



Doncaster Council

Agenda

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, 25th February, 2020

Time: 10.00 am

Items

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, 20th February 2020. 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)

Damian Allen
Chief Executive

Issued on: Monday, 17 February 2020

Governance Services Officer for this meeting:

Amber Torrington
Tel. 01302 737462

Doncaster Metropolitan Borough Council

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4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 11th February 2020 for noting (previously circulated).

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

Key Decisions

- | | | |
|----|--|-----------|
| 6. | Changes to the Council's arrangements for Adult Social Care Charges. | 1 - 92 |
| 7. | Community Wealth Builders. | 93 - 102 |
| 8. | 2019-20 Quarter 3 Finance and Performance Improvement Report and 'Delivering for Doncaster' Booklet. | 103 - 144 |

Non-Key Decisions

- | | | |
|-----|---|-----------|
| 9. | St. Leger Homes of Doncaster Ltd (SLHD) Performance and Delivery Update : 2019/20 Quarter Three (Q3). | 145 - 164 |
| 10. | Performance Challenge of Doncaster Children's Services Trust: Quarter 3: 2019/20. | 165 - 180 |

Cabinet Members

Cabinet Responsibility For:

Chair – Ros Jones, Mayor of Doncaster	Budget and Policy Framework
Vice-Chair – Deputy Mayor Councillor Glyn Jones	Housing and Equalities
Councillor Nigel Ball	Portfolio Holder for Public Health, Leisure and Culture
Councillor Joe Blackham	Portfolio Holder for Highways, Street Scene and Trading Services
Councillor Rachael Blake	Portfolio Holder for Adult Social Care
Councillor Nuala Fennelly	Portfolio Holder for Children, Young People and Schools.
Councillor Chris McGuinness	Portfolio Holder for Communities, Voluntary Sector and the Environment.
Councillor Bill Mordue	Portfolio Holder for Business, Skills and Economic Development
Councillor Jane Nightingale	Portfolio Holder for Customer and Corporate Services.



Doncaster Council

Report

Date: 25th February 2020

To the Chair and Members of Cabinet

Changes to the Council's arrangements for Adult Social Care Charges

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Rachael Blake Portfolio Holder for Adult Social Care	All Wards	Yes

EXECUTIVE SUMMARY

1. Doncaster's key strategic plans for health and social care are geared towards a borough that cares together for its most vulnerable residents. This will be achieved, despite the current financial climate, through excellent community services and by maximising people's independence and making best use of their strengths and those of local communities. There will be more choice and opportunity, better technology and better services closer to where people actually live. This report and its recommendations are aimed squarely at achieving these goals, through more modern and equitable services that make best use of available resources, to deliver the outcomes and meet the needs of Doncaster's most vulnerable people.
2. The report proposes changes to a range of fees, charges and charging practices in adult social care. Current arrangements have remained unchanged for many years, in some cases they are inequitable for people and result in financial consequences for the council.
3. Five key principles for charging have been used to determine 9 proposals to change adult social care charges, making sure that proportionality and fairness is embedded in charging practice. Derived from the Doncaster Growing Together programme, the principles are directly aligned to the ethos of helping vulnerable people to have the right support and helping older and disabled people to live well and independently in their own homes, making the most of individual and community strengths. They are:
 - We will deliver value
 - We will keep it simple
 - We will be ambitious
 - We will do it together
 - We will expect everyone to do their bit

4. A comprehensive consultation exercise has been undertaken across the borough, working directly with The Consultation Institute, to make sure that everyone has the opportunity to have a say. This consultation has helped to shape the current proposals. If all responses to the 9 proposals are aggregated, then the result of the consultation was that 34% of people agreed with proposals, 32% did not agree with the proposals and 32% neither agreed nor disagreed with the proposals. Throughout the consultation people were extremely positive about council services, taking the opportunity to praise their quality and value. A detailed consultation report is attached as Appendix A.
5. Councillors have also been engaged through direct communication, specific informal scrutiny sessions and a formal Overview and Scrutiny Management meeting on 21st February 2020.
6. Doing nothing is not considered an option, particularly in view of the increasing cost of social care and the impact on the council's overall financial position. This is a logical and sensible initiative to recover costs that the council incurs in the management, administration and provision of care and support, for people who have the means to pay for it themselves.
7. The wider scope for improving charging arrangements is consistent with Doncaster's strategic plans, through more sustainable services; improved choice for the customer; increased equity and fairness; simpler charging; better governance; greater independence; better use of people's strengths; better advice and guidance and; better equality.
8. The budget position and financial effects of the proposals are set out in the financial implications section of the report. The amount of funding that the Council receives from the government has reduced by around 50% in the last 10 years. At the same time the number of people needing adult social care in Doncaster is growing. This makes it harder to keep vital services running and make sure they are fit for the future. In order to protect and invest in services the Council has to consider how it can make the best use of the budget available, whilst still supporting people to live independent, happy and healthy lives.

EXEMPT REPORT

9. This report is not an exempt item.

RECOMMENDATIONS

10. It is recommended that Cabinet:
 - Considers the detailed outcome of the comprehensive consultation exercise undertaken in relation to the proposals contained within this report and set out in Appendix A.
 - Recognises that the proposals contained in the report are reasonable initiatives to safeguard/improve services and recover costs that the council incurs in the management, administration and provision of care and support (in line with the guiding principles).
 - Approves the 9 proposals to change adult social care charges set out in the "Individual Proposals" section of this report and summarised in paragraph 155.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

11. Meeting the needs of vulnerable people is the council's main priority.
12. No reductions in services are planned as a result of this report. The changes described will serve to protect services and are more likely to result in improvements, which will actually have a positive impact on outcomes for people.
13. The finances of vulnerable people will be protected by the financial assessment process, which supports their minimum income guarantee. Some people may have to contribute more for their care and support, but charges will be limited to levels that the Government judge people can afford. Their contributions will be fairly assessed in line with the principles within this report.
14. People will have more choice in their support from a wider range of improved services.
15. Individual, family and community capacity will improve and increase by promoting strengths and independence. This will in turn impact positively on a range of partnership priorities that help Doncaster to care together for its most vulnerable residents.
16. The financial impact on people of a variety of potential scenarios has been modelled and was set out as part of the consultation information available to all. It is attached as Appendix C.

BACKGROUND

17. The council's Corporate Plan, linked to the Doncaster Place Plan, sets out a range of priorities to help Doncaster and its people to thrive, despite continued budget constraints and domestic policy uncertainty. The proposals within this report will make sure that services can continue to operate and aid improvement that will help Doncaster to continue be a "borough that cares together for its most vulnerable residents".
18. At the centre of the proposals and Doncaster's strategic plans, is the ethos that vulnerable families and individuals will have the appropriate support that meets their needs and that people can live well and independently in their own homes. People will be safe, healthy and independent, but require less health and social care.
19. Collectively the service changes contribute strongly to Doncaster's priorities by:
 - Protecting vital, but non-statutory services
 - Helping to better manage demand for services and making sure that the services provided are right first time for the residents who need them
 - Developing health and social care services so that they meet the needs of local people
 - Improving residents' experience of health and social care services
 - Protecting the most vulnerable people and supporting people to keep safe
20. Charging fairly is a priority because the council's arrangements have remained unchanged for many years. Current charging methodology is based on custom and practice and historical decisions that could have a negative impact on people and the council. It can restrict choice, be unfair to Doncaster people, put services at risk and increase bureaucracy. The council is now in a position where modernisation is being hampered and the costs associated with the services that are charged for, far outweigh the actual revenue generated from charging.

21. The council has a clear plan to manage its resources over the next 3 years, despite reducing funding, rising demand for services and increasing costs. The cost recovery propositions will make a significant contribution to the Medium Term Financial Strategy (MTFS), which includes a commitment to review fees and charges. The MTFS currently highlights an overall council budget gap of £17.7m between 2020 and 2023.

GUIDING PRINCIPLES OF CHARGING

22. The council has adopted 5 guiding principles to make sure that charging is fair and equitable and that arrangements and governance are simple and effective. These principles are derived directly from those set out in the Doncaster Growing Together programme and have been used as part of the development of the proposals within this report. **We will:**

- **Deliver value**
 - Charges will contribute to council budgets and to keeping services running, but people will not be required to pay more than they can reasonably afford.
- **Keep it simple**
 - Charging methods and rates will be transparent and simple to understand, they will comply with the law and be based on the recovery of costs for the service provided.
- **Be ambitious**
 - Charges will support the continued development of high quality services so that people have choice and people will be helped to claim the full range of benefits that are available to them.
- **Do it together**
 - The safety of vulnerable people will always come first. Any new charges will be considered alongside existing charges and where necessary people will have their finances individually assessed.
- **Expect everyone to do their bit**
 - People will keep their independence in their own community by using their strengths to stay in their own homes for longer, needing less formal care. The money they pay towards their care will not make them suffer financial hardship.

23. At the centre of proposed future arrangements is the premise that vulnerable people will be protected. Council support to vulnerable people is valuable and effective and the primary consideration is that people are safe, receive the support that they need and are fairly treated financially. The changes set out in this report will make sure that services offer value for money and that they improve, modernise and can continue to be offered in the future.

BENCHMARKING

24. An exercise has been carried out to compare the proposals set out in the report with social care charging in other local authorities. Some of this information is readily available through websites and some is more difficult to obtain, mainly through individual conversations with the relevant councils.

25. The overall conclusion from the results of the exercise, is that the changes proposed are consistent with the approach taken by other councils. The relevant benchmarking information is set out in the Due Regard Statement (Appendix B).

INDIVIDUAL PROPOSALS

26. The individual proposed changes are described below, including the outcome of the consultation undertaken as a result. The proposals were developed by a range of professional officers, including staff from the specific services concerned and from Financial Assessments. They have been blended as a package that will contribute significantly to outcomes for people and to the council's financial strategy. Changes made as a result of the proposals will commence from 1st April 2020. **A comprehensive and detailed consultation report is attached as Appendix A.**

Proposal 1 – Home Alarm Service

Background

27. The Home Alarm Service provides 24 hour monitoring and response for 6,000 people across Doncaster, costing £1.5million a year to run. The service offers a pendant or wristwatch that is connected to a telephone line and is available to adults over 18 years of age, whatever their level of need or disability. The standard package gives access to an emergency responder and full maintenance of the equipment.

28. Extra items of assistive technology such as motion and falls sensors are available through the service to those people who are eligible for additional social care support.

Current Arrangement

29. The Service is currently charged at a standard weekly rate of £3.30 which has not changed significantly for a number of years. There are the following exceptions where people do not have to pay the charge:

30. People aged 65 and over who get housing benefit or Council Tax Support

31. People who are provided with assistive technology equipment as part of their assessed social care needs.

32. People who have reablement services (short term help to get their independence back for up to 6 weeks).

Issues with current arrangement

33. The Council's current approach to charging generates £0.5 million in income. This is just one third of the current cost of the service. The Council also has to continually invest to improve the service. An extra £350,000 of investment is committed this year to further improve call monitoring and response. Over time, especially with more demand from people with social care needs, this will become unaffordable. In light of this, it is hard to justify the charge remaining frozen. The cost of the service has increased over a number of years while the charge has not.

34. Having a one-size-fits all charge also feels too restrictive. Everybody using the service will benefit from the 24 hour monitoring, but people may want a choice about how any response is organised. This can be reflected in charges so that people who do not need a response from the Council (for example because their family are willing and able to respond if alerted) pay less than those who do.

35. It also does not seem fair to exempt some people aged 65 and over from charges, when people aged under 65 are not exempted in the same way. There should be exemptions for some people, but these should be on the basis of their needs rather than their age.

New Proposal

36. The proposal is to replace the current £3.30 per week charge with new charges that will cover more of the current costs and help towards improving the service; all people who can afford to would pay these charges. Two separate charges are proposed, one for the pendant alarm (which would be standard) and one for the response (which would be additional for those who wanted this).
37. New proposed Home Alarm Service rates based on choice and need
- Pendant alarm service £3.64 per week
 - Response Service £1.50 per week
38. The two separate charges give people a choice about which service would be best for them. For example, a person may just want the pendant alarm monitoring service with no response, costing £3.64 per week. Adding the response service to this would cost a total of £5.14 per week (£3.64+£1.50).
39. The proposed charges would be paid by everyone apart from people who:
- Qualify for care and support as part of their assessed social care needs, where assistive technology is used to meet a person's social care need.
 - Have time-limited "reablement" services to help to get their independence back, for up to a maximum of 6 weeks.

Impact

40. The Council's approach to charging in this area would become fairer and more consistent for the reasons already described.
41. People would have more choice of what level of service they receive and pay for.
42. This proposal would not cause a change in charging for approximately 1,000 people who are eligible for adult social care. Therefore people with eligible social care needs would be protected.
43. There are approximately 700 people who do not have eligible social care needs who do not currently pay a charge but who would be expected to if this proposal was agreed.
44. A further 3,500 people who do not have eligible social care needs and who currently pay a charge would see this charge increase.
45. This proposal would increase annual income by £356k which would support the continued sustainability of the service and its ability to improve support year-on-year for Doncaster people.

Consultation summary

46. Of the people who responded; 42% agreed with the proposal; 35% disagreed with the proposal, and; 23% neither agreed nor disagreed. Of these people 46% said they would not be affected by the proposal and 40% thought it could have a negative impact on them.
47. A significant number of people praised the value of the Home Alarm Service.

Proposal after consideration of consultation

48. The consultation exercise has prompted a review of the number of people actually using the service. Actions have been taken to consolidate the customer database, which now shows that approximately 5,000 people are using the Home Alarm Service.

49. Although 7 people questioned the need for a tiered charging method, it is felt that splitting the charge between monitoring and response is the right way forward, as it provides more choice. People will still be able to choose monitoring and response as a package, but will also have the freedom to choose the cheaper option of monitoring only if they prefer to make their own response arrangements. This approach will provide a better balance of independence, resilience and support, using family, the community and public services.
50. Only 9 people indicated that they may cease using the service if the proposal is implemented, which is far fewer than anticipated. The council will monitor numbers of people leaving the service closely and work with them to make sure that their alternative arrangements continue to keep them safe.
51. No changes are proposed to the actual charging arrangements set out in the consultation proposal. Therefore the proposal is still to have 2 separate charges:
- Pendant alarm service £3.64 per week
 - Response Service £1.50 per week
52. The proposed charges would be paid by everyone apart from people who:
- Qualify for care and support as part of their assessed social care needs, where assistive technology is used to meet a person's social care need.
 - Have time-limited "reablement" services to help to get their independence back, for up to a maximum of 6 weeks.

Proposal 2: Care at home

Background

53. The Council uses the national Care Act guidance to assess how much individuals should be charged for care they receive in their own homes. However there is current inconsistency in the approach that the Council takes to this assessment. For some people the Council does not include all the costs of care when working out what they should pay.

Current Arrangement

54. Some people need two or more care workers to help them at the same time. However only the cost of one care worker is currently included in financial assessments, when care has been arranged by the Council. However, when people opt to take a Direct Payment and arrange their care themselves they are charged against all care workers.

Issues with current arrangement

55. Costs are the same however services are accessed, so the charges that people have to pay should be the same. People who have taken the decision to receive a Direct Payment so they have more freedom to purchase their own care could be financially disadvantaged if they have high care needs that require more than one care worker to visit at one time. Because of this, people may be less likely to choose to have Direct Payments, meaning they do not have access to the choice and control this option otherwise brings.

New Proposal

56. The proposal is to include the costs of all care workers attending and providing a service to a person in their financial assessment.

Impact

57. Everyone's financial assessment will be treated in the same way which will be much fairer.
58. People will only have to pay more if their financial assessment says they have enough money to pay for it. At the moment there are only about 10 people in Doncaster who would be likely to have to pay more.
59. Advances in new types of community equipment and assistive technology mean an increasing number of people can safely be supported without more than one care worker needing to visit at once. The Council is talking to people who currently have more than one care worker visiting at once, to better understand their circumstances and increase their privacy and dignity whilst reducing their costs.

Consultation summary

60. Of the people who responded; 44% agreed with the proposal; 29% disagreed with the proposal, and; 27% neither agreed nor disagreed. Of these people 76% said they would not be affected by the proposal and 20% thought it could have a negative impact on them.
61. Feedback emphasised the need to get the number of paid carers right for people in order to avoid a detrimental effect on family or friends if they have to step in.

Proposal after consideration of consultation

62. Operational teams have worked hard to make sure that people have the optimal number of care workers to provide their support. Of the 250 original 2 care worker packages, 71 have been reviewed, making sure that resources are used in the most effective way possible to maximise benefits for people and increase value for money.
63. The adult social care service is now working much more closely with NHS colleagues, so that people leaving hospital after treatment, do so with the right number of care workers to meet their needs, without increasing their dependency on formal services.
64. In order to minimise the impact on people who would be affected by this proposal, it is now proposed to include the costs of all care workers attending and providing a service to a person in their financial assessment, for new customers only, starting from April 2020. The new initiatives highlighted above should naturally reduce the number of people requiring 2 carers in future, therefore fewer people will be affected by the proposal. The council will work closely with people who are affected, to make sure that they are safe and do not suffer financial hardship.

Proposal 3: Day Opportunities provided by the Council's SMILE service

Background

65. The Day services that the Council provides have changed significantly over the last few years, the new name for Doncaster Council day services is 'SMILE'. Many of the services are now in community buildings that are nearer to where people live, so that the 389 people who use them have the opportunity to be involved within communities, enjoying different activities and improving their wellbeing and independence. People who attend day services have a financial assessment to ensure that they only pay what they can afford. The Council also provides transport for some people to attend day services for which there is also a charge.

Current Arrangement

66. People are only charged for their day care if they can afford it after financial assessment. The current chargeable cost of day care is £31 per person per day. This is the maximum that the Council charge people who have been assessed as able to afford it. However it actually costs the Council £46 for moderate support and £76 for high level support to provide the service.
67. People are charged a flat rate for their transport to day care regardless of their assets. This is in line with national rules. The current charge for transport to day care is £3 per journey. The Council has worked hard to reduce transport costs, but it still costs an average of £10 per journey to provide the service.

Issue with current arrangement

68. The costs of providing day services rise every year and the Council needs to look at appropriate options to increase income and continue to provide high quality support.

New Proposal

69. To ensure longer term sustainability, SMILE day services will continue to modernise and look at alternative transport delivery options. While this is taking place, new charges for day care and for transport are proposed:-
70. Day Service:
- The proposal is to increase the day care charge to reflect the actual cost of providing the services. This will mean that the maximum current charge per day, will increase from £31 to £46 for moderate support and from £31 to £76 for high level support. This will remain subject to financial assessment so people will only pay what they can afford.
71. Transport:
- The proposal is to increase the charge for each journey from £3 to £4 from April 2020 and to further increase the cost by £1 a year after that, until the cost charged equals the actual cost of providing the transport. There are currently 150 people who still use Council transport. The relocation of day services to a range of community buildings across the borough has made it easier for the remaining 239 people to access them independently, avoiding the charge.

Impact

72. The new charge for day care was proposed to be introduced for new customers only from April 2020. People who attend day services will continue to have a financial assessment to ensure that they only pay what they can afford. The council will work with existing service users who currently pay for their day care as their needs change over time.
73. About 150 people use transport services and would pay more, which would increase income by £38,000 a year.

Consultation summary

74. Day service - Of the people who responded; 29% agreed with the proposal; 42% disagreed with the proposal, and; 29% neither agreed nor disagreed. Of these people 76% said they would not be affected by the proposal and 23% thought it could have a negative impact on them. Some people suggested greater flexibility and more alternatives including a wider range of service providers.
75. Transport - Of the people who responded; 44% agreed with the proposal; 21%

disagreed with the proposal, and; 35% neither agreed nor disagreed. Of these people 89% said they would not be affected by the proposal and 10% thought it could have a negative impact on them. The value of having care professionals on board for transport journeys was recognised in comparison to public transport.

Proposal after consideration of consultation

76. Day services:

- People have recognised the value of a better variety of day opportunities, with more alternatives to traditional day care. The council will therefore continue to progress innovative initiatives that offer more and better choices in communities and using the voluntary, community and faith sector as well as formal public services.
- It is likely, considering the profile of current people who use the SMILE service that a relatively small proportion of new people would be subject to these maximum costs. However consultation feedback reflects the concerns that people have about these headline rates. These concerns were also raised by Scrutiny Members at their informal meeting on 22nd January 2020.
- The Council is actively engaging in work to reduce loneliness and social isolation for Doncaster people, and making day services as accessible as possible is essential in light of this. Therefore it is proposed that the Council does not pursue the consultation proposal to increase the maximum current charge for the SMILE service to the levels proposed.
- The current maximum charge of £31 will instead be increased to £31.53 in reflection of inflation between 2019-20 and 2020-21.
- As part of work to reduce loneliness and social isolation the Council needs to do more to consider the part that SMILE services play, including the level of subsidy provided to this service compared to other options available. The current charging arrangement may be revisited in the context of that work.

77. Transport:

- Consultation with existing users of day care transport has been useful in reducing costs, which will in turn reduce the level of charges required to recover these costs. The plan is still to introduce the £1 per journey increase per annum, but it is now anticipated that fewer annual increases will be required before revenue from charges is equal to transport service expenditure.
- A small number of people indicated that they may not use the service in future if the price goes up. The council will work with these people to take all reasonable steps to avoid restricting their access to day opportunities.

Proposal 4: Safeguarding personal assets

Background

78. The Council's Safeguarding Adults Personal Assets Team (SAPAT) looks after financial, property and personal matters for some people who cannot do this for themselves or do not have family help. This is defined as either Deputyship, which is appointed by the Court of Protection, or Appointeeship, which is appointed by the Department of Work and Pensions.

79. Approximately 500 people are registered for this service.

Current Arrangements

80. The Council currently charges for Deputyship but it does not charge for Appointeeship.

81. The Council also does not charge for other aspects of the SAPAT service although it is allowed to by law. For example, protection of property and travel costs for Appointeeships and Deputyships.

Issues with current arrangement

82. The Council is not required to directly provide this service. If this service was not available from the Council then people would have to pay someone else to help them. The Council wishes to continue to provide this service for vulnerable people, but it is difficult to do this sustainably without charging where it is lawful and reasonable to do this.

New Proposal

83. The proposal is to introduce new charges that the Council has not taken up before although it is allowed:

- Appointeeship charge - It is proposed to bring in a new charge to make sure that people using the council to look after their money and property all pay the same, whether it is an Appointeeship or Deputyship. The monthly charge will be between £2.03 and £48 depending on the persons assets/money and residential situation (see table).

Total savings	Monthly charge to community based clients	Monthly tariff charge to residential care clients
£0 - £1,999	£2.03	£2.03
£2,000 - £2,999	£9.00	£6.00
£3,000 - £3,999	£12.00	£8.00
£4,000 - £4,999	£15.00	£10.00
£5,000 - £5,999	£18.00	£12.00
£6,000 - £6,999	£21.00	£14.00
£7,000 - £7,999	£24.00	£16.00
£8,000 - £8,999	£27.00	£18.00
£9,000 - £9,999	£30.00	£20.00
£10,000 - £10,999	£33.00	£22.00
£11,000 - £11,999	£36.00	£24.00
£12,000 - £12,999	£39.00	£26.00
£13,000 - £13,999	£42.00	£28.00
£14,000 - £14,999	£45.00	£30.00
£15,000 - £15,999*	£48.00	£32.00

*Above £15,999 will become Deputyship

- Protection of property fee – It is proposed to reclaim any money it costs the council for protecting the property of adults being cared for away from home. Charges will be for property searches (£70 per visit); weekly property checks (£10 per visit); storage of property (actual cost), and; boarding of animals (actual cost).
- Travel charge for client visits - The council proposes to charge a fixed rate of £40.00 per hour for travel costs when staff visit clients, which includes staff time and is what the Court of Protection allows.

Impact

84. 269 people are supported by Appointeeship and would pay the new charges.
85. The charges for protection of property and travel costs will apply to all people referred to the service.
86. This proposal would increase annual income by £165,000 which would make sure that the service can continue to support the vulnerable people who are not able to look after their own affairs.

Consultation summary

87. Appointeeship charge - Of the people who responded; 40% agreed with the proposal; 23% disagreed with the proposal, and; 37% neither agreed nor disagreed. Of these people 86% said they would not be affected by the proposal and 11% thought it could have a negative impact on them.
88. Protection of property fee - Of the people who responded; 31% agreed with the proposal; 19% disagreed with the proposal, and; 50% neither agreed nor disagreed. Of these people 90% said they would not be affected by the proposal and 6% thought it could have a negative impact on them.
89. Travel charge for client visits - Of the people who responded; 22% agreed with the proposal; 35% disagreed with the proposal, and; 43% neither agreed nor disagreed. Of these people 80% said they would not be affected by the proposal and 18% thought it could have a negative impact on them.
90. Feedback recognised that Safeguarding Personal Assets is a highly valued service that could benefit from investment.

Proposal after consideration of consultation

91. Appointeeship - A monthly charge of between £2.68 (increased from £2.03 to take account of new bank charges) and £48 depending on the persons assets/money and residential situation is proposed.
92. Protection of property – The proposal is still to reclaim money it costs the council for protecting the property of adults being cared for away from home.
93. Travel charge for client visits – The plan to charge a fixed rate of £40.00 per hour for travel costs when staff visit clients remains, however annual charges will be capped at £120 per person.

Proposal 5: Arrangements for people who pay for their own care in full

Background

94. People who have over £23,250 (including investments/bonds but excluding the value of their home), are currently seen by the government as being able to pay for their own care and support. This amount is updated each year by the government.

Current arrangements

95. At the moment the council helps around 450 people in this group to arrange their care without charging them. The majority of people in this group make their own care arrangements using free information and advice that is available.

Issue with current arrangements

96. Arranging care means the Council has to incur administrative costs for a group of people who are regarded by national rules as having the means to fund their own care.

New Proposal

97. It is proposed that an annual charge is introduced to contribute to the costs of providing the services described above and to encourage people to arrange their own care where appropriate, using information and advice that the Council is already required to provide.
98. A yearly administration charge of £300 is proposed for people who pay for their own care.
99. The council is not allowed to charge for giving information and advice, or assessment of needs and so these costs are not included in the proposed administration fee. The cost covers the organisation, set up and paperwork costs.

Impact

100. There are 450 people who pay for their own care currently supported by the council who use both residential and home care services. This number is expected to reduce as more people are helped to arrange their own care.
101. This proposal would increase annual income by £135,000 which would contribute to the cost of providing the service, helping to keep it running and making sure money is available to continue to support the most vulnerable people.

Consultation summary

102. Of the people who responded; 29% agreed with the proposal; 34% disagreed with the proposal, and; 37% neither agreed nor disagreed. Of these people 87% said they would not be affected by the proposal and 12% thought it could have a negative impact on them.
103. Some people felt that this could disproportionately penalise those who had planned ahead and saved for retirement and could deplete people's savings quicker, reducing the time before they need financial support from the state. Others felt that it would be better to pay the fee in instalments, rather than a lump sum.

Proposal after consideration of consultation

104. More attention will be focussed on making sure that signposting information and advice is effective, to reduce the need for council involvement in self-funded care arrangements. This is an expansion of work currently underway, which has significantly reduced the number of residential care self-funders seeking council administrative support.
105. A review of current processes will be undertaken with a view to reducing the amount of time it takes to identify self-funders. This will increase the ability to source alternative options to council administration and reduce the likelihood of attracting the charge.
106. The Council will fully take into account its safeguarding responsibilities with regard to all people, whatever their income, who are regarded as vulnerable to financial abuse.
107. An administration charge of £300 is proposed, but due to current legislation this would be restricted to non-residential services only. This would affect approximately 260 people and in view of the consultation feedback, this could be paid by monthly instalment if required.

Financial Assessment Procedure Changes (Proposals 6 to 9)

Background

108. After people's care needs have been assessed and an agreed care and support plan is in place, there is a financial assessment. This is where the Council asks about finances and income, to work out how much a person will contribute to their care in line with national guidance.
109. For some people the way Doncaster Council does a financial assessment is based on old rules and circumstances. So how Doncaster Council does financial assessments needs to be brought up to date, made more fair, more clear and easier to understand and use.
110. The changes to financial procedure rules are estimated to increase income collectively by approximately £1.7m. This money will contribute to making sure that the additional demand for social care can be supported.
111. The council is proposing four changes to the financial assessment as follows:

Proposal 6: Maximum weekly charge for non-residential services

Current Arrangement

112. No matter how much a home care and support package costs, the council will only charge those who are deemed able to afford to pay a maximum of £429.20 per week. For some people it costs more than this for their care and support package, but the council does not ask for more than the maximum amount.

Issue with current arrangement

113. The maximum charge does not have a clear justification.

New Proposal

114. The proposal is to take away the maximum amount and instead charge the full cost of the service provided to those people who can afford to pay.

Impact

115. The proposed change would only apply to people who exceed the current maximum in the future. This is to avoid a sudden large increase for people who are exceeding the current maximum now.
116. Financial assessment will determine the maximum amount people are able to pay. It is expected that fewer than 10 people at any one time will have to pay more than the current £429.20 per week limit.

Consultation summary

117. Of the people who responded; 27% agreed with the proposal; 38% disagreed with the proposal, and; 35% neither agreed nor disagreed. Of these people 86% said they would not be affected by the proposal and 13% thought it could have a negative impact on them.
118. Some people felt that the proposal penalised those who had saved for retirement and that no limit could result in very high charges.

Proposal after consideration of consultation

119. The proposal is still to take away the maximum amount and instead charge the full cost of the service provided to those people who can afford to pay, in future. Effective social care and financial assessments will be used, to make sure that costs do not increase disproportionately and that people do not suffer financial hardship as a result.

Proposal 7: Enhanced daily living component of Personal Independence Payment (PIP)

Current Arrangement

120. When people are financially assessed their savings, income and money they need to pay out are all taken into account. The Department for Work and Pensions benefits paid to people with a long-term illness or disability are seen as part of a person's income. These benefits include Attendance Allowance (AA), Disability Living Allowance (DLA) and the enhanced daily living component of Personal Independence Payments (PIP).

121. However, the enhanced rate of PIP is not currently taken into account. This is £28.95 a week more than the standard rate.

Issue with current arrangement

122. Many other Local Authorities take both components of PIP into account. There is no clear reason why it should be exempt as compared to other benefits paid to people with a long-term illness or disability.

New Proposal

123. The proposal is to move towards including all of the enhanced rate of PIP in financial assessments from April 2020. If a person receiving PIP can show that they pay for additional care at night, their night care costs will be looked at as part of the assessment.

Impact

124. This is likely to have an effect on around 261 people and would increase annual income by £290,000 when fully implemented. The people who would pay more are people without night care costs.

Consultation summary

125. Of the people who responded; 40% agreed with the proposal; 30% disagreed with the proposal, and; 30% neither agreed nor disagreed. Of these people 75% said they would not be affected by the proposal and 25% thought it could have a negative impact on them.

126. There was a general feeling that all of a person's income should be considered in financial assessments. However, some people felt that the proposal penalised those with higher living costs and that competing demands on personal independence payments could result in difficult life choices having to be made.

Proposal after consideration of consultation

127. Prompt and more detailed conversations will be held during the financial assessment process, to help to make sure that all allowed expenses are included in financial assessments. Any additional expenses allowed (including night care costs) will help to offset reductions in the PIP disregard allowance.

128. The proposal is now to move towards including all of the enhanced rate of PIP

in financial assessments, by phasing in the change equally over 3 years from April 2020.

Proposal 8: Financial assessments for residential respite and short stay care

Current Arrangement

129. When people receive residential respite or short-term residential care (i.e. they receive their care away from home for a short period most often to give family carers a break), this arrangement is also subject to charging after a financial assessment. The Care Act allows options to carry out this financial assessment under residential or non-residential rules. Up to now, the Council has chosen non-residential rules.

Issue with current arrangement

130. It does not seem logical to charge a residential arrangement against non-residential rules.

New Proposal

131. Where the respite and short stay care is residential based, the proposal is that in future the financial assessment for this service would be carried out under the residential care rules.

Impact

132. This proposal will affect anyone that is entitled to respite or short stay accommodation. 395 people had residential respite care in 2018/19. It would increase annual income by £378,000 a year.

133. The residential care assessment includes options to take into account the extra household costs that a person might have to pay for their normal home whilst spending time in respite care. This household allowance is there to cover expenses such as rent, service charges, water rates or insurance premiums. People will still pay more, but the extra household allowance will protect more of a person's money.

Consultation summary

134. Of the people who responded; 27% agreed with the proposal; 29% disagreed with the proposal, and; 44% neither agreed nor disagreed. Of these people 84% said they would not be affected by the proposal and 15% thought it could have a negative impact on them.

135. Some people felt that the definitions of "residential" and "non-residential" were not clear enough.

Proposal after consideration of consultation

136. The definitions of "residential" and "non-residential" care, will be re-defined and documented to prevent any ambiguity in financial assessments.

137. Using the new definitions - Where respite and short stay care is residential based, residential rules would be used in financial assessments. Where respite and short stay care is non-residential, then non-residential rules would be used in financial assessments.

138. Where residential rules are used, financial assessments will make sure that accurate household costs are included as expense allowances.

Proposal 9: The Minimum Income Guarantee (MIG)

Current arrangement

139. When doing a financial assessment to work out how much a person can afford to pay towards the cost of their care, councils are given advice by the government on how much of a person's total weekly income should not be used towards care charges. The protected money is known as the Minimum Income Guarantee (MIG). This is to make sure that people living in their own homes, who need social care, have enough money left to pay their everyday living costs once they have paid for their care.
140. Every year the government announces the amount of MIG that it recommends councils should use in financial assessments. At present the Council does not use these recommended amounts but uses its own MIG amounts, which are more generous than the government recommends. As an example, the government recommends using a MIG of £189 per week for a single person over pension age but the council uses a MIG rate of £209.06.
141. The government publishes different MIG rates to reflect people's different circumstances. These are updated every year.

Age	Government MIG	Doncaster MIG	Weekly MIG difference
18-24	£132.45	£136.31	£3.86
25-64	£151.45	£155.31	£3.86
65 years or older	£189.00	£209.06	£20.06

Issue with current arrangement

142. Many other Local Authorities use the government recommended Minimum Income Guarantee. The current Doncaster Minimum Income Guarantee rates limit the income that is available to support services for everybody who needs them.

New Proposal

143. From April 2020, the council is proposing to move towards the government set MIG rates and use these in financial assessments instead of working out its own rate.

Impact

144. Using the government set MIG rates will affect 1,658 people who currently receive services and would increase annual income by £1 million when fully implemented.
145. The change would be brought in over a period of time, which would mean that the council Minimum Income Guarantee rates would not change by more than 3% per annum. It is expected that the Minimum Income Guarantee Government rate will be increasing each year and that will be taken into account.
146. On the basis of current information, the proposal would mean that people in the above group would pay an increasing contribution until they are paying the following amounts more than they do today:
- 48% would pay no more than £3.86 extra per week
 - 3% would pay between £3.87 and £10 extra per week
 - 44% would pay between £10 and £20.06 extra per week

- 5% would pay between £20.07 and £40 extra per week

147. In extremely rare cases (1 person currently known) there would be a requirement to pay more than £40 extra.

148. The biggest impact of the Council adopting the national government rules would be on couples. The government advises councils not to assess couples on their joint money and instead to only take into account the money of the person receiving care.

149. There are currently 104 people affected and the council will work with them to ensure that both their and the cared-for person's financial wellbeing is appropriately taken into account.

Consultation summary

150. Of the people who responded; 32% agreed with the proposal; 44% disagreed with the proposal, and; 24% neither agreed nor disagreed. Of these people 64% said they would not be affected by the proposal and 34% thought it could have a negative impact on them.

151. Some people felt that Doncaster's MIG rate was fairer than the government's rate as it was locally calculated, whilst others were surprised that there was a difference and felt that it was fair to use the government rate, in line with neighbouring councils.

Proposal after consideration of consultation

152. To keep vital services running and make sure they are fit for the future, the proposal is still to move towards the Government MIG rates. Concerns about the financial impact have been considered and the proposal has been amended accordingly.

153. The proposal is to move towards the latest Government MIG rates, by reducing by a maximum of 3% per annum, until council and government rates are brought into line, starting from April 2020.

154. In addition, further measures would be introduced in order to avoid a major impact on people who have previously been assessed as part of a couple.

Summary of proposals for Cabinet consideration

155. The following is a summary of the proposals taking into account the results of consultation:

- **1. Home Alarm Service:**

- The consultation exercise has prompted a review of the number of people actually using the service. Actions have been taken to consolidate the customer database, which now shows that approximately 5,000 people are using the Home Alarm Service.
- Although 7 people questioned the need for a tiered charging method, it is felt that splitting the charge between monitoring and response is the right way forward, as it provides more choice. People will still be able to choose monitoring and response as a package, but will also have the freedom to choose the cheaper option of monitoring only if they prefer to make their own response arrangements. This approach will provide a better balance of independence, resilience and support, using family, the community and public services.
- Only 9 people indicated that they may cease using the service if the proposal is implemented, which is far fewer than anticipated. The

council will monitor numbers of people leaving the service closely and work with them to make sure that their alternative arrangements continue to keep them safe.

- No changes are proposed to the actual charging arrangements set out in the consultation proposal. Therefore the proposal is to have 2 separate charges:
 - Pendant alarm service £3.64 per week
 - Response Service £1.50 per week
- The proposed charges would be paid by everyone apart from people who:
 - Qualify for care and support as part of their assessed social care needs, where assistive technology is used to meet a person's social care need.
 - Have time-limited "reablement" services to help to get their independence back, for up to a maximum of 6 weeks.

- **2. Care at Home**

- Operational teams have worked hard to make sure that people have the optimal number of care workers to provide their support. Of the 250 original 2 care worker packages, 71 have been reviewed, making sure that resources are used in the most effective way possible to maximise benefits for people and increase value for money.
- The adult social care service is now working much more closely with NHS colleagues, so that people leaving hospital after treatment, do so with the right number of care workers to meet their needs, without increasing their dependency on formal services.
- In order to minimise the impact on people who would be affected by this proposal, it is now proposed to include the costs of all care workers attending and providing a service to a person in their financial assessment, for new customers only, starting from April 2020. The new initiatives highlighted above should naturally reduce the number of people requiring 2 carers in future, therefore fewer people will be affected by the proposal. The council will work closely with people who are affected, to make sure that they are safe and do not suffer financial hardship.

- **3. Day Opportunities provided by the Council's SMILE service**

Day services:

- People have recognised the value of a better variety of day opportunities, with more alternatives to traditional day care. The council will therefore continue to progress innovative initiatives that offer more and better choices in communities and using the voluntary, community and faith sector as well as formal public services.
- It is likely, considering the profile of current people who use the SMILE service that a relatively small proportion of new people would be subject to these maximum costs. However consultation feedback reflects the concerns that people have about these headline rates. These concerns were also raised by Scrutiny Members at their informal meeting on 22nd January 2020.
- The Council is actively engaging in work to reduce loneliness and social isolation for Doncaster people, and making day services as accessible as possible is essential in light of this. Therefore it is proposed that the

Council does not pursue the consultation proposal to increase the maximum current charge for the SMILE service to the levels proposed.

- The current maximum charge of £31 will instead be increased to £31.53 in reflection of inflation between 2019-20 and 2020-21.
- As part of work to reduce loneliness and social isolation the Council needs to do more to consider the part that SMILE services play, including the level of subsidy provided to this service compared to other options available. The current charging arrangement may be revisited in the context of that work.

Transport:

- Consultation with existing users of day care transport has been useful in reducing costs, which will in turn reduce the level of charges required to recover these costs. The plan is to introduce a £1 per journey increase per annum, but it is now anticipated that fewer annual increases will be required before revenue from charges is equal to transport service expenditure.
- A small number of people indicated that they may not use the service in future if the price goes up. The council will work with these people to take all reasonable steps to avoid restricting their access to day opportunities.

● **4. Safeguarding personal assets**

- Appointeeship - A monthly charge of between £2.68 and £48 depending on the persons assets/money and residential situation is proposed.
- Protection of property – The proposal is to reclaim money it costs the council for protecting the property of adults being cared for away from home.
- Travel charge for client visits – The plan is to charge a fixed rate of £40.00 per hour for travel costs when staff visit clients, however annual charges will be capped at £120 per person.

