **Taking Doncaster Growing Together local**

Team Doncaster and local politicians have agreed a new way of working which will deliver a more joined up approach to public services closer to home and focus on supporting community resilience. At the Team Doncaster summit on 12<sup>th</sup> November, which was attended by a wider audience of community and voluntary sector bodies, had the opportunity hear more and influence the proposed approach. Initial piloting is due to commence during quarter 4, which will build upon and support the intensive locality work that is already well under way in these areas.

## **Stronger Families**

The Stronger Families programme is half way through its penultimate year with the programme set to end in March 2020. The programme has helped services develop a whole family more coordinated approach to supporting families. The programme supports staff capacity, training, extra resources and initiatives to help families overcome issues in their lives. We are

currently supporting 5331 families of which 2912 are progressing towards positive outcomes

## **Learning Disability and Autism**

Throughout the last few months, there has been much progress on developing the shared Learning Disability and Autism strategy for the borough, through the Area of Opportunity from the Doncaster Place Plan. The views of service users, families, carers and service providers have been thoroughly listened to through an intensive coproduction focus groups and surveying. This has been driven by a strong partnership between the council and the CCG to coordinate this shared approach to work together for these users. Over the coming months, these shared views will be collated together and developed into our shared borough strategy for Learning Disability and Autism.

## **Intermediate Care**

A “Homefirst” service is being developed and is planned to be in place by April 2019. The basis of this new service is that the best

place for people to live is in their own home. Getting support will be easier through a single point of access and services based in the communities that people actually live in. The Rapid response part of the community service is developing well and is contributing to keeping people safely at home, including taking measures to prevent them from falling. All of this means that there will be less need for people to spend time unnecessarily in hospital beds.



## Our Joined Up Working:

### Joined up neighbourhood health and social care services

Health and Social Care services are working closely together to make sure that Doncaster people benefit from united care and support. For example, people are not staying in hospital as long as they were and they are able to go home from hospital safely, much faster than last year. Once at home, joint services are helping people to continue to live at home for longer periods of time. Plans for the future focus on working even more closely together so that support, whether from public services or the community, is always available much closer to where people live.

The support services that are bought by Health and Social Care will also be purchased jointly to make sure that Doncaster gets the best outcomes and value for money possible.



### The Integrated Doncaster Care Record - iDCR

This is an electronic record which allows health and care professionals in Doncaster to quickly and securely access medical information about people while they are caring for them. This people system of social care will be shared and updated by all partners involved as the iDCR enables approved professionals to see a detailed picture of individual's health and care history. It means quicker and more efficient care by replacing more traditional forms of information sharing, such as letters and phone calls.

### Complex Lives

The number of rough sleepers in town centre has reduced significantly since the summer, due to a proactive and sustained approach from Doncaster partners. The team supporting complex lives is being strengthened and integrated through the co-location of housing, benefits and outreach staff and a focus on reducing

### All about your Integrated Doncaster Care Record

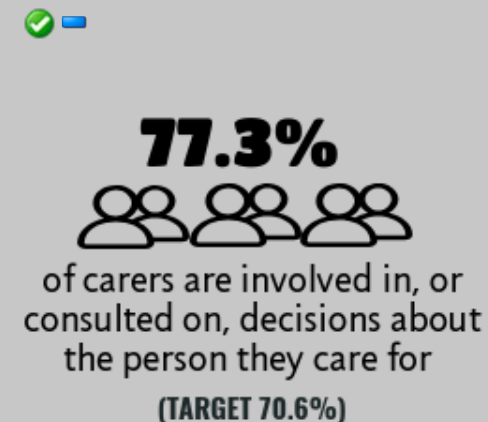


unstable prison releases. The Winter Accommodation plan commenced on the 19th November and people are already using the available winter plan bed spaces.

The alternative giving scheme **Real Help Doncaster** - was successfully launched on the 29th October. The scheme is to support vulnerable people and proceeds from the campaign have already started reaching those in need of support with funds of over £1700 already donated.

The 10 point plan for integrated town centre management is addressing issues in the town centre and there will be extra police presence over the coming months. The council is working closely with the town centre business forum and this is having a positive impact for businesses and residents alike.

# Service Performance getting the basics right



## Outcomes Framework

					Current Year	Current Quarter	Actual direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18	18/19	Q3 18/19			
Delayed Transfers of Care from Hospital (all) per 100,000 population per day (BCF)	6.2	6.0	8.1	7.2	5 (Nov 18)	-	↑	Monthly	🟢
Rate of Children in Need per 10,000 population	357.08	353.15	390.80	435.63	-	409.42	↑	Quarterly	🟡
Emergency Admissions (65+) to Hospital per 100,000 population	28,243.255	30,114.406	30,887.794	29,803.78	-	-	↓	Annual	🟡
A&E attendances per 100,000 population	35,254.64	34,299.82	36,122.24	37,477.65	-	-	↑	Annual	🟡
Requests for Support for Adult Social Care per 100,000 population	-	-	-	754.13	-	752.28	↓	Quarterly	🟡
Rate of Children in Care – Number per 10,000 population	-	-	-	86.54	-	85.11	↑	Quarterly	🟡
Permanent admissions to Residential and nursing care homes per 100,000 (65+)(Cumulative total for year)	1084.8	890.1	753.8	707.3	-	426.6 (to Dec 18)	↓	Monthly	🟢
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	-	81.1	↓	Quarterly	🟢
Overall satisfaction of people who use service with their care and support.	64.7%	64.4%	63.2%	62%	-	-	↓	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%	49.5%	-	-	↑	Annual	🟢
Preventable deaths in local population (Mortality Rate per 100,000)	222.3	222.7	216	-	-	-	↓	Annual	🟡



