



To all Members of the

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

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

Venue: Council Chamber - Civic Office

Date: Thursday, 6th December, 2018

Time: 10.00 am

BROADCASTING NOTICE

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Items for Discussion:

1. Apologies for absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Declarations of Interest, if any.

Jo Miller
Chief Executive

Issued on: Wednesday 28th November, 2018

Governance Officer for this meeting: Christine Rothwell
Tel. 01302 735682

Doncaster Metropolitan Borough Council

www.doncaster.gov.uk

4. Minutes from the Meeting of the Overview and Scrutiny Management Committee held on 2nd November, 2018 (*Pages 1 - 10*)

5. Public Statements.

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

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

6. 2018-19 Quarter 2 Finance and Performance Improvement Report and Delivering for Doncaster' Booklet (*Pages 11 - 70*)

7. SLHD Performance and Delivery Update: 2018/19 Quarter Two (Q2) (*Pages 71 - 80*)

8. Complaints and Compliments Annual report 2017/18 (*Pages 81 - 140*)

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Chair – Councillor Kevin Rodgers
Vice-Chair – Councillor John Healy

Councillors Bev Chapman, Neil Gethin, Richard A Jones, Jane Kidd, Andrea Robinson and Paul Wray

Invitee: P O'Brien - GMB

Agenda Item 4

DONCASTER METROPOLITAN BOROUGH COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

FRIDAY, 2ND NOVEMBER, 2018

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on FRIDAY, 2ND NOVEMBER, 2018 at 10.00 AM

PRESENT:

Chair - Councillor Kevin Rodgers

Councillors John Healy, Jane Kidd, Andrea Robinson and Paul Wray

ALSO IN ATTENDANCE:

Councillors Martin Greenhalgh, Frank Tyas, Linda Curran, Derek Smith, Pat Haith, Eva Hughes, David Nevett, Ian Pearson, Nigel Cannings and John Mounsey.

Christian Foster, Head of Service, Strategy and Performance Unit
Carole Fox, Senior Strategy and Performance Manager
Debbie John-Lewis, Acting Assistant Director, Communities
Bill Hotchkiss, Head of Service, Community Safety
Dan Fell, Chief Executive Officer, Doncaster Chamber

APOLOGIES:

Apologies for absence were received from Councillor Neil Gethin and Paul O'Brien (GMB) invitee

		<u>ACTION</u>
15	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	There were no items items on the agenda that contained exempt information.	
16	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	Agenda Item 6: Brexit Councillor Andrea Robinson declared that her husband is the CEO of Doncaster Deaf Trust and on page 15 of the presentation it listed key recipients of European Social Fund in Doncaster including Doncaster Deaf Trust.	

	Councillor Kevin Rodgers declared that his wife worked in the logistics industry.	
17	<u>MINUTES FROM THE MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 13TH SEPTEMBER AND 4TH OCTOBER 2018</u>	
	The minutes of the meetings held on 13 th September and 4 th October, 2018 were agreed as a correct record.	
18	<u>PUBLIC STATEMENTS.</u>	
	<p>Ann Gilbert a Doncaster resident stated:</p> <p>“I would like to thank authors for the paper which highlights the many risks to the people of Doncaster if we leave the EU with no deal or we lose the tariff free access to the single market.</p> <p>It is an unenviable task trying to evaluate the effects when the government has so much internal infighting with no strong direction of travel coming forward and a messy floor of parliament which may have to make the decision between no deal or the deal the PM comes back with – which I’m sure we all agree is not a meaningful vote.</p> <p>I will address the paper linked to the paragraphs.</p> <p>Risks and Assumptions</p> <p><u>Para 11-12 – EU Funding</u></p> <p>To date we have had £100 million from the EU and the Shared Prosperity Fund is expected to take over post 2020 – what level of confidence does the Borough have that Doncaster can access sufficient funding to meet the Industrial strategy for Doncaster – who will be in competition with – how many Local Enterprise Partnerships are there sharing the £1.6billion allocated by government.</p> <p><u>Para 14 – Migration</u></p> <p>Do we know where our migrant workforce is employed – which sectors and in what numbers? Has any assessment been made by the employers concerned about the effects it will have on their business – eg. Skill shortages.</p> <p>Para 15 – Impact on the Economy and our residents</p>	

Access to EU airports

Do we know what the cost would be if our airport was grounded for any length of time and does that effect revenue to the Borough?

Trading with the EU

No matter what kind of Brexit we get, our companies who deal with Europe will still have to maintain EU standards if they wish to continue to export to the EU.

What proportion of Doncaster companies trade with the EU? You mention 153 but think this is only a proportion of the real number of businesses that could be affected.

How many 'just in time' businesses do we have in Doncaster linked to trade with the EU?

If we lose access to the single market and tariff free export and imports – how many of our companies are at serious risk of going out of business?

Productivity

We appear to have very poor levels of productivity 59th:60 in the Centre for Cities report (2017). Will this be exacerbated if we lose our migrant workforce? What is in place to improve this position – skills training, lack of job opportunities with decent wage structures to attract workers and keep workers in our Borough? What work is currently being done – Brexit or no Brexit.

Financial Implications

Para 35 – You have identified as a key concern – the move to the Borough relying on income from business rates – going to 75% - means that we must keep our businesses in Doncaster, thriving. The loss of business rates directly affects the standards of delivery of statutory obligations of the Borough. Losing any of our employers also has a direct effect on work prospects for our people and in particular our young. I share that concern.

Human Resource Implications

Para 38 – the loss of free movement of labour will be a disaster for this country not only for access to a migrant workforce with skills who have made a major contribution to our country as well as our Borough but also to enable our young people to take advantage of all that free movement can offer.

	<p>What support is there is place for EU citizens already in the borough with regard to settled status or citizenship applications?</p> <p>Are we aware of where the skill shortages will occur? Private and public eg. care sector, hospital professionals, agricultural etc. Do we know how we will meet those shortages to ensure that these workplaces can continue to function?</p> <p>Para 40 – You mention the Health Resilience Partnership are working with the LA – are there any published strategies to date available for Scrutiny?</p> <p>Additionally what provision has been made for potential medicine shortages?</p> <p>What provision has been made for potential food shortages to protect vulnerable people?</p> <p>Conclusion</p> <p>Some of my observations and questions may be answered when the report is discussed following this – but I wish to thank you for the opportunity to make my contribution.”</p>	
19	<u>BREXIT</u>	
	<p>The Committee received a presentation from the Head of Service, Strategy and Performance Unit providing detail on the current Brexit position covering the following areas:</p> <ul style="list-style-type: none"> • Background to Brexit; • Key Documents and dates; • A “No Deal” Brexit implications; • Impact of Brexit on the borough and its economy: <ul style="list-style-type: none"> - What to Watch; - Challenges and Opportunities; - Wider Issues regional, national and individual; - Project Deliverability; • Treasury Management risks; • Migration; and • Influence – Government Policy through both established and new channels. <p>The Chief Executive Officer from Doncaster Chamber outlined that the Chamber was a small business organisation that represented the private sector in the Borough equating to approximately 60,000 people. He explained that there were three business thought categories across</p>	

the sector, those that were preparing and mitigating, those watching and others that were doing neither but continuing to operate. However, what unified the business sector was the desire for proper answers from the Government, many issues of which had been covered by the Public Statement made at the beginning of the meeting.