● **5. Arrangements for people who pay for their own care in full**

- More attention will be focussed on making sure that signposting information and advice is effective, to reduce the need for council involvement in self- funded care arrangements. This is an expansion of work currently underway, which has significantly reduced the number of residential care self-funders seeking council administrative support.
- A review of current processes will be undertaken with a view to reducing the amount of time it takes to identify self-funders. This will increase the ability to source alternative options to council administration and reduce the likelihood of attracting the charge.
- The Council will fully take into account its safeguarding responsibilities with regard to all people, whatever their income, who are regarded as vulnerable to financial abuse
- An administration charge of £300 is proposed, but due to current legislation this would be restricted to non-residential services only. In view of the consultation feedback, this could be paid by monthly instalment if required.

● **6. Maximum weekly charge for non-residential services**

- The proposal is to take away the maximum amount and instead charge the full cost of the service provided to those people who can afford to pay. Effective social care and financial assessments will be used, to

make sure that costs do not increase disproportionately and that people do not suffer financial hardship as a result.

- **7. Enhanced daily living component of Personal Independence Payment (PIP)**

- Prompt and more detailed conversations will be held during the financial assessment process, to help to make sure that all allowed expenses are included in financial assessments. Any additional expenses allowed (including night care costs) will help to offset reductions in the PIP disregard allowance.
- The proposal is to move towards including all of the enhanced rate of PIP in financial assessments, by phasing in the change equally over 3 years from April 2020.

- **8. Financial Assessments for Residential Respite & Short Stay Care**

- The definitions of “residential” and “non-residential” care, will be re-defined and documented to prevent any ambiguity in financial assessments.
- Using the new definitions - Where respite and short stay care is residential based, residential rules would be used in financial assessments. Where respite and short stay care is non-residential, then non-residential rules would be used in financial assessments.
- Where residential rules are used, financial assessments will make sure that accurate household costs are included as expense allowances.

- **9. The Minimum Income Guarantee (MIG)**

- To keep vital services running and make sure they are fit for the future, the proposal is still to move towards the Government MIG rates. Concerns about the financial impact have been considered and the proposal has been amended accordingly.
- The proposal is to move towards the latest Government MIG rates, by reducing by a maximum of 3% per annum, until council and government rates are brought into line, starting from April 2020.
- In addition, further measures would be introduced in order to avoid a major impact on people who have previously been assessed as part of a couple.

OPTIONS CONSIDERED

156.

- Implementation as set out in the report after consideration of the consultation. This is the recommended option as it would be a real change for the better, reducing dependency, modernising cost recovery and making sure that recharging is fair for the individual and for the council.
- Partial implementation. This is not recommended since it would add to the confusing nature of existing arrangements.
- Do nothing. This is not considered an option as the present charging methods and governance are not fair, consistent or effective and service costs are high.
- Cease to provide the services highlighted in the report and make savings from the corresponding reduction in resources required to provide them.

This is not recommended due to the value of the services to Doncaster's vulnerable people and the value for money offered by the fees and charges levied.

REASONS FOR RECOMMENDED OPTION

157. The recommended option will improve equality and fairness and protect vital public services. It will drive and is consistent with the transformational changes that the council is making in order to modernise, improve and sustain services for vulnerable people.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

158.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Doncaster businesses will be supported through better signposting to providers</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	<p>More people will be helped to continue to live in a good quality home</p>
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • 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 	<p>Independence and wellbeing will be improved, which will encourage adults to continue to learn and therefore lead more fulfilling lives</p>

	young people for the world of work	
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • 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>Services for vulnerable people will be sustained and/or improved in line with Doncaster Caring planned outcomes and objectives. This will increase the likelihood that they can continue to be independent and live well at home.</p>
	<p>Connected Council:</p> <ul style="list-style-type: none"> • 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>The ability to operate within available resources will be increased, which in turn will improve value for money for the people of Doncaster.</p>

RISKS AND ASSUMPTIONS

159. There is a risk that many of the services detailed in the report will no longer be able to operate effectively in future, if costs are not recovered appropriately or legally permitted new charges raised.

160. There is a risk that without increased income, the council will not be able to allocate sufficient funding to support the most vulnerable people.

161. There is a risk that continuing with current arrangements will reduce the effectiveness of the council's ethos of strengths based, community delivered services and therefore serve to increase dependency and costs. Outcomes for people could therefore suffer as a result.

LEGAL IMPLICATIONS [Officer Initials NC 22/01/20]

162. The Care Act 2014 obligates the Council to meet the eligible needs for care and support of its population in accommodation in a care home or by providing care and support to those individuals in their home or in the community.

Sections 14 and 17 of the Care Act 2014 and the supporting Statutory Guidance provide a legal framework for charging for adult social care and support.

The Act states that local authorities have the discretion to choose whether or not to charge under section 14 of the Care Act 2014 following a person's or carer's needs assessment.

Where a local authority decides to charge, it must follow the Care and Support (Charging and Assessment of Resources) Regulations 2014 and have regard to

the guidance. A local authority may only charge up to the costs they incur when contracting for care.

A local authority may charge the adult except where it is required to arrange care and support free of charge. Regulation 3 specifies the services which are to be provided free of charge. Section 14(7) of the Act provides that a local authority may not make a charge for services under section 14(1) of the Act if the adult or carer's income would, after deduction of the amount of the charge, fall below the amount specified in regulations. The charges proposed within this report are consistent with the legislation and relevant Statutory Guidance.

In order to comply with the general duty on Councils to act fairly, a comprehensive public consultation exercise has been undertaken on the proposals considered by this report. This complied with the established principles of a lawful consultation exercise in that sufficient reasons were put forward for the proposals and adequate time (12 weeks) was provided to allow for intelligent consideration and response by relevant stakeholders and the public generally. In considering the proposals set out in this report elected members must now consciously take into account the product of the consultation exercise as set out above and in Appendix A before a final decision is made on the proposals.

In addition, given this area inevitably involves people with protected characteristics, in considering the proposals contained in this report, elected members must be aware of their obligations under Section 149 of the Equality Act 2010, which contains the Public Sector Equality Duty (PSED). It obliges public authorities, when exercising their functions, to have 'due regard' to the need to:

1.1 eliminate discrimination, harassment and victimisation and other conduct which the Act prohibits;

1.2 advance equality of opportunity; and

1.3 foster good relations between people who share relevant protected characteristics and those who do not.

The relevant protected characteristics under the Equality Act 2010 are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Having due regard to advancing equality involves: -

- removing or minimising disadvantages suffered by people due to their protected characteristic;
- taking steps to meet the needs of people from protected groups where they are different to the needs of other people; and
- encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

FINANCIAL IMPLICATIONS [Officer Initials PW/HR 05/02/20]

163. The 2019/20 Budget approved by Council on 4th March 2019 identified savings to be recovered through fees and charges of £630k in 19/20 and further annual savings of £520k per year in 20/21, 21/22 and 22/23. The initial 19/20 target of £630k has been met on a temporary basis in 19/20 and is therefore shown below as still to be met in 20/21. The 19/20 Budget also approved savings of £675k Day Care and Transport savings over 2019/20 and 2020/21. The

financial impact of implementing the proposals within this report are based on a number of assumptions and are summarised below:

Assistive Technology

Doncaster currently has one standard charge for all elements of the Telecare service ie. Installation of equipment, call monitoring and the provision of a response service. The cost of this service is currently only funded from 40% client contribution. Under the current arrangements service users in receipt of council tax benefit, housing benefit or have a care plan in place do not pay for any of the services provided, this equates to circa 51% of current clients. The proposals in this report would mean that the only people that would not incur charges is those with an assessed need and a care plan in place, this therefore raises the potential number of clients paying for this service to 82%.

A benchmarking exercise has also been undertaken to compare charging policies with other Local Authorities and a common theme was found with regard to charging for separate elements of the service offered through a range of package options. Based on these findings a financial modelling exercise has been carried out based on service requirements and client data from the PNC8 system to review the cost of each element of the Telecare service.

The structure of the service has also been reviewed to ensure it is in line with future needs, increasing overall expenditure by £356k, this may need to be reviewed in light of the potential reduction of client income. The full cost of this increase is likely to be incurred over the next two years.

Using the current client data including how many pieces of equipment people have in their homes, assumptions have been made on how many clients could potentially fall into each of the package options, assumptions have also been made on potential drop off due to clients choosing to opt out of some or all of the services offered (15% and 25% for the Standard and Standard Plus Packages). An assumption has also been made that those clients with 5+ pieces of equipment in their homes (circa 9.5%) would not pay anything due to having more complex needs and would therefore probably have a care plan in place. Therefore based on the aforementioned assumptions it is estimated that increased client contributions of circa £356k, this will be dependent upon the number of service users and the level of service they opt for.

Fairer Financial Assessment of Service Package

There are estimated to be approximately 250 clients currently receiving commissioned homecare support which includes 2 carers. These people are currently financially assessed against the cost of only one of these carers. It is estimated that 10 clients have some surplus income and so would see an increase up to the level of their disposable income or the full cost of their package of care, whichever is the lower.

If charging for a second carer was brought into effect it is estimated that this would result in excess of £73k additional client contributions being raised to cover the costs of the service. This figure assumes that the charge is applied to all existing clients receiving 2 carer packages, not just new packages of care.

It should be acknowledged that this is a theoretical figure and in reality it is likely to be lower since it is expected that some clients would elect to reduce the care they currently receive. This however would see a corresponding reduction in the

cost of homecare currently paid for by the Council, and would complement another project currently being undertaken by the service to review the appropriateness of existing 2 carer packages.

Day care – Continuing Healthcare Recharges

The current fee of £31 per day is historic and does not cover the true cost of the service. The proposal therefore to increase to £46 per day for services users with moderate needs and £76 for service users with more complex needs. Based on current client numbers that have various proportions of their care needs being met by CCG, the proposed CHC charge of £76 per day for day care clients with complex needs is expected to increase recharge income by £125k per annum to cover the actual cost of provision.

Day Care – Financially Assessed Service User Charges

Day Care provided to individuals is currently based on a historic calculation of £31 per day. The cost of the service has been reviewed to cover the true cost of provision and is now expected to be £46 a day for clients with moderate needs and £76 for clients with more complex needs, however, following consultation the proposed increase in charges will only be at inflation rate thereby continuing to be a cost to the Authority.

Day Care – Transport

Transport provided to Day Care Centres is currently charged at £3 per journey. This is a heavily subsidised service and in 2018/19 the council was funding it at 80% of the actual cost of £15 per journey. Work has been undertaken to reduce costs by reviewing vehicle leases and administration costs and the cost of the service is now expected to be in the region of £8.50 to £10 per journey in 2019/20. Increasing charges to reflect the actual cost of transport will disadvantage some people financially, therefore work is continuing to consider alternative transport options to ensure efficiencies are made where possible, along with encouraging services users with mobility vehicles to utilise them.

Based on the current number of services users being transported by the Council the increase of £4 per journey would cover an additional £38k of cost of the service.

SAPAT – Appointeeship/Deputyships

There are currently 305 clients for whom the Council act as appointees. If we charged for performing this role then it is likely to generate approximately £52k per year, based on current clients and their level of savings, to cover the costs of the service. This has been benchmarked against other Local Authorities to ensure a reasonable charge. This will be applied on a sliding charging basis depending on whether the client is in residential or non-residential care and what level of savings they have, and assumes that the charge will be applied against their savings. If the charge is applied against an individual's disposable income this amount may be lower.

It is also proposed to apply for Deputyship for clients with savings above £16k, and apply deputyships accordingly. It is estimated that this could raise a further £85k in charges on an annual basis, to cover the costs of the service.

SAPAT – Protection of Property

Two individual charges are proposed to be introduced, both based on the cost of the staffing required to deliver the related function. The initial Protection of

Property visit when a person is cared for away from home would be charged at £70 per visit, and ongoing weekly property checks would be charged at £10 per visit. It is estimated that this would generate income of £10,400 per year to cover the costs of the service.

SAPAT – Travel costs for visits to clients

The Court of Protection Direction allows public authorities to charge a fixed rate of £40.00 per hour for travel costs. The Council does not currently apply this charge and it is proposed to introduce a charge of £40 per hour in line with the direction.

Adopting the travel charge across the whole appointeeship and deputyship service would generate an additional £18,440 based on the current caseload of 461 clients being visited once per year.

Administration of Direct Payments and Services to Self-Funders

An administration charge of £300 per year for self-funders would generate additional income of £78,000, based on the estimated 260 self funders in non-residential care currently receiving support from the Council.

The administration of Direct Payments will be reviewed during 2019/20, therefore there is no financial information available at this time on these proposals.

Financial Assessment Procedure Changes

The report recommends changes to the way that elements of the financial assessment of a client's contribution to the cost of their care is calculated. There are various elements and these are detailed in the report, but essentially the changes will either increase the cost of care assessed against, or the increase the amount of disposable income taken into account. It is currently estimated that these changes could potentially raise up to an additional £1.7m of income, detailed in the table below. It should be noted however that this is dependent on how/when the changes are implemented. This is based on initial estimates calculated on a small sample of individual clients, work is ongoing to further develop the accuracy of this figure.

Below is a summary of the financial impact from the initiatives identified:

Initiative	Associated budget strand	Estimated net cost reductions (£'000)	20/21 (£'000)	21/22 (£'000)	22/23 (£'000)
Assistive Tech (Investment in service delivery)		-356	-250	-106	
Assistive Tech (Additional income)		356	356		
Assistive Tech	Fees & Charges	0	106	-106	0
2 Carers charging	Fees & Charges	73	73		
Day Care - CHC	Day Opportunities	125	125		
Day Care - Transport	Day Opportunities	38	38		
SAPAT - Appointeeships/Deputyships	Fees & Charges	137	137		
SAPAT - Protection of property	Fees & Charges	10	10		
SAPAT - Travel costs	Fees & Charges	18	18		
Self funder admin	Fees & Charges	78	78		
Procedure changes	Fees & Charges				
1. Minimum Income Guarantee	Fees & Charges	1,017	339	339	339
2. 85% Rule	Fees & Charges	36	36		
3. Couples assessment	Fees & Charges	0	0	0	0
4. Personal Independence Payment	Fees & Charges	290	97	97	96
5. Respite assessments	Fees & Charges	378	378		
Overall Total		2,200	1,435	330	435
Sub-total Day Opportunities		58	58	0	0
Sub-total Fees & Charges		2,142	1,377	330	435
Targeted Saving		2,160	1,120	520	520

The net income generated by the proposals in this report is now estimated to be £2.2m, with £2.142m identified against the initial targeted increase of £2.160m. This is a small shortfall of £0.018m but the actual savings for 20/21 are forecast to be overachieved by £0.257m. The estimates for later years will be reviewed and reported on as part of subsequent budget planning.

The figures quoted above are indicative and are based on service users currently impacted by the various initiatives being discussed. Work is still ongoing to further refine the figures above and ensure that income is maximised whilst ensuring that individuals are not adversely impacted to an unreasonable level.

HUMAN RESOURCES IMPLICATIONS [Officer Initials AT 22/01/20]

164. There are no specific human resources implications to this report.

TECHNOLOGY IMPLICATIONS [Officer Initials PW 23/01/20]

165. There are no anticipated technology implications in relation to this decision. It is assumed that existing systems together with replacement systems being implemented as part of the Integrated People Solution Programme have the

functionality to accommodate the proposed changes to adult social care fees and charges.

HEALTH IMPLICATIONS [Officer Initials VJ 23/01/20]

166. Individual health and wellbeing can be supported by effective and affordable adult social care services. If these proposals are implemented as outlined, no individual will receive a reduced service offer, but charging policies will be more transparent and equitable. It is important to note that under the proposed service, some people may have to contribute slightly more for their care and support, but they will be people who can afford to pay and their contributions will be fairly assessed in line with the principles set out within the report. In addition the services should become more sustainable and able to continue to deliver health and wellbeing impacts. Careful implementation, monitoring and updating of the Due Regard Statement are essential. The project managers will need to report on the impacts and monitor the implications of the proposals during the course of their implementation.

EQUALITY IMPLICATIONS [Officer Initials HM 17/01/20]

167. Decision makers must consider the Council's duties under the Public Sector Equality Duty in Section 149 of the Equality Act 2010. The duty requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic. Further details are set out in the Legal Implications within this report.

168. A due regard statement has been prepared in line with the report's recommendations and the Equality Act and is attached as Appendix B. The statement is a live document and will be continually improved and updated as progress is made on implementation of those specific fees and charge initiatives approved by Cabinet.

CONSULTATION

169. The council has worked closely with The Consultation Institute, a well-established not-for-profit best practice Institute, promoting high-quality public and stakeholder consultation in the public, private and voluntary sectors. This has made sure that a comprehensive, thorough and wide ranging consultation has taken place, from 14th October to 22nd December 2019. Over 7,000 Doncaster residents who are known to Adult Social Care have been directly written to, with full details of the proposals and how to have their say. Care providers also received correspondence setting out the proposals and consultation plans. The consultation was open to all Doncaster residents and full details of the proposals were available via the council website, leaflets and booklets. In addition, drop in sessions and focus groups were held throughout the borough and bespoke engagement sessions were held with a wide range of partners, including the voluntary and community sector.

170. The Consultation Institute has concluded that:

- "It is clear that Doncaster Council has a genuine desire to listen to the public and those mostly closely affected by the proposed changes, to both ensure that the right decisions are taken in what are in the end difficult financial circumstances, and also to adapt and mitigate the impact of your

proposals where possible on people affected through what you have found out through the consultation”.

- “That detailed efforts were made to reach the people affected, and provide opportunities for people to understand the potential impact on them, particularly through the drop-in sessions available to service users, and the more detailed focus groups”.

171. **A detailed report of the results from consultation is attached as Appendix A** and the results are summarised alongside the individual proposals within this report. The analysis methodology and the results were verified by Healthwatch Doncaster. In summary; 248 people completed an online or paper survey, providing almost 1,800 individual responses to the 9 proposals. When asked “what do you think about this proposal?” a total of 606 (34%) responses agreed with the proposals, 566 (32%) disagreed and 573 (32%) neither agreed nor disagreed.

172. A report containing every response to every question from the consultation has been produced and circulated to Cabinet Members and Directors. The report has not been made public at this stage for General Data Protection Regulation (GDPR) reasons.

173. All Councillors have had the opportunity to contribute to the development of the proposals. Every Councillor received a direct communication detailing the changes and highlighting key dates for decision making. In addition, 2 informal Overview and Scrutiny sessions have been held, one of which was open to all Councillors. Feedback from these sessions has been used to shape the final proposals. A formal Overview and Scrutiny Management meeting will discuss the proposals on 21st February 2020 and feedback will be communicated to Cabinet before decisions are made.

BACKGROUND PAPERS

174. Medium Term Financial Strategy 2020/21-2022/23 (Cabinet 01/10/2019)
Revenue Budget 2020/21-2022/23 (Cabinet 11/02/2020)
Complete consultation responses report (contains every response received)

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Appendix A: Adult Social Care Charges Consultation Analysis

Purpose

This briefing is to provide an analysis of the results of the Adult Social Care Charges Consultation conducted by Doncaster Council.

As well as overall results, some representative sampling of common themes has been provided, based on interpretation of comments and concerns raised.

Data Advice: The information contained within the first section of the briefing is based entirely on completed surveys received during the consultation into Adult Social Care Charges, and it does not contain any data gathered from other sources during this consultation.

The second section of the briefing contains data gathered from other sources outside the primary collection method.

Report Author: Paul Stabeler, Senior Strategy and Performance Manager

Part 1

Respondent Information

The below tables indicate how the respondents described themselves on the survey. Please note that not every respondent answered every question, so there will be some variation in total responses received.

Age Group and Gender

	Female	Male	Other	Prefer not to say	Total
18-24	4	2	1		7
25-34	13	6		1	20
35-44	9	6		3	18
45 - 54	21	14		1	36
55 -64	42	17		2	61
65 - 74	15	10			25
75 and over	40	24			64
Prefer not to say	7	2		4	13
Total	151	81	1	10	244

Ethnicity and Gender

	Female	Male	Other	Prefer not to say	Total
Any other background	2	1		2	5
Any other Black / African / Caribbean background	1	1			2
Any other white background	1				1
English/Welsh/Scottish/Northern Irish/British	147	76		9	232
Gypsy or Irish traveller			1		1
Indian		1			1
Irish	1				1
Pakistani		1			1
White and Asian	2	1			3
White and Black Caribbean		1			1

Do you currently pay towards your care service or support?

Don't know	5
No - Do not currently pay anything	43
Not applicable	80
Yes - Pay all the costs	55
Yes - Pay some of the costs	65

Responses Received (questions not specific to proposals)

Question: Overall, how strongly do you agree or disagree that people should contribute towards the cost of their adult social care if, subject to a financial assessment, it is established they can afford to do so?

Response	Count	Percentage
Strongly Agree	25	14%
Agree	69	39%
Neither Agree nor Disagree	31	18%
Disagree	27	15%
Strongly Disagree	17	10%
Don't Know	7	4%

Question: The council is considering the possibility of introducing some of the proposed changes over a period of time. How do you feel about this?

Note on methodology: this open question was coded using a standard framework as below, to describe the sentiment expressed by the respondent. The high-level categories indicate that just over half (52%) of respondents favoured a phased introduction.

	Code Category	Responses	Total
Agree	Agree (General)	71	76 (52%)
	Agree - Conditional	5	
Disagree	Disagree (General)	4	6 (4%)
	Disagree - Conditional	2	
Mixed/NA	Some Phased, Some Now	2	55 (38%)
	Indifferent	3	
	Not Applicable	47	
	Other Suggestion	3	
Other	Clarification Request	5	9 (6%)
	Conditional - Unspecified	4	

Analysis: Response to Proposals

Methodology

The survey was primarily composed of free-text fields, which have been coded against a set framework established prior to the analysis taking place. The complete framework can be found at the base of this document, and was established based on a sample of real responses received prior to the close of the consultation. The coding framework was designed to ensure that respondent sentiments could be appropriately measured. The first coding development session received active contributions from a representative of Healthwatch Doncaster.

Two primary lines of enquiry were established, based on the questions and their structure. These are:

- How do respondents feel about the proposals
- How will the proposals affect existing service users and their carers/family members

In total, 248 responses were received, of which 200 were online surveys, and 48 paper surveys. Not all of these respondents completed the survey or answered every question. Consequently the count of valid responses will not match the number of surveys received.

Each 'set' of questions was coded to a set framework; this means all the 'What do you think...' questions followed one framework, and all 'How may it affect you...' questions followed another. The free-text fields asking what respondents thought of phased introductions, and whether they had any other comments, were coded to their own frameworks.

For 'What do you think' questions, responses were coded to broadly show whether a respondent agreed or disagreed with a proposal, or if they neither agreed nor disagreed entirely.

For 'How Might It Affect You' questions, responses were coded to broadly show whether a respondent was affected or not.

Within each code, sub-codes were assigned to indicate why a respondent felt the way they did, or how they would be affected. These sub-codes aim to provide the opportunity for focused analysis into specific issues raised.

Overall Responses

What do you think?

These questions asked respondents what they thought of the proposal.

	Responses Received	For	Against	Neither for nor against	Other
Proposal 1 - Home Alarm Service	161	42%	35%	20%	2%
Proposal 2 - Care at Home	152	44%	29%	26%	1%
Proposal 3a - Day Opportunities	147	29%	42%	28%	1%
Proposal 3b – Transport	148	44%	21%	34%	1%
Proposal 4a - Charging for Administration of Appointeeship	151	40%	23%	34%	3%
Proposal 4b - Charge for Protection of Property Costs	144	31%	19%	44%	6%
Proposal 4c - Travel Costs for Visiting Clients	151	22%	35%	42%	1%
Proposal 5 - Arrangements for people who pay for their own care in full	148	29%	34%	33%	3%
Proposal 6 - Maximum Weekly Charge for Non-Residential Services	149	27%	38%	34%	1%
Proposal 7 - Enhanced daily living component of Personal Independence Payment (PIP)	146	40%	30%	29%	1%
Proposal 8 - Financial Assessments for Residential Respite & Short Stay Care	143	27%	29%	42%	2%
Proposal 9 - The Minimum Income Guarantee (MIG)	143	32%	44%	22%	2%
All Responses	1783	34%	32%	32%	2%

Throughout the document, valid responses are those where the respondent has provided an answer that was not blank. Common noncommittal responses such as ‘-’, ‘.’, ‘NA’ or similar have been coded as ‘neither for nor against’.

How might it affect you?

These questions asked respondents how they felt the proposal might affect them.

	Responses Received	Any Positive Impact	No Impact	Any Negative Impact	Other	Request for Further Information
Proposal 1 - Home Alarm Service	162	1%	46%	40%	13%	1%
Proposal 2 - Care at Home	148	1%	76%	20%	2%	1%
Proposal 3a - Day Opportunities	142	1%	76%	23%	0%	0%
Proposal 3b – Transport	142	0%	89%	10%	1%	0%
Proposal 4a - Charging for Administration of Appointeeship	142	1%	86%	11%	1%	1%
Proposal 4b - Charge for Protection of Property Costs	140	0%	90%	6%	1%	3%
Proposal 4c - Travel Costs for Visiting Clients	142	0%	80%	18%	1%	0%
Proposal 5 - Arrangements for people who pay for their own care in full	139	0%	87%	12%	0%	1%
Proposal 6 - Maximum Weekly Charge for Non-Residential Services	134	0%	86%	13%	0%	1%
Proposal 7 - Enhanced daily living component of Personal Independence Payment (PIP)	135	0%	75%	25%	0%	0%
Proposal 8 - Financial Assessments for Residential Respite & Short Stay Care	136	0%	84%	15%	1%	1%
Proposal 9 - The Minimum Income Guarantee (MIG)	137	1%	64%	34%	0%	1%
All Responses	1699	0%	78%	19%	2%	1%

Throughout the document, valid responses are those where the respondent has provided an answer that was not blank. Common noncommittal responses such as ‘-’, ‘.’, ‘NA’ or similar have been coded as ‘No Impact’.

Proposal 1 – Home Alarm Service

The proposal is to replace the current £3.30 per week charge with new charges that will cover more of the current costs and help towards improving the service; all people who can afford to would pay these charges. Two separate charges are proposed, one for the pendant alarm (which would be standard) and one for the response (which would be additional for those who wanted this).

The two separate charges give people a choice about which service would be best for them. For example, a person may just want the pendant alarm monitoring service with no response, costing £3.64 per week. Adding the response service to this would cost a total of £5.14 per week (£3.64+£1.50). The proposed charges would be paid by everyone apart from people who:

- i) Qualify for care and support as part of their assessed social care needs, where assistive technology is used to meet a person's social care need.
- ii) Have reablement services to help to get their independence back, for up to a maximum of 6 weeks.

What do you think about this proposal?

In total, we received 161 valid responses to this proposal. 68 respondents, or 42%, were broadly for the proposal, with 35% against. Among those in favour, 31 made a comment praising the value of the service. Of those against the proposal, 28 objected due to financial reasons, 12 felt there was a health/vulnerability risk.

Some respondents felt that there was no need for a tiered system, and indicated that they would prefer a flat charge for all service users rather than splitting the monitoring service and response service.

How will it affect you?

Of 162 responses to this question, 74 indicated that it would not impact them, though 18 of these suggested there may be a possible future impact.

65 responses indicated a negative impact, primarily financial (36), with 20 health/wellbeing concerns. Of these, 9 respondents indicated that they may stop the service if these charges were implemented.

Sample of Responses

"I pay the full amount already and find the service good value for money. Even with this increase it is still less than £1.00 a day so everyone should pay if they want to use this service."

"I live alone and am almost totally housebound I have no one to call on in an emergency so the pendant alarm is very important to me I get the service free and I would not be able to pay the £5.14 per week charge removing the alarm would leave me very vulnerable."

"One package of about £4.50 would be better."

"Seems fair and good to have a basic rate and higher rate for people who need the response service as well."

Proposal 2 – Care at Home

The proposal is to include the costs of all care workers attending and providing a service to a person in their financial assessment.

Some people need two or more care workers to help them at the same time. However only the cost of one care worker is currently included in financial assessments, when care has been arranged by the council. However, when people opt to take a Direct Payment and arrange their care themselves they are charged against all care workers.

Everyone's financial assessment will be treated in the same way which will be much fairer. People will only have to pay more if their financial assessment says they have enough money to pay for it. At the moment there are only about 10 people in Doncaster who would be likely to have to pay more. Advances in new types of community equipment and assistive technology mean an increasing number of people can safely be supported without more than one care worker needing to visit at once. The council is talking to people who currently have more than one care worker visiting at once to better understand their circumstances and increase their privacy and dignity whilst reducing their costs.

What do you think about this proposal?

In total, we received 152 valid responses to this proposal. 67 respondents, or 44%, were broadly for the proposal, with 29% against. Among those against the proposal, many felt that this would disproportionately impact those who were most vulnerable and required the most care.

How will it affect you?

Of 148 responses to this question, 113 indicated that it would not impact them, though 19 of these suggested there may be a possible future impact.

30 responses indicated that it would impact them negatively, primarily focusing on financial objections. Some respondents indicated that there may be a negative impact on the health of family members, and subsequent social/family impact if carers had to step in rather than paying for two carers.

Sample of Responses

"It seems fair but how will safeguarding the carers be ensured if 2 are assessed as necessary to move the disabled person as in our case, and then they are told one will do; is it safe for the client and the carers? Reductions might be logical but we were told one alone cannot care for this client."

"Each care worker should be paid for, so ensuring the correct level of care for a customer. More effective care could reduce costs in the future, as better health would be maintained."

"I think the proposal is harsh considering that those that are so severely disabled that require two care workers may not be able to afford them and cut down to just one which could have an health impact on the one carer being unable to provide the care needed which could become an health and safety issue."

"People should pay per carer ONLY if they can afford it."

Proposal 3a – Day Opportunities

The proposal is to increase the day care charge to reflect the actual cost of providing the services. This will mean that the maximum current charge per day, will increase from £31 to £46 for moderate support and from £31 to £76 for high level support. This will remain subject to financial assessment so people will only pay what they can afford.

What do you think about this proposal?

In total, we received 147 valid responses to this proposal. 43 respondents, or 29%, were broadly for the proposal, with 42% against. Among those against the proposal, many felt that this cost increase was too great, particularly for those requiring high levels of support. Among those in favour, a number of service users expressed that they felt this would still provide value for money, particularly compared to commercial services. A number of respondents proposed alternative approaches, including more flexibility and potential engagement from voluntary, community and faith groups.

How will it affect you?

Of 142 responses to this question, 108 indicated that it would not impact them, though 8 of these suggested there may be a possible future impact.

33 responses indicated that it would impact them negatively, primarily focusing on financial objections, with 13 indicating a health and wellbeing impact. Of these 13, 9 respondents indicated that they would consider stopping the service. A further impact raised related to social isolation and increased pressure on families and carers at home, if service users were unable to attend day care.

Sample of Responses

“This is a huge increase which may see people not using these services and staying at home and becoming isolated. This could have an impact on the health service if their mental health was affected by this.”

“I feel this is a fair charge to represent the true cost of the service.”

“This will make the service sustainable and is a realistic costing, however may put people who are full cost payers off coming to the service. Half days and people choosing to pay privately should also be available”

“I think we are pricing ourselves out of the market. It concerns me that people will consider these costs are too high they won't attend we will further reduce our services and over time they just won't be there leading to increased loneliness, social isolation and the safeguarding benefits to vulnerable adults will be lost. I can see the potential for voluntary community groups to do more to include people with more significant needs within their groups but this requires planned development co ordinated across the Council and the voluntary sector.”

“I think that having to pay £31 is a lot for some people to find. Any increase to this would put people off even asking for help leading to more people being unable to get out of their homes or to have much social interaction at all. Surely there must be a cheaper way to fund this? £76 a day is absolutely disgusting for a disabled person to have any form of social interaction.”

Proposal 3b – Transport

The proposal is to increase the charge for each journey from £3 to £4 from April 2020 and to further increase the cost by £1 a year after that, until the cost charged equals the actual cost of providing the transport. There are currently 150 people who still use Council transport. The relocation of day services to a range of community buildings across the borough has made it easier for the remaining 130 people to access them independently, avoiding the charge.

What do you think about this proposal?

In total, we received 148 valid responses to this proposal. 65 respondents, or 44%, were broadly for the proposal, with 21% against. Most people felt this was a fair charge, particularly compared to alternative forms of transport. In particular, the offer of healthcare professionals on transport was seen as value for money compared to bus or taxi services. Some felt that the rise was excessive and would lead to increased vulnerability for some residents, particularly when coupled with increased day charges. The prospect of increasing the charge by a small amount each year was viewed favourably by most.

How will it affect you?

Of 142 responses to this question, 127 indicated that it would not impact them, though 19 of these suggested there may be a possible future impact.

14 responses indicated that it would impact them negatively, mostly from a financial perspective. Three respondents indicated that they may stop the service if costs grow too high.

Sample of Responses

“So in addition to people having to find extra money to attend they also now have to find an extra however much a week (as we all know the transport costs in 7 years will be over £10 so the increases will not cease at that point) dependant on attendance. So if you can't isolate by attendance it will certainly happen via transportation. Not that you can justify the costs as it is due to old constantly breaking down modes of transport”

“It won't at the moment but if or when it might, transport with helpers is infinitely preferable to taking taxis and certainly cheaper as you propose.”

If people require this service, which includes an escort, I think this is a fair price. I am aware that i.e. people with dementia may need transport that may require an escort with them. This is a good price for that service”

“Again, people may think twice about using this service if both the day care and transport costs are increased, especially if it is done together. Although an increase of a pound isn't too much.”

“Seems reasonable - a higher fee would be reasonable as it is still far cheaper than a taxi and on a par with the bus services in Doncaster”

“This will be £40 a month increase for many and may have the same negative impact around health issues if people no longer attend day services as frequently. I do agree however that as the council pay a huge amount to transport it is reasonable to ask for an increase in this area”

Proposal 4a – Charging for Administration of Appointeeship

It is proposed to bring in a new charge to make sure that people using the council to look after their money and property all pay the same, whether it is an Appointeeship or Deputyship. The monthly charge will be between £2.03 and £48 depending on the persons assets/money and residential situation (see table below).

What do you think about this proposal?

In total, we received 151 valid responses to this proposal. 61 respondents, or 40%, were broadly for the proposal, with 23% against. Not all respondents appeared to be clear on the exact nature of the proposal and did not give opinions due to this. Among those with mixed feelings, some felt that a charge was appropriate, but disagreed with the size of the proposed charges.

How will it affect you?

Of 142 responses to this question, 122 indicated that it would not impact them, though 3 of these suggested there may be a possible future impact, with 2 identifying a specific future concern.

16 responses indicated that it would impact them negatively, mostly from a financial perspective.

Sample of Responses

“The increases per band of savings is not well thought through - how can you justify suddenly increasing someones monthly payment by almost £7 if they have just £1 extra in savings (band 1 to 2) - preposterous. If you only have a £3 increase between all other sections surely you have entered into an area of discrimination against those at the lower end of society. Alter your savings range or rethink your charging strategy”

“I think that it should be one flat rate charge regardless of a person's savings.”

“I feel it is unfair to charge an individual who it is likely has no family to support, I believe this should be a free service as it appears this punishes those with less support networks who are probably the most vulnerable.”

“If have the money to pay then should, as long as financially assessed.”

“I will have to pay but am ok with this. I like how they help me”

“Absolutely fine to charge the actual costs. This should be a first rate service invest in staff training recruit and retain the very best staff and expand to offer the opportunity for people to make appointments in their community with someone who can offer advice. There is not enough of this in Doncaster.”

Proposal 4b – Charge for Protection of Property Costs

It is proposed to reclaim any money it costs the council for protecting the property of adults being cared for away from home. Charges will be for property searches (£70 per visit); weekly property checks (£10 per visit); storage of property (actual cost), and; boarding of animals (actual cost).

What do you think about this proposal?

In total, we received 144 valid responses to this proposal. 44 respondents, or 31%, were broadly for the proposal, with 19% against. On this proposal, half of all respondents did not indicate an opinion either way, with many of them not understanding it or asking for further clarification. Those who supported the proposal felt that it was fair, particularly considering that it isn't a statutory service. Those disagreeing tended to object from a philosophical or financial perspective.

How will it affect you?

Of 140 responses to this question, 126 indicated that it would not impact them, though 9 of these suggested there may be a possible future impact, with 3 identifying a specific future concern.

9 responses indicated that it would have a negative impact.

Sample of Responses

"It would be nice to read something about this proposal - all you have redirected to is the same as 4a. If this ends up being two separate charges instead of being all in one you are about to send a whole new section of people into poverty"

"I can't see any need for this service so if it is requested it should be charged for"

"totally agree as given current economic climate we cannot continue to do this and not be able to cover our costs. again brings doncaster in line with other councils and what they do"

"I feel the storage of property and boarding of animals based on the actual cost is reasonable. However, the proposed charges of £70 per search is unacceptable - searching for what??"

"If people would have to pay for this service elsewhere if it was not available via the council then it is reasonable to ask for a contribution providing people can afford it."

"Seems a big jump from nothing to up to £70 plus travel time. could this be reduced or at least brought in gradually?"

"There again not fair on the people who have worked and have savings. It seems that these people are hit the hardest. Whilst other's without savings do not have to pay. The system is not fair."

"Again hitting those who have no relatives to look after the property. You could consider tendering this service out to third sector organisations to keep costs to a minimum"

Proposal 4c – Travel Costs for Visiting Clients

The council proposes to charge a fixed rate of £40.00 per hour for travel costs when staff visit clients, which is what the Court of Protection allows.

What do you think about this proposal?

In total, we received 151 valid responses to this proposal. 33 respondents, or 22%, were broadly for the proposal, with 35% against. On this proposal, a relatively high number of people (24) had mixed feelings, agreeing in principle but suggesting an alternative, usually at a lower cost. People tended to be referring to a £40 flat fee on these occasions; many of the other suggestions related to charging on a distance or time basis, rather than a flat fee.

How will it affect you?

Of 142 responses to this question, 114 indicated that it would not impact them, though 4 of these suggested there may be a possible future impact.

26 people felt there would be a negative impact, primarily due to what was perceived to be a high cost per visit.

Sample of Responses

“That seems a huge cost from zero to £40 per journey. One trip within Doncaster may be 10 miles there and 10 back but that may be the most; is that really £40? And what of visits of only a couple of miles? Costs for those in the farther reaches should be the same; I can understand that but it does seem rather high at £40.”

“Agreed as this is what the Court of Protection allows and is not required to be provided as a service by the council”

“I don't feel that is justified as £40 would fill a tank for most cars-I feel you should set a mileage charge which would be fairer”

“This should be staggered costs related to the assets of the person in question so that it is fair”

“Per journey regardless of mileage - really is that the best idea in the world - how about a £40 cap but have a tiered system like you are proposing with the monthly fee. Why should someone who lives 1 mile travel distance pay the same as someone who lives 14 - and why on earth should those who may have problems finding £2.03 per month for you to do any work at all suddenly have to find £40 just to have someone come to talk to them. I don't pay that much for a vet visit”

“I would offer another option, telephone or IT support to avoid a visit”

“No should be free”

“This is fair and right.”

Proposal 5 – Arrangements for people who pay for their own care in full

At the moment the council helps around 450 people in this group to arrange their care without charging them. The majority of people in this group make their own care arrangements using free information and advice that is available. It is proposed that an annual charge of £300 is introduced to contribute to the costs of providing the services described above and to encourage people to arrange their own care where appropriate, using information and advice that the council is already required to provide.

What do you think about this proposal?

In total, we received 148 valid responses to this proposal. 43 respondents, or 29%, were broadly for the proposal, with 34% against. This proposal had a larger than normal proportion of people with philosophical objections, feeling that it disproportionately penalised those who had planned ahead and saved for retirement. A number of respondents felt that by depleting service users' savings quicker, this would shorten the time before people required financial support from the state. Some people suggested an alternative to a £300 lump sum payment, such as a staggered fee or payment by instalments.

How will it affect you?