**32.8%\***



of people using Social Care who receive a direct payment

(TARGET 30.7%)

(\*As at December 2018)



**62.6%**

of people who find information about services easy to find

(TARGET 65.5%)



**1,251**

of Doncaster adults currently living in residential care



Target of 1,229

(\*As at December 2018)



**7.5%**

of eligible population aged 40-74 who received NHS Health Check



(TARGET 8%)

## 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 involves health and care organisations across Doncaster working closely to improve the people's health and wellbeing, improve the experience for people and get the best value for the Doncaster pound. The organisations involved are 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, FCMS, Rotherham Doncaster and South Humber NHS Foundation Trust and St Leger Homes. We are testing out this approach in seven areas to start with:

### Starting Well:

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

### Living Well (all ages)

- Complex Lives (homelessness, rough sleeping, addiction)
- Learning Disability
- Urgent and Emergency Care
- Dermatology (bringing services into general practice)

### Ageing Well:

- Intermediate Care (preventing avoidable admissions to hospital and residential care)

Work has also started to join up services in local neighbourhoods, for example GPs working more closely with community nursing, mental health, social care and the voluntary and community and faith organisations so that people who need support experience joined up care and get help to stay as healthy, well and independent as possible.

## **An exciting time for Learning in Doncaster**

The last three months have seen significant progress in our projects and programmes. Below are some of the highlights of the third quarter of 2018-19.

## **'One Doncaster' Rewarded**

Previously we reported on the revisit of the Independent Commission for Education and Skills, who came back to Doncaster to assess progress against the 2016 One Doncaster Report. The Commissioners have now returned an outstanding judgement on the transformation of learning, education and skills in Doncaster, noting that education had entered into a 'virtuous circle of improvement' and that progress had been made on a substantial scale against many of the initial objectives set. Particular praise was given for the borough's strong Early Years provision, the Doncaster Opportunity Area and the strong partnership developed between business and learning. The One Doncaster process has now been selected by the Innovation Unit, working in



partnership with Big Change for an award, as one of 20 examples of 'pioneering' global educational transformations. The Director of Learning and Opportunities will attend a panel discussion on the 24th January in London to discuss Doncaster's story and its place-based transformation of learning.

## **The Big Picture is Moving Forward**

Significant progress has been made on the Big Picture Learning (BPL) project, which aims to deliver the first BPL school in the country. BPL is a model of alternative education provision which offers young people the opportunity to shape their own learning based upon their passions and interests.

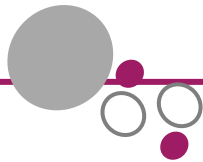
Contracts were agreed and signed with Big Picture Learning UK and Big Issue Invest. These contracts formally agreed the Social Impact Bond (SIB) model that is being used to deliver this project.

This has seen a new school building in Bentley along with the successful recruitment of a principal and three teachers

and work has now begun to recruit further staff. A small group of eight eligible children have been identified and approved to be the founding pupils of the school. The school is awaiting its registration visit from Ofsted. The BPL team are working with the children who have places at the school to prepare them to move to the new school.

## **Making sure that every young person has the learning that is right for them**

As part of our Inclusion strategy, we will be re-setting the landscape in Doncaster. We want to make sure that all children and young people are provided with the learning that is right for them. We are working with mainstream schools to develop an inclusive learning environment through an enhanced outreach offer and with our three year plan for alternative provision; we are developing new schools for young people with Social, Emotional and Mental Health needs and with Communication and Interaction Needs. These will sit alongside Big Picture Learning as part of our new framework for specific alternative settings provider. Alongside this we will continue to work alongside schools to develop the quality and effectiveness of our support for improving school attendance with networks, training, advice and public campaigns



## Improving our vocational offer, the UTC Project

The preferred site has been identified and work is ongoing to meet agreement to allow site works to commence with a view for the construction being completed and the building open by September 2020.

## 100 Things to do before you are 11

We are looking to develop an online platform for our innovative new 100 Things project – This will detail 100 interesting and fun activities that families from across Doncaster can participate in. Once we have the final decision, we are looking to launch the platform in preparation for the Easter Holidays.