He continued to explain that practical guidance and check lists were being provided regularly to the Borough's businesses and asked Members to remember that there were also 53 other Chambers across the Country also looking into the practicalities of a "Deal" or "No Deal" Brexit position.

The Committee recognised that 40 years of legislation was being addressed and there was uncertainty about the future but importantly, although many issues were unclear, what opportunities were available for the Council and Borough were being investigated.

The following issues were addressed by the Committee and other Members in attendance at the meeting:

Legal changes for trading – some businesses recognised the importance and were developing sophisticated plans but the micro businesses tended to be taking more of a reactionary position. Support had been available for Doncaster's businesses for some time to ensure they were prepared, particularly with a long term international trade programme. Members were pleased to note that the region had a growth hub where businesses provided joint support.

Trading outside the EU – Members were informed that there was an established Trade Carousel for experts on certain markets, including outside the EU, to promote overseas and international trade with joined up business support. It was noted that Doncaster Chamber would hopefully be attending a Trade Exhibition in China in 2019 with a number of local businesses. This visit would help build relationships both for trade and other areas, for example linking to skills and education.

It was noted that a Restructure of the Investment Team was being undertaken to maximise the Council's growth platforms and continue building momentum for international trade.

Yorkshire Wide Deal – A Member stressed, in their opinion, that if Doncaster was part of a Yorkshire Deal it would have more potential to sell and deliver using the Yorkshire brand but questioned what impact Brexit would have on this proposal. In response it was stressed that Yorkshire already held an established international brand, attractive to investors, in turn hoping that this would bring inward investment and tourism to Doncaster.

Rail Link – It was acknowledged that the rail link to Doncaster Sheffield

Airport was essential and noted that this issue was due to be considered at a future meeting of the Regeneration and Housing Scrutiny Panel.

Staffing in Education and other employment – It was noted that this issue was causing concern across the UK and there was a nervousness within businesses. For example, education and health professions would require certain skill sets for immigration applications. However, some businesses were concerned with the softer skills including strong work ethics and turning up in time. The Retail industry was concerned there could be a large challenge finding employees in some areas.

It was stressed that as a Borough we were all responsible for ensuring young people were employment ready holding the right skills and ensuring they were aware of all options available to them.

Agencies for international recruitment – Officers offered to provide a response following the meeting relating to concern expressed with regard to foreign vulnerable people not being supported, being left confused and lost in the state system by bogus agents. It was questioned whether a formal recruitment agency could be set up for South Yorkshire? It was stressed however that there were many good ethical recruiters across the country and from a Doncaster Partnership perspective, care and compassion was paramount.

Salaries – it was noted that 40 years ago over 50% of people worked in manufacturing but it was near 8% therefore, young people required the right skills to meet a new aspirational growth plan ensuring there were jobs of all descriptions with fairly paid wages.

Business relocation risks – Members noted that there were always risks that businesses could relocate elsewhere either nationally or internationally and there were discussions ongoing daily with the private sector.

Community cohesion – Concern was expressed that during the referendum there had been clear spikes of community tension but it was outlined that the Local Authority and partners had been working very well with communities, with any signs of tensions being monitored.

Food shortages - In response to possible food shortages, it was noted that the Emergency Planning Team was mindful of this and the position was being monitored with clear plans in place.

New channels to influence policy – There are a number of informal groups at multiple levels reviewing the impacts of Brexit; in particular the industrial communities alliance had commenced a programme of lobbying to ensure towns such as Doncaster would be given a fair contribution of external resources post EU funds, officers stressed

	<p>information sharing being key at this moment in time. Members were reminded that the Council's Chief Executive had a seat on the Yorkshire and Humber Leaders table to support the region and Doncaster at all levels, in terms of Brexit responsibilities.</p> <p><u>Residency administration for Non British residents</u> – in response to concern relating to whether support would be provided to assist people completing residency forms, it was recognised that the Local Authority would support and assist people who were in their care but there was not a clear resource identified for anyone else at present. With regard to the cost associated with the completion of the form it was understood there would be a nominal fee of between £5 or £10, expected to be waived for people in Council care.</p> <p>It was stressed that guidance was being provided to companies to help support their staff and it was also part of a suite of information that the Chamber was providing support to local businesses.</p> <p><u>Shortage of medicines</u> – concern was expressed with regard to the import of medication. A recent example relating to the shortage of Epipens was causing worry for people with allergies. It was explained that Government had given strong guidance on not stock piling medicines, that the position was being monitored and information would be provided by Public Health England to communities when available.</p> <p><u>Non British citizens currently in prison</u> – Bearing in mind the prison population in the Doncaster area, with regard to whether they would be returned to their country, it was acknowledged that there was no clear steer to date but should be covered by one of the Government's technical notices. This issue would be included in the Local Authority's risk assessment and watching brief.</p> <p><u>Non British children in local authority care</u> – A Member expressed concern that some young people would be in care at the Brexit end date and was assumed each case would be assessed on an individual basis locally but again this was an issue that would be in the Local Authority's watching brief.</p> <p>RESOLVED: That officers be thanked for the information presented and a further update be provided at a future meeting in the New Year.</p>	
20	<u>COMMUNITY SAFETY STRATEGY</u>	
	<p>Doncaster Living</p> <p>Prior to Full Council on 22nd November, the Committee gave consideration to the Community Safety Strategy 2018-21 statutory plan. The Plan outlined how the Doncaster Community Safety Partnership would address crime and disorder, including serious and</p>	

organised crime, reduce re-offending, tackle anti-social behaviour and alcohol and substance misuse.

Key achievements were addressed in the report and the Committee was particularly pleased to see domestic abuse and motorcycle nuisance being recognised as priorities within the strategy, as this was consistent with the Crime and Disorder Committees previous consideration and recommendations.

Also addressed in the report were key challenges that remained and actions to address them including the raised threat by organised crime, where a new theme group had been established to focus on this issue.

It was stressed that incidents of begging and rough sleeping in the Town Centre remained an issue but had reduced following the introduction of the complex lives multi-agency team with displacement issues being monitored.

In response to a query raised by a Member with regard to communities that hold weddings to celebrate their culture and traditions, it was stressed that work had been undertaken and support offered to groups to ensure that, for example, they do not promote functions on Twitter or Facebook which in turn advertised that properties would be empty at specific times and therefore a potential target. The communities have also been offered "Smart Water" to ensure their neighbourhood was protected. It was confirmed that leaders in these communities would be informed that their protection was always taken seriously.

Members recalled that youth provision was now provided in a more targeted way ensuring that resources were placed in areas with serious concerns, particularly anti-social behaviour, making sure that early intervention would prevent situations worsening. It was important to note that neighbourhoods were encouraged to apply for community project funding.

It was supported that partnership working was essential, not just within South Yorkshire but with neighbouring areas, for example, with regard to off road bike nuisance, where a recent successful joint operation with West Yorkshire had stopped offenders and bikes seized. It was highlighted that motor cycle nuisance could also be a symptom of more serious illegal activities including organised crime.