Of 139 responses to this question, 121 indicated that it would not impact them, though 8 of these were concerned about a future impact.

17 people felt there would be a negative impact, mostly due to higher costs being imposed.

Sample of Responses

"I cannot imagine it would cost anywhere near £300 to assist clients, whom will have to pay for everything themselves when they are in the care home. From everything I am reading today I am surprised you are even offering any assistance to anyone. I am sure you have carried out a Lean assessment to find out which vulnerable group you can use to fund your council projects. The groups you are choosing are often in a position that they cannot help themselves, sometimes families do not understand the system and vast sums of money are deducted from these customers without their knowledge or understanding."

"I think that if people have that kind of savings amount then £300 seems a fair amount"

"No don't agree, why should the residents of Doncaster who have saved for their retirement/ future care be penalised even more. Those just above the threshold would suffer. What would they get for that money, there usually left to get on with it"

"When broken down into a weekly charge more acceptable for the service provided"

"I wonder how this charge compares to the expenses of those who arrange their own care? It should be comparable or less, but the cost to council tax payers should be recouped if the service user can afford it"

"could this be paid in instalments? consider some may struggle to pay it and not have access to services as a result."

Proposal 6 – Maximum weekly costs for residential care

No matter how much a home care and support package costs, the council will only charge those who are deemed able to afford to pay a maximum of £429.20 per week. For some people it costs more than this for their care and support package, but the council does not ask for more than the maximum amount. The proposal is to take away the maximum amount and instead charge the full cost of the service provided to those people who can afford to pay.

What do you think about this proposal?

In total, we received 149 valid responses to this proposal. 40 respondents, or 27%, were broadly for the proposal, with 38% against. A high proportion of people had a philosophical objection to this proposal, feeling that it unfairly penalised those who had planned for retirement. A number of respondents proposed alterations to the proposal.

How will it affect you?

Of 134 responses to this question, 115 indicated that it would not impact them, though 8 of these were concerned about a future impact.

17 people felt there would be a negative impact, mostly due to higher costs being imposed, with some concerned about the health and wellbeing impact of charging the full cost.

Sample of Responses

“I'm honestly not sure how I feel about this - just because a person is deemed to be able to afford the £429 does not always mean they can afford any more than that. Does this then mean you will be responsible for the removal of required services based on the fact that they can't pay more - probably. Will you be responsible for the potential reduction in mental health - probably. Does this idea need revisiting - most definitely”

“I think it should just be one set price.”

“This is the worst proposal because it gives the idea that the potential charges could escalate to unknown levels. A constant source of worry. No idea at what stage the care becomes unaffordable. Very distressing”

“Although in principal this is fair it feels as if the people who have saved for their later life are penalised for this.”

“Fair, if the financial assessment is done fairly.”

“This is a stupid issue. Everyone should pay the full cost of their care no matter how much it is, if they are judged to be able to afford it.”

“The maximum will be in excess of income and therefore very quickly erode any savings and will require additional financial support”

“Yet again those who have thought about the future suffer”

Proposal 7 – Enhanced daily living component of PIP

The proposal is to move towards including all of the enhanced rate of PIP in financial assessments from April 2020. If a person receiving PIP can show that they pay for additional care at night, their night care costs will be looked at as part of the assessment.

What do you think about this proposal?

In total, we received 146 valid responses to this proposal. 58 respondents, or 40%, were broadly for the proposal, with 30% against. There was a general feeling among those agreeing that it was fair to include all of a person's income. Among those against the proposal, many felt that it penalised those with legitimately higher living costs, and that it would unfairly leave them out of pocket.

How will it affect you?

Of 136 responses to this question, 101 indicated that it would not impact them, though of these were concerned about a future impact.

34 people felt there would be a negative impact, primarily as they felt they might not be able to afford the required level of care. Two people indicated that they may have to stop some services were this proposal to be implemented.

Sample of Responses

“That seems counterproductive too. The PIP was meant for other costs than carers. So those costs would be impossible to make and care be reduced.”

“The enhanced component is given to those who need it. They will have gone through a rigorous assessment by PIP and so will need this amount. Again this proposal will penalise those who are the most vulnerable just for being that!”

“This is reasonable proposal as that is what the benefit is for”

“Yes absolutely we should include PIP that's what the money is for. The problem with these payments is that too many people see it as additional personal income. It's like the families where a child with a disability is provided with a car, the parent takes this to work every day and the council pays for home to school transport.”

“It affects my mental and emotional well being. I thought I lived in a decent community. I think it means I will move location.”

“Makes sense. All money a person earns or has access to needs to go into the money assessment.”

“I believe the government not the Council should determine what you should include or not”

Proposal 8 – Financial Assessments for residential respite and short stay care

The Care Act allows options to carry out this financial assessment under residential or non-residential rules. Up to now, the Council has chosen non-residential rules. Where the respite and short stay care is residential based, the proposal is that in future the financial assessment for this service would be carried out under the residential care rules.

What do you think about this proposal?

In total, we received 143 valid responses to this proposal. 38 respondents, or 27%, were broadly for the proposal, with 29% against. A large proportion of respondents did not express an opinion either way, with many seeming to not understand the parlance.

How will it affect you?

Of 136 responses to this question, 114 indicated that it would not impact them, though 6 of these were concerned about a future impact.

19 people felt there would be a negative impact; the social and family impact of respite care onto non-service users was mentioned as an impact, and several people indicated that they would have to stop services.

Sample of Responses

“It should be the going rate, the service user will still be in receipt of state benefits for 28 days whilst in care so I think a higher rate needs to be set.”

“I think you need to let people know exactly what the difference is - too vague to form a detailed assessment as to whether this is a good option or not. What is involved in the decision making? What is the financial difference? Define residential and non-residential in this context - to most people reading this the person going into short term respite is not a resident of the facility so is this what it means - if not provide accurate descriptors.”

“It seems sensible to have one set of rules.”

“Should not change the financial assistance given. Enough carers feel guilty about putting relatives in respite etc when they really have need to, in order to maintain their own health and sanity (so reducing the need for other paid for social care in the future due to ill health/exhaustion) adding additional fees will discourage carers even further.”

“This is a sensible proposal residential rules for residential care. Why would you do anything different? The big question is why the council would take their current approach in the first place.”

“respite is needed for a reason, if becomes more expensive people may not take advantage of respite & lives could become endangered”

“I don't think this is fair, some people may need to use this service after coming out of hospital and should not have to pay that amount when it's out of their control”

“I don't have any experience to understand what this might mean in practice”

Proposal 9 – Minimum Income Guarantee

From April 2020, the council is proposing to move towards the government set MIG rates and use these in financial assessments instead of working out its own rate.

What do you think about this proposal?

In total, we received 143 valid responses to this proposal. 46 respondents, or 32%, were broadly for the proposal, with 44% against. Those in favour tended to feel it was fair to apply the same rules as the rest of the country, with some question over why Doncaster set a higher rate in the first place. Others felt the higher rate was fairer than the government rate, and were against reducing the rate.

How will it affect you?

Of 137 responses to this question, 88 indicated that it would not impact them, though 10 of these were concerned about a future impact.

46 people felt there would be a negative impact, the largest number of any proposal other than the home alarm question. As well as the financial impact, several people mentioned a wellbeing concern.

Sample of Responses

“the rate should be set by the local authority that can adapt this to local cost of living”

“Think Doncaster has been generous here, however its easier to give than take it away. I personally think its right to move towards the government set rate”

“Makes sense, Doncaster has very low living costs”

“they need as much as they can towards living cost so no the rate should stay”

“Not happy with this one. Government rates reflect National Average which may have a detrimental affect on local Communities. I think it should be a Local Rate set locally in the knowledge of Local circumstances with the Government rate as being the minimum.”

“Is MIG mandatory? is it population and demographic weighted? Experience tells me the minimum will be below what people need to live well!”

“I don't agree as it depends where you live in the country, as the cost of living varies so greatly depending on areas/regions.”

“I'm concerned that the present government's idea of the money one needs for "everyday living costs" is unrealistically low. I think the current rate should continue, perhaps mitigated by smaller increases each year until it does match the national rate”

“Why should those living in this Council be better provided for than those in other (maybe close by) areas! I think it is fair to use the Government MIG rate”

Are there any other comments you would like to make?

Top Level Code	Theme of Comment	Count of Responses
Positive	Financial	0
	Health or Wellbeing	0
	Philosophical	6
	Family/Social Impact	0
	Other Positive	5
Mixed	Mixed Feelings	11
	Process - Positive	1
	Process - Negative	13
	Indifference	2
	Not Applicable	52
Negative	Financial	13
	Health or Wellbeing	7
	Philosophical	4
	Family/Social Impact	2
	Other Negative	7
Suggestion	Alternative Proposals	12
Other	Request for Clarification	2

The 'any other comments' responses tended not to focus on the proposals themselves, and where applicable tended to represent an overall feeling towards the process or towards the local authority in general. A relatively small proportion of responses were explicitly positive or negative.

Sample of Responses

"I am concerned with the continuing increase to council tax especially with the inclusion of covering social care costs. I feel the council tax should not increase."

"Being almost 70 years old, I thought we paid over our working life through Council Tax and National Insurance contributions for health care in our later years."

"I think there needs to be open and honest consultation and research in to potential impact on other services, such as NHS/RDASH in case their budgets are impacted. Frank and honest discussions about cost savings and the need to increase revenue or public may think the council are just trying to make money, instead of trying to maximise resources."

"Yes. If people are able to pay for their care or support then they should. This will allow DMBC to focus and prioritise its long term goals."

"We went through this a few years ago and wasn't listened to then so don't think you will now the truth is never given"

"Old people 90 years and above should not have to pay for their care needs this is extortionate."

Part 2: Supplementary Analysis

Purpose

To provide further narrative based on feedback gained from focus groups and representations outside the main dataset.

Methodology

The analysis provided is based on a report from the Consultation Institute, containing detailed responses from focus groups, and has been analysed using a qualitative sentiment analysis.

Responses are not unique to individuals, rather they are extracted from a series of discussions and may represent the sentiment of a group. The intention of these focus groups was to gain broad understanding and themes around the same basic primary lines of enquiry, these being:

- How do respondents feel about the proposals
- How will the proposals affect existing service users and their carers/family members

In total, 27 participants including service users and carers attended the series of focus groups. A further 11 representations and opinions were received outside the standard survey data set, and have been considered as part of this additional analysis. This analysis also considers feedback from Active Independence, a Doncaster-based charity, and from the Doncaster and District Deaf Society.

Format for Focus Groups

Doncaster Council asked the Consultation Institute to independently chair a series of focus groups on its behalf, and provided facilitators to these focus groups where required. Feedback was gathered from small group and whole group discussion, and was fed back to Doncaster Council by the Consultation Institute.

Proposal List

Proposal 1 - Home Alarm Service

Proposal 2 - Care at Home

Proposal 3a - Day Opportunities

Proposal 3b – Transport

Proposal 4a - Charging for Administration of Appointeeship

Proposal 4b - Charge for Protection of Property Costs

Proposal 4c - Travel Costs for Visiting Clients

Proposal 5 - Arrangements for people who pay for their own care in full

Proposal 6 - Maximum Weekly Charge for Non-Residential Services

Proposal 7 - Enhanced daily living component of Personal Independence Payment

Proposal 8 - Financial Assessments for Residential Respite & Short Stay Care

Proposal 9 - The Minimum Income Guarantee (MIG)

Proposal 1 – Home Alarm Service

Across the respondents, there was a broad feeling that the charges were reasonable considering the service provided, and that the response service was good value compared to the alternatives available, such as carers. Several respondents said that they were users of the service, and were satisfied. The necessity of charging was accepted to a large extent, particularly among those who seemed idealistically opposed to the idea of paying for care, there was nevertheless an acceptance that the current economic climate for local authorities demanded it. The service is seen as a valuable means of living independently at home, and comparatively the participants felt that it was worth paying more for if necessary.

There was some question over the nature of the service, such as whether the responders were trained to perform lifts if the service user fell. Some participants disagreed with the charges increasing, with some feeling that no charge at all would be preferable; this largely mirrored the pattern of responses to the consultation questionnaire. Vulnerability concerns were raised, with the idea that people were being forced into paying or losing the service. Similarly to the questionnaire, those respondents who made additional suggestions tended to favour a single service, for both alarm and response, at a slightly lower overall cost. This proposal generated a substantial amount of discussion among participants, this may be due to it typically being the first proposal offered for discussion.

Proposal 2 - Care at Home

Respondents tended to be in favour of this proposal, with more than half of all comments suggesting that it was a fair thing to charge for the care supplied, where a service user has been deemed able to pay for it. There were some concerns raised that this might lead to an increased vulnerability for some, who might try to make do with a single carer due to cost. There was some confusion about why direct payment clients and commissioned clients were charged differently, and overall people felt that we should move towards charging for both carers if required.

Proposal 3a - Day Opportunities

The different parts of proposal 3 were often discussed together, and created a reasonably large amount of discussion. Generally, this proposal tended to attract negative comments, particularly among those likely to be directly affected, and their families. There was some feeling that the attendance increase indicated was too much to impose in one go, and several expressed a moral objection to the idea that new service users would have to pay more, and be treated differently to existing ones. This was particularly noted for those who may have to pay the higher-level support fee of £76. Some objections rested on the double fee increases for both transport and attendance, with a feeling that one or the other would be more palatable in one go. These feelings tended to mirror those expressed by the main survey cohort.

Some respondents did agree that it was fair to charge a fair amount if they have been assessed as being able to afford it. There were a number of queries relating to what defined 'high-level' support against a normal level, with some attendees unfamiliar with the terminology.

Proposal 3b – Transport

This proposal generated a large amount of discussion among some focus groups, and in contrast to the proposal to increase day charges, it was broadly supported. Comments from service users and their families focused on the value of the transport service when compared to the alternatives, and made reference to the fact that transport services included someone to accompany and care for service users on the way, whereas buses or taxis would not. This proposal also generated a number of queries around alternative provisions being used instead by those who were able to travel independently, such as commissioned taxi services, mobility cars or public transport. Alternative proposals to charge based on the distance or time of journey, rather than have a flat rate irrespective of distance, were suggested by some. Overall there were very few objections to this proposal, though one focus group did query whether this was the beginning of privatising transport services by pushing people towards using taxis.

Proposal 4a - Charging for Administration of Appointeeship

This proposal generated relatively little discussion among groups, with a general feeling that these charges were fair, particularly when compared to the charges a private company might levy. The value of the service was praised, with comments suggesting that for them, it was more important for the service to remain available, even if it were to start costing. Negative comments tended to focus on the administration of SAPAT, rather than the principle of introducing charges. A minority of comments were against the proposal, suggesting it was attacking the most vulnerable, who did not have any choice over whether they were taking the service. Several comments asked for clarification on what alternatives might cost if they were provided privately, and were therefore unsure whether the proposal was monetarily fair or not.

Proposal 4b - Charge for Protection of Property Costs

This proposal received mixed responses, with some feeling that the charges were entirely fair, or mostly fair. Some respondents were philosophically opposed to the idea that someone who has saved for retirement would then be penalised, and suggested that this service should be free for everyone. Some respondents felt that some of the fees were too high, for example the £70 for property searches, and there was some lack of clarity on what 'away from home' meant in this context. Overall this generated relatively little discussion.

Proposal 4c - Travel Costs for Visiting Clients

Responses tended to focus on requesting clarification, rather than agreeing or disagreeing fully with the proposals; in particular there were concerns over who would define when visits could take place. For example, one participant suggested that infrequent visits might be affordable, but frequent ones would not, and asked if the service user or council would decide when a visit was required. On average, this tended to generate less discussion than average among proposals, and responses from focus groups and additional representations were mixed. Some participants suggested a cap for potentially very high charges, if long-distance journeys were required.

Proposal 5 - Arrangements for people who pay for their own care in full

This proposal received mixed feedback, but overall the focus groups were supportive of the idea, with some questioning why Doncaster Council performs this function at all. However, some group members felt that this would be a negative thing to do, and had philosophical objections to adding further burdens to people who have saved and prepared all their lives, only to then have to pay for more things that those without savings did not have to pay for. There was relatively little discussion within the groups on this proposal, and it was not clear if it would affect any respondents.

Proposal 6 - Maximum Weekly Charge for Non-Residential Services

Responses and discussion on proposal 6 tended to be similar to that for proposal 5, with a broad support for the idea that people should pay if they are deemed financially able, but some philosophical concerns over the burden it would place on people who had savings, compared to people who did not have them. A recurring theme was the criticism of only applying these rules to new service users, which was morally objectionable for some participants. Alternative proposals were made by some, suggesting a smaller increase for all service users, but keep some degree of subsidy for new and current users. There were concerns that this proposal would simply act to deplete a service user's available funds sooner, placing financial pressure on the council in the long run anyway.

Proposal 7 - Enhanced daily living component of Personal Independence Payment (PIP)

Responses to this proposal varied, with some feeling concerned about increases in vulnerability of service users if this were to go ahead. The proposal received some limited support, but the majority of responses were either negative, or sought further clarification on the proposal. Further concerns were raised about the pressure this might place on carers, who would have to pick up any slack if the proposal went ahead. This proposal received an above-average amount of discussion, particularly among service users and family members who felt they would be personally affected. Some concern was raised that some respondents felt that the enhanced PIP rate should be reserved for users to spend on other things than social care, rather than being included.

Proposal 8 - Financial Assessments for Residential Respite & Short Stay Care

This proposal was widely discussed, but discourse tended to focus on clarifications and questions about the proposal. Some respondents felt that this might put pressure on people who would stop using respite services, which would increase vulnerability for both carers and service users. However, a similar number of responses were supportive of the idea, on the condition that it was fully clear which services were covered. The status of Shared Lives was queried a number of times, and other respondents wanted more clarification on the differences between the assessment types proposed.

Proposal 9 - The Minimum Income Guarantee (MIG)

This proposal was widely discussed, and received a broadly negative response, particularly from service users who felt they would be directly affected. Many felt that they were already under significant pressure financially, and that any further reduction in their available funds would leave them vulnerable to poverty, homelessness and debt. Some discussion took place querying why Doncaster set this higher rate in the first place, but overall most participants felt that the government MIG rate was unrealistically low and had known issues. Some respondents queried whether the changing political landscape, and any new funding approaches of the national government, would be considered prior to any changes being made.

General Discussion and Other Comments

Participants tended to take a negative view of the proposals, and cited some concerns with the standard of care provided in Doncaster, particularly around assessment waiting times, consistency between service areas, and the links and communication between services. However, a number of respondents praised Doncaster's historically good service for service users with learning disabilities, reflected in the opinion that Doncaster has tended to provide above the required standard in some areas, such as the MIG. Many participants understood the financial pressures that local authorities may have, but there was a feeling that the proposals would target the most vulnerable, and some suggestions were made to increase the amount taken in general taxation and council tax instead. There were recurring themes and additional comments made about the fairness of targeting those who have saved, while others who didn't put money away in case of emergency would continue to receive the same care for free. Overall, the focus groups tended to be more polarised than the overall respondent population, with fewer indifferent or neutral responses among this cohort. Some respondents expressed concern with the process, and whether sufficient support was provided to make the consultation accessible for all stakeholders.

Qualitative Coding Framework

Part 1 Questions – What do you think?

Top-Level Category	2nd-Level Category	Code
Agree	Specific Comment from Service User about good value	A1
	Agree (Other)	A2
Neither Agree nor disagree	Partial Agreement - Alternative Proposal Made	B1
	Indifferent	B2
	Answer not applicable/blank	B3
Disagree	Cost Objection	C1
	Health or Vulnerability Objection	C2
	Philosophical Objection	C3
	General Disagree	C4
Clarification Request	Respondent asked for clarification	X1

The framework asks the coder to consider the sentiment behind each response (agree, disagree, neither agree nor disagree, clarification request) and then to assign an alphanumeric code to the response.

Part 2 Questions – How might this affect you?

Top-Level Category	2nd-Level Category	Specific Concern?	Code
It Will Affect Me Negatively	Financial Impact		D1
	Health/Wellbeing Impact	No specific concern	D2
		Concern about stopping service	D3
	Family/Social Impact		D4
	Other/Not Specified Impact		D5
It Won't Affect Me Negatively	General/No Answer		E1
	Concern - Possible Future Impact		E2
	Concern - Specific/Certain Future Impact		E3
Not Applicable	Not Applicable		F1
Positive Impact	Any Positive Impact		G1
Clarification Request	Respondent asked for clarification		X1

The framework asks the coder to identify whether, based on the response, the respondent feels the specific proposal will affect them, and then to assign an alphanumeric code to the response. Negative impacts were not limited to the respondent themselves, and could include impact felt by family members or proxies.

Phased introduction

Top-Level Category	2nd-Level Category	Code
Positive	Agree (General)	J1
	Agree - Conditional	J2
Negative	Disagree (General)	K1
	Disagree - Conditional	K2
Mixed/NA	Some Phased, Some Now	L1
	Indifferent	L2
	Not Applicable	L3
	Suggestion	L4
Other	Clarification Request	X1
	Conditional - Unspecified	X2

This framework asks the coder to identify how the respondent feels about a phased introduction for charges.

Are there any other comments you would like to make?

Top-Level Category	2nd-Level Category	Code
Positive Comments	Financial	P1
	Health or Wellbeing	P2
	Philosophical	P3
	Family/Social Impact	P4
	Other Positive	P5
Middle-Range	Mixed Feelings	Q1
	Process - Positive	Q2
	Process - Negative	Q3
	Indifference	Q4
	Not Applicable	Q5
Suggestion	Any Alternative Proposal	S1
Negative Comments	Financial	R1

	Health or Wellbeing	R2
	Philosophical	R3
	Family/Social Impact	R4
	Other Negative	R5
Other	Request for Clarification	X1

This framework asks the coder to assign a category to the respondent's comments, concerning any other thoughts they had. As a very open question, it was not viable to assign categories at a greater depth than those shown.

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Appendix B

EQUALITY, DIVERSITY AND INCLUSION

DONCASTER METROPOLITAN BOROUGH COUNCIL

Due Regard Statement

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

Due Regard Statement

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

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

<p>1 Name of the ‘policy’ and briefly describe the activity being considered including aims and expected outcomes. This will help to determine how relevant the ‘policy’ is to equality.</p>	<p>Changes to the council’s arrangements for adult social care charges</p> <p>Implementation of changes to adult social care charges and charging practices, that will help to protect and improve valuable services and make sure that council resources are focused on the most vulnerable people who are most likely to need support.</p> <p>The changes will contribute to Doncaster’s strategic objectives by:</p> <ul style="list-style-type: none"> • Supporting collaboration, harnessing community strengths and making better use of assets. • Intensifying the focus on early intervention and prevention. • Helping to better manage demand for services and making sure that the services provided are right first time for the residents who need them. • Increasing access to different options and opportunities • Making sure that services are targeted on those people who need them most • Reducing social isolation • Keeping people safe through better and faster response • Increasing the number of people having a direct payment, thus promoting independence • Supporting people to live well at home for as long as possible • Developing health and social care services so that they meet the needs of local people • Improving residents’ experience of health and social care services • Protecting the most vulnerable people and supporting people to keep safe • Utilising technological solutions to improve how we deliver health and care services all in one system • Increasing choice through increased opportunities and options <p>It is anticipated that the changes will result in better compliance with the council’s equality objectives and with the Equality Act 2010.</p> <p>Changes are proposed to a range of charges in adult social care, in order to sustain, improve and protect valuable services for the vulnerable people who need them most. This will help the council and its partners to respond to increased pressure and demands on key statutory and non statutory</p>
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services. There is a significant financial challenge for services within the Council to demonstrate ways to become more efficient, more innovative and protect those services for which it has a statutory responsibility, whilst achieving a significant budget reduction.

People who have care and support needs are assessed to determine the needs that the council will meet. Following the care assessment, each person with eligible needs is offered a financial assessment in order to determine how much disposable income they have that they can use to contribute towards that care and support. The financial assessment is undertaken in accordance with guidance issued by the Secretary of State under section 7 of the Local Authority Social Services Act:

- The Fairer Charging Policies for Home Care and other Non-residential Social Services 2013
- Fairer Contributions Guidance 2010 – calculating an individual's contribution to their Personal Budget.

In Doncaster, for commissioned non-residential services:-

- Some people have no disposable income or any capital and therefore do not contribute anything towards their care (currently 328 or 20.5%)
- Some people have income and/or capital over £23,250 and therefore have to fund their care themselves (excluding provision of equipment/adaptations below £1,000.00) (currently 233 or 14.50%)
- Some people have some disposable income or capital and therefore have to make a contribution towards their care (currently 1051 or 65%)

(Note this not include residential services).

The changes identified are to recover costs that the council incurs in the management, administration and provision of care and support for people who have the means to pay for it themselves and is not a profit making exercise. It should be noted that with statutory services a person's ability to pay the

		<p>charges would not restrict access to the service.</p> <p>A range of policy principles have been adopted to make sure that charging is as fair as possible and that arrangements and governance are simple and effective. The improved charging arrangements will result in additional choice for the customer, resources needed to facilitate charging, elimination of unfairness and improved governance and equality, whilst making sure services are targeted to support the most vulnerable.</p> <p>This activity may have an impact upon people with disabilities (particularly those with a learning disability), older people who may live with some form of dementia and those who share these protected characteristics. There will also potentially be an impact on the service users' families and carers. The proposals will however sustain and protect services for the most vulnerable into the future.</p>
2	Service area responsible for completing this statement.	Adults Health and Wellbeing
3	Summary of the information considered across the protected groups. Service users/residents	<p>Data has been used from the councils adult social care database (CareFirst) and finance records obtained between March 2019 and February 2020.</p> <p>Note that the comprehensive consultation exercise undertaken included questions relating to the protected characteristics and a separate report has been produced and is included with Cabinet meeting papers. The full analysis of responses has been provided to decision makers.</p> <p>Age, Sex and Race: People who need social care and support are the most vulnerable, generally falling into the categories of either elderly, have disabilities and/or mental health issues. The changes will affect existing service users as well as those who are currently not in receipt of care and support but might be in the future. It is difficult to predict who might need support in the future, but we can use current and historical</p>

records to make an assessment of the likely profile of future service users.

Below are details of service users and a demographic analysis across protected characteristic groups. The analysis shows details of those currently making a contribution towards the cost of their non residential care and support.

Contribution to the cost of non-residential adult care	Gender split	Over pension age
Nil - 328	218F, 110M	221
Self funder – 233	150F, 83M	217
General (partial contribution) - 1051	611F, 440M	607

The Home Emergency Alarm Team (HEART) is under the remit of Adult Social Care; it was established in 2009 and operates 24 hours a day, 365 days a year. HEART responders are trained to deal with emergencies such as trips and falls and regularly deliver personal care to clients. The response element is key to the council’s prevention agenda and has reduced the amount of ambulance call outs and hospital admissions.

There are approximately 5,000 people with a community alarm currently, of which, 31% are male and 69% female. Of the 5,000 users of Assistive Technology the age breakdown is estimated as follows:

Age	%
Under 45	0.65%

45 to 54	1.66%
55 to 64	4.11%
65 to 74	12.76%
75 to 84	37.61%
85 Plus	43.21%

The ethnicity of the active home alarm installations is estimated as 98.34% White British/Irish and Other White background, with all other recorded ethnicities equating to 1.68%.

Financially the service users are split, with 51% not paying for any of the services provided due to having a care plan or being in receipt of Housing benefit or Council Tax support.

SAPAT - The Appointee Service currently manages the financial affairs of 305 clients from mental health (12%), learning disability (56%) and elderly services (32%) provided by Adult Social Care, in both residential and community settings. The gender split is 47% female to 53% male.

The age breakdown is as follows:

Age	No.
Under 20 – 29	30
30 – 39	33
40 – 49	52
50 – 59	59

60 – 69	52
70 – 79	41
80 – 89	27
90 – 100	11

SMILE day services – consists of 407 service users, 55% of which are female. The recorded ethnicity is 96% White British, with all other recorded ethnicities equating to 4%. In terms of age, 30% are 60 years of age or above. There is no disproportionate impact on people living in rural areas as the transport is a fixed rate charge, regardless of location. The 143 service users accessing transport fall within the cohort detailed above.

Disability: Individuals affected by proposals, who use social care services, are recorded as having a learning disability with some having particularly complex needs, with secondary health conditions. Additionally, a large proportion are 65+ /very elderly and therefore it is likely that some, if not all, residents will have some kind of physical/mobility disability and potentially an element of dementia or other limiting long term illness. People are not being penalised as a result of a disability as the impact of the proposals does not relate to a disability but a person's assessed need and ability to contribute financially.

Sexual Orientation: The sexual orientation of the service users affected is not recorded on Care First record and, as the service entry requirements is a care needs assessment and financial assessment, where applicable there are no issues with this protected characteristic. Therefore, further investigation was not deemed necessary.

Religion/Belief: The religion of the service users affected is not recorded on Care First record and, as the service entry requirements is a care needs assessment and financial assessment, where applicable there are no issues with this protected characteristic. Therefore, further investigation was not deemed necessary.

		<p>Maternity/Pregnancy: There is no data in relation to maternity/pregnancy for the service users affected but, as the service entry requirements is that the individual has a needs assessment and financial assessment, where applicable there are no issues with this protected characteristic. Therefore, further investigation was not deemed necessary.</p> <p>Gender Reassignment: There is no data regarding gender reassignment in relation to the service users affected but, as the service entry requirements is that the individual has a needs assessment and financial assessment, where applicable there are no issues with this protected characteristic. Therefore, further investigation was not deemed necessary.</p> <p>Marriage/Civil partnership: There is no data regarding marital/civil partnership status in relation to the service users affected but, as the service entry requirements is that the individual can have a financial assessment as part of a couple then additional investigation was carried out for this cohort. 161 individuals were identified as being in receipt of care and part of a couple and therefore specific engagement activity was built in to establish the extent of impact of the MIG proposal on this protected group.</p>
4	<p>Summary of the consultation/engagement activities</p>	<p>Consultation will be undertaken by each service area before any initiative is fully implemented and existing service users will be informed individually if they are to be affected by any of the changes.</p> <p>To date:</p> <p>Transport – 8 solutions focused meetings held during 30/1/19 to 11/2/19, which 33 people attended. Four people requested telephone participation.</p> <p>Data analysis suggests there is appetite for alternative transport delivery options to be explored and individuals / carers are not opposed to a small increase in charge</p> <p>SAPAT - Members of the Association of Public Authority Deputies (APAD) considered the introduction of a fee for delivering an appointeeship service and there is general consensus that</p>

	<p>this is a legal, fair and equitable charge which will allow public authorities to offset the costs of providing an essential frontline service to vulnerable adults living in their administrative areas.</p> <p>Senior officers from the DWP have been consulted regarding whether there is any clause in DWP regulations that preclude public authorities from charging for providing an appointeeship service. Their response has been that there is nothing from the DWP perspective that prohibits public authorities charging a reasonable and proportionate fee for providing this service.</p> <p>Portfolio Holder for Adult Social Care was consulted on all proposals on 2nd April 2019 and at regular intervals since.</p> <p>The Communications and Engagement plan for the adult social care charges consultation was developed with all protected groups in mind, to ensure inclusion and accessibility.</p> <ul style="list-style-type: none">• Online Questionnaire: Availability of an online survey, which consisted of 37 questions, with 200 people completing the survey by this method. People had between the 14th October and the 22nd December 2019 to have their say.• Paper Questionnaire: Availability of a paper survey and large print version for those who did not have access to a computer/have internet access or expressed they had sight problems. Overall, 59 paper questionnaires were received during the consultation period.• Drop in sessions: 15 drop in sessions were programmed throughout the Borough, to provide the public with opportunity to speak face to face with council officers, collect consultation materials or be supported to submit an online submission. The drop ins were held in an array of local libraries and community venues, in order to include a cross section of the population, with reasonable adjustments being made to ensure accessibility and comfort for attendees during the sessions. 99 people attended these events overall.• Letter: in excess of 7,000 service users directly mailed with a frequently asked questions document to advise of the consultation launch. There was an easy read version for those identified as having a learning disability and hand delivery to those identified as S117, to
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	<p>avoid any negative impact of the letter.</p> <ul style="list-style-type: none"> • Events line: Dedicated customer services events line for people to make contact and be handed off to the specific service areas where required, for specialised advice/information relating to the individual proposals. • Focus Groups: The Consultation Institute was commissioned to deliver the focus groups, assisted by Council Officers as facilitators. Four focus groups (which were targeted events for Carers and those with LD/Autism) were held, with a total of 28 people attending. These events (ranging from 1.5 to 2.5 hours) gave people the opportunity to feedback their opinions around the proposals and the impact it would have on their lived experience. Although an additional focus group was arranged for older people there were no attendees to this event, most likely due to the proximity to Christmas. • Promotion: The consultation was promoted across Team Doncaster networks, including Doncaster CCG, RDaSH, SLHD and SYFR (Safe & Well). Additionally, it was included in the VCF newsletter and flyers/posters circulated across GP surgeries, libraries, customer access points across the Borough, SMILE centres, local Mosques and other religious centres. Social media was also employed in an attempt to reach as many residents as possible. • Easy Read: The materials used for this consultation included the availability of an easy read booklet and advocacy, through Voiceability. The availability of other alternative formats, such as, languages was also promoted, although no requests were received for this. • Couples: For the 161 people identified as receiving care and who are part of a couple a letter was directly mailed. Follow up phone calls were also made where 112 people were spoken with and a virtual financial assessment completed for 145 individuals, in order to be able to explain the potential worst-case impact if all the proposals were introduced. <p>During the consultation we have engaged with a number of stakeholders including:</p> <ul style="list-style-type: none"> • Adults with a learning disability and/or autism (ChAD and PFG)
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		<ul style="list-style-type: none"> • Carers and family members of those in receipt of services (Mencap Carers and Doncaster Partnership for Carers) • Partnership Boards • Professionals employed by DMBC, including commissioning and local ward members • Doncaster Clinical Commissioning Group (CCG) • Doncaster and Bassetlaw Trust Hospital • Patient Participation Group Network • Healthwatch Doncaster • RDash • SLHD • Advocacy Services (Voiceability and Speak Up) • Doncaster & District Deaf Society • Active Independence • SAAFA • Age Uk • Making Space • Financial Inclusion Group • Inclusion and Fairness Forum
5	<p>Real Consideration:</p> <p>Summary of what the evidence shows and how has it been used</p>	<p>The UK is facing significant pressure on its health and social care services as a result of its increasing and ageing population. Population change analysis shows that people are living longer and there are more people living with long term conditions, particularly dementia Demand for Adult Social Care is expected to rise each year.</p> <p>Data for: Doncaster Source: POPPI and PANSI population projections</p> <p>Population aged 65 and over, projected to 2023</p>

		2019	2020	2021	2022	2023
	People aged 65-69	16,800	16,900	17,100	17,500	17,900
	People aged 70-74	16,100	16,200	16,500	15,900	15,600
	People aged 75-79	11,000	11,400	11,900	13,000	13,800
	People aged 80-84	8,300	8,400	8,400	8,300	8,500
	People aged 85-89	4,800	4,900	5,000	5,100	5,200
	People aged 90 and over	2,500	2,500	2,600	2,600	2,700
	Total population 65 and over	59,500	60,300	61,500	62,400	63,700
	People predicted to have a learning disability, by age					
		2019	2020	2021	2022	2023
	People aged 18-24 predicted to have a learning disability	592	578	567	558	555
	People aged 25-34 predicted to have a learning disability	1,031	1,023	1,013	1,001	989
	People aged 35-44 predicted to have a learning disability	921	941	959	979	1,002
	People aged 45-54 predicted to have a learning disability	983	963	941	916	896
	People aged 55-64 predicted to have a learning disability	927	943	954	964	968
	People aged 65-74 predicted to have a learning disability	714	719	730	724	725
	People aged 75-84 predicted to have a learning disability	388	399	410	431	452
	People aged 85 and over predicted to have a learning disability	140	143	147	151	153
	Total population	7715	7729	7742	7746	7763
	People aged 65 and over predicted to have dementia, by age and gender, projected to 2023					
		2019	2020	2021	2022	2023
	People aged 65-69 predicted to have dementia	278	280	283	290	296
	People aged 70-74 predicted to have dementia	491	494	503	485	476
	People aged 75-79 predicted to have dementia	665	682	706	779	821
	People aged 80-84 predicted to have dementia	922	932	921	931	941
	People aged 85-89 predicted to have dementia	873	893	908	928	943
	People aged 90 and over predicted to have dementia	790	790	790	849	849

Total population aged 65 and over predicted to have dementia	4,018	4,071	4,110	4,261	4,326
People aged 65 and over with a limiting long-term illness, by age, projected to 2023					
	2019	2020	2021	2022	2023
People aged 65-74 whose day-to-day activities are limited a little	8,323	8,373	8,500	8,449	8,474
People aged 75-84 whose day-to-day activities are limited a little	5,895	6,047	6,200	6,506	6,811
People aged 85 and over whose day-to-day activities are limited a little	1,593	1,614	1,658	1,702	1,723
Total population aged 65 and over with a limiting long term illness whose day-to-day activities are limited a little	15,810	16,035	16,358	16,656	17,009
People aged 65-74 whose day-to-day activities are limited a lot	7,710	7,757	7,874	7,828	7,851
People aged 75-84 whose day-to-day activities are limited a lot	6,814	6,990	7,167	7,520	7,873
People aged 85 and over whose day-to-day activities are limited a lot	3,659	3,709	3,809	3,910	3,960
Total population aged 65 and over with a limiting long term illness whose day-to-day activities are limited a lot	18,183	18,457	18,851	19,257	19,684
<p>This increased demand comes at a time of unprecedented financial pressure with an overall reduction in the finance settlement for Doncaster from Government and no removal or reduction in the statutory obligations and legal responsibilities that are incumbent on the Council. The introduction of the Care Act has, in fact, increased the breadth and scale of these obligations and responsibilities, both in the short and longer term.</p> <p>The analysis shows that older people are currently more likely to make a contribution towards their care costs. It is not anticipated that the removal of subsidies will result in any difference to the proportions of groups contributing to the cost of their care. It also shows that although a greater number of females are in receipt of services, males will also be impacted upon by the charging arrangements, since the proposals are means tested and only those considered to have the financial means will be expected to pay.</p>					

The ethnic origin of service users largely mirrors the picture of Doncaster as a whole, with White British being the largest ethnic group. It is therefore not anticipated that there would be a likelihood of people from other ethnic backgrounds being disproportionately impacted by the changes as it is calculated upon assessed income and need. This is also evidenced by the consultation survey results, which returned the following analysis:

	Female	Male	Other	Prefer not to say	Total	%
Any other background	2	1		2	5	2.0%
Any other Black / African / Caribbean background	1	1			2	0.8%
Any other white background	1				1	0.4%
English/Welsh/Scottish/Northern Irish/British	147	76		9	232	93.5%
Gypsy or Irish traveller			1		1	0.4%
Indian		1			1	0.4%
Irish	1				1	0.4%
Pakistani		1			1	0.4%
White and Asian	2	1			3	1.2%
White and Black Caribbean		1			1	0.4%
Total	154	82	1	11	248	100%

It is noted that there is clear evidence to show that disabled people, older people and people from minority ethnic backgrounds have proportionately lower levels of income. However, service users who already receive the services without a charge, or who are charged a contribution, would not be affected negatively by the proposed charging arrangements as they would already have reached their contribution threshold. Only those self funders on higher incomes or who have significant savings will be affected. Not all people would be able to meet an increased charge solely because they have certain protected characteristics.