## Towards a high quality, reformed Careers Information, Advice and Guidance System in Doncaster

It certainly has been a busy period for our programme of transformation for Careers

Information, Advice and Guidance (CIAG) in Doncaster. We are in the process of procuring a new all-age CIAG system for the borough, with a supplier to be announced in January 2019. This will be launched to schools and communities in the summer of this year. Through the Doncaster Opportunity Area (OA), the new Doncaster Careers Hub has been launched, with a new lead appointed who is working with both schools and businesses to improve the quality of CIAG offered to children and young people in the borough.

In November, cabinet has also agreed to the creation of a **new Middle Tier Organisation (MTO)** which will be charged with the delivery of effective CIAG provision in Doncaster. The Council has committed £325,000, alongside £635,000 from the Doncaster Opportunity Area and a proposed £800,000 in external funding. Doncaster Council and the Doncaster OA are working closely in partnership with the Doncaster Chamber of Commerce to create an organisation charged with specifically bridging the skills gap in Doncaster and providing high-quality CIAG for all, bringing together much of the disparate pre-existing provision and targeting support to groups who need it most.

## Doncaster, Our University City Vision

University City is a partnership between Doncaster Council and the borough's key higher learning institutions: Doncaster College and University Centre; Doncaster and Bassetlaw Teaching Hospital; The National College for High Speed Rail; the University Technical College (UTC), and partners from Sheffield and Sheffield Hallam University and Doncaster Chamber. Our aim is to increase the provision and the accessibility of higher learning to Doncaster residents, thereby improving prospects and transforming lives.


Current activities include bidding into the Sheffield City Region's Capital Skills Fund in order to provide funding for new equipment and facilities in our borough that will extend our educational offer, as well as on-going work on optimising the curriculum across the partners to ensure the best possible fit for our people and our towns and villages. We are also in the process of applying for UNESCO City of Learning status – this prestigious title is only given to a few places in the world every year once they have demonstrated their commitment and dedication to lifelong learning, values we believe we exemplify.



















# Service Performance getting the basics right

  
Uptake of free school meals  
**82.53%**  
(TARGET 79.08%)

  
**75.3%**  
of children are seen within appropriate timescales  
(Children in need/Child protection plan/Children in care)  
(TARGET 80%)

  
Percentage of children accessing their entitlement to free childcare  
2 year olds **81%** (TARGET 80%)  
3 and 4 year olds **94%** (TARGET 99%)

Special Education Needs Team  
**95.67%**  
of Education, Health and Care plans issued within 20 weeks  
(TARGET 100%)  
  
**100%**  
of Early Year providers rated Good or Outstanding by Ofsted  
(TARGET 98%)

Outcomes Framework					Current Year	Current Quarter	Actual direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18	18/19	Q3 18/19			
Achievement of a Level 3 qualification by the age of 19	47.9%	44.9%	44.5%	44.5%	-	-		Annual	
% of children with good level development	63.8%	69.7%	70.2%	70%	-	70.5%		Quarterly	
% of people who are qualified to level 3 or above (16-64)	44.2%	45%	47.2%	40.8%	-	-		Annual	
Attainment 8 Score (GCSE Attainment)	44.2	46.9	46.4	43.6	-	-		Annual	
Persistent absence of children in care in Secondary Schools (pupils miss 19 days or more of the academic school year)	-	9.84%	23.9%	22.6%	22.1% (Q2)	16.9%		Quarterly	
Persistent absence in Secondary Schools (pupils miss 19 days or more of the academic school year)	-	-	17.5%	19.3%	17.9% (Q2)	18.1%		Quarterly	



Percentage of pupils accessing good or better education

Primary

**69%**  
(TARGET 88.4%)

Secondary

**52%**  
(TARGET 82.2%)



Percentage of children with first choice school placement

Reception

**96.2%**  
(TARGET 94%)

Secondary

**90.3%**  
(TARGET 95%)



**27.71%**

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

(TARGET 22%)



**89.36%**

of single assessments completed within 45 days

(TARGET 90%)

## Doncaster Growing Together how we are transforming and Changing

**EDUCATIONAL INCLUSION PROGRAMME** - The programme is developing the most appropriate and inclusive provision for young people aged 0-25. Key projects include

- Attendance and Behaviour – The Attendance project continues apace, promoting a higher level of attendance in borough schools. The Inclusion Strategy is subject to consultation and the council is actively working with partners on exclusions, SEND and attendance in school, culminating in a successful inclusion summit held in January.
- Big Picture learning – The BPL School in Bentley is awaiting inspection by Ofsted prior to its formal opening but has already commenced some induction processes for pupils.
- SEND – Pre-Planning surveys have commenced on the new Communication and Interaction Free School and preparations are well advanced on the submission of a planning application for this development

**SOCIAL MOBILITY OPPORTUNITY AREA PROGRAMME (SMOA)** - Progress has continued within the Doncaster OA has continued, with key achievements including:

- The commissioning of a new all-age digital Careers Information, Advice and Guidance system for Doncaster.
- The first networking events for School Careers Leaders have been held.
- Work is ongoing to implement the recommendations of the review of post-16 provision in Doncaster.