With regard to funding and times of austerity, concern was expressed that resources would continue to reduce and have an impact on partners ability to support and therefore recognised that the Doncaster Community Safety Partnership Strategy was flexible to address key priorities and that the front line does not see a negative impact.

RESOLVED that the Committee support the Community Safety Strategy.

21	<u>WORK PLAN NOVEMBER 2018</u>	
	<p>The Committee gave consideration to the Scrutiny work plan and noted progress being made by each Panel.</p> <p>The Chair reminded Members of issues contained in the Forward Plan and suggested that the Regeneration and Housing Scrutiny Panel at its next meeting receive an outline of the key decision relating to the ESIF grant for delivery of New Business Support in Doncaster as part of the Sheffield City Region Launchpad Programme.</p> <p>RESOLVED that:-</p> <ol style="list-style-type: none"> 1. that the work plan, be noted; and 2. a request be made for an update to be presented to the Regeneration and Housing Scrutiny Panel at a future meeting on the key decision relating to the ESIF grant for delivery of New Business Support in Doncaster as part of the Sheffield City Region Launchpad Programme. 	

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Doncaster Council

Date: 6th December 2018

To the Chair and Members of the Overview & Scrutiny Management Panel

2018-19 Quarter 2 Finance and Performance Improvement Report & 'Delivering for Doncaster' Booklet

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

EXECUTIVE SUMMARY

1. This report focuses on the quarter 2 financial and performance information to indicate our current position towards our 2018/19 budget, performance against key Service Standards and our progress towards delivery of outcomes set out in the Mayor's 4-year plan 'Doncaster Growing Together'. The majority of performance indicators are reported as 'on track' for quarter 2.

Financial Position: £0.4m overspend

2. At quarter 2, the Council is forecasting a year-end overspend of £0.4m. This has changed from quarter 1 due to £4.0m that was previously earmarked for capital being redirected to fund the Children's Services pressures. The projected overspend would have been significantly higher without the use of circa. £10m one-off funding in 2018/19. Further details on the 2018/19 position are provided in the paragraphs 35 to 47

Looking ahead, these ongoing service pressures and further reductions in funding will present significant challenges in 2019/20. Doncaster is in a similar position to many other councils with social care responsibilities, with increasing need for social care services and revenue spending decreasing. The LGA estimate that adult social care services face a £3.5 billion funding gap by 2025, just to maintain existing standards of care. As part of the Autumn Budget held on 29th October, the Chancellor announced additional one-off funding of £240m (Doncaster's share is £1.5m) in 2018/19 and £410m (Doncaster's share is estimated to be c£2.6m) in 2019/20 for Adult Social Care and Children's Social Care. This additional one-off funding, services pressures and measures required to ensure a balanced budget will be considered as part of the budget process for 2019/20.

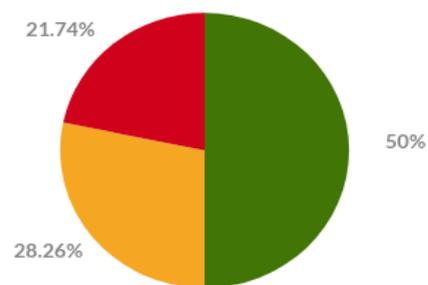
Performance

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

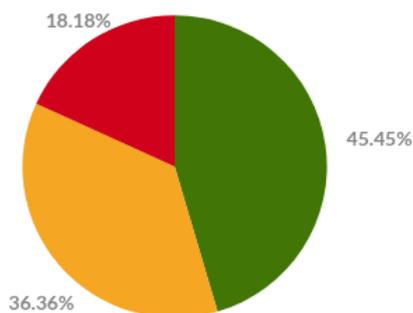
Performance Position:

46 service measures (profiled opposite)

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



■ Green ((23) ■ Amber (13) ■ Red (10)



■ Green (5) ■ Amber (4) ■ Red (2)

Performance Position:

11 Outcome Framework measures (profiled opposite)

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

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

3. Key Performance elements include –

- A further 385 new homes were delivered in quarter 2, bringing the year-to-date total to 628 putting us well on track to exceed our annual need of 920 homes per year.
- Number of people living in residential care continues to fall with a total of 1,240 adults in residential care at the end of August 2018 against a target of 1244. Concerns remain regarding performance of 28-day completions for Adult Social Care assessments.
- Over the summer, we received our provisional attainment results. These saw an improved position on the previous year for key stage 1, key stage 2 and A-levels. Challenges remain around gender attainment gap and also the narrowing of the gap for vulnerable groups.
- Persistent absence in schools, particularly at secondary level remains a challenge for Doncaster, especially persistent absence for Children in Care at secondary level.
- Local authority spend with local businesses is stable and is on target at 70% at the end of quarter 2 and overall staff sickness projection for year-end stands at an average of 9.11 days employee, which is a slight reduction from Q1 position.
- As detailed in the report, nationally there are significant pressures on Council finances and in particular social care budgets. The Council is managing the 2018/19 position with the use of one-off funding, however difficult challenges are expected for 2019/20, which are currently being quantified alongside service and funding options to ensure a balanced budget.

4. Further performance detail is contained in the accompanying '**Delivering for Doncaster**' booklet, which details the progress made in quarter 2 of our Doncaster Growing Together partnership transformation. This booklet also includes update on our key service standard measures, which give an overview of the services our residents receive,

along with our position against borough wide key outcome framework measures to provide a balanced overview of our current performance position. Updates include:

- Agreement of a 10 point partnership plan which will also target anti-social behaviour in the town centre to ensure that Doncaster town centres remains a good place to visit and do business.
- Our new Inclusive Growth Strategy is nearing its final stage of develop and consultation is underway with partners.
- The Integrated Doncaster Care Record iDCR has gone live, this electronic record allows health and care professionals to quickly and securely access medical information about people while they are caring for them.

EXEMPT REPORT

5. This report is not exempt

RECOMMENDATIONS

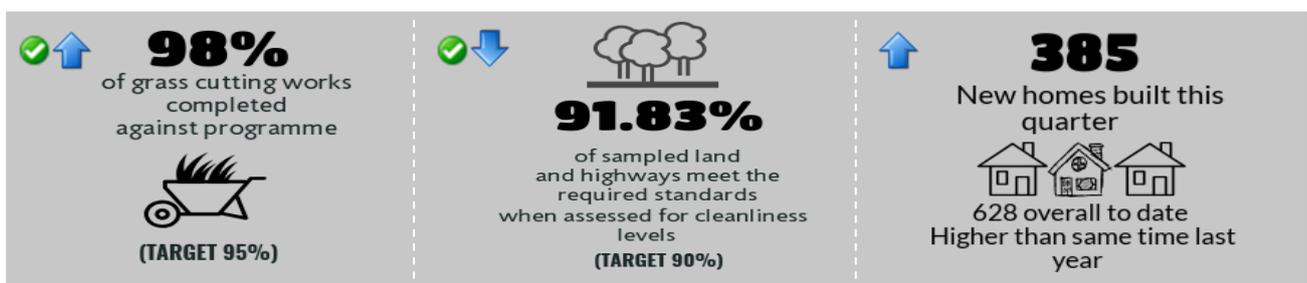
6. The Chair and Members of the Overview & Scrutiny Management Panel are asked to note and comment on the quarter 2 performance and financial information; including;
- the changes to the Strategic Risks as detailed in paragraphs 48 to 50;
 - the new additions to the Capital Programme, detailed in the Appendix A - Finance Profile; and
 - the new fee/charges detailed in paragraph 45.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