SAPAT continues to deal with the most vulnerable client groups, predominately Learning Disability, Physical Disability and Mental Health. The charging arrangements proposed reflect the need of SAPAT to sustain this non-statutory service moving forward. This will also offset some of the staff

	<p>costs for the ongoing management of the client's benefits and potentially allow for the recruitment of additional staff to allow the service to support more eligible clients. Otherwise, clients would need to access support outside of the local authority, expected to be at a higher cost.</p> <p>The results of the couples assessments show that 97 of the 145 cases completed would be adversely affected and for some by the highest weekly amount. The MIG proposal has been identified for phased implementation in order to mitigate the impact for the individuals.</p> <p>Currently the amount charged for Homecare, Day Care and Transport is subsidised by the Council which means that no-one is currently charged the actual cost of services/provision. Different levels of subsidy are applied to different services and this means that some service users benefit from a larger subsidy than others. For example, services users accessing Day Care benefit from a much larger subsidy than users accessing Homecare. This is clearly unfair and happens irrespective of ability to pay. The charging proposals support a more equitable system, thus enabling resources to be targeted and used by those most in need. It is not anticipated that the removal of or change to subsidies will result in any significant difference to the proportions of groups contributing to the cost of their care.</p> <p>The determining factor in relation to contributions to non-residential care costs is the current government guidance on charging and calculation contributions. By following this guidance DMBC can demonstrate that the amount a person might have to pay towards their care and support is always linked to ability to pay and thus ensures fairness across all protected characteristics.</p> <p>Most of the individuals affected by this statement have had a review undertaken in the past 12 months to ensure that a full picture of their current status and needs is available. Plans are in place to review those outstanding. Reviews are asset and strength based, giving consideration to a range of different ways support for eligible needs can be delivered which may help to reduce costs. A further review may be undertaken once the final charging arrangements have been agreed. Financial assessments will also be offered, to calculate an individual's contribution and this will be the basis for deciding how much, if anything, they can afford to pay. This also provides the opportunity to be able to identify and maximise income.</p>
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The Your Life Doncaster website will be kept current and up to date, with new provider details being promptly added. This will ensure that service users have access to a range of information about services and organisations to access for support, thus ensuring those who are effected are supported to minimise any impact.

Although being a Carer is not a protected characteristic, it should be noted that there may be an impact for this group of people if service users decide to reduce or withdraw their package of support as a result of the changes to charges and fees. Carers and family members may be expected to bridge this gap.

Benchmarking information showing charges other authorities have in place for some of the charging areas is shown in the table below:

Charging Area	Benchmarking
Home Alarm Service	<p>Sheffield City Wide Care Alarms service, including installation, monitoring, support worker response and maintenance, is £4.93 per week.</p> <p>Battery operated unit is £5.45 and the service using a mobile phone is £5.50 per week.</p> <p>Additional alarm prices vary (e.g. fall detectors).</p> <p>Rotherham Community Alarm is £2.98 per week: Includes pendant alarm plus, alert a neighbour, relative or friend. If problem is serious; for example a fall, alert emergency services or mobile response team.</p> <p>There is no charge for assistive technology equipment.</p> <p>Council tenants - the service charge can be paid as part of rent payments.</p> <p>Wakefield</p> <p>£4.69 per week: Standard (24hr monitoring, alarm unit installation, pendant alarm, Key contact notification)</p> <p>£7.70 per week: Premium (Standard + emergency response)</p>

		<p>£17.36 per week: Premium plus (Premium + home visiting and agreed support plan)</p> <p>£24.08 per week: Take a Break (Premium Plus + Daily welfare call)</p> <p>£9.73 per week: Home visiting (Home Visiting and agreed support plan)</p> <p>Wigan</p> <p>£3.93 per week: Monitoring and maintenance of equipment</p> <p>£2.00 per week: Mobile response service</p> <p>Barnsley</p> <p>£4.20-4.75 per week: Safe and secure at home (Includes response plus; lifeline alarm unit, smoke detector, bogus caller button, carbon monoxide detector)</p> <p>£5.25 per week: Safe and well at home with medication support (alarm unit plus - plays pre-recorded reminders)</p> <p>£5.25 per week: Falls package (Lifeline alarm unit, smoke detectors, bed sensor, free optional extras: fall detector, motion sensor)</p> <p>£5.25 per week: Memory package (Lifeline alarm unit, smoke detectors, bed sensor, free optional extras property exit sensor, temperature extremes sensor, flood detector, carbon monoxide detector, user reminders, motion sensor)</p> <p>Calderdale</p> <p>£4.51 per week: Community care alarm service (includes pendant plus emergency personal assistance from Home Responder)</p> <p>Kirklees</p> <p>£4.60 per week: Standard Carephone package (emergency pendant, smoke detector and carbon monoxide detector)</p> <p>£5.05 per week: Enhanced Carephone package (standard + one or more additional devices -</p>
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		<p>alert a local carer, bed occupancy sensor, reminder messages, chair occupancy sensor, epilepsy sensor, fall detector, flood detector, gas detector, GPS location device, high and low temperature sensor, intruder alarm, medication dispenser, movement sensor, property exit sensor)</p> <p>North Lincs</p> <p><u>Safety Package</u></p> <p>Installation & Programming £45.00</p> <p>Home Based Alarm Plus - 2 Smoke Detectors, 1 Carbon Monoxide Sensor per week £5.50.</p> <p><u>Care Package</u></p> <p>Installation & Programming £45.00</p> <p>Home Alarm, Bed Sensor, Fall Sensor, Chair Sensor per week £6.60</p> <p>Hull</p> <p>Kingston Care Lifeline £3.54 per week</p> <p>Pendant alarm plus contact identified responder (family member, friend, neighbour, doctor or the emergency services).</p>
	Care at home	<p>Rotherham The introduction of charges where additional carers are provided. As per Cabinet report: Benchmarking analysis has identified that a number of the Authorities in the region now charge for more than one carer (Wakefield, East Riding, Barnsley, Hull and Sheffield).</p>
	Day Opportunities – Day Services	<p>Rotherham Meal charges are variable. Care charge £30.72 per day https://www.rotherham.gov.uk/info/200593/social_care_and_support/715/paying_for_care_and_support/2</p> <p>Barnsley AGE UK - contact district social work office for an assessment of needs under the Fair Access to Care criteria (FACS). £38.04 per day to people outside the FACS criteria who wish to purchase privately and to people receiving a Personal Budget</p>

		£3.50 additional for lunch
	Day Opportunities – Transport	<p>Rotherham Flat rate: £5.27 per journey https://www.rotherham.gov.uk/info/200593/social_care_and_support/715/paying_for_care_and_support/2</p> <p>Halton £3.10 per single journey https://www3.halton.gov.uk/Pages/adultsocialcare/pdf/NonResidentialCharges.pdf</p>
	Safeguarding personal assets (SAPAT) Appointeeship	<p>Wigan £15 per week https://www.wigan.gov.uk/Resident/Health-Social-Care/Adults/will-i-have-to-pay/managing-someone-elses-finances.aspx</p> <p>Kirklees £10 per week – community, £5 per week – residential http://www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=l0ex4eyt&e=853</p> <p>Halton £10 per week – community, £7 per week - residential https://www3.halton.gov.uk/Pages/adultsocialcare/pdf/NonResidentialCharges.pdf</p> <p>Bolton £5 per week flat rate charge Where the Service User has capital under £1,000 there will be no fee due. https://www.democracy.bolton.gov.uk/CMIS5/Document</p> <p>Sheffield £13.00 per week</p> <p>Nottingham £12.00 per week</p> <p>Northampton £18.00 per week</p>
	Safeguarding personal assets (SAPAT) Protection of Property	<p>Kirklees Property management - £270 per year Administration fee for estate management - £325 per year http://www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=l0ex4eyt&e=853</p>
	Arrangements for people who pay for their own care in full	<p>Wakefield £280 per year https://www.wakefield.gov.uk/Documents/health-care-advice/adult-services/self-directed-support.pdf</p> <p>Kirklees £250 per annum http://www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=l0ex4eyt&e=853</p> <p>North East Lincolnshire £50 per care package per annum https://www.nelincs.gov.uk/wp-content/uploads/2018/08/Charging-and-Financial-Assessment-for-Adult-Care-and-Support-Services-V3.pdf</p> <p>York £500 per year</p>

	<p>East Riding of Yorkshire £200 per year</p> <p>Lincolnshire £445 one off fee https://www.lincolnshire.gov.uk/adult-care/employment-legal-and-financial/social-care-charges/financial-assessment-and-charging/129642.article</p> <p>Barnsley £122 (information based support), £260 (task based support)</p>
	Financial assessment procedure changes
Maximum weekly charge for non residential services	<p>Barnsley Removal of the current £150 weekly cap on contributions towards care and support in the community - any charges would be calculated against the full cost of the care/support a person receives.</p> <p>Rotherham Removal of Maximum Charge. Currently a maximum charge of £445 per week for non-residential charges which is based on the current residential care fee to independent providers for Elderly service users.</p>
Enhanced daily living component of Personal Independence Payment (PIP)	<p>Sheffield Include the enhanced daily living component of Personal Independence Payments, when carrying out non-residential financial assessments for all services not just services provided at night</p> <p>Barnsley Include the enhanced daily living component of Personal Independence Payments, when carrying out non-residential financial assessments for all services not just services provided at night</p> <p>Wakefield Include the enhanced daily living component of Personal Independence Payments, when carrying out non-residential financial assessments for all services not just services provided at night (recent change)</p>
Financial Assessments for residential respite and short stay care	<p>Sheffield Financial Assessment for residential respite is under residential rules</p> <p>Wakefield First 8 weeks respite charged at a flat rate of £142.35 after which time a financial assessment is conducted under residential rules.</p>
Minimum Income Guarantee (MIG)	All of these councils use the Government set MIG rates:

		Sheffield, Rotherham, Barnsley, Wakefield, Hull, York and NE Lincs
6	Decision Making	A reference has been made to the DRS within the Adult Social Care Charges Cabinet Report for 25 th February 2020 and a full DRS is appended to the Cabinet report. This enables the decision makers to be aware of and consider any equality issues.
7	Monitoring and Review	The DRS is a live document and as such will be regularly reviewed, revised and updated to ensure that due regard is taken at all points during implementation. The individual initiative leads will make sure that they take account of the latest information available and the overall statement will be monitored by the Charges Task and Finish Group. Key points and emerging issues will be escalated to the Directorate Leadership Team.
8	Sign off and approval for publication	Howard Monk – Head of Service, Strategy and Performance 12 th February 2020

Appendix C

Proposed changes to adult social care charges - Examples

The following examples are not based on real people or real financial situations.

There are many possible different scenarios and not all of them can be set out here.

Your individual circumstances may well be different to those set out in the examples below, but you should be able to gain a better understanding of what could happen if the proposals are put in place.

Proposal 1 - Home Alarm Service:

Mr B, who is 75 years old, lives independently in his rented bungalow for which he claims housing benefit. He currently has a pendant alarm and under the current charging arrangements, Mr B does not pay for this. Mr B has no social care needs but his family prefer him to have the pendant for peace of mind.

Under the new proposed arrangements, he would be charged £3.64 per week for the pendant alarm service. At the moment, if he uses his alarm his friends and family are notified and go to help him. If this arrangement changes in future and he needs the council to be responsible for responding, then he will be charged an additional £1.50 per week. This means that in future he might pay a total of £5.14 for the pendant alarm and response service.

Proposal 2 – Care at Home:

Mrs A is new to social care and will receive 3.5 hours of care a week delivered by two care workers. Current arrangements mean that although she receives her care from 2 care workers she would only be charged for the hours delivered by one care worker. The weekly cost would be 3.5 hours x £16.40 = £57.40 a week and Mrs A would pay this amount. Under the new proposed arrangements Mrs A would be charged for both the care workers and the weekly cost would be 7 hours x £16.40 = £114.80 a week. However, because her net available income is only £82.74 then that is what she would pay.

	Current	Proposed
Retirement Pension	£156.43	£156.43
Attendance Allowance	£87.65	£87.65
Pension Credit	£76.67	£76.67
Total Income	£320.75	£320.75
Attendance Allowance - care at night	-£28.95	-£28.95
Minimum Income Guarantee	-£209.06	-£209.06
Total allowances	-£238.01	-£238.01
Net available income	£82.74	£82.74
Care costs	£57.40	£114.80
Contribution to care costs	£57.40	£82.74
Mrs A's Retained Income	£263.35	£238.01

Proposal 3 - Day Opportunities:

Day Service:

Mrs P is 79 years old and she lives independently with no social care. Sometimes she get lonely and is thinking about going to a day centre 3 days a week. The current charge for her to attend the day centre would be £93 for the 3 days.

If the new proposal is put in place then the charge for 3 days at the day centre would be £138.

	Current	Proposed
Occupational pension	£360.55	£360.55
State retirement pension	£129.20	£129.20
Total income	£489.75	£489.75
Minimum Income Guarantee	-£209.06	-£209.06
Total allowances	-£209.06	-£209.06
Net available income	£280.69	£280.69
Care Costs (3 days at a day centre)	£93.00	£138.00
Contribution to care costs	£93.00	£138.00
Mr P's Retained Income	£396.75	£351.75

Transport:

Mr W uses the council's transport service to attend a day centre 4 days a week. He currently pays £24 a week (8 journeys a week x £3 per journey)

If the new proposal is put in place, he would pay £32 a week for his transport (during the 2020/2021 year).

Proposal 4 - Safeguarding Personal Assets (SAPAT):

All of the safeguarding adults personal assets proposals would result in new charges for people if they are put in place. Full details are available from the website proposal page or the information booklet.

Proposal 5 - Arrangements for people who pay for their own care in full:

Mrs S is 74 years old and has income & savings of approximately £50,000. As this is above the financial threshold of £23,250 she pays for her own care. Mrs S needs the Council to support her in arranging and paying for care services and the council has agreed to help. She pays £325.00 per week for her care and the council arranges the care and completes the paperwork relating to invoices. If the new proposal is put in place and Mrs S decides to continue to receive support from the Council, she will continue to pay the £325 a week for care and also pay an annual administration fee of £300.00.

Mrs S is safe and will benefit from the Council's service, having the right care in the right place.

Proposal 6 - Maximum weekly charge for non-residential services:

Miss O gets 6 hours of care at home a day, 7 days a week. This is 42 hours per week and costs £688.80 per week (42 x £16.40). Under current arrangements Miss O would pay a maximum of £429.20 for this care no matter how much income or savings she has (she may pay less). Under the new proposed arrangements she would pay the full £688.80, as long as her financial assessment says she can afford it.

Proposal 7 - Enhanced daily living component of Personal Independence Payment (PIP):

Example 1

Mrs A is 30 years old and receives Employment Support Allowance of £128.45 per week and Personal Independence Payment (enhanced) of £87.65 per week. Her total income is £216.10 per week. Mrs A lives in a rented flat, where her rent is fully covered by housing benefit. Mrs A does not pay a contribution towards her care since her expenditure and allowances exceed her income.

If the new proposal is put in place Mrs A's expenditure and allowances would still exceed her income and she will still not have to pay a contribution towards her care.

Example 1	Current	Proposed
Employment support allowance	£128.45	£128.45
PIP Daily Living Enhanced Rate	£87.65	£87.65
Total Income	£216.10	£216.10
Enhanced element of PIP Daily Living	-£28.95	£0.00
Minimum Income Guarantee	-£155.31	-£155.31
Disability related expenditure	-£65.00	-£65.00
Total allowances	-£249.26	-£220.31
Net available income	£0.00	£0.00
Care Costs (15 hours of home care)	£246.00	£246.00
Contribution	£0.00	£0.00

Proposal 7 - Enhanced daily living component of Personal Independence Payment (PIP):

Example 2

Mr B is 40 years old and receives disability allowances of £148.85 plus employment support of £194.30, making his total income £343.15 a week. After allowances Mr B pays £81.69 a week towards his total care costs of £246 a week and has £261.46 left to live on.

If the new proposal is put in place Mrs B's net available income after allowances would increase and he would now pay £110.64 a week towards the total cost of his care and have £232.51 left to live on.

Example 2	Current	Proposed
PIP Daily Living Enhanced Rate	£87.65	£87.65
PIP mobility allowance	£61.20	£61.20
Employment Support Allowance	£194.30	£194.30
Total Income	£343.15	£343.15
Enhanced element of PIP Daily Living	-£28.95	£0.00
PIP Mobility payment ignored	-£61.20	-£61.20
Minimum Income Guarantee	-£155.31	-£155.31
Disability related expenditure	-£16.00	-£16.00
Total allowances	-£261.46	-£232.51
Net available income	£81.69	£110.64
Care Costs (15 hours of home care)	£246.00	£246.00
Contribution	£81.69	£110.64
Mr B's retained Income	£261.46	£232.51

Proposal 8 - Financial assessments for residential respite and short stay care

Mr M gets £343.15 a week in benefits and sometimes uses residential respite care. Under current arrangements using non-residential rules, his allowances whilst in residential care would be £245.46a week, which would mean that he would contribute £97.69 to the cost of his care.

If the new proposed arrangements are put in place, residential rules would be applied, meaning that Mr M's allowances would reduce to £173.75 and he would now contribute £169.40 to the costs of his care.

If Mr M has extra household costs while he is in residential care e.g. rent, service charges or water rates, then a household allowance will be given. For example, if he had rent of £40 per week, then the amount he would contribute in the residential example below would be £129.40

	Non-residential	Residential
Employment Support Allowance	£194.30	£194.30
Disability Living Allowance (DLA) care	£87.65	£87.65
DLA mobility	£61.20	£61.20
Total income	£343.15	£343.15
DLA care (full amount disregarded)	Not applicable	-£87.65
Night rate of DLA (disregarded)	-£28.95	Not applicable
DLA mobility (disregarded)	-£61.20	-£61.20
Personal Expenses Allowance	Not applicable	-£24.90
Minimum Income Guarantee	£155.31	Not applicable
Total allowances	-£245.46	-£173.75
Net available income	£97.69	£169.40

Proposal 9 - The Minimum Income Guarantee (MIG)

Example 1 – Person aged over pension age

Miss W is 66 years old and has total income of £320.75 a week. Her allowances currently total £238.01 a week meaning that she contributes £82.74 to her weekly care costs of £229.60 and still has £238.01 left to live on.

If the new proposal for minimum income guarantee is put in place in full, then Miss W's allowances would reduce to £217.95. She would then contribute £102.80 to her care costs and have £217.95 a week to live on.

	Current	Proposed
Attendance Allowance (AA)	£87.65	£87.65
Pension credit	£103.90	£103.90
State retirement pension	£129.20	£129.20
Total income	£320.75	£320.75
Night rate of DLA (disregarded)	-£28.95	-£28.95
Minimum Income Guarantee	-£209.06	-£189.00
Total allowances	-£238.01	-£217.95
Net available income	£82.74	£102.80
Care Costs (14 hours of home care)	£229.60	£229.60
Contribution	£82.74	£102.80
Retained Income	£238.01	£217.95

Proposal 9 - The Minimum Income Guarantee (MIG)

Example 2 – Person aged over pension age

Mrs V is 77 years old and only receives state pension of £129.20 a week as income. Her minimum income guarantee allowance is £209.06 and therefore she does not pay anything towards her £229.60 a week care costs.

If the new proposal for minimum income guarantee is put in place in full, her allowance would reduce to £189. Because this is higher than her income of £129.20 she would still not pay anything towards her care costs.

	Current	Proposed
State retirement pension	£129.20	£129.20
Total income	£129.20	£129.20
Minimum Income Guarantee	-£209.06	-£189.00
Total allowances	-£209.06	-£189.00
Net available income	£0.00	£0.00
Care Costs (14 hours of home care)	£229.60	£229.60
Contribution	£0.00	£0.00
Retained Income	£129.20	£129.20

Proposal 9 - The Minimum Income Guarantee (MIG)

Example 3 - Person aged 25 to pension age

Mr M is 44 years old and receives income in benefits totalling £343.15 a week. His allowances are £261.46 a week and he therefore contributes £81.69 to his weekly care costs of £164.

If the new proposal for minimum income guarantee is put in place in full, his allowances would reduce to £257.60 and he would contribute £85.55 towards his care costs.

	Current	Proposed
Disability Allowance care	£87.65	£87.65
Disability Allowance mobility	£61.20	£61.20
Employment Support Allowance	£194.30	£194.30
Total Income	£343.15	£343.15
Attendance Allowance care at night (-)	-£28.95	-£28.95
Mobility payment ignored	-£61.20	-£61.20
MIG	-£155.31	-£151.45
Disability related expenditure	-£16.00	-£16.00
Total allowances	-£261.46	-£257.60
Net available income	£81.69	£85.55
Care Costs (10 hours of home care)	£164.00	£164.00
Contribution	£81.69	£85.55
Retained Income	£261.46	£257.60

Proposal 9 - The Minimum Income Guarantee (MIG)

Example 4 – Person aged 25 to pension age, affected by Minimum Income Guarantee and enhanced daily living component of Personal Independence Payment changes.

How a person could be affected if both the minimum income guarantee and the enhanced daily living component of Personal Independence proposals are put in place.

	Current	Proposed
PIP Daily Living Enhanced Rate	£87.65	£87.65
PIP mobility allowance	£61.20	£61.20
Employment Support Allowance	£194.30	£194.30
Total Income	£343.15	£343.15
Enhanced element of PIP Daily Living	-£28.95	£0.00
PIP Mobility payment ignored	-£61.20	-£61.20
MIG	-£155.31	-£151.45
Disability related expenditure	-£16.00	-£16.00
Total allowances	-£261.46	-£228.65
Net available income	£81.69	£114.50
Care Costs (20 hours of home care)	£328.00	£328.00
Contribution	£81.69	£114.50
Retained Income	£261.46	£228.65

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Doncaster Council

Report

25 February 2020

To the Chair and Members of the Cabinet

Community Wealth Builders

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Nigel Ball	All	Yes

EXECUTIVE SUMMARY

1. This report provides an overview of the recent submission to European Regional Development Fund (ERDF) for investment of approximately £505,530 for The Community Wealth Builder Programme.
2. Doncaster is a Metropolitan Borough located in the heart of England in the metropolitan county of South Yorkshire and the Yorkshire and Humber region. The population is rooted in Doncaster's industrial past and this presents a significant challenge in connecting people, places and businesses to economic and social opportunities.
3. Despite being a Metropolitan Borough, large areas are rural in character and the largest land use (67%) is agriculture. Levels of unemployment and deprivation vary significantly across the Borough and we have pockets of disadvantage that can 'lock people in' to a cycle of poor outcomes. Many of these areas have not fully recovered from the decline of traditional industries, particularly the demise of the mining industry in the 1980's.
4. Team Doncaster has been working resolutely on addressing the lack of support for local people to gain a better understanding of enterprise acumen i.e. the knowledge and skills to succeed. CWB programme will provide non-financial support such as signposting to business forum, to new and existing social enterprises, by providing enterprise development packages, information, and networking opportunities that will increase the likelihood of survival and growth and continue to deliver social value.
5. The Community Wealth Builder (CWB) programme will provide non-financial support to new and existing social enterprises, by providing business

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development packages, information, and networking opportunities that will increase the likelihood of survival and growth and continue to deliver social value. The programme will engage with anchor institutions i.e. those private or public place-based entities that are rooted in the local community by mission, invested capital, or relationships to customers, employees, and residents. Therefore leveraging the power of the anchor institutions economic assets to address social and economic disparities through the revitalisation of small and medium-sized enterprises.

6. The programme will be Borough wide for 2 years and 6 months; we will recruit two experienced Social Enterprise Officers, procure external support to aid the bespoke delivery of the contract and procure a digital platform.
7. The aims of CWB programme is to deliver a local economic growth approach, framed around the co-operative values of self-help, participation, social responsibility and democratic accountability.
8. The approach will be to engage anchor institutions i.e. those private or public place-based entities that are rooted in the local community by mission, invested capital, or relationships to customers, employees, and residents. The purpose of engaging anchor institutions is to leverage the power of their economic assets to address social and economic disparities through the revitalisation of small and medium-sized enterprises and the creation of new social enterprises.
9. CWB programme will seek to offer anchor institutions a robust and realistic opportunity to buy more quality goods and services locally; meaning that social enterprises can innovate, thrive and create sustainable employment. CWB programme has a specific focus on furthering the proliferation and expansion of social enterprises (i.e. those enterprises whose primary objective is to achieve social impact rather than generating profits).

EXEMPT REPORT

10.No

RECOMMENDATIONS

- 11.To agree to receive funding of £505,530 from European Regional Development Fund.
- 12.To use the funding to recruit two experienced Social Enterprise Officers, procure external support to aid the bespoke delivery and procure a digital platform.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

- 13.Community Wealth Building (CWB) is an approach to local economic growth framed around the co-operative values of self-help, participation, social responsibility and democratic accountability
14. The purpose of engaging anchor institutions is to leverage the power of their economic assets to address social and economic disparities through the revitalisation of Small and Medium-sized Enterprises (SMEs). Anchor institutions spend millions of pounds annually on goods and services – but all

too often that spend results in limited additional benefit for the local economy. Part of the reason for this is that often contracts are too large for social enterprises, and that local SMEs (including social enterprises) do not have the business acumen to deliver services that meet the challenging agenda of anchor institutions.

15. CWB seeks to address these issues by offering anchor institutions a robust and realistic opportunity to buy more quality goods and services locally; meaning that local businesses, social enterprises, and co-operatives can innovate, thrive and create sustainable employment.
16. By supporting pioneering new approaches to CWB throughout the Sheffield City Region (SCR), through the emergence of social entrepreneurs, community owned enterprises and cooperatives, ERDF will enable them to bring new products and services to the market place and ensuring that these products and services meet the purchasing needs of anchor public and private sectors organisations. This work would include working with the developing and established social enterprises to enhance their social value by, for example, shaping their hiring practices to enable recruitment of those low-skilled members of the community who struggle to find employment with other companies.
17. By investing in their wealth locally, and ensuring regeneration in their local context, anchor institutions will benefit from improving the welfare of their local communities. Through their engagement with social enterprise, anchor institutions will help to develop more resilient and healthy local communities with reduced inequalities and improved employment levels. Key anchor institutions such as hospitals and local authorities will benefit from this by seeing a reduced pressure on services.

BACKGROUND

18. In Doncaster, just 56.2% of enterprises that started up in 2013 had survived into their third year, and only 39.9% had survived to a fifth year.
19. The large majority of businesses in Doncaster are either micro (89.3%) or small to medium sized (10.3%).
20. By 2021, Team Doncaster's engagement and support with communities will be transformed, with Well Doncaster's principles embedded at the heart. The Doncaster Growing Together (DGT) Borough Strategy has set out to change the way that public services deliver community wealth support.
21. The Well Doncaster programme has very broad objectives spanning health inequalities, community resilience and worklessness; the community wealth programme complements the Well Doncaster agenda as the delivery is to work across the borough to influence the opportunities where we can create the right conditions for people to aspire to develop their own social enterprise.
22. Therefore, a programme of intensive assessment of the prevailing market and business planning will support suppliers and stimulate new suppliers within the social enterprise and community sector. This support would vary from increasing business acumen to product development, and ensuring their

readiness to supply. CWB will support a minimum of 35 community-based companies, social enterprises and cooperatives, to become competent to supply and to win new business. This support will enable these locally based enterprises to generate more income and employment opportunities.

23. This work compliments existing provision delivered within the SCR Growth Hub and other provision delivered in the SCR Local Enterprise Partnership (LEP) area. Launchpad has a relatively generic focus in that it supports entrepreneurs of all types to develop their business ideas and start trading. The CWB programme will have a narrower focus since it will target its support towards those SMEs with a social and community focus.
24. Both the two dedicated members of staff and the procured service will support new and existing social enterprises: A programme of intensive assessment of the current market will inform the design and delivery of support to existing enterprises and stimulate new social enterprise. The support will vary from increasing enterprise acumen to product development and ensuring their readiness to supply. This support will enable enterprises to generate more income and employment opportunities.
25. CWB will provide at least 12 hours of assistance designed to create and develop social enterprises. The activity will foster a wider culture of social entrepreneurship in the SCR. From engaging in this support, participants will be better able to develop their products and services and will have a greater awareness of the procurement arrangements and timelines for the region's major purchasers.
26. The tailor made provision will provide support will be constructed in a modular way and be delivered in a range of methods offering options for the client to have a bespoke experience, tailored to their own business and development needs.

OPTIONS CONSIDERED

Option 1

27. Accept the funding

28. Our approach to becoming a community led health and wealth borough will be enable by accessing the funding and resourced offered by the European Regional Development Fund to proceed with the Well Doncaster work which is an integral part of the local solutions approach.

Option 2

29. Not accepting the funding.

30. Not accepting the funding would jeopardise the approach to becoming a community led health and wealth borough and the strengthening our communities

REASONS FOR RECOMMENDED OPTION

31. Option 1 brings additional funding to Doncaster and benefits local residents through employment opportunities and also has the potential to improve quality of life and wellbeing.

32. Option 1 capitalises on local Community Wealth Builder expertise, provides additional support to our communities and will develop further social enterprises.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

33.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>The Community Wealth Builder's approach is to build on what is strong in the community and enable people to use their skills and hobbies to develop into employment.</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	<p>The Community Wealth Builder contributes to Doncaster Growing Together (DGT) Borough Strategy has set out to change the way that public services deliver community wealth support</p>
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or 	<p>Employment supports better health outcomes for families, creates better opportunities and increases the likelihood of educational attainment.</p>

	<p>better</p> <ul style="list-style-type: none"> • Learning in Doncaster prepares young people for the world of work 	
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • 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>The Community Wealth Builder will focus on those residents who are the most in need of support into employment that gives social value to the borough.</p>
	<p>Connected Council:</p> <ul style="list-style-type: none"> • 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>The Community Wealth Builder will utilising the community insight from the Asset Based Community Development work undertaken by Well Doncaster to ensure that we build on the assets that we have and enhance community capacity to improve people's lives and to aid better employment opportunities.</p>

RISKS AND ASSUMPTIONS

34. By not delivering this ERDF call;

- a. Social Business start-up levels could fall and the perceived barriers to start up would increase.
- b. There would be no large-scale locally targeted support to encourage entrepreneurship and business creation in Doncaster.

35. The lack of competitor bids demonstrates the difficulties and constraints of providing a service across the entire SCR (which this call is explicit must happen) and because of the difficulties in raising the required eligible match for a project of this size. European funding, however clear monitoring processes and collection of output evidence have been established for this project, to mitigate against and minimise any risks and implications. The procured external contract will be over OJEU threshold and therefore poses a reduced risk within the MHCLG audit process.

36. The successful contractor will be paid retrospectively for outputs and service delivery, with a robust process for validating claims, led by Public Health Programme Manager.

Financial & Legal/compliance	If we do not receive this investment, we will not receive significant investment into addressing social Enterprise in Doncaster.
Organisational	Without this funding the staff capacity to work on this challenge is significantly affected.
Reputation / Stakeholder Management	The CWB will be overseen by a group of strategic stakeholders who are committed to addressing social enterprise and the impact of worklessness across the Borough.
Strategic Planning & Service Delivery	The CWB is a core element of Team Doncaster plans to increase employment opportunities across within Doncaster.

LEGAL IMPLICATIONS [Officer Initials NJD Date 6th February 2020]

37. Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do. Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services.
38. The Council must comply with the terms of the ERDF to ensure that any obligation are complied with in order to avoid clawback.
39. Where the funding is used to pay for services, the procurement of those service must be in accordance with the Councils contract procedure rules.

FINANCIAL IMPLICATIONS [Officer Initials...HR..... Date.....30/01/2020.]

40. Doncaster Council has received confirmation in principle from the Ministry of Housing, Communities and Local Government that the Sheffield City Region Community Wealth Builders scheme has been successful in their bid of £505,530. The formal funding offer has not yet been received and therefore would advise caution on commencement of the scheme until this is in place. Any conditions of the grant must be adhered to, to mitigate any financial risk to the Council.
41. As this grant has not been included in the MTFP as part of the budget setting process, acceptance of the grant is subject to key decision rules.
42. The ERDF grant forms 60% of the total cost of the scheme (£849,629), the remaining 40% will be funded from the Well Doncaster budget within Public

Health. The expenditure identified in the bid is be a mixture of in-house costs and commissioned work. Based on the approved bid the funding is to cover the following costs:

	2019/20	2020/21	2021/22	2022/23
Staffing & related costs	£52,027	£217,222	£225,234	£57,435
Consultancy	£0	£122,316	£122,316	£30,579
Marketing & Events	£2,000	£10,000	£9,000	£1,500
Total Spending Plan	£54,027	£349,538	£356,550	£89,514

HUMAN RESOURCES IMPLICATIONS [Officer Initials BT Date...24/01/2020]

43. As far as the recruitment to the 2 new temporary posts are concerned, Job Role Summaries have been submitted to HR for evaluation purposes and they align with the existing generic posts of Public Health Improvement Officer (Grade 8 under JE ID 6493) and also the Public Health Project Officer (Grade 7 under JE ID 6294). New Position Reference Numbers have been applied for and HR Rotherham have created the new posts to progress advertising within the forthcoming DMBC Recruitment Programme.

TECHNOLOGY IMPLICATIONS [Officer Initials...PW Date...21/01/20]

44. There are no direct technology implications in relation to the decision to agree to receiving funding from the European Regional Development Fund for the Community Wealth Builder Programme. However, some of the funding will be used to procure and maintain a digital platform. This was considered and agreed by the Technology Governance Board (TGB) at their meeting on 15/1/20. ICT resources will need to provide input to the procurement process to ensure that the platform meets the necessary technical and security requirements and standards

HEALTH IMPLICATIONS [Officer Initial VPHDate16.01.20.....]

45. Creating a more employment opportunities for our local residents shows investment in developing greater human, economic, social and environmental capital. Therefore, ensuring a vibrant economy will contribute to good health and wellbeing. New social businesses are a key contributor to the economy and this proposal should contribute to improved health and wellbeing.

EQUALITY IMPLICATIONS [Officer Initials...VPH Date.....16.01.20.....]

46. Decision makers must consider the Council's duties under the Public sector Equality Duty at s149 of the Equality Act 2010. The duty requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic. Community Wealth Builder will be inclusive and is accessible to all. It is open to any new or emerging social business in

Doncaster subject to ERDF displacement rules.

CONSULTATION

47. A collaborative approach with partners will be established in answer to demand and call for New Business Support; this will be undertaken with support from Business Doncaster.

48. The Community Wealth Builders will build on the already established partnerships such as the Local Delivery Group, The Growth Hub and Launchpad Project Board.

BACKGROUND PAPERS

49. Match funding for European structural investment fund (ESIF) new business activity.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

50. Community Wealth Builders (CWB)

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Dr Rupert Suckling
Director of Public Health

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Doncaster Council

Report

Date: 25th February 2020

To the Mayor and Members of Cabinet

2019-20 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 quarter 3 of the 2019/20 financial year. It indicates our current financial forecasts position against our 2019/20 budget and our performance against key Service Standards.

During this quarter many areas of Doncaster were affected by the recent floods. We recognise the sheer effort and team work required to support households and communities. During this time we worked closely with government bodies, national charities, partner organisations and local communities to provide aid and support to the residents affected. With this in mind the ‘Delivering for Doncaster’ booklet for this quarter is more focussed to give an overview of the impact and how our services were involved in the flood response and recovery. The booklet also includes a snapshot of our ‘Business as Usual’ Performance, of which some areas were impacted by the redirection of resources during this emergency.

Financial Position: £1.3m underspend

2. At quarter 3, the Council is forecasting a year-end underspend of £1.3m. This is a positive position at this stage in the financial year and demonstrates the continued effort to manage the significant cost reductions in 2019/20. Planned savings for 2019/20 are largely on track with £17.5m expected to be delivered, leaving a projected shortfall of £1.4m and this will continued to be monitored throughout the year. Full details on the main variances are provided in paragraphs 38 to 49. In light of the current financial position, the Mayor is taking this opportunity to shore up the response to floods by investing additional capacity within community teams and early help services and to support flood resilience arrangements (£0.30m). In addition, revenue contributions will be made for the replacement of CCTV equipment (£0.50m) and the provision of additional resources to support the investment in our smaller leisure facilities (£0.50m).

Performance

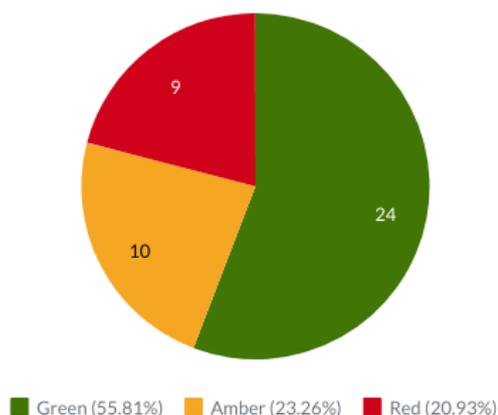
3. There are two kinds of indicators we use to monitor performance:

Service Performance Measures, which are a mixture of internal service standard measures that assess whether we are 'getting the basics right' and are also of interest to the citizens of Doncaster with regard to the service they can expect, and also;

Outcome Framework Measures, which are wider whole borough population measures where the outcomes include contribution from Doncaster council services and the wider Team Doncaster partnership. These measures are primarily reported on an annual basis and so are not included within this report, but contributions may be referenced. These partnership measures will be reported as part of the Doncaster Growing Together Annual Summary.

Performance Position:

43 service measures (profiled opposite). There are an additional 7 service measures, which are recorded as information only as these do not have targets. A selection of service measures can be found within the booklet against each theme.



4. Key Performance elements include –

- A further 218 new homes were built this quarter, bringing the total so far to 935 and has already exceeded our annual target/need of 920 homes per year.
 - The number of people living in residential care slightly reduced from 1,150 (in quarter 2) to 1143 and over the last 12 months we have seen a reduction of nearly 100 people in total.
 - Accessing care and support using a direct payment has increased to 941 people from 907 at the end of quarter 2. This gives them much more control and choice of the services they receive and helps to maintain or increase their own independence.
 - At 64%, provisional attainment results at Key Stage 2 show notable improvements particularly in maths and writing.
 - 70% of our local authority spend is with local based suppliers this equates to approximately £30.8m
 - The percentage of fly-tipping incidents investigated and removed within seven days fell significantly from 91% (target: 85%) to 45%. This was due to resources being redirected to respond to the floods.
 - We have now established baseline data on our electricity, gas and water usage and the forthcoming Environment Strategy will identify ways in which we can reduce our usage and minimise our carbon footprint.
5. Further performance information is contained in the accompanying **'Delivering for Doncaster' booklet**, which details the progress made on our key Service Standards in quarter 3.

EXEMPT REPORT

6. This report is not exempt

RECOMMENDATIONS

7. The Mayor and Members of Cabinet asked to approve, note and comment on the quarter 3 performance and financial information; including;
- approve the allocations of block budgets in the Capital Programme, detailed in the Appendix B - Finance Profile in accordance with Financial Procedure Rules; and
 - approve the creation of the earmarked reserves, detailed in paragraphs 39 and 48;
 - approve the virements per the Financial Procedure Rules, detailed in the Appendix B - Finance Profile ; and
 - note the proposal of a new strategic risk being developed detailed in paragraph 56. Details of Strategic Risks Profiles are detailed within Appendix C

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

Improvement	Same as last time	getting worse
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LIVING:



Service Standards				
4	2	1	-	-

8. Q3 saw an additional 218 homes delivered, bringing the year to date total to 935. This is in excess of our year-end housing target (920) and is higher than the same time last year (905), a year which ended with a record delivery total for Doncaster. Of the 218 home delivered 35 deemed affordable homes, 28 were provided by the Council. This brings a full year total of 194 against and annual net need of 209 of affordable homes. Doncaster has exceeded 1,000 net homes for the past 4 years and is on track to do so again this year. This is a significant achievement against at

a time when other similar and nearby areas are struggling to meet their housing need.

9. A large proportion of this theme's service standards were either at or above their targeted levels of performance. Household waste recycling increased from Q2 to 52% (target: 50%), as did the percentage of estate roads in good to fair condition – increasing 1 percentage point from last year to 77% (target: 76%).
10. A few measures were off track this quarter, some marginally, some significantly so. Grass-cutting narrowly missed its programme target (96% vs target 98%) due to wet weather preventing completion of the final scheduled cut; and land/highways cleanliness was at 84% (target: 95%), with detritus clearance being significantly lower than the litter/graffiti/fly-posting elements. This occurred because sweeping work was suspended due to cold weather gritting taking place, and some resources being redirected to flood response activity.
11. The percentage of fly-tipping incidents investigated and removed within seven days fell significantly from 91% (target: 85%) to 45%. Again, this was due primarily to resources being redirected to respond to the floods; plus a number of very large fly-tipping incidents taking up significant resources/time to clear. 2113 incidents were reported and 2038 were closed leaving 242 open cases being dealt with.
12. Doncaster Council has established baseline data on our electricity, gas and water usage. The work of the Climate Change Commission and our forthcoming Environment Strategy will identify ways in which we can reduce this usage and minimise the carbon footprint from our operations.