The Doncaster OA continues to support extra-curricular activities and raising participation through the ongoing operation of the Social Mobility Grants fund and support for EXPECTYouth's summer and in-term programme.

### TRANSFORMATIONAL PROJECTS

There are two projects aimed at transforming the educational landscape for future learners: The development of 'University City'; an ambitious programme of work will seek to increase opportunity and range in Further and Higher Education, thereby increasing higher level skills and improving social mobility and residents' chances of a fulfilling life and career. A new **University Technical College** will specialise in the latest rail engineering techniques, coding and 3D design, helping to meet the needs of the local economy. The DfE has approved the opening of the UTC in September 2020.



# CONNECTED COUNCIL



67%

of spend is with Doncaster companies

£27.1m from a revenue spend of £40.5m

(target of 70)



86%

requests are responded to within timescale

(target 95%)



Our Council Tax Collection rate is

94.52%

(Target 95%)



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

21.69

(Target 25 days)

Customer Services initial contact with the public

107,689

broken down as follows:



online  
38,749

72% of our services are available online against a target of 80%



face to face  
20,865

average wait time 8 minutes 41 seconds against a target of 10 minutes



phone  
48,075

95% answered in 150 seconds against a target of 90%



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

9.06

(target 8.5 days)

The Council and its partners continue on the 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 and behaviours to deliver the change required. An effective Leadership and Management Development Framework is in place that continues to offer interventions to strengthen capacity building and collaborative working with emphasis on creating more job opportunities for apprenticeships and deployment of graduates.

The Performance and Development Review (PDR) Scheme continues to provide a useful mechanism to ensure staff are clear on their objectives, are performing well and have appropriate development to fulfil their roles effectively. As at the end of quarter 3, 94% of staff had completed a PDR against a target of 95%.

Managing staff health and wellbeing is a key aspect of the Council's performance management framework. Performance at quarter 3 for sickness absence was 9.06 days, compared to 9.11 days at quarter 2, which although slightly above the corporate target of 8.50 days per FTE (full time equivalent) shows a positive downward trend. In addition, 94% of employees achieved 100% attendance within quarter 3 compared with 81% of employees in quarter 2.

The Council has received recognition in achieving MINDFUL Employer Status, being a Disability Confident Employer and receiving the Carers UK award, promoting our aim of being an open, inclusive and diverse employer of choice

The number of customer services initial contact with the public (online, phone, face to face) were reported at 107,689 continuing the downward trend and a significant drop on the 128,045 reported last quarter. Waiting time at the Civic Office reception is back within the 10 minute target with a current value of 8 minutes 41. 95% of calls are answered within 150 seconds, this is well within the set target of 90%. This is due to an overall reduction in the number of calls being received, approximately 1000per week - this can be attributed to the mild weather for the time of year, no major service disruption across the Authority and customers being able to access more services on line. The performance has also been influenced by a sharp increase over the Christmas period in the number of customers checking their bin collection days online.



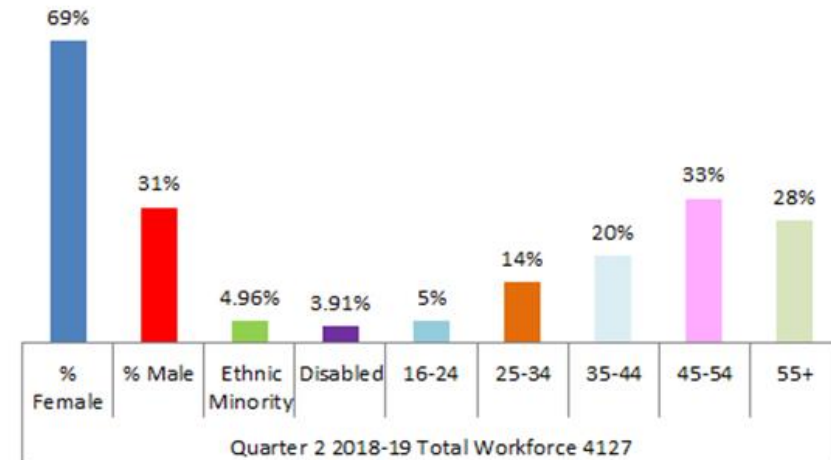
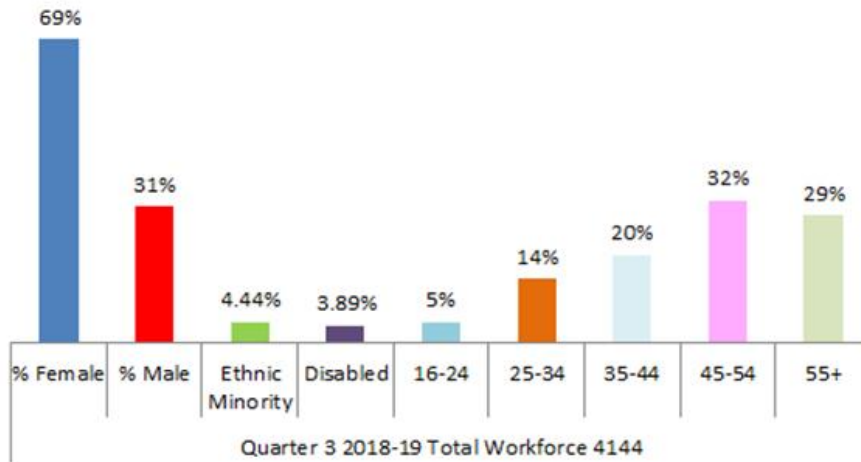
# OUR WORKFORCE