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

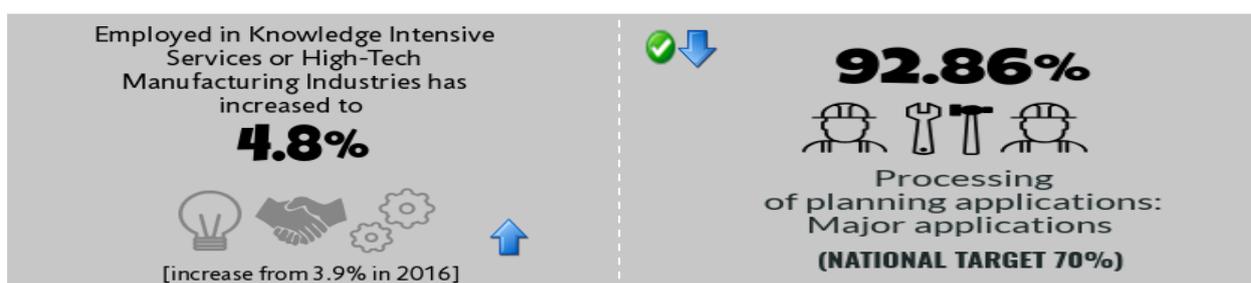
LIVING:



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

7. The latest data from the Sport England Active Lives Survey show that Doncaster has shown minor improvements in all three metrics – positive changes in the two active metrics and a reduction in the inactive metric. The data should be treated with caution due to the survey sample size and confidence interval – this is something we have raised with Sport England in order to get more robust intelligence on these measures.
8. A detailed Housing Need Study has been commissioned and is underway to identify the detailed need data that sits below the headline total housing requirement. This intelligence will help shape both the general need and the specialist accommodation housing work streams. In terms of overall delivery, a further 385 new homes were delivered in quarter 2, bringing the year-to-date total to 628. This is higher than the equivalent delivery rate last year and so we are on track to once again exceed our annual need of 920 homes per year, and potentially secure another record year for delivery in Doncaster.
9. In response to the new Homelessness Reduction Act 2017, the Council and its partners are developing a new Homelessness Strategy and action plan to tackle homelessness and rough sleeping in Doncaster. In-depth data analysis and stakeholder consultation is underway to identify the detail behind the issues some households face, and the options available for responding to these support needs. The primary focus, as always, will be on early intervention, with a view to preventing homelessness rather than simply responding to it.
10. The Vibrant Town Centres Programme is working to improve the co-ordination of activity and services that take place in the town centre. The Integrated Town Centre Management Team, made up of council officers and wider partners, continue to support homeless and vulnerable people whilst working closely together to ensure anti-social behaviour is not tolerated. More police officers are now patrolling in the town centre to tackle anti-social behaviour, crime, aggressive begging and to deter drug dealing and use. A robust joint action plan targeting anti-social behaviour in the town centre has also been agreed to ensure that Doncaster town centre remains a good place to visit and do business.
11. The vast majority of this theme's service standards were either at or above their targeted levels of performance – this includes Land/highways cleanliness, scheduled grass cutting, the processing of planning permission application, Free school meals uptake, recycling rate for household domestic waste, and the processing of licensing act applications.
12. The percentage of fly-tipping incidents investigated and removed within five days saw a significant reduction from 85% to 74%. The reason for this reduction can be attributed to a strategic decision to direct some additional resources to tackle specific cleansing operations in targeted areas such as Edlington, Hyde Park, Hexthorpe, Balby and Mexborough – this has therefore had an impact on overall performance. It is anticipated that performance against this measure will return to the required levels following the targeted interventions in these specific areas.

WORKING:



Service Standards					Outcome Framework				
4	-	-	-	-	-	-	-	12	-

13. Overall, we are seeing economic improvements with rising employment rates, increasing number of jobs and reducing numbers of claimants for out of work benefits. Supporting businesses to grow, bringing new jobs into Doncaster and supporting local people to access these jobs continues to be a priority.
14. The new Inclusive Growth Strategy is in the final stage of development and is undergoing further consultation and engagement with partners. Activity is already underway in some areas and the Employment and Advancement Service is now actively engaging with residents and businesses.
15. The latest data published on the percentage employed in knowledge intensive services or high-tech manufacturing industries shows that the figure for Doncaster has increased from 3.9% in 2016 to 4.8% in 2017.
16. 93% of all major planning applications are processed within required or agreed timeframes; this is an increase from the 88% in Q1, and continues the significant overachievement over a number of years against the national target of 70%.

CARING:

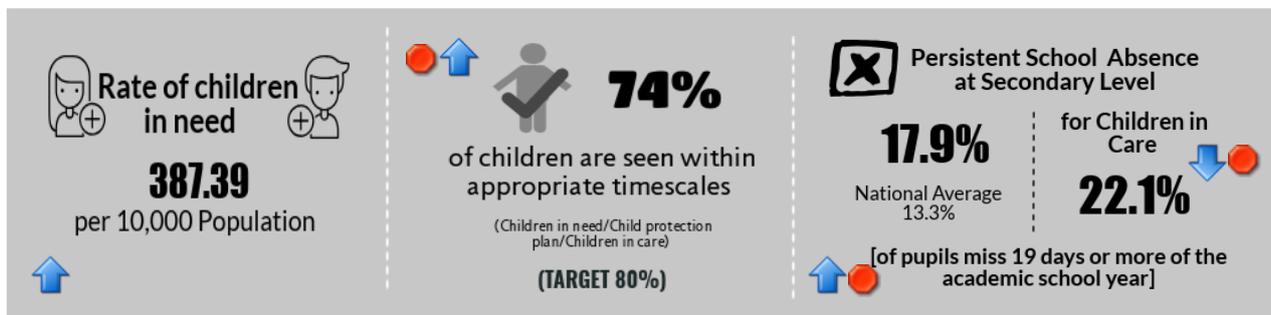


Service Standards					Outcome Framework				
5	2	-	-	-	4	1	-	6	-

17. We continue to focus on the transformation of Adult Social Care through the 'Your Life Doncaster' programme. This is focussing on immediate and rapid improvement activity in key areas of priority as well we focussing on medium and longer term transformation on ambitious outcomes for our communities and sustainable service models to drive this. Work is being undertaken to ensure the transformation programme is both well designed and well established in order to deliver the new approach.
18. The number of people living in Residential Care continues to fall with a total of 1,240 adults in residential care at the end of August 2018 against a target of 1244. Rate for Doncaster as at end of August was 5.7 days per 100,000 pop/day which presents a positive picture against a national target for Doncaster of 7.1 Delayed Transfer of Care data for September is not available until November.
19. Further to the performance reported in the previous quarter, concerns remain with performance against directorate service standards. There has been **Page 15** below target performance for 28-day completions for Adult Social Care assessments - the target has

now been set at 6 weeks to complete an assessment with a view to ultimately reducing this to 4 weeks over time. Annual care reviews also remain a concern, and whilst activity is in place to secure improvement, performance has not yet improved to the target standard. Further work is required in these areas to drive continuous improvement underpinned by good data quality to understand progress.