WORKING:

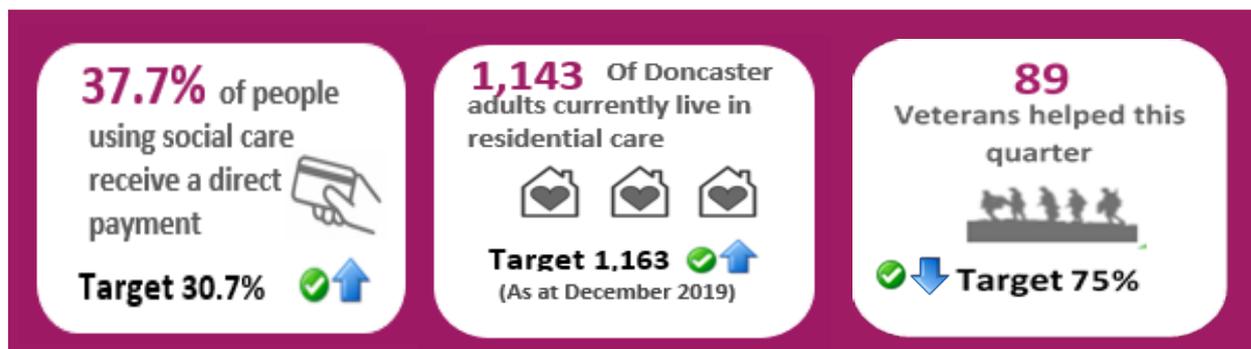


Service Standards				
3	1	-	-	-

13. Doncaster's Planning service has maintained very high standards of performance with respect to the processing of major planning application within 13 weeks. Performance has been 90%+ against the national target (70%) for many years, and quarter 3 performance (96%) remains above the locally set target of 94%. The percentage of residents in highly skilled occupations has increased by 0.4 percentage points to 33.9% and remains much lower than Yorkshire and Humber (43%) and National Average (47%).
14. Non-domestic rates collected at the end of quarter 3 continues to remain slightly below target at 96.05%. A number of large assessments came into the list retrospectively with instalment plans only starting from January, which have lowered the expected outturn figure at the end of December. The volatility of

Business Rates can have sharp impacts on estimates both positively and negatively, so large assessments coming into the list or a major ratepayer either paying late or hitting financial difficulties can make forecasting the year end position very difficult to predict. Efforts continue to keep accounts up to date in a timely manner and rigorous pursuit of outstanding debt remains ongoing.

CARING:

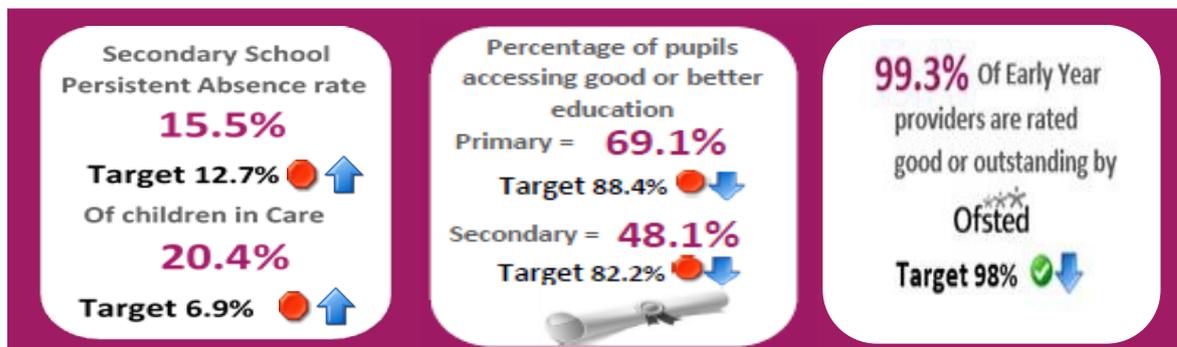


Service Standards				
5	1	1	0	0

15. 'The current 'Your Life Doncaster' programme is entering its final phase and will be finalised by the end of March 2020. Adults Health and Wellbeing will then move to a more service driven and community focused practice development approach and any significant projects will be supported by the newly established programme and projects team.
16. This Quarter's performance headlines demonstrate that there is continued and sustained service improvement across a number of indicators and supports the organisations confidence to mainstream change to service management.
17. The Number of People living in Residential Care has reduced again this quarter from 1,150 to 1,143 and in the past 12 months this figure has reduced by 92 people in total. More people are now in the right care setting and are able to remain in their own homes independently, creating a better balance between residential care and other forms of long-term support, such as homecare and supported living.
18. The latest Delayed Transfers of Care (DTC) rate for the Doncaster health and care system was 5.6 days per 100,000 population per day, which is better than the Better Care Fund (BCF) target of 7. The council and its health colleagues are working closely together to make sure that the flow of people into and out of hospital is proactively managed for the benefit of Doncaster people and for the more effective use of the available resources. This is particularly important during the winter approaches and the pressure on services consequently increases.
19. The number of Doncaster veterans being helped in quarter 3 was 89. Helped by wider awareness and training across front line teams, this remained above the target of 75 veterans, however resource pressures following the flooding in November 2019 presented some challenges.
20. More people are directing their own support through the use of direct payments. 941 people now access their care and support using a direct payment. This gives them much more control and choice of the services they receive and helps to maintain or increase their independence.

21. The average time taken to complete a social care assessment dropped in Q3 from 49.6 days to 47.9 days, and represented a year-on-year reduction and a positive direction of travel over the last four years. The intention is to build on these successes and continue to focus on this area as we move forward.

LEARNING:



Service Standards

4	2	3	-	-

22. The percentage of pupils accessing ‘good or better’ Ofsted rated schools remains comparable to previous quarter at both Primary and Secondary level. Quarter 3 had 4 published reports, with 3 schools retaining a judgement of ‘good’ and one moving from ‘inadequate’ to ‘requires improvement’. A further 3 schools were inspected in the quarter but the reports are not yet published. There were no secondary schools inspected during Quarter 2. Our Learning Standards and Effectiveness Service provides support to schools, running courses on Ofsted readiness and inspection framework, reading and maths and teaching and learning reviews. There is a backlog of inspections with regard to inadequate schools which we expect will receive better/improving judgement during the academic year. Academies are offered support but often prefer their own support from within the academy trust.
23. The Percentage of Children accessing their entitlement to free childcare for 2,3 and 4 years olds has seen an improvement. Up take of the 2 year old entitlement has increased the most this quarter from 76.2% to 80%. This is due to the implementation of recommendations following a review of processes and procedures with all key partners and the increase in publicity materials being updated and distributed. We are currently finalising a social media campaign that will be released soon.
24. At 87.7% Special Education Needs, Education, Health and Care Plans issued with the 20 week remained comparable to previous quarter. It was anticipated that performance would rise back to normal levels this quarter, but 7 out of the 50 cases went over the 20 week timescale but did not fall into ‘exception’ category. Quality of plans is the priority rather than timeliness. Although below target Doncaster remains in the top quartile for performance.
25. Persistent absence at secondary level for Autumn and Spring Term was comparable to previous period but is a much improved position when compared to the same time last year as we improve our national ranking and narrow the gap towards the national level. At 15.5% this equates to 2531 pupils who are persistently absent, missing 19 days or more in the school year. This reduction is due to improvements in many of our targeted schools. These targeted schools received coaching and advice along with access to training and support through

networks and Continued Professional Development events. Further targeted work with outlier schools will involve full audits of policy and practice in relation to leadership of attendance and inclusion. Persistent absence for Children in Care at secondary level rose to 20.4% with 33 out of 168 pupils persistently absent which is higher when compared to the same time last year. The service continues to work with schools to help identify trends as well as training sessions for Foster Carers. Securing secondary education places following placement moves remains a challenge, and is a priority for the virtual school which is also working alongside the Inclusion Service to deliver the secondary school inclusion charter which is making schools more accountable for exclusion decisions.

26. Early indications from provisional attainment results of show improvements at Key Stage 2 with 64% with notable improvements in maths and writing. Reading levels remain a challenge but we are narrowing the gap with national levels. Provisional figures for progress 8 at Key Stage 4 level also show an improving picture with final figures due at the end of January.

CONNECTED COUNCIL:



Service Standards				
4	2	1	1	-

27. Service performance and governance indicator for Performance and Development Review (PDR) completion continues to improve this quarter, with others specifically agency spend and sickness absence management requiring improvement.
28. Performance and Development Review completion rates currently stand at 97% for all staff against a target of 95%. However, completion rates for mandatory training covering various policies and procedures remains sporadic and requires improvement to ensure any potential risks to the council are kept to a minimum.
29. Agency worker spend outside of main employment contracts has increased during the quarter by £62k (12.55%) from £494k to £556k. Although assignments have only increased by 2 since the last quarter, a third (35%) have been for more than 6 months. Performance management of assignments and spend will continue to be a focus throughout 2019-20.
30. The sickness absence rate for the quarter was 9.96 days per full time equivalent employee, which has increased again this quarter by over half a day (0.58) and remains above the corporate target of 8.50 days. The trend identifies increases across all 4 service directorates in this quarter. On average 75% of all absences relate to long term issues. Appendix A is a breakdown of the analysis and accompanying narrative.

31. There remains a strong corporate focus and approach on health and wellbeing across the workforce which is championed by the Human Resources and Organisational Development team, in conjunction with Public Health, with a number of actions in place to address this upward trend as follows:
- Within the last few months, a new Health and Wellbeing Policy was developed and implemented to transform the provision of health and wellbeing interventions, focusing on a proactive approach and supporting an environment where health awareness, prevention and support is a key priority and to motivate employees to improve their wellbeing becoming the norm. The Policy is supported by procedures, separately focussing on managing sickness absence and maximising attendance and manager 'how-to' guides and a range of self-help resources.
 - Managing sickness remains a key priority for HROD Business Managers, challenging and supporting managers to ensure absence management is carried out effectively and efficiently. This is carried out in a variety of ways from having relationship management meetings with Heads of Service; utilising the data to highlight hotspot areas and sickness triggers on which to focus; providing focused support around long term and complex absence cases; delivering workshops / training to managers not only on application of policy and procedures, but also around interpersonal skills such as having difficult conversations.
 - The Occupational Health team also provide a range of high quality health services to our workforce, including physiotherapy and counselling services, resulting in waiting times for appointments being generally much lower than the NHS; these services receive excellent feedback from staff.
32. However, there is currently an issue with staff not attending appointments with Occupational Health. In quarter 3 a total of 83 appointments were missed out of 1047 (8%) and this has been a trend for several months and needs improvement due to the adverse impact on support for employees and on service delivery and capacity. Solutions are being considered to improve performance for missed appointments to include a further trial of sending text reminders to see if this impacts positively on attendance.
33. These actions now need to be better embedded by services and teams within directorates to improve the current performance.
34. The average number of days to process a new housing benefit claim for the year is 17.74, this continues to be above the 21 days target. The processing of new applications for Council Tax Support (CTS) is 19.44 days, above the target of 21 days and an improvement on the 20.85 days reported in quarter 2.
35. Local authority spend with local businesses is 70% against a 66% target with spend equating to approximately £30.8m.
36. The 2 minute 52 seconds wait time in the One Stop Shop for the specialist teams for quarter 3 is a slight improvement on the 3 minute 33 seconds reported in quarter 2 and is a dramatic improvement on the 8 minutes 59 seconds reported in quarter 1 against a 10-minute target. Customers are now directed to the self-service in the first instance, if they are unable to self-serve we have a team of Digital Assistants available to help.
37. The target for answering telephone calls in Customer Services is 90% in 150 seconds, this quarter we achieved 80%. During this quarter in response to the flooding situation the Public Information Helpline was opened in the evening of Thursday 7th November. This was maned 24/7 by Customer Services including 24 hours over the weekends. Working a 24 hour rota for this period and the increase in customer contact has impacted on this quarter's performance. We also experienced additional contact due to the Election.

FINANCIAL POSITION:

Revenue Budget

38. The Council is currently forecasting a year-end underspend of £1.3m for 2019/20 as at quarter 3. Planned savings for 2019/20 are largely on track with £17.5m expected to be delivered leaving a projected shortfall of £1.4m. A summary of the £1.3m underspend by service areas for 2019/20 is provided below:-

	Quarter 3				Quarter 2 Variance
	Gross Budget	Net Budget	Variance		
	£m	£m	£m	%	£m
Adults Health and Wellbeing	163.0	77.9	0.9	0.6%	0.1
Learning & Opportunities - Children & Young People	53.5	12.1	0.4	0.7%	0.4
Doncaster Children's Services Trust (DCST)	55.8	50.9	-1.0	-1.8%	-1.1
Corporate Resources	115.4	20.4	0.0	0.0%	0.3
Economy & Environment	92.9	37.9	-0.8	-0.9%	-1.1
Services Budgets	480.6	199.2	-0.5	-0.1%	-1.4
General Financing	6.5	5.9	-0.1	-1.5%	-0.4
Other Council-Wide budgets	12.3	-78.1	-0.7	-5.7%	-0.2
Council Wide	18.8	-72.2	-0.8	-4.3%	-0.6
Grand Total	499.4	127.0	-1.3	-0.3%	-2.0

39. Adults, Health and Well-Being is forecasting an overspend of £0.92m relating to an overspend on Libraries and Culture within Communities which includes a number of variances with the most significant being the costs to clean, transfer and store the Archives in 2019/20 of £0.43m and a proposal to transfer £0.65m budget to an earmarked reserve to be carried forward to cover costs to be incurred in 2020/21 in relation to Libraries and Culture including one-off new library purchases not covered by the construction budget, retrieval and long-term storage of the Archives. Across the remainder of Adults, Health and Well-Being there is an underlying pressure of £0.28m being funded from the one-off integrated Better Care Fund (iBCF) balance during 2019/20, with a financial forecast that has improved by £0.21m since Quarter 2. This situation is chiefly driven by financial pressures in: -
- Working age adult residential placements (where an underspend on short stays is exceeded by an overspend on long term placements);
 - Homecare, direct payments and supported living;
 - Integrated Community Equipment;
 - A shortfall in income from fees and charges.
40. By contrast there has been a significant underspend projected for older people's residential placements. This is because of success in keeping a greater number of older people safely supported at home. In addition, staffing vacancies are being carefully managed to support the overall financial position while ensuring that service continue to run safely.
41. The detailed position of the Care Ladder is shown in the table below: -

Care Ladder		Budgeted Position at Month 9	Actual / Projected Position at Month 9	Variance
Older People Residential	Client numbers at current month	781	760	-21
	Forecasted clients by year end	784	775	-9
	Net Expenditure (£'000)	14,883	14,404	-479
Working Age Adults Residential	Client numbers at current month	179	201	22
	Forecasted clients by year end	180	205	25

	Net Expenditure (£'000)	8,937	9,981	1,044
Short Stay Residential	Net Expenditure (£'000)	1,814	1,213	-601
Direct Payments	Client numbers at current month	1,014	920	-94
	Forecasted clients by year end	1,051	943	-108
Home Care	Client numbers at current month	1,075	1,079	4
	Forecasted clients by year end	1,067	1,079	12
Total Non-Residential	Net Expenditure (£'000)	15,805	16,246	441
Extra Care	Client numbers at current month	119	113	-6
	Forecasted clients by year end	120	113	-7
	Net Expenditure (£'000)	1,864	1,751	-113
Supported Living	Client numbers at current month	329	322	-7
	Forecasted clients by year end	329	322	-7
	Net Expenditure (£'000)	16,879	16,951	72
Care Ladder Grand Total	Client numbers at current month	3,497	3,395	-102
	Forecasted clients by year end	3,532	3,437	-95
	Net Expenditure (£'000)	60,182	60,545	363

42. Learning & Opportunities – CYP projected outturn is a £0.376m overspend, excluding the Children's Services Trust (DCST), which is a decrease of (£0.062m) since quarter 2. The main overspends remain the Imagination Library non-recurrent pressure of £0.121m and the cost pressure around Travel Assistance of £0.429m. These are offset by managed staffing under spends across the Directorate (£0.190m). The reasons for the Travel Assistance overspend are two-fold. Previously decision-making for transport, attached to placements was not sufficiently robust, which meant in many cases there was a lack of understanding and awareness of associated travel costs for children placed out of Borough, many in single use taxis. The greatest increase is linked to the increase in out of Borough Special Education Needs placements. There is continued work around reducing costs; including the requirement for all transport costs to be included on placement requests to the Joint Resource Panel, to ensure visibility. The Council has also introduced a new transport assessment officer, whose role is to work with families and carers to explore travel arrangements that promote independence, in particular to explore alternative to taxis. Specifically, the service has now introduced independent travel training, which enables young people where possible to travel independently, encouraging greater independence post education too.
43. The Children's Services Trust (DCST) are reporting an under spend of (£1.0m) against the contract value for 2019/20, which is £0.1m less than at quarter 2 due to increased placements costs. The underspend is a combination of reduced net costs to the Trust of (£0.630m) mainly due to under spends on the Care Ladder, and how the Trust is funded for Out of Area children who have educational costs within their placement which means there is additional income of (£0.395m) that needs to be funded from the Dedicated Schools Grant (DSG) High Needs Block. This will result in an additional pressure on the DSG High Needs Block for 2019/20 which is managed by the Council in consultation with Schools Forum.
44. Corporate Resources is forecast to underspend by £0.04m. The overspends mainly relate to £0.60m of on-going loss in the Customers, Digital and ICT section arising from housing benefits transferring over to Universal Credit (this results in a loss of housing benefit subsidy and housing benefit recovery) and £0.85m from reduction in income levels from the Traded Services transferred from E&E in the Finance section. These costs are mainly off-set by one-off salary underspends across the directorate of £1.00m, one-off budget transferred from E&E for the above Traded Services £0.38m and savings in borrowing budgets for Transport services £0.32m. The change from quarter 2 mainly relates to increases in projected salary underspends off-set by reduced levels of income from the services transferred from Economy & Environment.
45. The Directorate is proactively managing its resources and has absorbed the £0.16m cost of the Communications Strategy and the housing benefit overpayments issue £0.60m (for which a proposal is included in the 20/21 budget

setting proposals). The performance of the Trading Services is being closely reviewed.

46. Economy & Environment is projected to underspend by £0.82m. This is a result of Highways Operations £0.35m underspend due to over-recovery of overheads; Planning £0.25m underspend due to vacancies and "new burdens" grant funding; Network Management £0.14m underspend mainly due to income from road closures; Property Services £0.10m underspend across a number of services and buildings; Waste £0.10m underspend mainly due to lower tonnages than budgeted and Parking Development & Enforcement £0.13m underspend mainly due to income from bus gates. Previously reported underspends related to income from bus gates are no longer included as they have been earmarked to be spent on enabling regeneration. These underspends are reduced by £0.37m of budgets transferred to Corporate Resources.
47. Council Wide is forecast to underspend by £0.80m. During quarter 3, contingency budgets have been reviewed for known and expected commitments resulting in the release of £1.00m of funding. Other significant issues include lower than expected pension costs for former employees £0.20m, underspend in the levels of Minimum Revenue Provision required to fund the capital programme £0.15m, Treasury Management savings £0.12m and increased levels of buy-back of leave £0.12m. These are off-set in part by an estimate of £0.65m for the impact of the November floods which is the threshold for the Bellwin claim £0.45m and an additional £0.20m costs and £0.17m resulting from the unavailability of capital receipts to fund revenue costs.
48. The healthy financial position of a projected £1.3m underspend at the end of the financial year means it is possible to allocate funding on a one-off basis to specific projects. The Mayor is taking this opportunity to shore up the response to floods by investing additional capacity within community teams and early help services and to support flood resilience arrangements (£0.30m). In addition, revenue contributions will be made for the replacement of CCTV equipment (£0.50m) and the provision of additional resources to support the investment in our smaller leisure facilities (£0.50m). The use of the underspend in this way will be facilitated through the creation of earmarked reserves.
49. The balance of uncommitted reserves is £14.4m, which is not excessive for a Council of our size, which spends £499m a year; £14.4m would only run the Council for 11 days. This level of reserves is considered adequate to meet known risks and contingencies. Careful consideration should continue to be given before funding any unexpected costs from reserves and where possible unused funds should be transferred to the uncommitted reserves thereby increasing the balance available.

Housing Revenue Budget (HRA)

50. The outturn projection at quarter 3 is an underspend of £0.7m. The revised budget assumes a contribution of £0.7m from balances; the £0.7m underspend means that the contribution from balances is reduced to zero. The variances are £0.5m underspend on expenditure which is due to a reduction in the management fee to St Leger Homes and expenditure from the tenancy sustainment fund. There is a positive variance of £0.2m on income. A decision was made to waive rents for tenants affected by the November floods and this is expected to cost £0.09m and is built into the above figures.
51. Housing Revenue Budget balances are estimated to be £8.3m as at 31st March 2020, this is an increase of £0.7m from the position at quarter 2. There is a considerable amount of work which is ongoing to understand the revised investment and compliance needs for all properties following the publication of the Hackitt report and the consultation paper "Building a safer future: proposals for reform of the building safety regulatory system" the consultation period ended on

31st July 2019. It is likely that there will be implications for both revenue and capital budgets in future years.

52. Current rent arrears at quarter 3 are £2.4m (3.29% of the rent debit); this is an increase of £261k from £2.2m (2.95%) at quarter 2. This performance is on track and is being monitored very closely due to the rollout of full service for universal credit (from 11th October 2017). A provision was included in the Housing Revenue budget therefore it is not expected to negatively impact on the monitoring position. As at 31st December, the amount of former tenants' arrears was £1.2m an increase of £0.1m from quarter 2, there have been no write offs during the third quarter.

Capital Budget

53. The capital spend projection for 2019/20 at quarter 3 is £119.2m (£127.5m at quarter 2) with a further £304.7m projected to be spent in future years (£265m at quarter 2). Actual expenditure incurred so far this year is £49.3m. It is currently estimated that there will be a £12.2m shortfall in the required level of capital receipts. This is again due to sales that were expected to be completed in 2019/20 are now expected to complete in 2020/21. This position will continue to be closely monitored. Based on an average asset life of 20 years and interest rate of 2.75% the shortfall would create an additional revenue pressure of £0.95m.
54. The Council is reliant on one high value sale completing in the current financial year to avoid an additional Minimum Revenue Provision charge of up to £65k, which would have to be met from revenue budget.

Collection Fund

55. 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	-136.34	-136.62	-0.28	-3.66	3.39	-0.55
Doncaster Council	-111.87	-112.10	-0.23	-3.10	2.86	-0.46

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

The overall collection fund projected surplus is largely attributable to the longer-term collection rate being higher than budgeted for £-0.68m offset by lower growth £0.35m. The surplus has reduced by £0.56m from quarter 2 due to higher levels of relief being awarded than previously forecast.

Council tax arrears currently stand at £16.3m, compared to £16.4m target. The target for the reduction of Council Tax arrears was £1.7m for quarter 3. This was not achieved due resources being deployed for flood related work however, overall performance remains on target.

b. Business Rates:

	Budget £m	Projection £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance* £m
Collection Fund	-92.62	-95.77	-3.15	2.08	-2.15	-3.22
Doncaster Council	-45.39	-46.93	-1.54	1.02	-1.06	-1.58

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

The variance in 2019/20 on the business rates collection fund is mainly due to increased levels of gross rates £-2.15m and lower than estimated levels of retail relief being issued £-0.56m.

The target for business rates arrears is £3.8m and they currently stand at £4.7m. The actual net position has not changed from period 2 due to a number new assessment being backdated to previous years and increasing the arrears value. The arrears from these new assessments will be paid through instalment plans during the remainder of the year.

STRATEGIC RISKS

56. We have reviewed the strategic risk register to ensure they remain aligned to the council's priorities. The register contains 13 risks all have been profiled for Q3.A new risks have been proposed around the Children in Care persistent absence at secondary level in view of our corporate parenting responsibilities. This risk will be developed and added to the risk register. Detail of all the Directorate Strategic Risk Profiles is contained within the Appendix C.

OPTIONS CONSIDERED

57. Not applicable

REASONS FOR RECOMMENDED OPTION

58. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

Outcomes	Implications
<p>Connected Council:</p> <ul style="list-style-type: none"> • 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>Council budget and monitoring impacts on all priorities</p>

RISKS & ASSUMPTIONS

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

LEGAL IMPLICATIONS [Officer Initial: NC Date: 28/01/20]

60. 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: RLI Date: 17/01/20]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initial: RH Date: 29/01/2020]

62. Key performance indicator outcomes that are specific to the workforce are detailed within the body of the report and appendix A 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 Performance and Development Review (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: 27/01/20]

There are no specific technology implications in relation to this report. However, technology continues to be a key enabler to support performance improvement and 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: 28/01/2020]

63. 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: 17/01/20]

64. 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

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

BACKGROUND PAPERS

66. Not applicable.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

64. N/A

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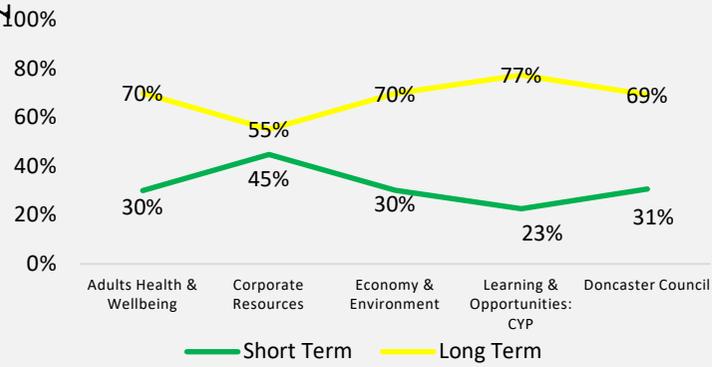
Debbie Hogg
Director of Corporate Resources

Absence Management

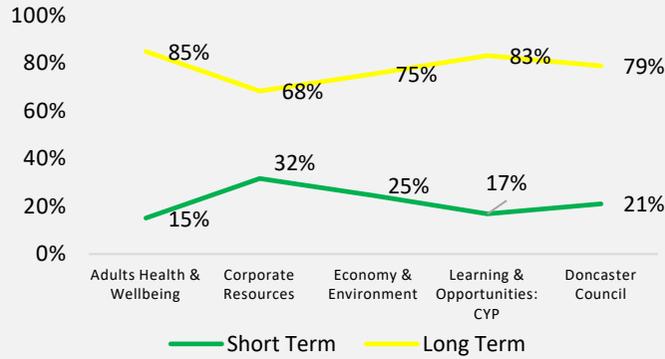
Appendix A

Long Term vs Short Term Trends

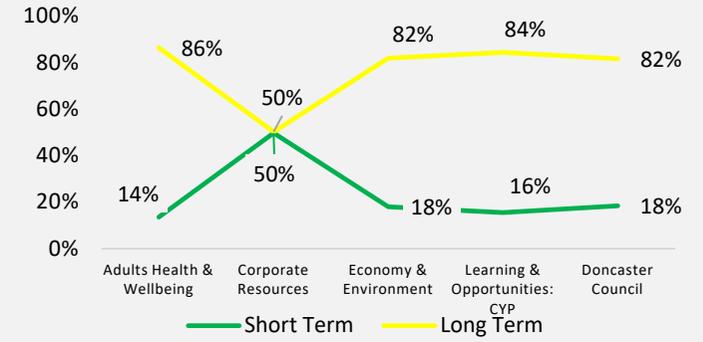
Quarter 4 2018-19



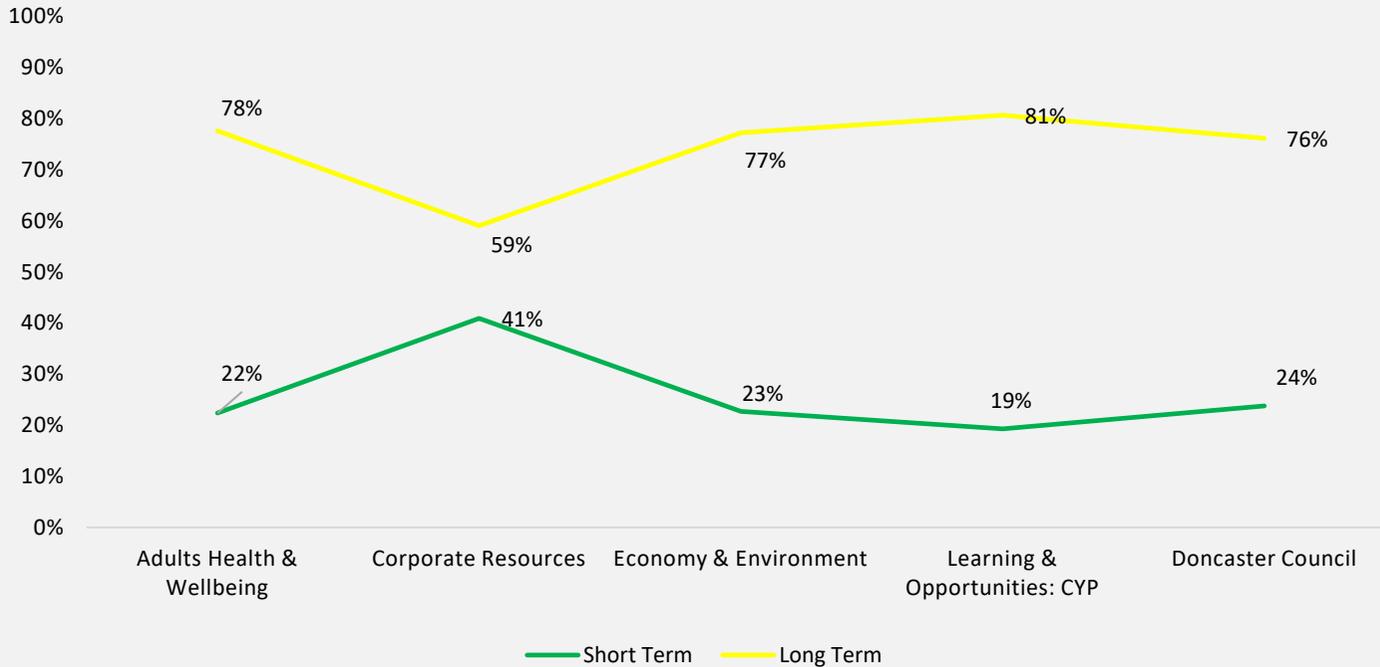
Quarter 1 2019-20



Quarter 2 2019-20



Quarter 3 2019-20



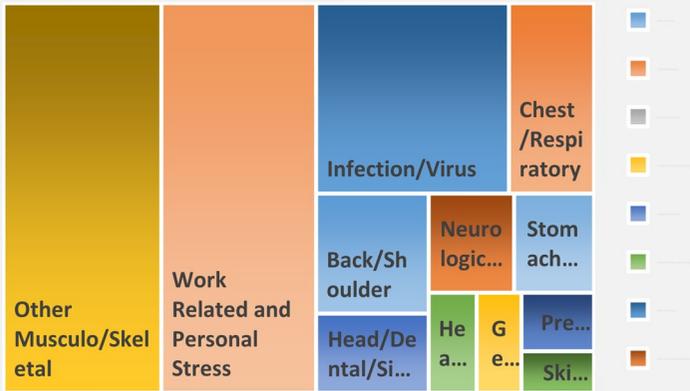
Quarter 3 has seen a continuation of the trend from the previous three quarters of long term absence being responsible for over 75% of all absences in Doncaster Council.

This trend is replicated across all Directorates with the exception of Corporate Resources who have a closer split of long term and short term absence.

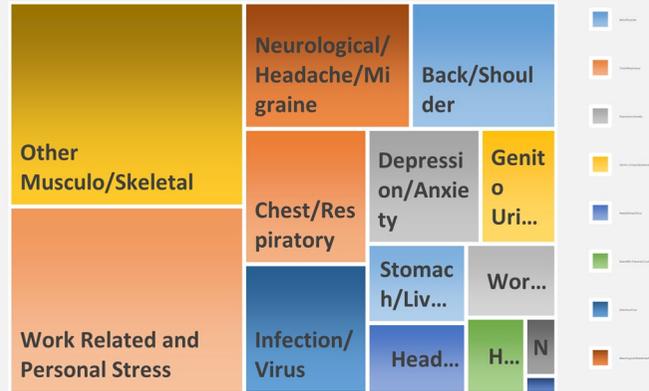
Reasons for Absence

The treemaps below show how many days sickness absence has been recorded against each reason for absence. The larger the box the more days that have been recorded against the reason for absence.

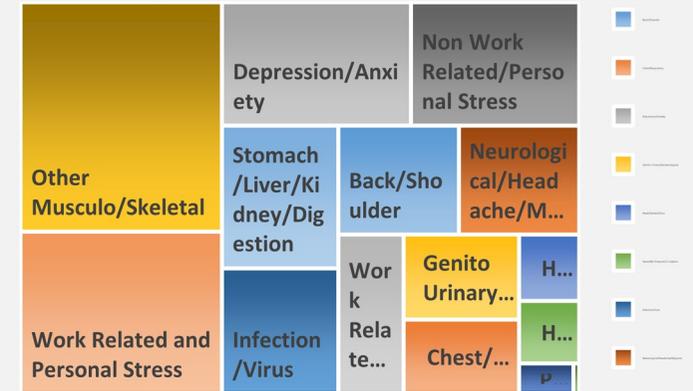
Quarter 4 2018-19



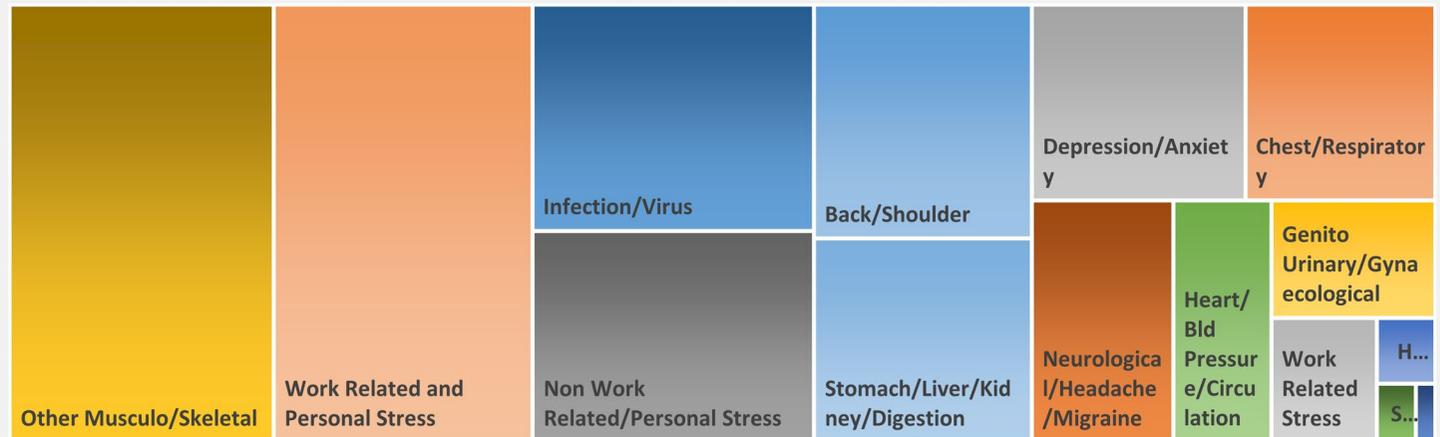
Quarter 1 2019-20



Quarter 2 2019-20



Quarter 3 2019-20



Quarter 3 has seen a continuation of the trend for the top 2 reasons for absence being Other Musculo/Skeletal and Work Related and Personal Stress.

In quarter 3 we saw Infection/Virus return in the top 3 reasons for the first time since quarter 4 of 2018/19. This is to be expected with quarter 3 being the start of 'flu season' and would also explain the slight increase in short term absence compared with previous quarters.

- Back/Shoulder
- Chest/Respiratory
- Depression/Anxiety
- Genito Urinary/Gynaecological
- Head/Dental/Sinus
- Heart/Bld Pressure/Circulation
- Infection/Virus
- Neurological/Headache/Migraine
- Non Work Related/Personal Stress
- Other Musculo/Skeletal
- Pregnancy Related
- Skin Conditions
- Stomach/Liver/Kidney/Digestion
- Work Related and Personal Stress
- Work Related Stress



FINANCE PROFILE

		Quarter 3 2019/20		
Adult Health and Well-Being Revenue		Gross Budget	Net Budget	Variance
		(£m)	(£m)	(£m)
	Adults Health & Wellbeing Total	162.954	77.946	0.925
	Adult Social Care&Safeguarding Total	103.203	70.629	-0.511
<ul style="list-style-type: none"> Our forecast has improved slightly to an overall underspend of (£510k). This is most likely because, in spite of the impact of floods, the otherwise mild winter has resulted in lower than expected social care demand. Our underlying position reflects some positive improvement in usage of care homes for older people. We are helping older people stay at home for longer but we are continuing to control homecare costs with our strength-based approach in spite of demographic pressures. Our performance in usage of care homes for younger adults continued to compare positively with other Councils. We have cleansed our data recently which has led to a rebalancing of long term and short term placement costs. We have cost pressure in Direct Payments which we are looking into. This mainly relates to increases in assessed needs of existing people we support rather than any unaccounted for increase in new people. We had planned to increase income from fees and charges this year but proposals are currently being consulted upon so any increase in income will not happen until 2020-21. We are managing our staffing establishment carefully and holding vacancies where it is safe to do so in order to remain within budget. 				
	Communities Total	24.765	12.886	0.920
<ul style="list-style-type: none"> The projected outturn for PD9 is showing an overall overspend of £920k. This is a change of £630k since PD8. The pressures are largely attributed to an overspend arising from pressures in Libraries & Culture of £622k for costs in 2019/20 identified below (this is partly offset by (£280k) GF that has been vired from Community Provision), plus £646k for the setting up of a reserve to cover 2020/21 & 2021/22 associated with additional works of £192k Arts, £316k Archives and £138k for the Library new build. Libraries & Culture - For 2019/20 Arts are now projecting an overspend of £147k. This is a decrease is of £25k since PD8 due to a budget within E&E Events being identified to cover £25k of costs. 2019/20 overspend this is mainly due to costs arising from Pilgrim Woman £109k, Culture festivals - Right up our Street £30k, Bawtry Illuminate £24k, Global Streets £25k, Americana festival £2k, offset by (£20k) income plus (£25k) from the Events budget. £603k projected overspend in Heritage Services for 2019/20, £433k of which is due to costs associated which the clean, transfer & storage of Archives, £58k staffing salary costs, £30k loss of income from the parking meters which have been vandalised, £10k loss of income associated with weddings and events and £15k overspend on equipment. Offset by Libraries which are showing an underspend of (£128k) due to staffing vacancies. A zero based budget review of resources to manage the new library and museum service is being undertaken. The income target of £600k in HEART, which is aligned to the revised Fees and Charges project will not be implemented until 2020/21. However this income pressure is largely being offset by a (£160k) underspend in Day Services of which (£92k) is associated with staffing vacancies, (£78k) of transport efficiencies. Noting that the overall Day Services saving target for 2019/20 has been achieved. Residential Services are showing an underspend of (£22k) with (£12k) arising from Amersall Courts staff vacancies, however, there is a £71k shortfall in income which is being offset by (£78k) of staffing reductions. Short Stay - Eden Lodge has a (£10k) underspend due to staff vacancies which will be recruited to in Nov/Dec. Hamilton Court is showing an underspend of (£12k) associated with staffing vacancies but it is expected that the budget will be spent on backfill by yearend. Community Provision (£10k), this is a change of £280k since PD 8 due to realigning grant income and a one off virement of £280k GF to Libraries and culture. Community Safety are projecting an overall £30k overspend, attributed to a £7k overspend in Community Safety Management, £71k overspend in the Alarm Receiving centre, of which £36k is staff pressures, £31k as a result in the delay in gaining TGB approval for the new video management system and £4k associated with the wireless transition in Hexthorpe. Some of the pressures are being offset by an underspend of (£23k) due to staffing vacancies in the School Crossing Service, and (£13k) of staff savings in the NRT team and an additional (£11k) income from PCC has been identified since PD8. Town Centre - Remains in line with PD 8. The Stronger Community Area Teams are projecting an underspend of (£71k). These underspends are associated with staff vacancies mainly in Central (£35k) and South (£30k), it is anticipated that these vacancies will be recruited to in Nov/Dec. 				
	Director Of Adult Services Total	1.866	0.423	-0.270

- Underspend on Management of Change budget (£430k), with projected costs included for DP Lead £34k and projected cost of inflating DP support packages £350k. Underspend of (£491k) relating to the use of one-off iBCF to balance the overall position for AHWB to a projected break-even position.