Our workforce profile compared to last quarter remains relatively the same mainly due to continuing low turnover rates of 2.85%. This does give stability for the council and its employees but it also presents challenges when addressing issues around our diversity and age profiles. The workforce is particularly under-represented in the lower age levels so the emphasis continues in creating more job opportunities for apprenticeships from entry level through to degree level and deployment of graduates. The only profile change this quarter is a slight drop in the

age range 45-54 but this has resulted in an increase in the range 55+ age bracket, as shown in the table below. Our gender balance remains the same from last quarter, however we have seen a slight decrease in the number of ethnic minority and disabled employees. 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 managing the levels of spend in this area as spend on agency workers remains high. There has been a slight increase of £45k in quarter 3, however there has been a reduction in assignments from 90 in quarter 2 to 88 in quarter 3. The number of assignments lasting for more than 6 months are down from 37% to 20% and down from 18% to 15% for more than 1 year. Longer term workforce planning solutions and different ways of working continue to be developed to reduce usage of agency workers.

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





# FINANCIAL PROFILE

At quarter 3, the Council is forecasting a break-even position at year-end, further details are provided below. Although challenges remain within social care, which is consistent with the outlook nationally, these are being managed with one-off funding. This is an improvement of £0.3m compared to the quarter 2 forecast.

Revenue Budget	Quarter 3				Quarter 2
	Gross Budget	Net Budget	Variance	Variance (% Gross Budget)	Variance
	£m	£m	£m	%	£m
Adults Health and Wellbeing	152.8	76.0	0.7	0.5%	0.7
Learning & Opportunities - CYP	57.7	11.5	0.8	1.4%	0.7
Doncaster Children's Services Trust (DCST)	52.8	48.8	0.6	1.1%	0.1
Corporate Resources	102.7	22.0	-0.7	-0.7%	-0.9
Regeneration & Environment	119.1	34.5	-0.5	-0.4%	-0.3
<b>Sub-total Services Budgets</b>	<b>485.1</b>	<b>192.8</b>	<b>0.9</b>	<b>0.2%</b>	<b>0.3</b>
General Financing	7.2	6.6	-0.1	-1.4%	-0.1
Other Council-Wide budgets	4.7	-84.0	-0.8	-17.0%	0.1
<b>Sub-total Council Wide</b>	<b>11.9</b>	<b>-77.4</b>	<b>-0.9</b>	<b>-7.6%</b>	<b>0.0</b>
<b>Grand Total</b>	<b>497.0</b>	<b>115.4</b>	<b>0.0</b>	<b>0.0%</b>	<b>0.3</b>

**General fund reserves** are £12.3m

The outturn projection for quarter 3 on the **Housing Revenue Account (HRA)** is an underspend of £0.6m. The revised budget assumed a contribution of £0.3m from balances; consequently the underspend reverses this position and positively contributes to reserves.

The **Council Tax Collection Fund** is projected to make an in-year surplus of £2.2m, largely attributable to higher than budgeted for collection rate £1.5m and lower levels of Local Council Tax Support awarded £0.9m. The accumulated Council Tax Collection Fund surplus as at 31st March 2019 is estimated at £4.2m, of which £3.5m is attributable to the Council (a decrease of £0.50m from quarter 2).

The **Business Rates Collection Fund** is projected to make an in-year deficit of £1.5m, due to increased levels of charitable and empty property relief -£1.1m, adjustments to prior year rates -£1.0m, offset by lower than expected adjustment to appeals provision £1.2m. The accumulated Business Rates Collection Fund deficit as at 31st March 2019 is estimated at -£1.7m, of which -£0.85m is attributable to the Council.

The capital spend projection for 2018/19 is £100.2m in comparison to quarter 2 projection of £107.1m (£278.7m future years compared to a quarter 2 projection of £259.2m). A shortfall on capital expenditure funded from asset sales is currently forecast for 2018/19 of £5.8m, this will continue to be closely monitored

Capital Budget	18/19 Projection	18/19 Current Actual	19/20 Projection	20/21 Projection	21/22 Projection	Last Years Projection
	£m	£m	£m	£m	£m	£m
Adults Health & Wellbeing	7.8	4.0	6.3	5.6	4.2	10.3
Learning & Opportunities: CYP	7.3	4.2	12.0	13.3	6.9	0.0
Corporate Resources	4.2	2.5	3.4	0.7	0.0	0.0
Regeneration & Environment	81.0	40.4	93.0	45.3	27.2	50.5
<b>Grand Total</b>	<b>100.2</b>	<b>51.0</b>	<b>114.8</b>	<b>64.9</b>	<b>38.4</b>	<b>60.8</b>

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## Doncaster Council

### Report

26th February 2019

To the Chair and Members of the Cabinet

**SLHD Performance & Delivery Update: 2018/19 Quarter Three (Q3)**

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Glyn Jones, Cabinet Member for Housing and Equalities, Deputy Mayor	All	None

#### EXECUTIVE SUMMARY

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

#### EXEMPT REPORT

- This report is not exempt.