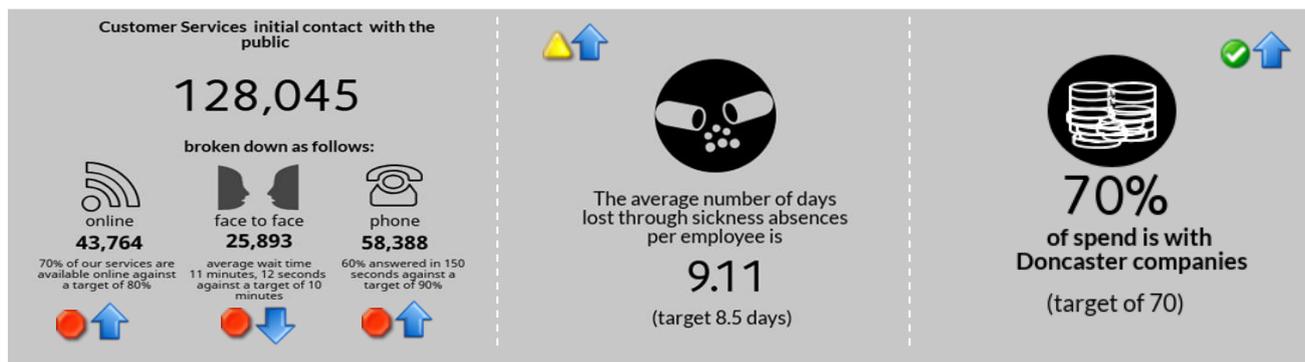
LEARNING:



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

20. Over the summer, provisional attainment results for Doncaster show an improved position on the previous year for key stage 1, key stage 2 and A-levels. Results will be officially confirmed later in the year.
21. Persistent Absence at secondary for the Autumn Term was 17.9% compared to the national average of 13.3%, and with a reported 22.1% for persistent absence of children in care at secondary level. The virtual school is addressing persistent absence via closer monitoring, challenge to schools on exclusion and training for foster carers and social workers with increased links to Mockingbird Family Model clusters, which focuses on improved stability and support to foster carers. Poor attendance at secondary level can have a negative impact on key stage 4 attainment
22. Ofsted ratings of the schools in the borough remain the same as there have been no published inspections this quarter - 74% of our pupils at primary level and 52% of pupils at secondary level are reported by Ofsted as having access to 'good' or 'outstanding' education.
23. The Doncaster Children's Trust, which became operational in October 2014 reports good performance in a number of areas. Although still off target, children seen within appropriate timescales, which includes children in need, children in care and those on child protection, at 74% saw a 4% improvement from previous quarter and focus remains on improving system recording of visits.
24. The number of children in need reduced by 278 from previous quarter. This composite measure comprises children in care, child protection and those that are not in care or on child protection but are in receipt of a service from professionals to achieve or maintain a reasonable standard of health and/or development. The Doncaster Children's Trust reports that a reduction in total referrals has led to a decrease in numbers of children in need and we will closely examine if this downward trend continues.

CONNECTED COUNCIL:



Service Standards

2	3	3	-	-

25. For this quarter, the key major and emerging HR and OD risks identified as Organisational and Workforce Capacity, Managing Performance and Additional Workforce Spend remain the same as the previous quarter. However, focussed action needs to continue to improve overall performance outcomes.
26. Considerable support has continued to be provided to the Council's improvement and transformation agendas, to support leaders and managers to shape and deliver change. The Adults, Health and Well Being 'Your Life Doncaster' Programme remains a key priority and a strong focus this quarter has been shaping the workforce development requirements across the whole programme and beyond, for example through the Place Plan. Following the completion of the Learning and Opportunities functional review work has been on-going to embed the structure and new ways of working.
27. A number of interventions continue to be offered through the Leadership and Management Development Framework in strengthening capacity building that will ensure our leaders are equipped with the right skills and knowledge to deliver on the Council's priorities. Continued emphasis is still required by managers to create more job opportunities for apprenticeships from entry level through to degree level and deployment of graduates. The next cohort of National Management Trainees have been recruited and are due to start shortly.
28. The new look job descriptions and recruitment adverts continue to be embedded throughout the quarter, with the Skills Framework now a key element with the Performance and Development Review Scheme.
29. Focus has remained on performance management as this was a key quarter for Personal Development Reviews (PDR) completions for all staff, with a positive outturn of 96% slightly exceeding the target of 95% for completions.
30. Additional spend outside of main employment contracts remains high in comparison to other large organisations. 41% of additional payments costs still relate to agency worker spend. Agency assignments should be used as a short-term solution to staff capacity or skills issues, however currently 37% of assignments have been for more than 6 months and 18% for more than 1 year. Spend has reduced in the quarter but this remains a high-risk area that requires further improvement to ensure this downward trend continues. Further improvement measures will be introduced during the remaining 2 quarters to better manage usage and spend following the outcomes from a more in-depth assessment.
31. The sickness absence rate at the end of the quarter was 9.11 days per full time equivalent employee which is slightly above the corporate target of 8.50 days. Managers

still need to ensure sickness triggers are actioned timely (only 41% were actioned within the required timeframe) as well as ensuring the most appropriate action is taken in dealing with both long term and short term absences to improve overall performance

32. The average number of days to process a new housing benefits claims this quarter remains consistent at 21.06 days against a target of 25 days with new claims being well managed and benefit claimants moving onto Universal Credit. The number of days to process Council Tax Support applications is 22.31 compared to 24.18 for the same period last year.
33. The number of customer services initial contact with the public (online, phone, face to face) were reported at 128,045 a continuing drop on the 137,642 reported last quarter. Waiting time at the Civic Office reception is currently over the 10 minute target at 11 minutes 12 seconds and the number of calls answered within 150 minutes is also above the target of 90% at 60%. This is mainly due to a number of staff leaving the team for career progression and a number of posts are currently out for recruitment. Priority remains to proactively encourage customers to access services online.
34. Local authority spend with local businesses remains on target at 70%.