 **Commissioning & Contracts Total** **11.500** **7.514** **0.321**

- Current forecast is an overspend of £315k. This relates to an overspend on Community Equipment of £394k offset by an overachievement of 18/19 contract savings of £82k (£482k achieved against a target of £400k). A paper is due to be taken to DLT re. proposals to address the overspend and future need/reprocurement of the service. Further analysis is taking place on the spend associated with Childrens and their current level of contribution.

 **Public Health Total** **19.500** **0.688** **0.005**

- Small overspend on staff salaries. not projected to increase and will be covered via public health grant next year.

 **Director Of Improvement Total** **2.120** **-14.195** **0.459**

- Overspend of £458k relates to unmet staff saving target which is being managed in year and offset by temporary vacancies/underspends on staffing budgets within Adult Social Care and Communities.

Quarter 3 2019/20

Adults Health and Well-Being Capital

	Budget	Projection	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
 Adult, Health & Well-Being Total	7.1	7.7	31.2	24.8
<ul style="list-style-type: none"> • There are no major concerns with the AHWB programme at Q3. £10m has been removed from the Leisure Facilities Investment scheme, additional resources were requested during budget setting and the full scope of the scheme is to be reviewed during this process. 				
 Adult Social Care	4.7	4.9	18.4	23.4
<ul style="list-style-type: none"> • The main schemes in Adult Social Care are the Adaptations £2.2m and Disabled Facilities Grants (DFGs) £2.46m. Part of the DFG grant funding is currently allocated to the Eden Lodge lift scheme. 				
 Communities	0.3	0.7	0.1	0.2
<ul style="list-style-type: none"> • Schemes within Communities are mainly section 106 funded open space improvements/play area installations, grant funded Heritage Services projects and Library Service schemes. The change from Q2 is due to re-profiling the Cusworth Hall improvements & Bentley Library schemes into 20/21. 				
 Modernisation and Commissioning	0.3	0.1	2.0	0.4
<ul style="list-style-type: none"> • The main schemes in Modernisation and Commissioning is the Customer Journey development scheme £0.5m. The Customer Journey scheme is now starting to take shape with commitments of £0.14m being made against the allocation in 19/20. £2m has been removed from later years for an extra care housing project following review during budget setting. 				
 Public Health	1.8	2.0	10.7	0.8
<ul style="list-style-type: none"> • Within Public Health there are some schemes within Sport and Leisure, including the annual DCLT capital payment of £1m and the partially grant funded Closed Road Cycle Circuit scheme. £10m has been removed from the Leisure Facilities Investment scheme, additional resources were requested during budget setting and the full scope of the scheme is to be reviewed during this process. 				

Quarter 3 2019/20

Corporate Resources Revenue

	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
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 Corporate Resources Total	115.355	20.386	-0.041
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 Customers, Digital & Ict Total	74.790	8.589	0.533
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- M9 - This area is now forecast to overspend by £0.53m at month 9. This is mainly the on-going £0.60m under recovery of housing benefit over-payments as a result of a lower number of cases and less over-payments, and continues to be closely monitored (with a budget pressure recorded in the 20/21 budget setting process). This is mainly off-set by one-off salary underspends of £0.16m from across the service. These are shown as one-off as they are expected to be used as savings in 20/21. The increase in overspend from month 8 is mainly due to increased recruitment in Customer Services £0.05m

 Corporate Resources Director Total	0.753	0.395	-0.459
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- M9 - This area is forecast to underspend by £0.46m due mainly to changes following the transfer of a number of services from Economy and Environment (E&E). The services transferred had an accumulated overspend of £0.38m and these are showing in individual services, mainly Finance. Budget of equal value has been moved from E&E to off-set the overspend and has been moved to this area to allow services' actual performance to reported without affecting Corporate Resources overall position. In addition, the salary budget for the former Assistant Director of Trading Services underspend has moved into this area to be used one-off in 19/20 and then £0.10m will be used to meet pressures in the 20/21 budget. No change from month 8

 Finance Total	25.528	0.561	-0.033
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- M9 - This area is forecast to underspend by £0.03m at month 9. Bereavement Services are forecast to overspend by £0.23m (reduced services therefore reduced income), Schools Catering is forecast to overspend by £0.17m (loss of surplus making schools) and Inpress is forecast to overspend by £0.06m (reduced activity). This is offset by Fleet Services underspend of £0.25m mainly from delayed borrowing savings, and £0.37m of salary underspends from non-trading parts of Finance. The £0.03m increase in underspend from month 8 is mainly due to additional salary underspend

 Hr, Comms & Exec Office Total	5.339	4.312	0.071
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- M9 - This area is forecast to overspend by £0.07m at month 9. The projected costs of implementing the revised Communications Strategy are £0.09m (with £0.06m being one-off) and accumulated overspend from Corporate Health and Safety £0.18m are mainly off-set by £0.08m from one-off income from schools for job adverts and HR strategy advice (but is forecast to reduce in future years) and salary underspends of £0.11m across the service. The £0.07m change from month 8 is the shortfall in income from income in Corporate Health and Safety

 Legal & Democratic Services Total	5.948	3.868	-0.035
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- M9 - This area is forecast to underspend by £0.04m at month 8. A number of low level items largely off-set each other and resulting in the projected underspend, with salary underspends of £0.08m in Legal Services being the largest individual item. The increase in underspend is mainly due to salary budgets

 Strategy And Performance Total	2.998	2.661	-0.119
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- M9 - No significant issues in this area at month 9. There is a projected underspend of £0.19m one-off underspends from vacant posts. There has been no change from month 8. The population of the revised structure is being implemented

Quarter 3 2019/20

Corporate Resources Capital

	Budget	Projection	Budget Future Years	Projection Future Years
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	£m	£m	£m	£m
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 Corporate Resources Total	33.0	28.0	45.5	41.3
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- The majority of schemes are progressing in 19/20 with no known significant issues. The Q1809 DIPS project's profile and timeframe continues to be reviewed (this is in the Customers, Digital and ICT element of the programme). The largest allocations are for the Q1202 Investment and Modernisation Fund £12.01m, Q2282 Fleet/Plant Replacement Programme £7.50m and Q2298 Capital Receipts Flexibility £3.00m and ICT related projects £4.03m. Spend is low against the projection, and while unnecessary spend is to be avoided, this will be reviewed for the remainder of the year.

- There main reason for the overall variance is as a result of moving allocations from the Investment and Modernisation Fund into the Economy and Environment capital programme and removal of an allocation in the Trading area of the programme.

 Customers, Digital and ICT	4.4	4.0	1.4	1.8
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- The majority of schemes are progressing in 19/20 with no known significant issues. The Q1809 DIPS project's profile and timeframe continue to be reviewed. This is in the Digital element of the programme. The largest allocations are for the Q1809 DIPS £1.13m, Q1414 ICT Desktop and Mobile Upgrades £0.93m and Q1884 Superfast Broadband £0.78m. No significant variances

 Finance	28.4	23.7	44.1	39.5
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- This area is forecast to underspend by £0.03m at month 9. Bereavement Services are forecast to overspend by £0.23m (reduced services therefore reduced income), Schools Catering is forecast to overspend by £0.17m (loss of surplus making schools) and Inpress is forecast to overspend by £0.06m (reduced activity). This is offset by Fleet Services underspend of £0.25m mainly from delayed borrowing savings, and £0.37m of salary underspends from non-trading parts of Finance. The £0.03m increase in underspend from month 8 is mainly due to additional salary underspend.

 HR, Comms & Exec Office	0.1	0.2	0.0	0.0
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- No significant issues in this area at period 6. This area of the programme contains the replacement HR/Payroll system that is being jointly procured with Rotherham MBC at an estimated £0.24m for 19/20. Scheme is progressing - phase 1 went live in June '19 and phase 2 estimated for summer 2020

 Legal & Democratic Services	0.1	0.1	0.0	0.0
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- No significant issues in this area at month 8. Both systems have been installed but issues remain with the voting and conference system which the company is working to resolve

Economy & Environment Revenue

		Quarter 3 2019/20		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Economy & Environment Total	92.927	37.850	-0.817
	Economy & Development Total	27.732	6.885	-0.404

- Period 9 overall underspend: -

Planning underspend -£251k mainly from: -

- Underspend (on-going) -£97k legal and professional fees.
- Underspend (one-off) -£130k vacant posts.
- Underspend (one-off) -£21k additional income from grants, contributions and Local Records Centre.

Major Projects and Infrastructure overspend £6k mainly from: -

- Overspend (on-going) £62k developer contributions in Design.
- Underspend (one off) -£41k from vacant posts (net of income reduction, overtime and agency).
- Underspend (one-off) -£15k various other headings.

Business Doncaster underspend -£56k mainly from: -

- Overspend (on-going) £11k and overspend (one-off) £49k shortfall in apprenticeship levy income.
- Overspend (one-off) £24k Visit Doncaster mainly from less TIC income than expected.
- Underspend (one-off) -£66k vacant posts.
- Underspend (one-off) -£35k provisions for potential SFA and GHEP (ESIF) clawback no longer required.
- Underspend (one-off) -£39k various other headings.

Property Services -£103k underspend mainly from: -

- Facilities Management underspend -£71k; includes overspends on Mary Woollett repairs and Civic Office electricity costs, plus underspends on business rates, utility costs and Mary Woollett income (some of the latter is still under review).
- Strategic Asset Management overspend £245k largely from asset savings not yet achieved £202k. The balance of £43k results from the net of over and underspends across building budgets and team costs, some of the individual values are significant.
- Statutory Planned Main/Comp underspend -£25k mainly from increased efficiency re. hard wired testing and additional income.
- Design underspend (one-off) -£35k vacant posts from delays in restructure.
- Energy underspend (one-off) -£134k mostly re. Carbon Reduction Commitment.
- Public Buildings Maintenance Underspend (one-off) -£92k mostly from over recovery of overheads and income from contract work in excess of target.

	Director Economy & Environment Total	0.046	0.004	0.375
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- Period 9
Overspend (one-off) £375k due to budget transferred to Corporate Resources to balance overspends in Trading Services and the Health & Safety team.

	Environment Total	63.448	30.079	-0.805
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- Period 9
Overspend (on-going) £42k Due to unachieved Digital Council savings in Regulation and Enforcement and £100k to cover the cost of stolen gully covers. Waste Trade income is £300k under achieving due to the loss of customers to competitors and the increase in collection costs to SUEZ.
Overspend (one-off) £0k Due to
Underspend (on-going) -£237k Network management due to the additional income being generated through the street works and permit schemes (identified as new saving in 20/21) and Waste PFI Disposal and associated costs is £367k underspent.
Underspend (one-off) £375k Highways Operations additional income generation which won't reoccur once the overheads have been realigned. Further underspends include Outsourced Kingdom Contracts £100k, Selective licensing income £78k, Green Waste Disposal £64k, Additional Bus Gate Income £50k, PBS Salaries underspends £40k and Street Lighting Repairs and Renewalls £33k.

Additional Comments - Parking would have been underspent by £562k however this amount has been moved to cover costs on the West Moor Link Road. In addition there is £1m of savings due to be taken in 20/21 from highways £500k, Waste £300k and Network Management £200k. This is as well as working towards further savings of up to £3m for 20/21 onwards

	Strategic Housing Total	1.700	0.883	0.017
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- Period 9
Overspend (one-off) £68k SLHD Management Fee mainly from additional premises costs and supplies and services net of underspends on vacant posts.
Overspend (one-off) £5k under recovery of G&T rents (voids)
Underspend (one-off) -£55k mainly for LIP Team staffing vacancies.

Economy & Environment Capital		Quarter 3 2019/20			
		Budget	Projection	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Economy & Environment Total	82.4	75.7	148.7	214.2
	• The key projects in the programme are progressing well. Risks and changes in forecast expenditure are referred to below.				
	Economy & Development	45.4	43.1	63.8	72.9
	• Main areas of spend include Doncaster Culture & Learning Centre (£11.0m), DN7 Unity Link Road (£8.7m), CCQ Cinema (£7.0m), A630 West Moor Link (£5.9m), St. Sepulchre Gate/Station Forecourt (£3.9m) and Transforming Cities Fund Tranche 1 projects (£1.3m) plus a programme of planned maintenance to Council buildings (£1.4m). The projected spend at Quarter 3 is £4.6m less than at the Quarter 2 mainly due to: -				
	a. DN7 Unity Link Road - £3.4m re-profiled to 2020/21 as a result of delayed earthworks due to recent adverse weather. Remaining external funding should still be drawn down this year.				
	b. Strategic Acquisitions fund - £1.0m reduction. £0.2m allocated to purchase of leasehold interest in TH Motson premises and £0.8m re-profiled from 2019/20 to 2020/21 to reflect when future purchases are expected to be made.				
	£5.0m of SCRIF grant relating to West Moor Link is still un-ringfenced, with a final decision from the Combined Authority expected in January. To reflect the risk of the funding being allocated to other SCR projects West Moor Link is now shown as limited by the confirmed funding to the value of the bridge contract and associated works, £6.7m in total including sunk costs.				
	The following risks are associated with the DN7 project but not included in the current profile pending further developments: -				
	a. £0.66m potential shortfall in funding over main contract cost.				
	b. £0.30m additional works may be required relating to issues with culverts.				
	c. £0.58m re. early warning notification from contractor, which is intended to be managed within programme.				
	The Major Projects Team are working on resolving these issues but in the meantime the likelihood of the first two occurring has meant that a capital bid for contingent resources has been made as part of the 2020/21 budget setting process.				
	Strategic Housing	29.4	22.8	79.4	134.0
	• The main areas of spend include: Works to HRA properties £17.0m and Council House New Build £4.5m. The main variances from the budgeted spend relate to works to HRA properties; The forecast spend on thermal efficiency works has been revised due to ongoing contractual negotiations (£1.0m) along with a revision against structural works due to contractor capacity issues (£0.2m) The areas align to the priorities of the housing capital programme (Four year programme approved by Council 4 March 2019):-				
	a) Council House build programme				
	b) Council House improvement and maintenance programme.				
	c) High rise fire safety improvements. d). Energy efficiency works.				
	Environment	7.6	9.8	5.5	7.3
	• The main areas of expenditure in Environment are, Highways Asset Maintenance £7.8m Street Scene £0.70m which includes Parks and Pathways £0.23m. Street Light Improvement programme £1.035m. The 19/20 Highways				

LTP Capital allocation is supported by a carry forward of the unspent element of 18/19 funding which has a full schedule of works profiled against it, this funding is profiled to be maximised this year. The service has managed spend across all the capital budgets, to maximise external spend first and retain internal funding for allocation as potential match funding to support the bid to the DfT for Challenge funds in 20/21 (we await confirmation on whether the bid has been successful). Also the Newton Ings footpath bridge replacement scheme has been put on hold as there is a possibility the Environment Agency may have some ownership responsibility and discussions are ongoing with assistance from the legal team. The Nov 2019 flood event has created a large backlog of safety works and also delayed delivery of the full capital programme (around 6 weeks delay and still increasing). External delivery support from Barnsley MBC and possibility Rotherham MBC has been secured. The 19/20 and 20/21 programmes will be assessed to maximise opportunities to fund elements of the flood damage, which stands at £4.1m across the Highways Infrastructure assets.

		Quarter 3 2019/20		
Learning and Opportunities; CYP Revenue		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning & Opportunities Cyp Total	109.324	63.005	-0.649
	Centrally Managed	4.796	0.257	0.000
	Partnerships & Operational Del	9.428	2.661	-0.062

- Partnerships & Operational Development (£0.062m) underspend:

Partnerships and Operational Development projected outturn is an under spend of (£0.062m), which is an increase of (£0.032m) since month quarter two. There is a non-recurrent pressure from the Imagination Library £0.121m, which was withdrawn in August 2019 after a comprehensive review including consultation with residents. The review recommendations have been implemented including the promotion of Book Start and local libraries. There is no expectation that there will be any further costs. There is a Traded income shortfall of £0.145m within the Education Welfare Service, which is linked to less schools than expected taking up the traded offer. Buy Doncaster is supporting the service to develop a plan to increase traded income. These pressures are offset by staffing under spends of (£0.153m) due vacancies within the financial year in Early Years, Locality Delivery, Partnerships & Engagement and Education Welfare Service. The service areas are managing the vacancies with minimal impact on service delivery and a review of all directorate vacancies will be completed by the end February 2020 post functional review. There has been additional Schools Fines income of (£0.185m) as holiday related penalty notices have grown again, in line with national trends.

Dedicated Schools Grant (DSG) for 2019-20 is predicted to overspend by £4.3m due to pressures within the High Needs Block which includes expenditure on Special Educational Needs, Out of Authority Placements and Alternative Provision. It is expected that this overspend will be offset by savings in future years. There has been an increase in children placed in out of authority placements (inc special educational needs), which is due to a combination of levels of need and local schools provision. There is a significant amount of work being completed at both operational and strategic levels. Operationally funding requests are now submitted to the multi-agency Joint Resource Panel, which has a mandate to ensure all local options have been explored prior to any out of authority placement being agreed. There is an expectation that this will stem the flow and allow a greater grip on resource allocation. Strategically senior education leads in the council are liaising with schools around the devolution of elements of the dedicated schools grant to ensure that locally there are the right services in place to support children, improving outcomes and reducing costs.

	Commissioning & Business Devel	39.321	9.189	0.438
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- Commissioning & Business Development £0.438m over spend:

Commissioning and Business Development projected outturn is a cost pressure of £0.438m, which is a decrease of (£0.029m) since month quarter two. There are two main cost pressure areas. Travel Assistance costs are £0.429m, which are primarily due to the increased number of pupils and students accessing education outside of the authority. The reasons for this are two-fold. Previously decision-making for transport, attached to placements was not sufficiently robust, which meant in many cases there was a lack of understanding and awareness of associated travel costs for children placed out of Borough, many in single use taxis. The greatest increase is linked to the increase in out of Borough Special Education Needs placements. There is continued work around reducing costs; including the requirement for all transport costs to be included on placement requests to the Joint Resource Panel, to ensure visibility and the introduction of a transport assessment officer, whose role is to work with families and carers to explore travel arrangements that promote independence, in particular to explore alternative to taxis. Specifically, the service has now introduced independent travel training, which enables young people where possible to travel independently, encouraging greater independence post education too. Over the last two months, there has been an increase in the numbers trained and this will continue into the New Year. In addition, all requests for resources, across health, education and social care must now include associated transport costs to make sure that the Joint Resource Panel is fully aware of all costs and allows for greater grip and control. This offers assurance that all costs are now transparent and are being robustly considered. The chair of the panel has feedback that this is working well. It is important to note that all decisions are made in the best interests of children. This is also aligned to Future Placement Strategy, which has the vision of keeping children at home, or as close to home as possible, meaning less future transport costs. The group is looking at further ways the budget pressure can be reduced. Learning Provision £0.161m above budget due to two main areas. Increased support provided by the Learning Standards and Effectiveness team, as part of the challenge and support process, which is helping to drive up the quality and performance of learning. The second area, are expected deficits when maintained schools are subject to a sponsored academy conversion. The team continue to work with schools to mitigate this pressure

through financial recovery plans in advance of conversion. These costs are all expected to be temporary and not ongoing into 2020-21. LOCYP is currently developing and market testing a traded single offer for an integrated personalised Learning Provision (Buy Doncaster, Learning Futures) to become live in totality for April 2020 as a chargeable service and as a tapered offer during the autumn term, in particular for an integrated training offer. Projected traded income shortfalls to be closely monitored to consider if these are budget pressures that will carry forward into future financial years.

The projected over spends are offset by staffing under spends in Educational Psychology (£0.113m) due to vacancies in the service within the financial year, and an under spend in Children with Disabilities placements (£0.101m) as there has been no growth in 2019/20 to date. The Future Placements Strategy has been agreed by Cabinet and is now moving into implementation.

	Childrens Services Trust	55.779	50.897	-1.025
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- The Children's Services Trust (DCST) (£1.025m) under spend:

At month nine DCST are reporting an under spend of (£1.0m) against the contract value for 2019/20, which is £0.1m less than at quarter two due to increased placements costs. The underspend is a combination of reduced net costs to the Trust of (£0.630m) mainly due to under spends on the Care Ladder, and how the Trust is funded for Out of Area children who have educational costs within their placement which means there is additional income of (£0.395m) that needs to be funded from the Dedicated Schools Grant (DSG) High Needs Block. This will result in an additional pressure on the DSG High Needs Block for 2019/20 which is managed by the Council in consultation with Schools Forum.

Learning and Opportunities; CYP Capital	Quarter 3 2019/20			
	Budget	Projection	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
 Learning & Opportunities - CYP Total	12.7	7.6	20.4	23.0
<ul style="list-style-type: none"> Forecasts have been developed following meetings with the management team concerned and the forecasts reflect some slippage from the approved budget set at March. There are no major concerns regarding the overall programme but the new Bader school has some potential cost pressures which will need to be monitored over the coming months 				
 Centrally Managed	0.2	0.2	0.4	0.6
<ul style="list-style-type: none"> This budget is set aside for emerging schemes and to cover various possible over spends on other projects 				
 Commissioning & Business Development	10.8	6.5	18.8	20.0
<ul style="list-style-type: none"> Largest elements of expenditure are £3.5m for the new Bader school development, £1.5m for the school condition programme inc roofs, £0.56m for additional school places, Safeguarding & Access £.5m and funding devolved to schools (DFC) £.4m. Some slippage here, compared to the original budget due to the Bader school start being delayed and delays to planned increases to school places into 2020-21. 				
 Partnerships and Operational Delivery	1.2	0.8	0.1	0.7
<ul style="list-style-type: none"> Largest element here is the new Inclusion development at East Dene Centre at £.6m which should open in January 2020. The costs also include works at Heatherwood & Our Lady of Sorrows schools related to Inclusion Service development. The current year expenditure reflects some expected slippage on the original budget due to delays to plans to use the remaining Inclusion Services monies, these monies should be spent in 2020-21. The SEND grant is funding part of the cost of these works. 				
 Children's Services Trust	0.5	0.1	1.1	1.7
<ul style="list-style-type: none"> Slippage on project development has occurred with developing care leavers accommodation so very little expenditure expected this year, there is potential for zero expenditure. 				

Council Wide Budgets Revenue		Quarter 3 2019/20		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Council Wide Budget Total	18.848	-72.211	-0.801
	Change Programme Total	0.000	-0.150	0.000
	Gnrl Financing/Treasury Mngmen Total	6.548	5.922	-0.117
	• P9 - this area is still projecting to underspend by £0.11m at month 9 due to Treasury Management savings.			
	Levying Bodies/Parish Precepts Total	16.348	16.348	0.000
	Other Centrally Funded Total	11.660	1.726	-0.299
	• M9 Underspend (one-off) £-0.35m. Underspend (one-off) £-1.00m contingency budgets have been reviewed for known and expected commitments resulting in the release of funding. Underspend (one-off) £-0.17m due to an increase in the levels of leave being bought back. Overspend (one-off) £0.17m due to the unavailability of capital receipts contribution to revenue. Overspend (one-off) £0.65m an estimate has been included for the impact of the November floods which is the threshold for the Bellwin claim £0.45m and an additional £0.20m costs.			
	Revnuce Costs Ex Cpital Progrmm Total	-26.154	0.000	0.000
	Technical Accounting Total	4.990	4.990	-0.154
	• M9 - No significant issues in this area at month 9, with a projected underspend of £0.15m due a reduction in the charge in Minimum Revenue Provision.			
	Business Rate Retention Total	0.000	-106.324	-0.030
	• M9 - No significant issues in this areas at month 9. There is a one-off underspend of £33k resulting from revised estimate of grants receivable compared to be budget estimates. Variance results mainly from over estimation of retail relief claimed £296k off-set by under estimation of small business rate relief claimed -£263k for retail relief and an under estimation of grant for the capping of the multiplier -£54k.			
	Severance Costs Total	5.456	5.277	-0.201
	• M9 - No significant issues in this area at month 9. There is a one-off underspend of £0.20m due to lower than expected pension costs for former employees.			

Treasury Management Update – Quarter 3 2019-20

1. The estimated outturn for Treasury Management is an underspend of £117k (reduction of £244k from quarter 2, following the transfer out of £250k budget to support regeneration projects). The underspend is due to a combination of lower borrowing costs than originally budgeted and we are forecasting higher investment income than in the Original Estimate.
2. As an authority we remain under borrowed by £79m which is 13% of our Capital Financing Requirement (borrowing need). Remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt. This minimises interest paid on external debt but is not a permanent solution and does carry some interest rate risk.
3. Interest rate risk (risk of paying higher rates when borrowing is taken) remains low as borrowing rates remain subdued, due to global growth uncertainty, trade disputes and the continued uncertainty (despite the election) of establishing beneficial trade agreements after Brexit.
4. On 9th October 2019, the Public Works Loans Board (PWLB) increased the margin they charge as interest from 0.8% to 1.8%. This should not impact on our interest costs for this year, as we are focused on borrowing short term from other local authorities. Any impact would come in the next financial year, as it may increase the rates offered within the local authority market, if demand starts to outstrip supply. The rates will continue to be closely monitored.

Borrowing

Figure 1: The following table summarises the Councils forecast Debt Portfolio as at 31st December 2019.

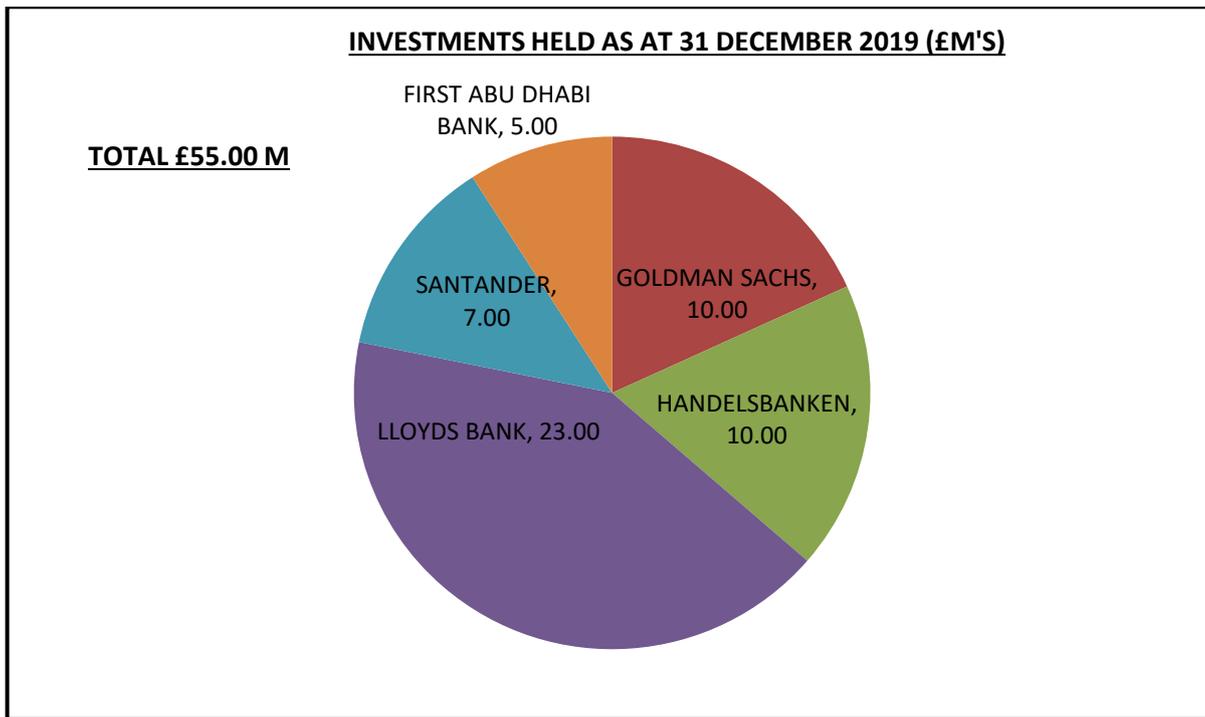
Doncaster Council Debt Portfolio and Maturity Profile as at 31st December 2019				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	18.37	94.728
12 to 24 Months	50	0	5.50	28.350
24 Months to 5 Years	50	0	8.20	42.288
5 Years to 10 Years	75	0	4.49	23.160
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			63.44	327.214
40 Years to 50 Years				
50 Years and above				
TOTAL			100.00	515.740

5. During the 2019/20 financial year, the Council has a borrowing requirement of £79.1m. £29.6m in new external borrowing to support the Capital Programme, £49.5m to replace loans maturing during the year.
6. Short-term interest rates remain low and offer opportunities. The recent increase in rates by PWLB has removed the opportunity to take long-term loans at value for money rates. We expect that this will lead to new lenders looking to fill the gap. We expect increased interest to lend from banks; pension funds and even the UK Municipal Bonds Agency may now be able to issue a competitive bond. Borrowing by issuing bonds will also become more popular, but doing so brings additional scrutiny from rating agencies and are more complex to arrange than a PWLB loan so have a much longer lead in time. By keeping to our strategy, we should still be able to operate within our target maximum borrowing rate of 1.5% for all new lending taken out during this financial year.
7. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 4th March 2019, have been breached during this financial year.

Investment

8. The investment portfolio can be seen in Figure 2. The investments are a mixture of call accounts for liquidity, fixed rate bank investments and Certificates of Deposit.
9. The current average investment rate is a creditable 0.94%, against a benchmark rate of 0.57%, primarily because 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 Handelsbanken call account facility.
10. Officers can report that no investment limits have been breached during the financial year 2019/20.

Figure 2: The following chart summarises the Council's investment portfolio as at 31st December 2019.



Risks

11. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 4th March, 2019. Key risks relate to our investment portfolio: -
- a. The risk of reduced investment interest rates is considered low, the markets indicate that there is a 50% chance that rates could fall by 0.25% by next December.
 - 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 Block Budget Allocations Quarter 3 2019-20

	Funding Source	Allocation of block budget 2019/20 £m	Allocation of block budget Total £m
Corporate Resources			
Investment & Modernisation Fund – Allocation of block budget to Economy & Development (Mary Woollett LED Replacement)	IMF	-0.13	-0.13
Economy & Environment			
Economy & Development			
Strategic Acquisitions – Allocation of block budget to: -	Corporate Resources	-0.17	-0.17
Purchase of leasehold interest in TH Motsons premises		0.17	0.17
Investment & Modernisation Fund – Allocation of block budget from Corporate Resources: -	IMF	See Above	See Above
Mary Woollett Centre LED replacement		0.13	0.13
Retained Buildings – Allocation of block budget to: -	Corporate Resources	-0.041	-0.041
Bereavement Services Boiler – additional cost £16k		0.016	0.016
North Bridge Depot alterations re Tree/Play Team workshop		0.025	0.025
Housing			
Council House Build Unallocated- Allocation of block budget funding to individual approved schemes:-			-8.66
Council House Ph5 Adwick Lane, Toll Bar			3.55
Council House Ph5 North Eastern Road, Thorne			1.70
Council House Ph6 New Street, Blaxton			1.13
Council House Ph6 Athelstane Crescent			0.96
Council House Ph6 Appleby Road, Intake			1.32
Environment			
LTP DfT Highways Maintenance Grant – Allocation Of Block Budgets to additional schemes from the prioritisation list due to revised projections/reallocation of resources from within the programme.	LTP Highways Maintenance	-0.29	-0.29
UU GRAHAM ROAD CARRIAGEWAY		0.16	0.16
RU84 CROWTREE BANK CARRIAGEWAY		0.13	0.13

Virements for Elected Mayor / Cabinet / Portfolio Holder Approval

2019/2020 Quarter 3

Financial Procedure Rule B.14 – Proposals for virement between Directorates must be approved by the CFO, up to £250,000 and key decision approval is required for virements greater than £250,000 i.e. by Elected Mayor and/or Cabinet and/or Portfolio Holder. The value of the virement is defined as the gross annual budget.

The following virements are proposed for approval: -

	Reason	Directorate	£
	None this quarter		

Key:

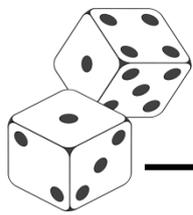
E&E – Economy and Environment

CWB – Council Wide Budget

AH&WB – Adults Health & Wellbeing

L&OCYP – Learning and Opportunities

CR – Corporate Resources



STRATEGIC RISK PROFILE

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	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19
		5	10	—	5	10	10

Current Position

There has been no incidents where the policies and standards have not been followed in the last quarter.

Mitigating Actions

The safeguarding team has now moved out to work on enquiries alongside colleagues in the Locality Teams.

The Safeguarding procedures continued to be revised and refreshed with colleagues from across Adult Social Care.

I alongside colleagues have attended a series of national workshops on best practice in terms of response to safeguarding concerns.

Work is progressing on co-locating Children's and Adults safeguarding triage teams

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	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19
		12	8	—	12	12	12

Current Position

Due to the demand for and pressure on AHWb services the overall risk score was increased from 12 to 20 in Q2 (18/19) this was reduced back to 12 in Q4 (18/19) and presently has remained static through 19/20 (Q1, Q2 & Q3). Although this is positive - this is still approaching the limit of risk appetite.

The mitigating activities initiated in Q3 18/19 continue to have a positive impact - including the YLD Programme review, Projects & Transformation resource allocation plan and continued focus on collaborative working across all services involved.

Following successful BCF bids a number of critical operational posts have now been recruited to..

Mitigating Actions

- Workforce development activity to continue to focus on cultural and transformational change.
- Continued progression of Frontline Engagement Group.
- Continuing to build the culture of collaborative working.
- Progress the Practice Development Project to ensure that staff are trained and retained

An underdeveloped local market and ineffective management affects the ability to change services, leading to market instability and difficulty in meeting the needs of vulnerable people	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19
		8	8	—	8	8	8

Current Position

The care market within Doncaster is considered to continue to be stable currently; there have been no unplanned exits from the market during the period. The quality of the regulated services market sector (as inspected and rated by CQC) continues to compare favourably across Y&H region peers.

Mitigating actions

Market management continues to be supported through contract management and monitoring meetings. Currently services are being delivered within the terms of the contracts in place.

Market Shaping and Development is being progressed within the current YLD Transformation Programme (Strategic Commissioning mandate); progress this quarter includes:

- Task and finish project group meetings ongoing, plus weekly scrums
- Collation of existing market intel and sources of intel progressing via SPU led data work stream
- Coms plan developed including briefing delivered to Council Cabinet Portfolio holders
- Project plan and risk register developed, workstreams identified (including leads) and progressing, modules on all age residential care, workforce, homelessness, Extra Care/housing & Carers progressing remaining modules to commence imminently.
- PMO facilitated internal all age stakeholder workshop held 15th October 2019 to consider example Market Position Statements to inform development of Doncaster MPS
- Provider market Survey Monkey questionnaire developed, distributed and responses analysed as initial engagement tool to shape content and format of prototype Market Position Statement
- PMO facilitated external wider stakeholder engagement events planned for Jan to reflect findings of Survey Monkey and feedback on emerging prototype MPS

If adults services do not change effectively, then it will be more difficult for partners to help people to stay healthy and independent, which could result in more people needing health and social care support for longer as demand increases.	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19
	15	10		15	10	10	10

Current position

The current Adults Health and Wellbeing Transformation Programme will conclude at the end of March 2020. Demand for social care is not reducing, therefore Doncaster health and social care partners need to work together effectively to optimise people's health and wellbeing. If this close partnership working is effective then fewer people will need formal care and they will be able to regain their independence quickly after care.

Mitigating Actions

New priorities will be introduced from April 2020 which will be much more service driven and better integrated with front line social care, communities and health.

There will be a focus on wellbeing, prevention and safeguarding, driven through communities and adult social care services, to provide better outcomes for people and staff and make best use of the resources available. There will be greater emphasis on early intervention, helping people to stay at home with independence and dignity and increasing quality and value.

Failure to implement the Partnership priorities within the Doncaster Growing Together Portfolio	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 8/19
	9	6		9	9	9	9

Current Position: No Change Risk Remains the same. 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 and quality of meetings and reports across the partnership will run in parallel with the development of a new Borough Strategy.

Mitigating Action:

- Partnership review will help to shape the partnership function in 2020 to focus on our most important priorities and outline where, if any, areas need to be addressed.

- Work towards the development of a new Borough Strategy for Doncaster that would be presented in Summer 2020. This would incorporate Doncaster Talks and other insight right across the partnership.

Failure to maintain and improve the management of health and safety may impact on the councils reputation and it's ability to mitigate risk to both colleagues and members of the public.	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 8/19
	8	8		8	8	8	8
<p>The Corporate Health and Safety Team continue to monitor the effectiveness of all council health and safety arrangements through both active and reactive monitoring.</p> <ul style="list-style-type: none"> • Fire Safety in High Rise Flats following the Grenfell disaster - Doncaster council's Fire Safety Advisor continues to attend the High Rise Fire Safety Group, advising and supporting St Leger Homes (SLH) where required. • Residential Caravan Sites - St Leger Homes (SLH) continue to lead on fire safety action plans with input and advice from the Council's Environmental Health Officers (EHO's), South Yorkshire Fire and the Councils Fire Safety Advisor. • The new Health and Safety Incident Reporting System SHE Assure software has had a recent significant upgrade which has improved functionality and gives managers more tools to interrogate incidents and trends across service areas. A new training package for managers is being implemented across Directorates to ensure Managers have the skills to utilise the new functionality 							

Failure to successfully prevent a major cyber attack	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 8/19
	15	6		15	15	15	15
<p>There has been no successful cyber attacks this quarter. The scoring for this risk will stay the same due to the nature of it - Critical Impact 5 and Likelihood 3 Possible. It will always be possible to suffer from a cyber attack and it would always have a critical impact on the Council, SLHD and DCST. What is important is how we deal with this threat through mitigating actions. Actions achieved in this quarter are:</p> <ul style="list-style-type: none"> - Implementation of new Threat Management Gateway. - Continuation of the required upgrades of servers and systems to maintain security compliance - all due to be complete by 17th January. - The upgrade of all desktops to Windows 10 is 99% complete and will be complete soon after the holiday period. - The upgrade of all telephony and mobiles continues to progress. <p>An independent security health check is also due to occur in January as part of the annual accreditation process set by the Cabinet Office.</p>							

Failure to deliver the Medium Term Financial Strategy (including the £16.5m of savings proposals) will result in significant budget overspends causing in an urgent need to identify further savings proposals with potentially significant on service delivery and the achievement of Council priorities	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 8/19
	10	10		10	New Risk from Q1 19/20		
<p>Current situation</p> <p>Quarter 3 information shows a shortfall of £1.4m against the savings targets.</p> <p>Mitigating actions</p> <p>The above shortfall is mitigated by underspends in other areas with the Council projected to underspend by £1.3m at Quarter 3</p>							

Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19
		12	12		12	12	12

The risk level continues to be maintained at the same level; regular dialogue with senior personnel at SCR continues, especially on the contents of the proposed SCR industrial strategy. A dedicated session on the SEP is scheduled for the 31st Jan 2020

The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19
		6	6		6	6	6

Current Position: No change 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 has been on welfare reform but will be reviewed in early January. In addition there is a focus to create a better understanding of Poverty across the borough and work towards a poverty data dashboard has begun to help the work of the group.

The Indices of Multiple Deprivation (IMD) has been released at the end of September. Although the initial analysis shows Doncaster has got relatively more deprived but much more in depth analysis needs to be done to understand the picture more fully.

Mitigating actions:

-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).