#### RECOMMENDATIONS

- That Cabinet note the progress of SLHD performance outcomes and the contribution SLHD makes to supporting the Council's strategic priorities and agree to the alignment of tolerances with Doncaster Council for 2019/20.

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

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

## **BACKGROUND**

6. Appendix A summarises the SLHD 2018/19 Quarter Three (Q3), performance management report, for the period October to December 2018 (unless otherwise indicated).
7. Targets and measures were reviewed with DMBC officers and elected members prior to the start of the financial year, and revised during Q3 based on performance in the first six months of the year. Fourteen key performance indicators (KPI) have been agreed for 2018/19.
8. Performance elements to note are:
  - eight KPI are on target (green);
  - three are within acceptable tolerance levels (amber);
  - two are below target (red); and,
  - one are not measured against a target (KPI4).
9. It should be noted that the tolerances which determine the red, amber and green status are calculated differently for each indicator and may differ from similar DMBC or Doncaster Children's Trust measures. These will be aligned, where possible, for reporting in 2019/20 to avoid confusion.
10. In terms of the 'direction of travel', performance has improved against four indicators compared to the previous quarter, declined in eight areas and remained the same for one indicator. One indicator has no target.
11. Targets were updated at the start of 2018/19 and revised during Q3. These are considered more challenging than those set in 2017/18. Performance is summarised in the table at Appendix A and commentary covering the performance against all indicators is provided below.

## **12. Performance**

### **12.1. KPI 1: Percentage of Current Rent Arrears against Annual Debit (below target – red)**

Performance at the end of Q3 was 3.13% (£2.3million), which is worse than the profiled target of 2.95% and below performance for both Q1 (2.72% £2million) and Q2 (3.03% £2.22million). This continues the declining trend we have seen throughout the last year. At the same point in 2017/18 performance was 2.78% (£1.94million).

An increase in arrears is forecast around Christmas time and a number of actions were undertaken in an effort to minimise this, including sending over 4,500 letters, text messages and emails to tenants who did not make a payment at the same time last year. For the first time, tenants were able to make debit-card payments over the phone whilst offices were closed over the Christmas period. This resulted in an additional 97 transactions, worth £22k, that may otherwise have been delayed.

The rate of transfer onto Universal Credit (UC) has been greater than the forecast provided by the Department for Work and Pensions (DWP), meaning the amount of rent we had to collect, rather than being paid directly



via Housing Benefit, is higher at this stage than originally anticipated. To place this in context, as a result of UC being paid direct to tenants, this financial year we will have to collect £9 million more than last year. We now have a total of 2,926 UC cases and 77.5% of these are in arrears. This is an increase of 576 since Q2 and over 1,000 in the last 6 months.

Work continues with tenants and DWP to provide intensive support including applying for Alternative Payment Arrangement (APA) where appropriate for those on UC. Currently, 31.3% of UC cases have agreed an APA. With our support, tenants have increased their income by a combined total of over £207,000 since April 2018. This is as a result of support with benefit claims or appeals (e.g. personal independent payments – PIP), applying for grants, and accessing support to reduce debt.

#### **12.2. KPI 2: Void Rent Loss – Percentage of rent loss through vacant dwellings (performing well – green)**

Performance for Q3 was 0.42%, continuing the improving trend of the last year Q2 was 0.51% and Q1 was 0.54%. The target was revised from 0.75% to 0.6% for the second half of the year, and it is pleasing to report that we are on track to achieve this target, with a cumulative year-to-date performance of 0.47%.

#### **12.3. KPI 3: average number of days to re-let standard properties (performing well – green)**

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

On average, it took 18.41 days to re-let a property during Q3, against a target of 23 days. This is an improvement from Q1 (25.5 days) and Q2 (19.94 days) and continues the improving trend of the last year.

Performance for the year-to-date is 20.8 days, whereas performance at the same point last year was 41 days. This improvement has been achieved by a cross-organisational effort focused on reducing turnaround times whilst maintaining quality standards. We have allocated more properties for temporary accommodation, in an effort to reduce the use of bed and breakfast accommodation, which has reduced the overall number of void properties.

#### **12.4. KPI 4: Number of households placed in bed and breakfast (B&B) accommodation (no target)**

There were 58 households placed into B&B accommodation in Q3, compared to 81 during Q2. The total number of nights spent in B&B accommodation also decreased to 569 in Q3 from 1,166 in Q2. In Q3, 43 households with children were placed into B&B accommodation, compared with 50 in Q2 and 21 in Q1.