FINANCIAL POSITION:

Revenue Budget

35. The Council is currently forecasting an overall overspend of £0.4m for 2018/19 as at month 6. The overspend would have been higher without the use of circa. £10m one-off funding (£4m Minimum Revenue Provision (MRP) budget previously earmarked for capital purposes and £6m one-off grants for Adult Social Care); this has increased by £5m compared to quarter 1. The Doncaster Children's services Trust financial position includes the £6.0m additional funding approved by Cabinet on the 16th October, 2018. A summary of the £0.4m forecast overspend is provided below: -

	Quarter 2				Quarter 1
	Gross Budget	Net Budget	Variance	Variance (% Gross Budget)	Variance
	£m	£m	£m	%	£m
Adults Health and Wellbeing	151.1	74.3	0.7	0.5%	0.7
Learning & Opportunities - Children & Young People	55.9	11.4	0.8	1.4%	0.5
Doncaster Children's Services Trust (DCST)	51.4	47.5	0.1	0.2%	5.2
Corporate Resources	102.5	21.8	-0.9	-0.9%	-0.8
Regeneration & Environment	119.0	34.3	-0.3	-0.3%	0.1
Sub-total Services Budgets	479.9	189.3	0.4	0.1%	5.7
General Financing	7.2	6.6	-0.1	-1.4%	-0.1
Other Council-Wide budgets	5.4	-83.3	0.1	1.9%	-1.9
Sub-total Council Wide	12.6	-76.7	0.0	0.0%	-2.0
Grand Total	492.5	112.6	0.4	0.1%	3.7

36. Adults, Health & Wellbeing £0.7m overspend – the key pressures are additional demand and increased average costs of all types of placements in care totalling £1.4m with residential placements forecast to overspend by £0.7m. £0.5m savings are expected to be delivered against an overall savings target of £4m. Vacancy savings mainly within Communities of £0.7m offset these pressures. £6.0m additional one-off funding is being

utilised to manage the pressures on services; resulting in the £0.7m overspend projected. The position has worsened since quarter 1 by £1.4m, which has increased the additional one-off funding required, therefore this does not impact on the overall overspend projected. A number of actions are being progressed to better understand the increasing demand on adult care services and introduce immediate measures e.g. agency/vacancy control, to identify one-off and recurrent savings.

37. The overall underlying care ladder pressure before the use of one-off funding is £6m. In addition, the 2019/20 budget plan includes £5.3m savings to be delivered and £2.3m additional growth funding. It is possible that one-off grant funding could be extended to future years; but this highlights the significant pressures and risks to the budget position for 2019/20. A full review of the 2019/20 financial position, including on-going pressures, new growth/pressures and saving options, is currently being undertaken which will be considered as part of the 2019/20 budget setting process.
38. The Government recently announced emergency funding for social care winter pressures and Doncaster's allocation is £1.5m. Winter pressures have already been taken into account in the quarter 2 forecast and therefore it is planned that the grant will be used to reduce the additional call on Improved Better Care Fund (iBCF), which is needed to fund the Transformation Plan and demand pressures in 2019/20, as detailed above.
39. Cabinet approved £6.0m one-off funding for the Doncaster Children's Trust to meet the projected pressures in 2018/19 including Looked After Children £4.2m, Legal & Early Help £0.6m, Family Support Services £0.4m, Safeguarding Children £0.2m, and Support Services and Management costs £0.6m. Following the allocation of this additional funding to budgets, a £0.1m overspend is now projected for 2018/19. Activity analysis shows that, on average, the Trust is anticipating that it will support 72 more young people for all placement types in the care ladder, than assumed going into 2018/19. Collaborative joint work will continue to be undertaken to understand, forecast and manage the demand; this will include understanding the ongoing pressures and impact for the 2019/20 budget setting process.
40. Learning & Opportunities – CYP (excluding DCST) £0.8m overspend – the key pressures include increased demand for children with disability placements £0.6m (a task & finish group has been set up by the service to review high cost placements to look at ways to mitigate these increases), short breaks £0.1m and Passenger Transport £0.4m (a strategic review of Children's and Adults transport is to be carried out for 2019/20, with an interim efficiency review to include routes and occupancy).
41. The overspends are offset by £0.9m underspend forecast for Corporate Resources mainly due to savings on staffing budgets and £0.3m underspend forecast for Regeneration & Environment mainly due to various underspends in Streetscene & Highways Operations.
42. The Chief Financial Officer is deeply concerned about the on-going budget pressures and impact on the medium-term financial strategy for 2019/20. As detailed above, work is currently being undertaken to understand demand on social care budgets and rising costs, options for delivering savings and producing balanced budget proposals for 2019/20 onwards. Key dates to inform the 2019/20 budget are the budget announcement on the 29th October, provisional budget settlement expected on 6th December and the Adult Social Care Green Paper also expected in December. The 2019/20 budget proposals are due to be announced on the 24th January at the Council meeting. The current level of uncommitted revenue reserves are £11.7m for 2018/19.

Housing Revenue Budget (HRA)

43. The outturn projection for quarter 2 is an underspend of £0.2m. The budget assumes a contribution of £0.6m from balances; the £0.2m underspend reduces the contributions from balances to £0.4m. The variances are £0.1m projected underspend on overall

management expenditure and £0.1m additional income, overall the position is very close to that reported at Q1.

44. Current rent arrears at quarter 2 are £2.2m (3.03% of the rent debit); this is a £0.22m increase from £2.0m at quarter 1 (2.72%). This performance is not on track for a year-end performance of 2.50% 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 Account budget therefore it is not expected to negatively impact on the monitoring position. As at 30 September the amount of former tenants' arrears was £1.1m a slight increase from quarter 1, write offs in the second quarter were £44k.
45. A new daily service charge for the provision of temporary accommodation properties is proposed for approval, which will enable the recovery of associated costs. The charges (detailed below) will be in addition to the existing HRA rents for the properties and will be effective from 8th December, 2018. Any new rental figures (including the service charge) will be eligible for housing benefit, subject to the individual's circumstances and subsidy limits. It is expected that this will generate circa. £15k, which will contribute towards the costs of additional demand placed on the St Leger Homes Housing Options team.

Property type	Charge (per day) £*
One Bedroom	1.99
Two Bedrooms	2.79
Three Bedrooms	3.59
Four Bedrooms	5.36

* charges to be confirmed for the Executive Board report version.

Capital Budget

46. The capital spend projection for 2018/19 is £116.9m in comparison to quarter 1 projection of £126.9m (£292.6m future years compared to a quarter 1 projection of £273.3m). £28.1m actual expenditure has been incurred up to end of quarter 2. A number of asset sales that were expected to be completed in the current year have slipped into the next financial year. To mitigate this position, where possible expenditure has also been slipped into the next financial year, resulting in a potential £7.3m shortfall position in 2018/19. This position will continue to be closely monitored and where possible further expenditure delayed to the next financial year.

Collection Fund

47. 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	124.88	127.61	2.73	5.39	-3.38	4.74
Doncaster Council	103.84	106.11	2.27	4.58	-2.87	3.98

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

The overall collection fund projected surplus is mainly due to higher than budgeted for collection rate £1.52m, tax base growth £0.37m and lower levels of Local Council Tax Support awarded £0.84m.