Children & young people may not achieve national standards in educational attainment, which may impact on their readiness for a fulfilling adult life.	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19
		8	12		12	16	16

As noted in the previous two quarters, the gap to national standards is closing across all key stages. Key Stage 1 figures are now close to national. at Key Stage 2, significant progress has been made in Writing and Maths. At Key Stage 4, both Attainment 8 and Progress 8 show significant improvement on previous years. This improvement is also reflected further in the Key Stage 5 (A Level) results where this trajectory of improvement has continued

Poor external agency ratings, ie Ofsted, may impact on the Councils reputation which could lead to government intervention, poor national profile and destabilise the partnership	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19
		10	10		10	10	10

Current Position

As reported in quarter 2 the current inspection profile is the best reported in a decade and there are encouraging signs that the profile for schools is also improving, although as previously reported, the true picture is subject to a systemic time lag due to former inadequate schools converting to academy status and becoming exempt from inspection for a while. Work continues apace to prepare for the challenging Joint Targeted Area Inspection.

Mitigating Actions

The latter remains a significant challenge and the greatest risk among frameworks. Preparations are underway for a mock inspection. There is a logistics plan in place and dissemination to leadership teams has taken place. More needs to be done to improve practitioner understanding. An inspection against the two legacy themes remains the greatest risk and this will be addressed following completion of work on the latest theme of Children's Mental Health.

Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk, which in-turn puts the partnership at significant reputational risk

Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19
15	12		15	New Risk from Q2 19/20		

Headline Figures:

The LOCYP Safeguarding Team have a strong sense of partnership working to mitigate risk and this is captured through the sub group meetings and also the Buy Doncaster Learning Futures Offer, the team consult and respond to needs identified and also promote universal offers.

Impact:

- 100% of Doncaster schools judged are judged effective for safeguarding. Figure taken from 34 Inspections in the last academic year. This remains at 100
- Education is the highest agency contributor to conference. Last month Education achieved 100% performance.
- National Society for the Prevention of Cruelty to Children `Buddy` programme the LOCYP Safeguarding team has encouraged engagement from 35%-98% in 3 years
- Secondary schools engaging with the Child Sexual Exploitation Team school assemblies (60% increase)
- Increase in school sign up to the Pupil Lifestyle Survey Health and Well – Being survey. From 3 to 14 secondary schools. With a target to achieve, 100% secure sign up by April 2020.

Service Offer:

We have reached 22 settings this year with bespoke safeguarding training delivered to over 500 staff supporting children and young people, including early years practitioners.

Over 100 children and young people have received classroom based internet safety awareness

We have tailored safeguarding awareness sessions to parents/carers and continue to develop this support

We have delivered internal team training to the Music Service, Virtual School, Attendance and Pupil Welfare Service and Raising Achievement/Language Support Service.

Training:

1062 professionals `checked out` a training course during 31-Mar-19 – 07-Feb-20. Evaluations are good or better.

The Designate Safeguarding Lead Network meetings attract a regular 300-350 staff on a termly basis and are the core to bringing together agencies and schools/academies.

National Recognition:

Stonewall takes pride in our achievements and promotes Doncaster as the fastest improving authority for Lesbian, Gay, Bi, Transgender and Questioning + support. Doncaster is currently ranked 11th Nationally. 48 professionals across a range of agencies are now Stonewall trained trainers, in challenging Homo, Bi and Trans-phobic language, supporting Lesbian, Gay, Bi, Transgender and Questioning + mental health and support for trans young people. The LOCYP Safeguarding Team have developed a professional network to ensure links are made to the youth hub group, Lesbian, Gay, Bi, Transgender and Questioning + youth ambassadors and Lesbian, Gay, Bi, Transgender and Questioning + Steering Group

Keeping Children Safe on Line Achievements:

Keeping Children Safe (On- Line) is a key safeguarding service offer. The team facilitate a yearly on line safety conference. The next will be held on 13th February 2020. Confirmed speakers include the Department for Education, Counter Terrorism Unit, O2, National Crime Agency, Ineqe and Public Health. 62 professionals have confirmed attendance.

Doncaster is the lead authority promoted on the Zurich Municipal Safer Schools Page - 68 Doncaster schools/academies have access to the Ineqe Safer Schools App. This provides state of art information, training and alerts for all the school community. The app allows children, teachers, parents, careers to understand e-safety with weekly 60-second clips, alerts, training and differentiated material to support all learners of all ages.



GOVERNANCE INDICATORS – Whole Authority

Whole Authority	Value	Target	DoT	Traffic Light
Sickness – Days per FTE	9.96	8.50	↓	🛑
PDR Completion - % of workforce with a PDR recorded	97%	95%	▬	✅
Internal Audit Recommendations - % completed that were due in period	50%	100%	↓	🛑
% of Large Transactions (over £25k) that are under contract	100%	100%	▬	✅
% of Service Plans elements updated within timescale	87.8%	95%	↓	⚠️
% of Freedom of Information Requests responded to within timescale	81%	95%	↓	🛑



**Doncaster
Council**

Delivering for Doncaster 2019-20

Quarter 3



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INTRODUCTION

During November 2019, large areas of the borough were greatly affected by flood water that impacted on hundreds of homes and businesses. During this quarter the Council's directed its resources towards Flood Response and Flood Recovery phases. Working with our partners and local communities in order to support the residents affected. With this in mind the Delivering for Doncaster booklet for this quarter has been amended to give a short summary of the impact of this time of emergency, and how our services were involved.

The booklet is organised into the following sections

- Flood Response - Key facts and information
- Flood Recovery – Key Facts and Information
- Service standards (for each theme)
- Connected Council – staffing and workforce update

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 year

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

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

  Improvement	  Same as last time	  getting worse
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FLOOD RESPONSE

KEY FACTS:

1 Month
worth of rainfall in
24 hours



80,000
Sandbags were filled and
issued

Advised **1,900**
Residents to evacuate
from a total of
1,200 Properties



Separate road
51 closures to keep our
residents safe

Dealt with nearly
2,000
calls to our
emergency helpline



Established
2 Rest Centres
that supported **123**
People with somewhere
to stay, food, drink,
advice and support



A major emergency incident was declared across South Yorkshire on 8th November 2019. More than a month's worth of rain fell in 24 hours. Forty seven flood warnings and alerts were issued across Doncaster and 7 of them were severe flood warnings, meaning there was significant 'danger to life'. This very heavy rainfall over a short period meant that the flooding took hold quickly across a number of areas of the borough.



During the initial days of the floods the emergency response was immense. Our Emergency Centre co-ordinated a 24/7 multi-agency partnership response for 10 days. In the first 48 hours of the incident alone, the council's social media accounts reached 1,163,480 people with messages about evacuation details, safety advice, myth-busting about floodgates and road closures. Social media aided prompt communication channels throughout this period with 145

flood related posts on Facebook and 394 tweets with a total reach of almost three million on each platform. The Council issued regular media updates on the response to the flooding situation. Between Thursday 7 November and Tuesday 19 Nov there were over 16,000 stories online and broadcast linked to the floods in Doncaster with the council mentioned in 4,379 related stories in all formats (online, broadcast and print).

Our partners in the Environment Agency and Fire Service brought resources to Doncaster from across the country and we received Mutual Aid from many other authorities. This assistance ensured we kept safe vital infrastructure, including electricity sub-stations and pumping stations that pumped away millions of litres of water to protect our communities from further damage. Areas of Bentley, Scawthorpe, Fishlake, Conisbrough, Clay lane, Denaby, Tickhill, Intake, Hexthorpe and Balby were affected by flood water as a number of our rivers breached, as well as high volumes of surface water impacting other areas. To put this into context, in Fishlake alone 2,200 Olympic sized swimming pools worth water was pumped away every hour for 18 days.

While working alongside the emergency services, Council staff knocked on the doors of thousands of residents to offer advice and support. Two rest centres were set up providing support and advice to those affected.

Military support also came to our aid with 285 soldiers deployed from the Light Dragoons and the Royal Anglian Regiment along with a chinook helicopter deployed by the RAF to protect residential areas and critical infrastructure from further risk of bad weather that had been forecast over this period.



We advised 1,200 properties to evacuate. Around 150 households were evacuated and these found alternative accommodation through a variety of support from friends and family, St Leger homes, insurance providers and landlords.

Within the first few weeks of the flooding incident, Doncaster was visited by various public figures to show their support and to observe the relief effort within the borough. These included the HRH Prince of Wales, the Lord Lieutenant, Prime Minister Boris Johnson and labour leader Jeremy Corbyn.

FLOOD RECOVERY

KEY FACTS:

Over 700

Residential properties were flooded or unliveable



£354,000

Total value of residential claims paid out from the Recovery Grant



Around 200

Businesses were affected by the floods



£352,500

Total Value of Business Recovery Grants paid out from the Recovery Grant



Operation Christmas Delivered:

30 Trees and Decorations

85 Christmas Hampers

40 Christmas Gift Bags



73 Dehumidifier were distributed to help with the clean up



262 Tonnes of waste removed



The Recovery phase kicked into action on the on 12th November. The main aim was to actively encourage and support businesses, people and communities to manage their recovery, facilitated where necessary with our support. Eight dedicated community hubs were established around Doncaster, where staff from council and key partners were on hand to help and support residents with Advice, Information and practical support, Health and Wellbeing and access to services. There has been excellent partnership working between the hubs and local Voluntary, Community and Faith (VCF) organisations.



Residents and businesses were provided with financial advice and support to access the emergency grants available to them. In addition a Council Tax and Business Rates discount was given for affected properties and premises. The South Yorkshire Community Foundation donations raised over £500,000 to support communities affected across South Yorkshire.

The floods left a great deal of debris and damage and our street cleansing services have been out in the borough clearing areas and cleaning roads, this included removing 1,200 tonnes of silt from the Trans Pennine trail. A number of 'Community clean ups' have taken place and we are continuing with waste and sandbags clearance. The floods recovery and response has cost an estimated £650,000. The Property Flood Resilience (PFR) Support Scheme was launched recently, which allows flood-hit homes and businesses to receive up to £5,000 to make changes to properties and reduce damage levels should flooding reoccur.



Many individuals, groups, large retailers and local business made donations, offers of goods and services. The donations included household appliances, furniture, bedding, food, toiletries, cleaning services and trades to help people get back on their feet. As part of Operation Christmas we distributed; a number of Christmas themed items working with Doncaster Lions Club and the Doncaster Flood Distribution Centre (DFDC), including, more than 300 Christmas gifts for children received from Hallam FM, and £2000 worth of toy shop vouchers from members of a family hub, which were distributed to those families affected. Discussions are also taking place with the Keepmoat Homes and Doncaster College who have offered to support the repairs to uninsured properties.

Working with the DFDC and Refurnish a local Community Interest Company, we have delivered and fitted donated appliances including washing machines, cookers, fridge freezers and other furniture items to over 70 households that were affected by the floods and who were not insured. The Council continues assisting in the sourcing, co-ordination and distribution of these donations as the recovery phase is anticipated to continue for some time.

We couldn't have done this without the fantastic efforts of volunteers and councillors within the local Communities. Many have worked tirelessly to help their neighbours, organising clean ups, donations giving advice and support.

SERVICE STANDARDS

CARING

86.5% Of people feel that our service have made them feel safe and secure
 Target 85%




87.1% Of adults with learning disabilities live in their own home
 Target 80.9%

62.6% Say information about our services is easy to find
 Target 65.5%



8.68% Of eligible population aged 40-74 received an NHS Health Check
 Target 7.5%



47.87 Days is the waiting time for completion of assessments
 Target 42 days



1,143 Of Doncaster adults currently live in residential care
 Target 1,163 (As at December 2019)



37.7% of people using social care receive a direct payment
 Target 30.7% (As at December 2019)



LEARNING

Percentage of pupils accessing good or better education
 Primary = **69.1%**
 Target 87.7%

Secondary = **48.1%**
 Target 79.2%



99.3% Of Early Year providers are rated good or outstanding by Ofsted
 Target 98%

87.72% Of Education, Health & Care Plans are issued within 20 weeks
 Target 100%



82.32%* Uptake of free school meals
 Target 79.08% *Q4 2018-19



Percentage of children accessing their entitlement to free childcare:
 Of 2 year olds **80%**
 Target 82%

Of 3 & 4 year olds **95%**
 Target 95%



Percentage of children with first choice school placement

Reception = **95.7%**
 Target 94%

Secondary = **90.3%**
 Target 95%

LIVING

52.2% Of household domestic waste is recycled
 Target 50%



96% Of grass cutting works completed against programme
 Target 99%

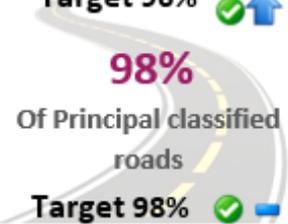


The average number of days to process a new Housing Benefits claim is **17.74 days**
 Target 21 days



Maintained road surfaces:
97% Of Non-Principal classified road surfaces
 Target 96%

98% Of Principal classified roads
 Target 98%



84.45% Of highways meet the required standard for cleanliness
 Target 90%



44.8% Of fly tips are investigated and removed within 7 days
 Target 85%



WORKING

Processing of planning applications:
 MAJOR APPLICATIONS
96.30%
 Target 94%



100% Of Licensing Act (2003) applications processed within statutory timescales
 Target 100%



96.05% Of non-domestic rates collected
 Target 97.50%



13.3% Of people with a learning disability have been helped into work
 Target 6.7%



SERVICE STANDARDS

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

9.96 days

Target 8.50

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

19.44 days

Target 21 days

Customer Services Initial contact

37,017 Online

10,583 Face to Face

49,482 Phone

Our Council Tax collection rate is

94.85%

Target 95%

Freedom of Information

81% Of requests are responded to within timescale

Target 95%

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** in place to deliver the change required. To support this, a range of succession planning initiatives have taken place across the organisation. Where skills shortages have been identified, traineeships, apprenticeships and career progression posts have been established so knowledge can be transferred and career pathways introduced.

Apprenticeship starts reached 83 by the end of quarter 3, against an overall target of 164 for the year, offering 73 different apprenticeships across the organisation, with 40% at higher/degree level. Bespoke recruitment campaigns have been undertaken and events held to encourage people into local government careers and apprenticeships.



The Performance and Development Reviews (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. PDR completion rates for this quarter achieved 97% for all staff against a target of 95%.

Managing staff health and wellbeing is also a key aspect of the Council's performance management framework. The sickness absence rate for the quarter was 9.96 days per full time equivalent employee, which is above the outturn for quarter 2 of 9.38 days and remains above the corporate target of 8.50 days.

As part of our commitment of promoting a culture of inclusion and diversity, the Council continues to raise awareness and provide help and support through a range of diversity and inclusion events to employees, which this quarter included Black History Month, World Mental Health Day and 16 Days of Action against Domestic Violence.

In November the Authority had to deal with the emergency situation of flooding across the borough, in response, the **Public Information Helpline** was opened on the evening of the 7th November and was manned continuously by the Customer Service Team 24/7 for the next 11 days. All service areas across the Council worked closely together to ensure that all information and messages for residents were quickly available across all our access channels (website, social media, telephone and face to face), this ensured that our responses were clear and consistent for residents and therefore enabled us to manage the volume of enquiries we received effectively. In addition to the extra contact received from residents affected by the floods, we continued to deal with customer contact across all Council services without seeing a reduction in performance.

Using local businesses is at the heart of what the council does. The council has committed to using local businesses wherever possible to ensure that there is a positive impact on the local economy. The council support local providers through various methodologies, for example holding local market engagement events (specific to the contract requirements), arranging Doncaster 'Meet the Buyer' events and supporting the local Chamber of Commerce in their events. The council has also offered training in bid writing and on how to use the Councils e-procurement portal. The council is also leading the Doncaster Anchors Institutions Procurement Group (DAIPG) that is made up of large public sector organisations from across Doncaster with an objective to increase not just the council's spend with local business but that of the other public sector anchors across Doncaster so that there is a collective push towards 'buy local'. These schemes seem to have been successful and the council are currently spending 70% revenue with Doncaster based companies.



Doncaster Council

Report

Date: 25th February 2020

To the Chair and Members of the Cabinet

**St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update:
2019/20 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

1. As part of the Management Agreement and governance arrangements for SLHD, an Annual Development Plan (ADP) is produced in agreement with Doncaster Council (DC) officers, the Housing Portfolio holder and the Mayor. The ADP identifies the key deliverables, outcomes, milestones and performance measures. Part of the agreed governance framework is a quarterly report of key performance indicators to the Executive Board.
2. This report provides an opportunity to feedback on performance successes and challenges against the 2019/20 Key Performance Indicators (KPIs).

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATIONS

4. That Cabinet note the progress of SLHD performance outcomes and the contribution SLHD makes to supporting DC strategic priorities.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

BACKGROUND

6. As part of the Management Agreement and governance arrangements for SLHD, an Annual Development Plan (ADP) is produced in agreement with Doncaster Council (DC) officers, the Housing Portfolio holder and the Mayor. The ADP identifies the key deliverables, outcomes, milestones and performance measures. Part of the agreed governance framework is a quarterly report of key performance indicators to the Executive Board.
7. This report provides an opportunity to feedback on performance successes and challenges against the 2019/20 Key Performance Indicators (KPIs).

8. 2019/20 QUARTER 3 PERFORMANCE

- 8.1. **Appendix A** contains the SLHD 2019/20 Quarter 3 (April to December 2019) Performance Management summary. Commentary covering the performance against all indicators is provided below.

- 8.2. Targets and measures were reviewed with DC officers and elected members prior to the start of the financial year. Nineteen KPIs were agreed for 2019/20, although five of these are measured annually. During Q2 2019/20, KPI 14 was split in two – KPI 14a and KPI 14b - to separately report performance on training and employment support, so there are now twenty KPIs for 2019/20 (see below).

- 8.3. Elements to note as at the end of Quarter 3 are:

	Q3 19/20	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
Green (on target)	6	7	7	10	8	7	7
Amber (in tolerance)	5	4	1	1	3	2	3
Red (below target)	3	3	5	2	2	3	2
No target ¹	1	1	1	1	1	2 ²	2
Annual KPIs	5	5	5				
Total	20	20	19	14	14	14	14

- 1 One KPI does not have a target - KP4 : number of households placed in B&B accommodation.
2 In Q3 2018/19, a target was developed for ASB cases resolved.

- 8.4. It should be noted that the tolerances which determine the red, amber and green status are now consistent with DC and Doncaster Children's Trust measures. It should also be noted that cumulative year to date (YTD) performance is now reported rather than performance in the quarter, as this can be misleading when comparing to target.

- 8.5. During November 2019, the borough experienced extensive flooding in some areas, primarily Bentley and Fishlake, and this impacted on delivery of core services and in turn on some KPIs, although this was minimal. In the immediate response and recovery phases, additional costs have been incurred in staff time (overtime), plus other costs (materials, fuel, utilities, B&B, household goods, etc.). All of these are still being collated and will form part of a wider claim to a Government scheme ('Bellwin') for recovery of these costs, or SLHD's own insurance arrangements. Commentary appears as appropriate in the sections below.
- 8.6. Overall, in terms of the 'direction of travel', performance is broadly the same as the position for Q2.

8.7. KPI 1: Percentage of Current Rent Arrears against Annual Debit :

Profiled Target	3.28% *	Year-end target 3.22% *
Q3 YTD Performance	3.29%	WITHIN TOLERANCE – AMBER

* It should be noted that the year-end target for 2019/20 (3.22%) is higher than the 2.95% target for 2018/19. This is to reflect the impact of Universal Credit (UC) not being paid for the 53rd rent week in 2019/20 for those claiming UC. The impact was estimated at £310k and the target therefore comprises:

	19/20	18/19
Base current arrears target	2.80%	2.95%
53 rd week impact	0.42%	-
Total current arrears target	3.22%	2.95%

The 53rd week impact accrues throughout the year so the 2019/20 target has been profiled to reflect this and also past experience of arrears fluctuations.

The table below shows current performance against profiled target and comparatives from 2018/19.

Quarter	Current rent arrears %	Profiled rent arrears target %
Q1 18/19	2.72%	2.74%
Q2 18/19	3.02%	2.84%
Q3 18/19	3.13%	2.95%
Q4 18/19	2.61%	2.95%
Q1 19/20	2.77%	2.77%
Q2 19/20	2.95%	3.10%
Q3 19/20	3.29%	3.28%
Q4 19/20		3.22%

Focus continues on the Income Management Action plan and performance at the end of Q3 was 3.29% (£2.434m), which is slightly higher than the profiled target. However, it should be noted that a scheduled payment for week 39 from DWP to SLHD was delayed and was received in week 40. If this payment had been received as scheduled then the arrears position at Q3 would have been in the region of 3% and better than target.

Approximately 7,500 tenants are expected to be affected by Universal Credit (UC) over a four year rollout period and there are now 4,441 UC claimants. Of these, 3,305 (75%) are in current rent arrears. This is an average of about 35 new UC claimants per week over the period to date, but there have been times where new claimants have been at around the 50 per week level.

The total rent arrears for those who are claiming UC is £1.56m, however, it should be noted that prior to claiming UC the total arrears for the same 4,365 claims was £1.09m, meaning the impact of UC on arrears levels is an increase of £473k.

At this point last year there were 2,636 UC claimants, of which 2,036 (77%) of customers were in rent arrears.

The number of UC cases has increased by 1,805 (66%) over the past year, but, the proportion of customers who are in rent arrears and in receipt of UC has broadly stayed the same (~76%)

Currently, 32.1% of all UC cases have Alternative Payment Arrangements (APA) for direct payment to St Leger Homes, up slightly from 31.4% at the end of Q2.

We continue to work collaboratively with the Department for Work and Pensions (DWP), Doncaster Council (DC) to ensure all customers are supported to make and maintain their Universal Credit claim.

Referrals to our Tenancy Sustainability Service for intensive support continue to grow from commencement in 2018, and we have supported 2,166 customers and secured in total over £1.01m of financial gains for supported clients. Financial gains have been as a result of support with benefit claims or appeals, applying for grants, and accessing financial support to reduce debt etc.

8.8. KPI 2: Void Rent Loss (VRL) – Percentage of rent loss through vacant dwellings:

Target	0.50%	
Q3 YTD Performance	0.59%	ABOVE TARGET – RED

For 2019/20, a reduced target of 0.50% was set (2018/19:0.60%), and performance for Q1, Q2 and Q3 was above target, but improving as the year has progressed. Cumulative year to date performance is 0.59%, equivalent to £329k of rent loss. This is a deterioration compared to performance in 2018/19 (£274k), but an improvement from Q1 and Q2 2019/20, as summarised below:

Quarter	% Void rent loss	% void rent loss target
Q1 18/19	0.53%	0.60%
Q2 18/19	0.50%	0.60%
Q3 18/19	0.48%	0.60%
Q4 18/19	0.49%	0.60%
Q1 19/20	0.72%	0.50%
Q2 19/20	0.64%	0.50%
Q3 19/20 *	0.59%	0.50%
Q4 19/20		0.50%

* Following the flooding event from 7 November, allocations of empty properties were suspended from 11 to 28 November until the extent of the flood damage and demand for temporary accommodation was understood. The adverse impact on the void rent loss has been estimated and had the flood incident not occurred, the VRL KPI would have improved slightly to **0.58%**.

Void Rent Loss (VRL) performance continues to show an improving trend in 2019/20. The monthly VRLs for October, November and December were all below 0.50% and lower than each of the previous six months, and this is reducing the YTD KPI as shown in the table above.

The number of voids held is showing an improvement from April 2019 (143) to December 2019 (104), and the average month end position for the past five months is around 100. This includes 34 properties being held for potential decants.

Overall, the time taken to re-let voids has improved as the year has progressed (see KPI 3 below), and this has impacted favourably on this KPI 2. A stringent action plan has been implemented to ensure the improvement in performance continues.

8.9. KPI 3: Average number of days to re-let standard properties :

Target 20.00 calendar days
Q3 YTD Performance 22.30 calendar days **ABOVE TARGET – RED**

This was a new KPI in 2018/19 to complement other void measures.

For 2019/20, a reduced target of 20 calendar days was set (2018/19: 23 days) and on average, it took 22.30 days to re-let a property during the nine month period up to the end of Q3.

This is a deterioration compared to performance in 2018/19, but is considerably better than the time taken in 2017/18 (40 days) and has been improving as the year has progressed, as summarised below:

Quarter	Void re-let time (days)	Void re-let time (days) target
Q1 18/19	25.50	23.00
Q2 18/19	21.89	23.00
Q3 18/19	20.80	23.00
Q4 18/19	20.92	23.00
Q1 19/20	26.18	20.00
Q2 19/20	23.83	20.00
Q3 19/20 *	22.30	20.00
Q4 19/20		20.00

* Following the flooding event from 7 November, allocations of empty properties were suspended from 11 to 28 November until the extent of the flood damage and demand for temporary accommodation was understood. Had the flood incident not occurred, this KPI would have improved slightly to **21.98 days** and would have been within tolerance levels of the target.

Standard re-let performance also shows an improving trend during this year. October, November and December saw the three lowest number of re-let days for the year to date, all being below 19.74 days.

As with KPI 2, close monitoring and improved communication continues across all teams involved in the key to key process to ensure the target of 20 days is achieved.

8.10.KPI 4: Number of households placed in bed and breakfast (B&B) accommodation (NO TARGET)

The table below summarises activity over the past 21 months:

	Households placed in B&B accommodation	Total number of nights in B&B accommodation	No. of children placed in B&B accommodation
Q1 18/19	60	n/k	21
Q2 18/19	81	1,166	50
Q3 18/19	58	569	43
Q4 18/19	75	502	45
Q1 19/20	28	67	15
Q2 19/20	18	41	10
Q3 19/20	4	11	5

The table shows a continued, big reduction in activity in 2019/20 after the small increase in Q4 of 2018/19, which overall was a year with the highest activity levels ever experienced.

Increasing preventions and interventions together with the additional resources from MHCLG Grants to assist with accessing the private rented sector provides an alternative to a placement in temporary accommodation as well as an opportunity to move on more quickly from it.

For B&B, it is pleasing to report that the Q3 activity above all took place in November, with no placements being made by Housing Options during October and December, for the first time since reporting began in October 2017.

The total number of nights that households spent in B&B during the nine months of this year was 119 nights compared with 1,425 nights over the same nine month period last year.

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, there were 80 properties in use for temporary accommodation and is higher than the 60 budgeted for 2019/20.

8.11. KPI 5: Number of full duty homelessness acceptances :

Target YTD 99
Q3 YTD Performance 142 ABOVE TARGET – RED

This was a new key performance indicator for 2018/19 to reflect the implementation of the Homelessness Reduction Act (HRA), which came into force in April 2018.

For the nine months to date, there were 142 acceptances, higher than the year to date target of 99 (annual target 130). The table below summarises the trends since this measure was introduced:

Quarter	No. of acceptances	Cumulative no. of acceptances	Cumulative target
Q1 18/19	41	41	78
Q2 18/19	16	57	156
Q3 18/19	26	83	236
Q4 18/19	47	130	315
Q1 19/20	40	40	33
Q2 19/20	66	106	66
Q3 19/20	36	142	99

The target is 11 per month but the number of Full Duty decisions averages 16 per month for the year to date, largely due to peaks of 21 and 31 decisions in June and September respectively.

The challenging, reduced target for the year of 130 was set in April 2019 based upon the first year's data following the introduction of the HRA 2017.

8.12. KPI 6: Number of homeless preventions :

Target YTD	458	
Q3 YTD Performance	725	EXCEEDING TARGET – GREEN

This is a new key performance indicator for 2019/20 and replaces the number of households maintaining or established independent living.

Quarter	No. of preventions	Cumulative no. of preventions	Cumulative target
Q1 19/20	207	207	153
Q2 19/20	244	451	305
Q3 19/20	274	725	458
Q4 19/20			610

The number of successful preventions shows a slight increase on the previous month, but is line with the excellent performance during Q3. This reflects the capacity within the team being stable and combined with the impact of the Grant funding received from the MHCLG for RRP (Rapid Rehousing Pathway) and RSI (Rough Sleeping Initiative) enabling increased access to the Private Rented Sector.

8.13. KPI 7: Complaints – Percentage of complaints upheld against customer interactions :

Target	0.075%	
Q3 YTD Performance	0.058%	EXCEEDING TARGET – GREEN

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

The target for the year is to be below 0.075%

Period	Interactions	Complaints	Upheld	% Upheld	% Target
Feb, Mar, Apr 18 Q1	83,189	197	31	0.037%	0.080%
Jun, Jul, Aug 18 Q2	80,705	223	54	0.067%	0.080%
Sep, Oct, Nov 18 Q3	95,039	240	79	0.083%	0.080%
Dec18, Jan, Feb 19 Q4	88,713	218	69	0.078%	0.080%
Totals 2018/19 YTD	347,646	878	242	0.070%	0.080%
Mar, Apr, May 19 Q1	125,712	209	53	0.055%	0.075%
Jun, Jul, Aug 19 Q2	99,052	195	59	0.059%	0.075%
Sep, Oct, Nov 19 Q3	105,094	209	64	0.061%	0.075%
Totals 2019/20 YTD	330,189	513	176	0.058%	0.075%

Complaints are reported one month in arrears to ensure that the complaints are closed down within our service standard of 10 working days.

Complaints in Q3 and those upheld were at similar levels to Q1 and Q2. The general trend is of improving performance but work is on-going to understand the reasons for the number of complaints and prevent similar complaints in the future. 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.

8.14. KPI 8: Number of tenancies sustained post support :

Target 85.00%
Q3 YTD Performance 91.11% EXCEEDING TARGET – GREEN

This is a new KPI for 2019/20 to measure the success of the support provided to tenants by our tenancy sustainment service.

Period	Cases closed 6 months previously	No. of tenancies sustained after 6 months	% of tenancies active 6 months after support ended	% Target
Q1 19/20	214	197	92.06%	85.00%
Q2 19/20	207	193	93.24%	85.00%
Q3 19/20	254	225	88.58%	85.00%
2019/20 YTD	675	615	91.11%	85.00%

At the end of Q3, 675 tenancies have been closed for 6 months following their period of support. Of these, 615 are still being sustained, representing a year to date success rate to 91.11% against a target of 85.00%.

8.15. KPI 9: Number of repairs complete on first visit :

Target 92.00%
Q3 YTD Performance 89.89% WITHIN TOLERANCE – AMBER

This is a new KPI for 2019/20 to measure the number of responsive repairs completed without the need for the operative to return a second time because the repair was inaccurately diagnosed and / or did not fix the problem.

NB: In the period since Q1, figures for 2019/20 have been restated to exclude certain repairs where it would not be possible to complete at first visit, and is more consistent with the Housemark definition, eg. some glazing repairs where measuring up is required for replacement parts.

Performance overall as at the end of Q3 was 89.89%, therefore below target but within tolerances.

The table below shows that volumes increased in Q3 and performance is generally consistent around 89% to 90% levels. Further analysis is on-going to understand the reasons and ensure this improves.

Period	No. of repairs completed	No. of repairs completed first visit	% repairs completed first visit	% Target
Q1 19/20	10,444	9,421	90.20%	92.00%
Q2 19/20	10,892	9,790	89.88%	92.00%
Q3 19/20	12,625	11,316	89.63%	92.00%
2019/20 YTD	33,961	30,527	89.89%	92.00%

8.16.KPI 10: Gas servicing, percentage of properties attended against planned:

Target	100.00%	
Q3 YTD Performance	100.00%	MEETING TARGET – GREEN

The target for the nine months to end of December was to attend 19,017 properties and we visited all these properties on the set appointment date, therefore gas servicing appointments made and kept remains at 100%.

There has been an increase in the number of properties where access could not be gained at the first visit. These are managed through our legal access process. The way the programme is managed in future years will change to increase the time we have to gain access to complete the gas service prior to the expiry date.

8.17.KPI 11: Days Lost to Sickness per Full Time Equivalent (FTE) :

Target YTD	5.80	
Q3 YTD Performance	6.18	WITHIN TOLERANCE LEVELS – AMBER

The number of days lost to sickness absence peaked in July and has improved in the period since, making year to date performance within target tolerances. As at end of Q3, 6.18 days per Full Time Equivalent (FTE) have been lost. At the same point last year the comparative figure was 6.68 days per FTE.

Quarter	Cumulative days lost to sickness	Cumulative days lost per FTE	Profiled target
Q1 18/19	1,361	1.87	1.92
Q2 18/19	2,983	4.04	3.75
Q3 18/19	4,852	6.68	5.79
Q4 18/19	6,451	8.90	7.89
Q1 19/20	1,471	2.01	1.92
Q2 19/20	2,965	4.05	3.75
Q3 19/20	4,501	6.18	5.80

The cumulative 6.18 days per FTE is made up of 2.62 days per FTE of long term sickness and 3.56 days per FTE of short term sickness absence. Cases are being managed through the Managing Attendance Policy.

The top five most common reasons for sickness absence are:

Sickness Reason	Days Lost
Other Musculo/Skeletal	1,116
Infection/Virus	663
Back/Shoulder	461
Stress/Depression/Anxiety	376
Stomach/Liver/Kidney/Digestion	350

8.18. KPI 12: Percentage of Local Expenditure :

Target 66.00%
Q3 YTD Performance 60.16% WITHIN TOLERANCE LEVELS – AMBER

In the nine months to end of December 2019/20, cumulative local spend was £4.023m (60.16%) of the overall £6.688m contracted spend, with a target of 66%. In monetary terms this under performance is £382k.

Local spend in December was lower than the previous month, out turning at 51%, against the 66% target.

The cumulative under performance and down turn in the month is mainly down to the responsive works contract, which when procured was awarded to a Doncaster based organisation, however during the term of the contract they have relocated and their nearest office is now in Rotherham. So far this year we have paid just over £653k to Engie, which is now not classed as Doncaster spend.

Although it is acknowledged that cumulatively we are currently slightly below target, it should be recognised that this is a challenging target to achieve.

SLHD has to comply with legislation, where contract opportunities cannot be ring-fenced to organisations in the Borough of Doncaster. The Procurement Strategy and Contract Standing Orders have been developed to try and optimise local spend and social value. SLHD’s Financial Regulations and Contract Standing Orders were updated and approved by Board in November 2019. The Procurement strategy will be reviewed in 2020/21.

8.19. KPI 13: Anti-social behaviour (ASB) cases resolved as a percentage of all cases completed :

Target 90.00%
Q3 YTD Performance 96.43% EXCEEDING TARGET – GREEN

This was a new key performance indicator for 2018/19. The table below summarises the year to date performances throughout 2018/19 and year to date to end of Q3 2019/20.

Quarter	YTD % ASB cases resolved	% target
Q1 18/19	86.75%	90.00%
Q2 18/19	91.37%	90.00%
Q3 18/19	92.22%	90.00%
Q4 18/19	92.99%	90.00%
Q1 19/20	96.49%	90.00%
Q2 19/20	95.51%	90.00%
Q3 19/20	96.43%	90.00%

Case volumes are slightly higher this year compared to last and have ranged between 120 and 160 per month, although cases fell to 87 in December 2019. Data continues to be monitored closely.

Performance has been generally consistent over the year to date and reflects strong performance in dealing with ASB cases.

8.20. KPI 14 – Number of tenants and residents helped in to training and/or employment

During Q2 2019/20, this KPI was split into two to separate training and employment elements and we now measure :

- KPI14 a - Number of tenants and residents in to training and education;
- KPI14 b - Number of tenants and residents in to employment.

This was to ensure clarity of reporting and prevent double counting and also time considerations. This will also enable more accurate benchmarking.

KPI 14 a : Number of tenants and residents helped in to training and education:

Target YTD	33	
Q3 YTD Performance	30	WITHIN TOLERANCE LEVELS – AMBER

The outturn of 30 at the end of December is slightly under the YTD target of 33, due to a reduction in those applying for the cleaning course during Q2. We allocate 10-12 places, but only had 7 applicants during Q2. If this becomes a pattern when we next advertise the course to start in Q4, we will investigate further.

KPI 14 b : Number of tenants and residents helped in to employment:

Target YTD	15	
Q3 YTD Performance	23	EXCEEDING TARGET – GREEN

The outturn of 23 at the end of December has exceeded the target of 15, as a result of CV and Interview Skills Training being provided by the WoW Co-ordinator.

9. ANNUAL KPIs

9.1. There are a number of annual KPIs that will be reported at the end of the financial year. Figures shown are based on most recent information.

9.2. **KPI 15: Tenant satisfaction levels :**

Target	89.00%
Performance	88.80%

The main satisfaction level will be monitored through the bi-annual STAR Survey. A local, transactional, operational indicator has been developed to monitor satisfaction levels of some key transactional services to enable proactive management.

9.3. **KPI 16: Percentage of homes meeting Decent Homes standard ANNUAL KPI:**

Target	100.00%
Performance	100.00%

This is a new KPI for 2019/20 and will be reported annually.

9.4. **KPI 17: Tenant satisfaction with property condition ANNUAL KPI :**

Target	89.00%
Performance	89.20%

This is a new KPI for 2019/20 and will be reported annually.

9.5. **KPI 18: Energy efficiency ANNUAL KPI :**

Target	92.00%
Performance	88.00%

This is a new KPI for 2019/20 and will be reported annually.

9.6. **KPI 19: Our overall operational and financial performance against comparable organisations ANNUAL KPI :**

Target	Upper quartile
Performance	Median / Upper quartile

This is a new KPI for 2019/20 and will be reported annually.

OPTIONS CONSIDERED

10. Not applicable

REASONS FOR RECOMMENDED OPTION

11. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

12.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Work of St. Leger Homes of Doncaster impacts on Council key priorities, with implications on the quality of life for Doncaster Council's tenants and other residents and the communities they live in.</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • 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>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • 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>Connected Council:</p> <ul style="list-style-type: none"> • 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 	

RISKS AND ASSUMPTIONS

13. Specific risks and assumptions are included in section 12 of this report

LEGAL IMPLICATIONS

Scott Fawcus, Asst. Director Legal & Democratic Services, 11/02/20

14. There are no legal implications for this report.

FINANCIAL IMPLICATIONS

Nigel Feirn, SLHD Head of Finance and Business Assurance, 30.01.20

15. In 2019/20 St. Leger Homes will receive management fees of £32.1m from DC. This is made up of £30.9m from the Housing Revenue Account and £1.2m from the General Fund to pay for the general fund services managed by SLHD.

HUMAN RESOURCES IMPLICATIONS

Angela Cotton, HR & OD Business Manager, 06.02.20

16. There are no specific Human Resource Implications for this report.

TECHNOLOGY IMPLICATIONS

Peter Ward, Technology Governance & Support Manager 07.02.20

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

HEALTH IMPLICATIONS

Karen Horrocks, Public Health Improvement Coordinator, 11.02.20

18. The home environment is an important contributor to health and wellbeing and a healthy community supports residents to thrive, be independent and contribute. Access to decent and appropriate housing is critically important in terms of health and wellbeing and our social housing has the potential to provide safe, secure and healthy homes for some of our most vulnerable residents, who may also experience health inequalities.

It is encouraging to see that work to support tenants to maintain their tenancy, gain employment and access training and development continues to take place (**KPIs 8 & 14**). This type of support can lead to improvements in the financial situations of the tenants involved and to the health and wellbeing of their families. Homes should protect and promote good mental health: they should provide security of tenure, and a sense of safety and comfort. Having a secure tenancy can impact positively on health and wellbeing, thus it is good to see this preventative approach continue.

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

It is good to see a continued, significant decrease in the numbers of households placed in B&B, especially in the numbers of families. Providing a safe, secure home can have a positive effect 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, increase preventions and interventions and provide alternatives to temporary accommodation and that this is reducing the number of placements in B&B. We recommend that work to place people elsewhere is continued and preventative work is undertaken to understand current systems of support and to prevent placements in B&B accommodation wherever possible. We also recommend that wherever the private rented sector is accessed as an alternative, that property quality, suitability and security of tenure is also prioritised.

It is positive to see that number homelessness preventions (**KPI 6**) has again exceeded its target and is working proactively through a number of initiatives with customers in relation to their housing options. Preventative work to tackle homelessness can have a positive impact on the health and wellbeing of the most vulnerable people in our communities. 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. Homelessness is more likely to affect those in society who are most at risk of experiencing other inequalities, including BME young people, LGBT young people, gypsies and travellers, and people with long-term illnesses or a disability (LGA, 2017). 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.