B&B is only used as a last resort where no other suitable property is available. To reduce the use of B&B, we have increased the use of general needs stock for temporary accommodation. At the end of Q3, 82 general needs properties throughout the borough were used as temporary accommodation.

### **12.5. KPI 5: 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.

Cumulatively, there were 81 cases up to the end of Q3, an increase of 26 from Q2 against a year-end target of 315. There were 41 cases during Q1 and 14 cases during Q2.

The number of full duty acceptances continues to be better than the target due to resolving outstanding legacy cases and successful interventions during the prevention or relief stages

### **12.6. KPI 6: Number of households maintaining or established independent living (performing well – green)**

This indicator is taken as a snapshot at the end of the quarter when there were 53 households supported to maintain or establish independent living, against a target of 46. This is a decrease from the 59 at the end of Q2, but an increase from the 41 at the end of Q1.

This indicator is linked to the previous indicators at 12.4 and 12.5.

### **12.7. KPI 7: Complaints – Percentage of complaints upheld against customer interactions (within tolerance – amber)**

Complaints are reported one month in arrears to allow time for the complaint to be investigated and closed in line with our service standards. 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 September, October and November was over 97,000 an increase of 20% compared to 81,000 in June, July and August. There were 240 complaints in the period of which 79 were upheld, compared to the previous three months when there were 223 complaints of which 55 were upheld. This shows an increasing trend for the year, and is higher than the same period last year (218). This means that performance for the three months was 0.081%, marginally above the 0.08% target (lower is better) and at the same levels as the same period last year (0.10%). Further work is to be undertaken with teams regarding this increase, but we remain on track to achieve the year-end target.

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.

### **12.8. KPI 8: Right first time (performing well – green)**

Performance in Q3 was 99.15%, which is better than the 99% target level. This is marginally worse from Q1 (99.39%) and Q2 (99.41%). Within the quarter over 15,400 jobs were completed of which just 135 were not right first time.

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

**12.9. KPI 9: Scheduled repairs, percentage of promises kept (within tolerance – amber)**

Performance during Q3 declined at 98.08% against a target of 100%. This is down from 99.25% at the end of Q2 and 99.57% at the end of Q1, and is below the same point last year (Q3 2017/18).

The total number of jobs planned in Q3 was 2,865 (134 more than Q2), of which just 55 were not on target. All jobs deemed not complete within target have subsequently been completed

**12.10. KPI 10: Gas servicing, percentage of properties attended against planned (performing well – green)**

The annual gas servicing programme commenced in April and completed in December. During Q3, the remaining 3,524 properties requiring a gas or solid fuel service were visited. Access to approximately 19% of properties proved challenging due to a variety of customer related issues, which is slightly higher than during Q2. Where necessary, access issues are managed using our legal process, however all properties have now had their annual gas service.

**12.11. KPI 11: Days Lost to Sickness per Full Time Equivalent (FTE) (below target – red)**

Year-to-date sickness levels for the 9 months from April to December 2018 were 6.69 days lost per FTE. Overall sickness levels deteriorated in Q3 to 2.58 days lost per FTE compared to 2.23 days in Q2 and 1.88 days in Q1.

This means that for the 12 months up to the end of December, sickness levels were 9.04 days lost per FTE against a profiled target of 7.89 days. As a result, we are forecasting an end of year result of 9.05 days per FTE against the end of year target of 7.9 days.

The most common reasons for sickness absence continue to be:

- stress/depression/anxiety;
- infection/virus; and,
- musculo/skeletal.

Combined, these three reasons accounted for 61% of all absences in Q3.

71% of employees achieved 100% attendance in Q3, compared to 80% of employees during Q2 and 79% in Q1.

**12.12. KPI 12: Percentage of invoices paid within 30 days (performing well – green)**

Performance in Q3 was 98.91%, continuing the improving trend this financial year (Q2 was 96.83% and Q1 was 94.35%). This means year-to-date performance is 96.67%, exceeding the target of 96.5%. In Q3, 4,248 of the 4,295 invoices received were paid within the 30-day target.

### 12.13. KPI 13: Percentage of Local Expenditure (within tolerance – amber)

During Q2, it was agreed to change the way in which this is calculated, to bring it in line with DMBC reporting methods. Because of this change, data is only available from August 2018. Local expenditure in Q3 was almost £1.4million, representing 66.18% of the overall £2.11million contracted spend. A further 25% was spent in the wider Yorkshire region. For the year-to-date 62% of our expenditure has been with local suppliers.

We will continue to maximise local spend where possible within the domains of The Public Contracts Regulations 2015 which precludes the restricting of opportunities to organisations in the Borough of Doncaster.

### 12.14. KPI 14: 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. Data was gathered and analysed in the first half of the year and was used to inform the 90% target, which was agreed during Q3.

In Q3 344 ASB cases were completed of which 323 were resolved, representing 93.90%. This is slightly below performance in Q2 (95.49%), but an improvement compared to Q1 (87.40%).