Council tax arrears currently stand at £16.79m, compared to £17.7m target. The collection of Council Tax arrears is £1.6m for quarter 2, which is slightly above target of £1.5m. This is circa £0.2m greater than at this point in the previous financial year and shows the continued determination of all Revenues staff to pursue all outstanding debt to a conclusion, irrespective of age.

b. Business Rates:

	Budget £m	Projection £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance £m
Collection Fund	94.91	94.07	-0.84	-1.48	0.62	-1.70
Doncaster Council	46.51	46.09	-0.42	-0.73	0.30	-0.85

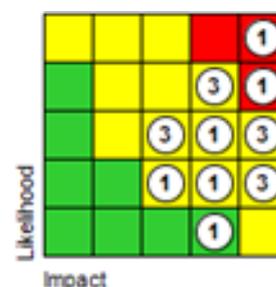
* Opening balance, planned recovery of the deficit and in-year variance = Closing balance

The variance in 2018/19 on the business rates collection fund is due to increased levels of charitable and empty property relief -£1.1m, adjustments to prior year rates -£1.0m, offset by lower than expected adjustment to appeals provision £1.2m.

Business rates arrears currently stand at £4.86m, compared to a target of £4.6m. The level of arrears has decreased by £0.54m this period against a projected target of £0.75m; this is lower due to the overall level of arrears being less than previous years i.e. £1.6m less than at the same time a year ago. The overall continued level of reduction shows the commitment to pursue all debt irrespective of age.

STRATEGIC RISKS

48. There are currently eighteen Strategic Risks and all have been updated as part of the Quarter 2 reporting process. The heat map opposite shows a summary of the scores.



49. Fourteen risks have retained the same profile; Two risk profiles have increased:

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

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

- Failure to implement the Partnership priorities within the Doncaster Growing Together Portfolio
- Failure to achieve the budget targets for 2018/19

50. During the quarterly resource management process, no new strategic risks have been proposed and no current risks have been proposed for demotion.

OPTIONS CONSIDERED

51. Not applicable.

REASONS FOR RECOMMENDED OPTION

52. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

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

RISKS & ASSUMPTIONS

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

LEGAL IMPLICATIONS [Officer Initial: SRF Date: 20/10/18]

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

FINANCIAL IMPLICATIONS [Officer Initials: RI Date: 19.10.18]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initial: RH Date: 29/10/2018]

56. Key performance indicator outcomes that are specific to the workforce are detailed within the body of the report along with other key areas of performance worth noting. Failure to achieve targets for sickness absence can impact on service delivery to customers and increase costs particularly where cover has to be arranged. HR staff work with managers in service areas to ensure appropriate action is being taken to manage staff absence in an effective and timely way which should have a positive impact on performance. Staff who do not have a PDR will not necessarily have clear targets and therefore may not be appropriately contributing to corporate, directorate and service targets or having access to learning and development opportunities. An appropriate induction is an important part of the on boarding experience for new starters to the organisation and can influence staff retention rates thereby reducing recruitment costs. Increasing completion of training deemed mandatory ensures that staff are provided with the appropriate knowledge in certain topics which should help to mitigate risks, reducing possible breaches and other potential consequences such as financial penalties. Further consideration is needed to identify effective ways to improve the compliance with timescales for completing casework, this will minimise the impact on affected employees, services and customers as well as any associated costs. Creation of more opportunities for apprentices at all levels is an effective tool in succession planning particularly in services where an ageing workforce is a factor.

TECHNOLOGY IMPLICATIONS [Officer Initial: ET Date: 30/10/2018]

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

HEALTH IMPLICATIONS [Officer Initials: RS Date: 30/10/2018]

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

EQUALITY IMPLICATIONS [Officer Initial: SWr Date: 18/10/18]

59. In line with the corporate approach for compliance against the Equality Act 2011 due regard must be shown across all activity within the Council. As the performance report draws together a diverse range of activities at a strategic level a due regard statement is not required. All the individual components that make-up the finance and performance report will require a due regard statement to be completed and reported as and when appropriate.

CONSULTATION

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

BACKGROUND PAPERS

61. Not applicable.

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FINANCE PROFILE

		Quarter 2 2018/19		
Adult Health and Well-Being Revenue		Gross Budget	Net Budget	Variance
		(£m)	(£m)	(£m)
✔	Adults Health & Wellbeing Total	151.055	74.329	0.703
●	Adult Social Care&Safeguarding	91.627	59.510	1.442
<ul style="list-style-type: none"> Care Ladder costs: Detailed forecasts for the main Care Ladder areas are included in the Care Ladders summary and are based on Team Managers' assumptions around activity. Overall Care Ladder overspend estimated at £1.337m to reflect the anticipated activity predicted until year-end (8 additional OP Resi placements, 9 additional Homecare, 36 additional Direct Payments), additional spend in Extra Care and additional income for Supported Living. Various initiatives are ongoing within the service to address the increasing activity levels. These include a review of Extra Care waiting lists and a new allocation process, a revised ASC front-door structure from November, a robust Direct Payment improvement plan as part of the RIP, including a deep dive into the most recent 60 packages approved and a planned review of all Supported Living packages and high cost WAA residential placements. Other ASC costs: Other costs within the service are forecast to overspend by £104k. Unmet savings targets £311k, DoLS Assessment costs £414k, vacancy savings (£388k), uncommitted Care Act grant (£127k), Independent Day Care underspend (£66k) and Shared Lives underspend (£40k). Over next couple of months we will be working on these projections and assessing the initiatives in terms of impact on demand and therefore budget. A deep dive of demand versus demography will be carried out in order to produce a revised position around realistic expectations on service delivery. We will also be looking at vacancies to determine if the can permanently be offset against unmet staffing savings. 				
✔	Communities	25.021	14.154	-0.712
<ul style="list-style-type: none"> Overall projected underspend for Libraries & Culture is (£40k), this is made up from (£102k) underspend in Libraries offset by £58k overspend Heritage Services & £5k overspend in Arts. 				
▲	Director Of Adult Services	1.159	1.071	-0.037
<ul style="list-style-type: none"> Minor staff and running expenses savings. 				
✔	Commissioning & Contracts	11.399	6.756	0.006
<ul style="list-style-type: none"> No significant variances or new issues to report which are not already captured on the care ladder for Q2. 				
✔	Public Health	19.751	-0.094	0.005
<ul style="list-style-type: none"> Public Health Grant to break even using public health reserve to offset increased staffing costs (graduate management trainee and 2 modern apprentices). Public health reserve now at £763k. Leisure overspend £5k to be managed in year. 				
✔	Director Of Improvement	2.098	-7.068	0.000
<ul style="list-style-type: none"> Although areas of spend are changing (i.e. some of the posts required to fulfil Programme Delivery were not necessarily those projected in Q1), the overall projected spend profile for the YLD Programme remains static over 18/19. It must be noted that additional areas of spend (i.e. posts now identified as required, including senior management and consultants, etc.) may ultimately place pressure on the budget in subsequent years. The reprofiling of the budget in order to assess the likelihood and impact of these potential pressures will be ongoing exercise over the financial year 18/19. 				