In reference to **KPIs 7: Complaints (Green) and 9: Repairs completed on first visit (Amber) (and annual performance indicators 16-18)**: 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, 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.

KPI 11 relates to days lost to sickness and is currently performing within tolerances. Over the last 10 years, there has been a growing body of evidence supporting the business case for improving health and wellbeing in the workplace. Poor employee health can cost huge amounts of money through sickness absence, relief cover costs, loss of productivity, time to attend hospital appointments, and loss of reputation and image.

Employers are key players in being able to create a healthy work environment and deliver public health messages as they have a captive audience – their staff. By promoting a healthy workplace and engaging with a workplace health award, businesses can work towards building good practice and promoting a culture that promotes health and wellbeing

EQUALITY IMPLICATIONS

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

CONSULTATION

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

BACKGROUND PAPERS

21. None

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

ADP	Annual Development Plan
APA	Alternative Payment Arrangement (for Universal Credit benefit)
ASB	Anti- Social Behaviour
DC	Doncaster Council
DWP	Department for Work and Pensions
FTE	Full Time Equivalent
HRA	Homelessness Reduction Act
KPI	Key Performance Indicator
MHCLG	Ministry of Housing, Communities and Local Government
SLHD	St Leger Homes of Doncaster
STAR	Survey of Tenants and Residents
UC	Universal Credit
VRL	Void rent loss
WOW	World of Work
YTD	Year to date

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BACKGROUND PAPERS

22. None

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Appendix A - St. Leger Homes Key Performance Indicator Summary Q3 2019/20

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KPI	Indicator	18/19 Outturn	Q1	Q2	Q3	Q4	Target	DoT	R/A/G
1	Percentage of current rent arrears against annual debit	2.61%	2.77%	2.95%	3.29%		3.28% profiled	↓	
2	Void rent loss (lettable voids) ytd	0.49%	0.72%	0.64%	0.59%		0.50%	↑	
3	Average Days to Re-let Standard Properties ytd	20.92	26.18	23.83	22.30		20.00	↑	
4	Number of Households Placed in B&B Accommodation ytd	274	28	46	50		No Target ↑		
5	Number of Full Duty Homelessness Acceptances ytd	130	40	106	142		99 ytd	↓	
6	Number of homeless preventions ytd	<i>New KPI</i>	207	451	725		455 ytd	↑	
7	Complaints upheld as a % of customer interactions ytd	0.070%	0.055%	0.057%	0.058%		0.075%	↓	
8	Number of tenancies sustained post support ytd	<i>New KPI</i>	92.06%	92.79%	91.11%		85.00%	↓	
9	Number of repairs first visit complete ytd	<i>New KPI</i>	90.20%	90.04%	89.89%		92.00%	↑	
10	Gas servicing – % of properties attended against target	100.00%	100.00%	100.00%	100.00%		100.00%	↔	
11	Days lost through sickness per FTE ytd	8.90	2.01	4.05	6.18		5.80 ytd	↑	
12	Percentage of Local Expenditure ytd	57.94%	58.69%	59.46%	60.16%		66.00%	↑	
13	ASB Cases Resolved as a % of All Cases Closed ytd	92.99%	96.49%	95.51%	96.43%		90.00%	↑	
14a	Number of residents undertaking training or education ytd	<i>New KPI</i>	3	24	30		33 ytd	↑	
14b	Number of residents supported into employment ytd	<i>New KPI</i>	6	14	23		15 ytd	↑	
15	Tenant satisfaction levels	<i>New KPI</i>	Annual KPI	Annual KPI	Annual KPI		89.00%		
16	Percentage of homes maintaining decent standard	<i>New KPI</i>	Annual KPI	Annual KPI	Annual KPI		100.00%		
17	Tenant satisfaction with property condition	<i>New KPI</i>	Annual KPI	Annual KPI	Annual KPI		100.00%		
18	Energy efficiency	<i>New KPI</i>	Annual KPI	Annual KPI	Annual KPI		92.00%		
19	Our performance against comparable organisations	<i>New KPI</i>	Annual KPI	Annual KPI	Annual KPI		No Target		

Notes :

- Direction of travel (DoT) is against performance in the previous quarter. ↑= Improving, ↔= No Change, ↓= Declining.
- Year to date (YTD) is performance since April 2019. For some KPIs, this is a snapshot at the end of the period.
- Targets are for the end of the year performance unless indicated otherwise (ytd = cumulative year to date).
- R/A/G status is against the cumulative year to date (ytd) or year-end target. R/A/G



Doncaster Council

To the Mayor and Members of the Cabinet

Performance Challenge of Doncaster Children's Services Trust: Quarter 3, 2019/20

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly Cabinet Member for Children, Young People and Schools	All	None

EXECUTIVE SUMMARY

1. As part of the Management Agreement and governance arrangements for Doncaster Children's Services Trust (DCST), the Trust provides a quarterly report of operational and financial performance.
2. This report is the third under the new governance arrangements for the Trust becoming an arm's length management organisation (ALMO) from 1st April. There has been a further differentiation of the Trust's KPIs since quarter one, following recommendations from the DfE Advisor's visit and report of September 2019. However, this has not reduced the overall number of measures reported by the Trust.
3. This report provides an opportunity to feedback on performance successes and issues against the revised suite of 2019/20 key performance indicators and associated management information.

EXEMPT INFORMATION

4. Not exempt.

RECOMMENDATIONS

5. That Cabinet note the progress of DCST performance outcomes and the contribution that the Trust makes to supporting the Council's strategic priorities.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. This report includes current progress of DCST's performance, and therefore may ultimately impact on the delivery of services to the people of Doncaster, as well as the reputation of public services across the Borough.

BACKGROUND AND CURRENT POSITION

7. As a result of the new governance arrangements, officers in DMBC and DCST have worked together to devise a new service specification, with associated metrics. This increased the number of Key Performance Indicators from 20 to 40, and the number of management information indicators from 38 to 64. Following the visit and report from the DFE advisor in September, the 38 KPI's have been separated out into 12 contractual KPI's, and 28 strategic partnership indicators.
8. In addition to these operational performance indicators, a monthly management accounts report is shared with officers in DMBC, including a financial forecast for the reporting year.
9. This report provides a summary overview of operational and financial performance, based on the reporting cycle set out above.
10. **Summary of Operational Performance and Management Information**
11. Of the 12 contractual indicators:
 - a. 7 are currently performing better than target,
 - b. 2 are reporting within target range, and
 - c. 3 are reporting outside target range for this quarter
12. These are covered in more detail later in the report
13. Of the 28 strategic partnership indicators:

Service Area	Performance			Unavailable Measures	
	Outside target range	Within target range	Better than target	Annual KPI not yet due	Target figure to be confirmed
Parent & Family Support		1	1		1
Child & Family Assessment	2	1			
Child Protection			3		2
Looked After Children	2	1			
Placements (Adoption, Fostering and SGO)		2	2		1
Care Leavers			2		1
Youth Offending		1	1		
Workforce			2		
Governance				2	
Total	4 14.3%	6 21.4%	11 39.3%	2 7.1%	5 17.9%

14. Of the 28 strategic partnership indicators, two are annual and are not yet due to be reported. A further five are newly developed indicators for 2019/20, and require three full quarter's performance before a reliable and meaningful target can be set. These will be reported after the third quarter. Of those reported in quarter 3, 17 out of 21 (81%) are within or better than target range. Four currently sit outside target range and are covered in more detail later in this report. Where set and available, each target is based upon national benchmarking data that sets an ambition for performance to be at least comparable to good and outstanding organisations. Some indicators are locally derived (10 of the 28), and therefore have no benchmark. In

these cases, targets use historical trends to set ambitious targets that would demonstrate improvement.

15. A summary of demand for services is set out below. Contacts to the children's social care front door have decreased, and referral numbers showed a slight increase, the latter being a seasonal trend due to the new school year beginning at the end of the previous quarter. Despite this increase, the forecast referral rate for the year is 14% below last year's outturn. There has been a three percent reduction in children in need numbers. The long term trend for reduction in children in care continues, with 41 fewer children in care compared to the same quarter last year.
16. These reductions have had a positive impact on social worker caseloads, which are monitored closely in terms of average, maximum caseload and the proportion of workers carrying high caseloads. For all three measures, there has been a reduction in the quarter.
17. The Children in Care strategic group continues to meet each month, and has been effective in reducing the number of children entering care, as well as increasing the numbers safely discharged from care. The group provides forum to review current placement options to make sure that they are carefully and safely matched to children's needs. The number of children cared for in Doncaster children's homes or by Doncaster foster carers has increased by 22 children since the start of the financial year.

Demand Measure	2018/19				2019/20			%Change against...	
	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Previous quarter	Same quarter last year
Contacts to CSC	5611	5694	6075	5750	5687	5590	5262	-6%	-14%
Referrals	1307	991	1181	1239	1200	924	949	+3%	-20%
Children in Need	2827	2549	2694	2638	2519	2289	2221	-3%	-18%
Looked After Children	582	593	560	534	523	537	519	-3%	-7%

18. **Operational performance against contractual KPIs indicators**
19. Commentary covering the performance against each indicator is provided below and summarised in the table at appendix one.
20. Contract KPIs better than target range
 - **Timeliness of single assessments.** Performance improved by five percentage points on the previous quarter, and is higher than latest national, regional and statistical neighbour performance, despite demand rates being higher than these comparator groups. Each assessment team has access to tracking reports to ensure that assessments are timely. All assessments are quality assured by Team Managers, ensuring that quality is not compromised by a drive for timeliness.
 - **Children in need with an appropriate and current plan in place:** The routine monitoring of plans through regular case supervision, case tracking, audit and six-monthly reassessment has stabilised performance at an average of 95% since quarter 2 2017/18. Regular dip samples of those where a plan does not appear up to date take place, these cases tend to relate to instances where plans

are in transition or at closure stage. Weekly tracking reports ensure that delayed plans do not drift.

- **Percentage of children subject to child protection plan seen within expected timescales.** The Trust sets an expectation that children subject to this plan are seen every two weeks, which is more frequent than other authorities. As with other measures, regular case tracking prevents the vast majority of visits falling outside timescale. If we were to use the national expectation of visits every four weeks, performance would be at 99%. The Trust is currently updating its practice standards, with the support of our Young Advisors. This is an opportunity to define “what makes a great visit,” and confirm our commitment to both strong compliance and building strong relationships.
- **Percentage of child protection conferences held within 15 working days of section 47 enquiry.** The Trust continues to hold a higher rate of child protection conferences than the latest national average. Despite this, no conferences were held outside timescales in the latest quarter. Our performance for the year to date is 99% on timescale, compared to the national figure of 77%. This requires robust processes to ensure partner attendance and contribution. These high rates mean that families that are taken through this process do not experience the anxiety of delay.
- **Proportion of children in care experiencing three or more placements in a 12 month period. This measure is known as the “short term stability measure.”** Performance is better than target at 8%. 42 children at the end of this quarter have experienced 3 or more moves in the last 12 months. This has been an improving trend over the last three quarters. The measure includes children with very challenging behaviours as well as planned moves early in a child’s care pathway where they may be moved to long term or adoptive placements and where placements moves are in the child’s best interests. The Trust’s Independent Reviewing Officer Manager monitors placement stability weekly and monthly, pre-placement breakdown meetings are in place chaired by IROs and all Looked after Children receive a review of their plan on a six monthly basis. A number of these moves have been due to the closure of provision or the placements were changed due to complex and challenging needs or to move into semi-independent living. There is currently work being undertaken to develop a tracker for all children who are subject to 2+ placements, to be reviewed at the Trusts CIC Strategic Group. This will monitor whether the child or young person is currently experiencing placement difficulties which could lead to a break down, and whether pre-disruption meetings and placement support meetings have been put in place.
- **Percentage of care leavers that the Trust remains in touch with.** Performance remains better than target. Continued use of the case tracking and management oversight means we are consistently in touch with 98% of care leavers in their 17th -21st year and work hard to maintain engagement. Performance over the previous six quarters demonstrates continued high in touch rates with care leavers, and continues to be better than 2018/19 outturns Nationally (93%) and Regionally (95%).
- **Proportion of cases audited graded as “Good” or better.** Performance at 83% for all audits completed within the last quarter graded good and outstanding. The audit methodology adopted in quarter 1 2018/19 aligns to the expectations of the social worker national accreditation process (NAAS). In addition to case file audits, thematic and deep dive audits continue to be undertaken, identifying key themes from performance information, JTAI thematic frameworks and the work carried out by Practice Development Social Workers.

21. Contract KPIs within target range

- **Proportion of Looked After reviews completed within timescale.** Performance of reviews completed this quarter has increased for the second successive quarter to 94%. In addition to this, 93% of children and young people made a meaningful contribution in their review and 99% of current care plans are in timescale. Young People are encouraged to take innovative and creative approaches to their reviews, such as videos, power-points and journals. The Trust are currently exploring video conferencing for distant reviews and for contribution.
- **Freedom of Information requested responded to within expected timescales.** Since April 2019, 91 requests have been received by the Trust, of which 82 (90%) were responded to within timescale. Of those out of timescale, seven were 1 day outside timescale and 2 were over. Where delays occurred, they were down to complexity of the request or where further advice was sought. Tracking is in place to ensure the majority of responses are within timescale, including escalation of those approaching deadline.

22. Contract Measures currently outside target range

- **Percentage of children who wait less than 14 months between entering care and moving in with their adoptive family.** Caution needs to be taken with this measure, as it can be based on relatively low numbers of children adopted within the quarter. Performance has dropped this quarter. These are provisional figures due to the timing of the statutory return to DfE so may improve when finalised, currently the year to date figure is 63% for overall adoption. Of note is that However, on average, we are taking almost 100 fewer days to place children within their adoptive families than the national rate: for the year to date, the average time taken from a child entering care to moving in with its adoptive family in Doncaster is currently 337 days (11 months), against a national threshold of 426 days and a national average of 433 days.
- **Care Leavers with pathway plans that have been reviewed in timescale:** Performance is below target and on a downward trajectory at traditionally a difficult time of year, with regard to engaging young people in planning activity. Overall this continues to remain a challenging target, but as Inspiring Futures are continuing to embed the new Pathway Plan App the Trust is starting to see an increase in the timeliness and the participation of plans being completed online and reviewed in timescale, which then need to be translated to the case management system. The Inspiring futures team has recruited 3 additional personal advisors to manage this caseload and to return performance to tolerance.
- **Front line Staff Receiving Supervisions in Timescale.** Supervision of Front Line Staff is outside tolerance by one percentage point which amounts to four members of staff. Performance was within tolerance for 2 of the 3 months within the quarter, with December's performance bringing the percentage down. Whilst, this may be due to availability of staff during the Christmas holiday period, and office closures, it should be possible to arrange supervisions and therefore it is expected that performance returns to tolerance in January. Attention is also focusing on the quality of supervision, as well as ensuring clear evidence of reflective case supervision notes are being recorded against case files.

24. **Strategic Partnership Indicators**

25. The trust report on a further 28 “strategic partnership” indicators. These are differentiated from the contractual measures as they measure outcomes and activity that are either:

- not entirely within the Trust’s direct control, but continue to demonstrate that the strategic commissioning arrangement between DMBC, DCST and partners is effective and delivering outcomes for children and young people, or
- closely linked to an existing contractual indicator, so reported in addition.

26. The table at paragraph 14 provides a summary breakdown of these indicators, reporting that 61 percent are within or better than target range, with a further 25 percent yet to be reported. These will be reported by exception – those better than target and those outside target tolerance.

27. The 11 measures currently reported as better than target are

- Rate of improved outcomes for families that have received family support on closure.
- Percentage of children becoming subject of a child protection plan for a second or subsequent time within a two year period.
- Percentage of monthly case file audits rated as ‘requires improvement’ or better
- Percentage of Child Protection Plans lasting two years.
- Youth Offending Services – Reoffending Rate after 12 Months.
- Average time in days between a child entering care and moving in with their adoptive family
- Children ceasing to be looked after due to a Special Guardianship Order (SGO).
- Percentage of Care Leavers in suitable accommodation.
- Percentage of Care Leavers in employment, education and training (EET).
- Percentage of permanent posts covered by Agency Staff.
- Staff turnover rates.

28. The four measures that are currently outside target tolerance are

- **Assessments completed within 20 working days:** The statutory expectation is that assessments are completed within 45 working days, where our performance is at 96%, well above national, regional and comparator authority averages. The additional target to complete more in a shorter timescale is in place in order to manage caseloads, and ensure families’ lives are intervened with for as short a time as reasonable. However, there are many occasions whereby a longer intervention/assessment puts families in a position where they are more resilient, and therefore a full 45 days is appropriate. There are also occasions when it takes time to negotiate a safe “step down” of cases to non-statutory services, which makes this shorter timescale harder to achieve. The Trust is currently exploring a different model for the assessment teams, with the intention of being able to “front load” assessment work to bring the average time spent down.

- Percentage of children in need for two or more years.** There are currently 2221 open cases, of which 727 (33%) have been open over 2 years. The majority of these cases (616, 85%) are open long term cases, as children in care or care leavers, where a length of two years or more would be typical. The remaining cases are those open as a child in need case, or where the plan is complete and it is awaiting transfer. Regular case tracking continues to ensure all cases are re-assessed every six months and plans are reviewed in timescale to match the Trusts expectation. Although higher than the current target this is close to the latest National average (Doncaster 33%, National 32%).
- Care Proceedings on Track to be completed within 26 weeks.** Timeliness has remained consistent previous two quarters but remains below target and tolerance. 105 of the 162 cases currently in proceedings are on track to complete in 26 weeks. The proportion of care proceedings cases on track to meeting the national expectation of 26 weeks remains a challenge for the Trust as well as other authorities. The number of care proceedings increased by over 25% between 2018 and 2019, and in response to this the Legal Services recruited to a number of additional posts to meet demand. Latest comparable data shows that the average time taken to complete proceedings in South Yorkshire (our designated family judge area) is above the national average (38.5 vs 33 weeks), however Doncaster is the best performing authority across this region at 37 weeks. A comprehensive action plan put in place by the Head of Service for the Legal department. This action plan is driving improvements in timeliness, quality of performance and the completion of proceedings. However, it must be noted that timeliness is impacted by court session availability, court directions and the contribution of children's guardians.
- Long-term placement stability children in care.** This measure will include planned moves that were in the best interests of the child, including young people moving into independent living arrangements as they prepare for adulthood. As the Trust continues to manage placement costs and develops the placement offer, some young people in care will change placement, which will in turn impact on this measure. Placement changes are tracked weekly, including reason for placement breakdown and placement type ending. The Independent Reviewing Officer Manager monitors placement stability weekly and monthly, pre-placement breakdown meetings are in place chaired by IROs and all Looked after Children receive a review of their plan on a six monthly basis. The five Mockingbird Clusters offer good support to our in-house foster carers aiming to improve stability and reduce placement breakdown. Performance information for quarter 3 demonstrates that the children placed within the Mockingbird Cluster continues to improve the long term stability at 75%, 13% better in comparison to our In-House Foster Carers not within the Mockingbird cluster and 20% better in comparison overall. The placement strategy includes the establishment of a further Mockingbird cluster, with appointments currently being made. Of those children in long term care, an additional 30 have now been in the same placement for a year. This measure needs to be considered alongside the "short term" placement change measure, which identifies those children experiencing 3 or more moves in a year. Performance is improving for this measure, demonstrating that strategies early into care are stabilising placements, and these now need to be applied to longer term care cases.

29. **Financial performance**

	Quarter 3				Quarter 2
	Gross Budget	Net Budget	Variance		Variance
	£m	£m	£m	%	£m
Doncaster Children's Services Trust (DCST)	54.8	50.1	-1.0	-1.8%	-1.1

30. The 2019/20 contract value is £54.8m. The Children's Trust forecast outturn as at the end of Quarter 3 is an underspend of £1.0m, which is a decrease of £0.1m since Quarter 2.
31. The underspend is a combination of reduced net costs to the Trust of £630k and how the Trust is funded for Out of Area children who have educational costs within their placement which means there is additional income of £395k that needs to be funded from the Dedicated Schools Grant (DSG) High Needs Block, which was approved at the September 2019 Schools Forum.
32. Out of Area (OOA) Placements and Safeguarding Children (due to increased agency staff costs) are both forecasting overspends but these have been offset by underspends on most headings in the Care Ladder, notably allowances, asylum seekers and Independent Fostering Agency costs.
33. A summary of the December 2019 position is as follows:

Overall Heading	2019/20 Budget			2019/20 Forecast Outturn			2019/20 Variance		
	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's
Children Looked After	32,483	-3,458	29,024	32,030	-3,810	28,219	453	352	805
Other Children and Family Services	1,876	0	1,876	1,743	0	1,743	133	0	133
Family Support Services	2,984	0	2,984	2,856	-3	2,853	128	3	131
Youth Justice	1,790	0	1,790	1,697	0	1,697	92	0	92
Safeguarding Children and Young People's Services	12,841	-115	12,726	13,196	-100	13,095	-355	-15	-370
Services for Young People	560	0	560	430	0	430	131	0	131
Contract Value	0	-51,642	-51,642	0	-51,765	-51,765	0	123	123
Support Services and Management Costs	4,747	-2,066	2,681	4,648	-1,946	2,702	100	-120	-20
Grand Total	57,281	-57,281	0	56,599	-57,625	-1,025	682	343	1,025

34. The forecast is based on the current cohort and mix of placements; the Trust has been successful in reducing its overall number of Looked After Children since 2018.
35. **Key Variances over/under £100k:**

As can be seen in the above table there are five (excluding the pending contract variance for ICT) significant (£100k+) variances - Looked after Children, Safeguarding, Other Children & Family Services, Family Support Services, and Services for Young People. The explanations are given below:

Looked After Children - £805k underspent: Actual activity overall is less than budgeted activity and the overall figure for Looked After Children is an underspend of £805k, of which £395k is due to the way the OOA placements are funded via the DSG High Needs Block. Within the overall underspend of £805k there are several areas with underspends and overspends greater than £100k with further detail given below. There are underspends less than £100k, including, Oaklands, Fostering team, SGO team, Adoption Allowances and Independent Adoption Agencies that totals **£491k**.

- **In-house Residential £152k overspent offset by Satellite Homes £246k underspend – overall £94k underspent.** Following the closure of Tickhill Square in August there are now 16 In-house residential beds, which are fully occupied. The displaced staff have filled existing vacancies within the remaining homes but there is a overspend due to additional non budgeted posts and the cost of improvements required to the infrastructure of the four remaining homes.

As mentioned in the previous report, to offset the overspend on the in-house Residential homes there is a £246k underspend on the Satellite Homes as it is now assumed the first two bed children's home will now open in the new financial year. The two bed children's home model is part of the Future Placements Strategy which has moved into the implementation planning stage.

- **Out of Area Placements - £840k overspent (but note additional DSG income of £395k).** There are 38 OOA placements at the end of December, an increase of 6 since the end of September. Please note that with the closure of Tickhill Square there are 5 fewer in house residential beds than previously and it could be assumed that up to 5 OOA children would have been located within the Borough.

There is a shortfall of income against the income budget of £380k for Continuing Healthcare Contributions. The Trust only has two children attracting funding from the CCG of £105k, a shortfall of £275k. The budget was set based on prior year trends when contributions and the number of children supported were higher.

The forecast for OOA placements indicates that an additional £395k compared to budget will need to be funded from the DSG High Needs Block – taking the total DSG funding forecast for 2019-20 to £3.1m.

- **Independent Fostering Agencies - £306k underspent.** The cost of children placed with Independent Fostering Agencies (IFAs) is under budget, as the numbers have reduced whereas the number of children placed with in-house foster carers, which is a significant cost saving, have increased.
- **Child Arrangement Orders and Special Guardianship Orders - £265k underspent.** There are projected underspends of £140k for Child Arrangement Orders and £125k Special Guardianship Orders due to growth being less than expected.
- **Asylum Seekers - £143k underspent.** The forecast for asylum seekers continues to be under budget as we are currently supporting less young people with this status than the budget which was based on previous years when this was a lot higher. The funding for these young people is from the Home Office and is included in the Contract Sum. The potential shortfall in income as a result of

the decreased activity in 2019/20 is offset by additional income of £69k from the final claim for 2018/19.

Safeguarding Children - £371k overspent. The main reasons for the overspend are the Trust has had to increase its hourly rate for agency social workers in order to remain competitive against neighbouring authorities (cost c. £200k), and the continuing cost of preventative measures, forecast to be £224k, that are being put in place by the locality teams, such as child care costs over the summer when funding isn't available to families and temporary support / therapy packages to support children and prevent them from becoming looked after.

Other Children & Family Services - £133k underspent: Legal Services is projected to under spend by £112k due to incurring less Court Fees and Solicitors Fee than budgeted due to the Children in Care numbers being less than in 2018/19.

Family Support Services - £131k underspent: The Family Support Service, which includes Beechfield Family Time and Parenting & Family Support Service, is projecting an underspend due to less staff costs in the first half of this financial year.

Services for Young People - £131k underspent: The projected underspend for EPIC is due to the service having vacancies which are expected to continue for the remainder of the financial year.

36. **Innovation Funding Benefits Realisation – Year Three**

Of the £2.39m funding agreed by the Council £540k remains in 2019-20 for the continuation and mainstreaming of the Growing Futures, Pause and Mockingbird approaches to work. This funding profile also includes a DfE allocation for Mockingbird in 2019-20 but on a reduced scale to previous allocations.

37. **Cash flow forecasting**

38. There was a positive cash balance of £6.6m at the end of December 2019. Cash flow continues to be monitored and is not expected to be an issue for this financial year.

39. **Management Action to Secure Further Efficiencies & Impact on 2019-20 Budget**

40. The Trust has previously reported initiatives to reduce costs such as annual leave salary sacrifice scheme, pool car usage, and taxis. Consideration is being made how to push for greater savings than those achieved thus far.

41. The Future Placements Strategy, which it is envisaged will bring about savings across the partnership from 2020-21 onwards and are included in the MTFS, has been approved by the Trust and Council and has moved into the implementation planning stage.

42. **Medium Term Financial Strategy (MTFS)**

43. The Trust's Medium Term Financial Strategy has been approved by Cabinet and reviewed by the Overview & Scrutiny Management Committee. The Trust has identified gross potential savings of £3.1m over the next three financial years, in-part facilitated by Council investment to develop the local estate which will deliver better

outcomes for Doncaster children and young people, at a reduced cost across the partnership; this work is included in the Future Placements Strategy.

44. External scrutiny and evaluation within Quarter 3 19/20

45. One children's home received an interim inspection in the last quarter. At the last full inspection this home was rated as "good." At the interim inspection, inspectors reported "improved effectiveness," quoting that "*children and young people are thriving and making continued progress towards their individual goals. They regularly attend school and college, and staff promote education and support the children and young people to be aspirational about their futures.*" The home received two procedural recommendations that will now form part of their improvement plan, as they aim to achieve an "outstanding" rating at the next full inspection.

46. Activity in Quarter 3 19/20

47. The Trust was involved in the following activities in Q3:

- World Mental Health Day – 10 October
- National Adoption Week – 14-20 October
- Restart a Heart Day – 16 October
- Carer Leavers Week – 28 October-3 November
- International Stress Awareness Week – 4-8 November
- Anti-Bullying Week – w/c 11 November
- Alcohol Awareness Week – w/c 11 November
- Armistice Day – 11 November
- International Men's Day – 19 November
- Trans Awareness Week – 13-19 November
- Universal Children's Day – 20 November
- Carers Day – 21 November
- Children's Take Over Day – 23 November
- Human Rights Day – 10 December
- Hosting the Trust Staff Summits, with attendance from DMBC colleagues – 16 and 17 December
- Toy Appeal – 18-19 December

48. The implementation plan of the Future Placement Strategy was signed off in quarter three.

49. Activity in Quarter 4 19/20

50. The Trust will continue to work with colleagues in DMBC on the delivery of the Integrated People's Solution (DIPS project), including secondment of DCST staff into the project team, and contributing business expertise in the form of subject matter experts.

51. The Trust has revised its Inspection readiness activity, renamed as "Pathway to Outstanding", and reporting into our partnership Joint Strategic Improvement Group.

A schedule of performance clinics, themed meetings and manager events is in place as we move towards a likely inspection window of 2020.

52. The following events are scheduled or have taken place in quarter 4:

- 28 January – The Trusts Annual Staff Star Awards, attended by colleagues from DMBC. Over 200 nominations for awards were received.
- 3 to 9 February - Children’s Mental Health Week
- 13 February - Social Worker Open Day on 13 February at Thorne offices.
- 8 March 2020 - International Women’s Day
- 17 March 2020 World Social Work Day
- 18 March 2020 – National Child Exploitation Awareness Day – linking with partner colleagues.
- In March we will also be having a marketing campaign to promote our Trusted Mentor scheme and Fostering recruitment

53. **IMPACT ON COUNCIL’S KEY OBJECTIVES**

Outcomes	Implications
<p>All people in Doncaster benefit from a thriving and resilient economy:</p> <ul style="list-style-type: none"> • Mayoral priority – creating jobs and Housing • Mayoral priority: Be a strong voice for our veterans • Mayoral priority: protecting Doncaster’s vital services 	<p>The Council and the Trust as major partners in the Children and Families Partnership Board share the Children’s plan outcome that all children should achieve their potential – in removing barriers and developing good quality service delivery children will be able to access the benefits of a thriving economy and will themselves be participants in creating and sustaining the strength of the economy.</p>
<p>People live safe, healthy, active and independent lives:</p> <ul style="list-style-type: none"> • Mayoral priority: Safeguarding our Communities • Mayoral priority: Bringing down the cost of living 	<p>Ensuring children and young people are free and feel from harm are key ambitions of both the Council and the Trust.</p>
<p>People in Doncaster benefit from a high quality built and natural environment:</p> <ul style="list-style-type: none"> • Mayoral priority: creating jobs and Housing • Mayoral priority: Safeguarding our communities • Mayoral priority: bringing down the cost of living 	<p>Delivering against the service delivery contract between the Council and the Trust has clear implications for safeguarding communities, in reducing risk and exposure of risk to children; improved early help and thus better outcomes for families.</p>
<p>Working with our partners we will provide strong leadership and governance</p>	<p>Ofsted, in its inspection report commented favourably on the relationship and governance arrangements between the Council and the Trust, recognising that formal arrangements for monitoring and challenge exceed the requirements set out in the contract between the two organisations.</p>

54. RISKS AND ASSUMPTIONS [JT 27/01/2020]

Risks and assumptions specific to the key performance indicator set, operational and financial context are identified in the body of this report.

55. LEGAL IMPLICATIONS [RM 27/01/2020]

This is the second report of the new reporting arrangement since the Trust became an arm's length management organisation (ALMO) of the Council on 1 April 2019. There are no legal implications directly arising from this report.

56. EQUALITY IMPLICATIONS [LE 27/01/2020]

There are no equality implications directly arising from this report.

57. HUMAN RESOURCE IMPLICATIONS [LE 27/01/2020]

There are no specific human resources implications directly arising from this report.

58. TECHNOLOGY IMPLICATIONS [JT 27/01/2020]

There are no information technology implications directly arising from this report.

59. HEALTH IMPLICATIONS [JM 27/01/2020]

Health and social care services are inextricably linked and are working in robust partnership to improve health and wellbeing outcomes for children and families. The move towards integrated health and social care delivery models supports these partnerships and create shared outcome objectives. Health colleagues are keen to support Doncaster Children's Trust to achieve the quality and performance levels they aspire to as this will impact on the wider health and wellbeing outcomes for Doncaster families.

60. FINANCIAL IMPLICATIONS [RM 27/1/2020]

Based upon the current forecast the implications of the Council are positive.

61. CONSULTATION

Consultation has taken place with key managers and Directors.

ATTACHMENTS

- Appendix 1: summary of key performance indicators for quarter three 2019/20

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MEASUREMENT DETAILS				TARGETS AND COMPARATORS			PERFORMANCE								
Measure Type	Measure	Reporting Frequency	Polarity	Target Range		Benchmarking data available	2018/19				2019/20			6 month Trend	
				Target	Tolerance		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3		Position
Contractual Key Performance Indicators	Assessments completed within <45 days	Quarterly	Bigger is better	90%	85%	Yes	89%	91%	89%	86%	87%	91%	96%	Better than target	Improving
	Children in need with an appropriate and current plan in place	Quarterly	Bigger is better	95%	90%	No	95%	94%	94%	93%	94%	96%	95%	Better than target	Stable
	Percentage of cases where the lead social worker has seen the child/young person in accordance with the timescales specified in the child protection plan. For all children who were the subject of a child protection plan during the year	Quarterly	Bigger is better	80%	75%	No	90%	84%	90%	82%	85%	95%	83%	Better than target	Volatile
	Initial Child Protection Conferences achieved within the statutory 15 day timescale	Quarterly	Bigger is better	95%	90%	Yes	96%	100%	97%	100%	100%	96%	100%	Better than target	Stable
	Short term stability of placements of children in care: % of children experiencing 3 or more placements in the year	Quarterly	Smaller is better	9%	12%	Yes	11%	9%	10%	12%	11.0%	10.0%	8.0%	Better than target	Improving
	Statutory Looked After reviews completed in time scale	Quarterly	Bigger is better	95%	90%	No	New contract measure for 2019/20				91%	92%	94%	In Tolerance	Improving
	Children who wait less than 14 months between entering care and moving in with their adoptive family.	Quarterly	Bigger is better	60%	56%	Yes	78%	71%	61%	71%	71%	60%	42%	Outside Tolerance	Declining
	Care leavers the Trust is in touch with	Quarterly	Bigger is better	95%	90%	Yes	99%	98%	99%	99%	98%	98%	98%	Better than target	Stable
	Care Leavers with pathway plans which have been reviewed in timescale	Quarterly	Bigger is better	95%	90%	No	New contract measure for 2019/20				74%	79%	67%	Outside Tolerance	Volatile
	Front line staff receiving Supervision in Timescale	Quarterly	Bigger is better	90%	80%	No	91%	90%	90%	87%	84%	86%	79%	Outside Tolerance	Volatile
	Freedom of Information Requests responded to within timescale	Quarterly	Bigger is better	95%	90%	No	New contract measure for 2019/20				89%	94%	92%	In Tolerance	Stable
	Case file audits graded good or better	Quarterly	Bigger is better	80%	60%	No	93%	82%	78%	80%	72%	82%	83%	Better than target	Improving
Strategic Partnership Indicators	Length of intervention for family support services (days)	Quarterly	Smaller is better	140 days	180 days	No	226	175	169	146	193	173	141	In Tolerance	Improving
	Families demonstrating improved outcomes at point of closure to Parenting and Family Support Team	Quarterly	Bigger is better	60%	40%	No	41%	68%	76%	81%	69%	82%	87%	Better than target	Improving
	Referrals that have previously referred where no statutory service was provided	Quarterly	Smaller is better	TBD*	TBD*	No	New contract measure for 2019/20				74%	56%	55%	TBD*	Improving
	Referrals that are re-referrals within 12 months	Quarterly	Smaller is better	22%	28%	Yes	26%	27%	28%	27%	27%	27%	26%	In Tolerance	Stable
	Assessments completed within 20 days	Quarterly	Smaller is better	25%	15%	Yes	New contract measure for 2019/20				19%	18%	12%	Outside Tolerance	Decreasing
	Percentage of Children in Need open for a) >6 months	Quarterly	In range is better	n/a**	n/a**	Yes	New contract measure for 2019/20				21%	14%	11%	No Target**	Improving
	b) >1 year						New contract measure for 2019/20				17%	15%	13%	No Target**	Improving
	c) > 2 years						New contract measure for 2019/20				32%	32%	33%	Outside Tolerance	Stable
	Children becoming the subject of Child Protection Plan for a second or subsequent time	Quarterly	Smaller is better	10%	16%	Yes	4%	7%	8%	3%	24%	3%	3%	Better than target	Improving
	Case file audits graded outstanding	Quarterly	Outstanding is better	RI+: 95% Good+ 80%	RI+: 90% Good+: 60%	No	37%	26%	27%	19%	13%	20%	17%	Better than target	Stable
Case file audits graded good	57%						56%	51%	61%	60%	61%	66%	Stable		
Case file audits graded requires improvement	7%						18%	19%	20%	26%	16%	15%	No Target**	Improving	
Case file audits graded inadequate	0%						0%	2%	2%	2%	2%	2%	No Target**	Stable	

Contractual and Strategic Key Performance Indicators

MEASUREMENT DETAILS				TARGETS AND COMPARATORS			PERFORMANCE								
Measure Type	Measure	Reporting Frequency	Polarity	Target Range		Benchmarking data available	2018/19				2019/20			6 month Trend	
				Target	Tolerance		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3		Position
	Child Protection Plans lasting two years or more for child protection plans which have ended during the year	Quarterly	Smaller is better	3%	5%	Yes	New contract measure for 2019/20				0%	0%	0%	Better than target	Stable
Strategic Partnership Indicators	CiN cases that close within 6 months of the child protection plan end date	Quarterly	Bigger is better	TBD*	TBD*	No	New contract measure for 2019/20				57%	62%	56%	TBD*	New measure
	CiN cases that close within 6 months of the child leaving care	Quarterly	Bigger is better	TBD*	TBD*	No	New contract measure for 2019/20				32%	18%	36%	TBD*	New measure
	Young offenders aged 10-17 who reoffend	Quarterly	Smaller is better	42%	50%	Yes	30%	32%	35%	39%	41%	30%	30%	Better than target	Stable
	Rate of first time entrants to youth justice (per 100,000)	Quarterly	Smaller is better	170	210	Yes	229	218	165	165	190	200	190	In Tolerance	Stable
	Care proceedings on track to be completed within 26 weeks	Quarterly	Bigger is better	80%	70%	No	82%	70%	60%	49%	65%	66%	65%	Outside Tolerance	Stable
	Long term stability of placement of children in care: %of long term children in care in stable placements	Quarterly	Bigger is better	70%	60%	Yes	69%	72%	71%	67%	62%	58%	55%	Outside Tolerance	Decreasing
	Trust residential settings rated good or better	Quarterly	Bigger is better	100%	80%	Yes	New contract measure for 2019/20				83%	83%	80%	In Tolerance	Stable
	Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family	Quarterly	Smaller is better	121	200	Yes	169	237	129	170	55	90	154	In Tolerance	Increasing
	Average time in days between a child entering care and moving in with their adoptive family	Quarterly	Smaller is better	426	460	Yes	388	469	419	398	285	378	372	Better than target	Stable
	Children ceasing care to be looked after under a Special Guardianship Order (SGO)	Quarterly	Bigger is better	15%	10%	Yes	15%	12%	22%	21%	20%	11%	19%	Better than target	Volatile
	Children ceasing care to be looked after under a Child Arrangement Order (CAO)	Quarterly	Bigger is better	TBD*	TBD*	No	New contract measure for 2019/20				17%	17%	4%	TBD*	Stable
	Rate of children adopted from care	Quarterly	Bigger is better	19%	14%	Yes	14%	19%	11%	22%	17%	13%	17%	In Tolerance	Stable
	Rate of 19 & 20 year olds Staying Put with their foster carers after their 18th birthday	Quarterly	Bigger is better	TBD*	TBD*	Yes	New contract measure for 2019/20				7%	8%	TBD*	New measure	
	Care Leavers in suitable accommodation (age 19-21)	Quarterly	Bigger is better	85%	80%	Yes	95%	95%	93%	91%	96%	94%	95%	Better than target	Stable
	Care Leavers in Employment, Training and Education (age 19-21)	Quarterly	Bigger is better	48%	40%	Yes	49%	49%	47%	47%	52%	51%	50%	Better than target	Stable
	Full time equivalent posts covered by agency staff	Quarterly	Smaller is better	8%	12%	Yes	7%	5%	4%	4%	6%	5%	6%	Better than target	Stable
Staff turnover rate	Quarterly	Smaller is better	16%	18%	No	15%	15%	17%	15%	12%	14%	12%	Better than target	Improving	

* To be determined. Measure is new and therefore requires 3 quarters' data before a target and tolerance can be set

** not applicable. Measure is reported for note, but a target will not be set

*** Not available due to reporting issues from corporate HR system