## OPTIONS CONSIDERED

13. Not applicable

## REASONS FOR RECOMMENDED OPTION

14. Not applicable

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

15.

	<b>Outcomes</b>	<b>Implications</b>
	<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;  Better access to good fulfilling work Doncaster businesses are supported to flourish Inward Investment	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.
	<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;  The town centres are the beating heart	

	<p>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  Learning in Doncaster prepares young people for the world of work</p>	
	<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**

16. Specific risks and assumptions are included in Section 12 of this report.

## **LEGAL IMPLICATIONS**

**(SF, Asst. Director Legal & Democratic Services, 01.02.19)**

17. There are no legal implications for this report.

## **FINANCIAL IMPLICATIONS**

**(NF, SLHD Head of Finance, 31.01.19)**

18. In 2018/19 St. Leger Homes will receive 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, 01.02.19)**

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

## **TECHNOLOGY IMPLICATIONS**

**(PW, Technology Governance & Support Manager 01.02.19)**

20. There are no specific technology implications for this report.

## **HEALTH IMPLICATIONS**

**(KH, Public Health Improvement Coordinator, 01.02.19)**

21. The home environment is an important contributor to health and wellbeing and a healthy community helps residents to thrive, be independent and contribute. Access to decent and appropriate 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.

- Despite the rise in current rent arrears, it is encouraging to see that partnership working with the DWP and tenants continue, including arranging Alternative Payment Arrangements where appropriate.
- In reference to Homelessness Acceptances, it is good to see that successful preventative work is being undertaken. The health of people experiencing homelessness is significantly worse than that of the general population, and the cost of homelessness to the NHS and social care is considerable. A recent audit found that 41% of homeless people reported a long term physical health problem and 45% had a diagnosed mental health problem, compared with 28% and 25%, respectively, in the general population. A preventative, upstream approach can not only have a positive effect on the health and wellbeing of people at risk of, or experiencing homelessness, but can also be more cost effective in the long term.
- It is positive to see that number of households are maintaining or establishing independent living continue to meet targets.

#### **KPI 4: Number of households placed in bed and breakfast (B&B) accommodation.**

Providing a safe, secure home can have a positive impact on a child's physical and mental health and can lay the foundations for a healthy future. Therefore any measures to reduce the number of people, especially families, living in bed and breakfast accommodation should improve health and wellbeing.

It is encouraging to see that work has taken place to utilise general needs stock and the number of placements in B&B accommodation has decreased this quarter compared to last quarter. However, figures still remain high for numbers of households placed in B&B when compared over a longer period. In Quarter 1 2018/19 there were 60 households in B&B, 21 with children and in Quarter 4 of 2017/18 there were 28 households in B&B, 13 with children. We recommend that work to place people elsewhere is continued and preventative work is undertaken to understand and prevent the placement of families especially in B&B accommodation.

#### **Performance measures: KPIs 8, 9 and 10**

The condition of a home can have a significant impact on the health and wellbeing of the people that live there. A healthy home is in good repair, warm and comfortable and free from hazards. Poor quality housing is associated with a range of physical and mental health problems and the King's Fund suggest that £1 spent on improving homes saves the NHS £70 over 10 years. It is essential that social housing is well maintained and kept in good repair in order to promote the health of the families living there.

#### **EQUALITY IMPLICATIONS**

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

#### **CONSULTATION**

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

#### **BACKGROUND PAPERS**












24. None

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

KPI	Indicator	Period	Performance	Target	DoT	R/AG
1	Percentage of current rent arrears against annual debit	Q3	3.13%	2.95%	↓	
2	Void rent loss (lettable voids)	Q3	0.42%	0.60%	↑	
3	Average Days to Re-let Standard Properties	Q3	18.41	23	↑	
4	Number of Households Placed in B&B Accommodation	Q3	20	No Target		
5	Number of Full Duty Homelessness Acceptances	YTD	81	315	↓	
6	Number of households maintaining or established independent living	Q3	53	46	↑	
7	Analysis of complaints received – percentage of complaints upheld against customer interactions	Q3	0.081%	0.08%	↓	
8	Right first time	Q3	99.15%	99%	↓	
9	Scheduled repairs – percentage of promises kept	Q3	98.08%	100%	↓	
10	Gas servicing – percentage of properties attended against target	YTD	100.00%	100%	↔	
11	Days lost through sickness per FTE	YTD	6.69	7.90	↓	
12	Percentage of invoices paid within 30 days	Q3	98.91%	96.5%	↑	
13	Percentage of Local Expenditure	Q3	66.18%	66%	↓	
14	ASB Cases Resolved as a % of All Cases Closed	Q3	93.90%	90%	↓	

**Notes:**

- Performance is in the period indicated i.e. Q3 is performance in the 3 months, whereas YTD (year to date) is performance since April 2018.
- Direction of travel (DoT) is against performance in the previous quarter.

↑ = improving

↔ = no change

↓ = declining

- Targets are for the end of the year performance unless indicated otherwise.
- R/AG status is against the cumulative target, meaning performance could be better than target in the quarter but below target for the year-to-date.