		Quarter 2 2018/19				
Adults Health and Well-Being Capital		Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
✔	Adult, Health & Well-Being Total	7.4	7.6	17.6	16.1	3.0
<ul style="list-style-type: none"> There are no major concerns with the AHWB programme at Q2. The only significant variances to budget reported at this stage is £137k expenditure in Adaptations. A new S106 scheme has been added to Communities £14k and (£45k) of the CLS scheme 18/19 allocation has been reprofiled into 19/20. 						
✔	Adult Social Care	4.5	4.6	13.4	13.4	1.4
<ul style="list-style-type: none"> The main schemes in Adult Social Care are the Adaptations £1.9m and Disabled Facilities Grants (DFGs) £2.7m. £0.14m additional expenditure is forecast in 18/19 for Adaptations than was reported in Q1. 						

	Communities	0.8	1.0	0.0	0.0	0.4
	<ul style="list-style-type: none"> Communities is mainly section 106 funded open space improvements/play area installations, grant funded Heritage Services projects and Library Schemes. The increase in estimated expenditure from Q1 is mainly due to the addition of a new S106 funded open space project at Q2 £14k offset by other reprofiled open space schemes 					
	Modernisation and Commissioning	0.3	0.2	2.2	0.3	0.0
	<ul style="list-style-type: none"> The main schemes in Modernisation and Commissioning are the Extra Care scheme scheduled after 2022 and the Customer Journey development scheme £0.5m over two years (£0.21m in 18/19). Customer Journey scheme is being developed with some of 18/19 allocation reprofiled into 19/20 at Q2. 					
	Public Health	1.8	1.8	2.0	2.4	1.2
	<ul style="list-style-type: none"> The largest schemes within Public Health is the DCLT capital grant of £1.25m. In 18/19 £0.59m corporate resource is available for the installation of the Cycle Circuit. Manager is anticipating a further £0.5m grant income to fund this £1m Scheme over 18/19 and 19/20. 					

Learning and Opportunities; CYP Revenue		Quarter 2 2018/19		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning & Opportunities C&YP Total	107.286	58.893	0.792
	Centrally Managed	7.775	0.193	-0.004
	Partnerships & Operational Del	8.160	2.106	-0.007
	Commissioning & Business Devel	39.902	9.135	0.757
	<ul style="list-style-type: none"> Key pressures include increased demand for children with disability placements £0.609m (task & finish group set up by the service to review high cost placements to look at ways to mitigate these increases), short breaks £0.13 and Passenger Transport £0.35m (a strategic review of Children's and Adults transport is to be carried out for 19/20, with an interim efficiency review to include routes and occupancy). 			
	Childrens Services Trust	51.448	47.458	0.046
	<ul style="list-style-type: none"> Cabinet approved £6.0m one-off funding for the Doncaster Children's Trust to meet the projected pressures in 2018/19 including Looked After Children £4.2m, Legal & Early Help £0.6m, Family Support Services £0.4m, Safeguarding Children £0.2m, and Support Services and Management costs £0.6m. Following the allocation of this additional funding to budgets, a £0.1m overspend is now projected for 2018/19. Activity analysis shows that, on average, the Trust is anticipating that it will support 72 more young people for all placement types in the care ladder, than assumed going into 2018/19. Collaborative joint work will continue to be undertaken to understand, forecast and manage the demand; this will include understanding the ongoing pressures and impact for the 2019/20 budget setting process. 			

Learning and Opportunities; CYP Capital		Quarter 2 2018/19				Actual Spend (£m)
		Budget (£m)	Projection (£m)	Budget Future Years (£m)	Projection Future Years (£m)	
	Learning & Opportunities - CYP Total	13.0	7.7	26.3	31.8	1.2
	<ul style="list-style-type: none"> The overall LOCYP Capital Programme is on track with no significant concerns. The spend to date is low compared to expected outturn however this is not uncommon at this stage of the year. 					
	Centrally Managed	0.3	0.1	0.8	0.8	0.0
	<ul style="list-style-type: none"> The budget is set aside for emerging schemes and to cover various small overspends. The change from Q1 relates to the transfer of budget for work at Bentley High Street Primary nursery places. 					
	Commissioning & Business Development	11.1	6.0	23.8	29.1	1.1
	<ul style="list-style-type: none"> Total spend relates to additional School Places £1.6m Schools Condition Programme £2.0m, School Roof Programme £0.7m, additional Early Years places for the 30 Hours programme £0.55m, Safeguarding & Access schemes £0.8m and devolved schemes funded and spent directly by Schools £0.3m. The change from Q1 relates to revised spending profiles for the new Special School. 					
	Partnerships and Operational Delivery	1.4	1.6	0.3	0.3	0.1
	<ul style="list-style-type: none"> The total spend includes work on the Starting Well buildings £0.4m, work on SEND Places £0.4m and the new Big Picture Learning building £0.8m with no changes from Q1 					

Corporate Resources Revenue	Quarter 2 2018/19		
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
 Corporate Resources Total	102.504	21.784	-0.925
 Customers, Digital & ICT	8.345	6.155	0.101
 Corporate Resources Director	0.315	-0.024	-0.024
 Finance	81.223	6.084	-0.829
<ul style="list-style-type: none"> The main area of underspend relates to £0.58m of salary related budgets (£0.23m on-going and £0.35m one-off). There are a number of lower level underspends including housing benefit overpayment recovery and additional external funding. 			
 HR, Comms & Exec Office	4.546	3.722	-0.059
 Legal & Democratic Services	5.318	3.390	-0.040
 Strategy And Performance	2.757	2.456	-0.073

Corporate Resources Capital	Quarter 2 2018/19				
	Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
	£m	£m	£m	£m	£m
 Corporate Resources Total	6.3	14.8	20.2	39.4	1.6
<ul style="list-style-type: none"> There are no significant issues in this area of the programme at quarter 2. The biggest single item is the allocation for the Investment and Modernisation Fund (IMF) at £9.83m for 18/19 and is held in Corporate Resources until a specific scheme is approved and the allocation is then moved to the appropriate programme. The other main works relate to ICT projects at £4.39m. The 18/19 variance stems mainly from £0.55m of capital receipts being re-profiled for ICT related schemes and £0.64m of the IMF allocation moving to other programmes following approval of schemes. See the ICT and Finance sections for further information. 					
 Customers, Digital and ICT	5.6	4.4	2.4	3.1	1.7
<ul style="list-style-type: none"> The majority of schemes are progressing with no significant issues, with a couple of scheme to note. The largest allocations in the area for 18/19 are the Integrated People's System £1.10m, Desktop and Remote Device Upgrades £1.02m, ICT Corporate Storage (SAN) £0.70m, Networking (WAN) £0.52m and Council Wide Systems £0.52m. The main area of concern relates to Networking (WAN) and the original proposals are being reviewed for value for money and suitability of the YHPSN framework. A reviewed position is expected at the end of August. £0.55m of resources have been re-profiled from 18/19 following a review of the schemes. The Integrated People's System has moved £0.30m and New E-Mail Platform £0.15m into 19/20 and £0.10m for ICT Corporate Storage into 20/21. £0.09m of earmarked reserves have been removed from the programme in 18/19 as they will be used to fund revenue expenditure. £0.02m of capital receipts have been returned to the "central pot" after a review of all projects, due mainly to some projects being completed and the balance of the allocation is no longer needed. 					
 Finance	0.7	9.9	17.8	36.3	-0.1
<ul style="list-style-type: none"> No significant issues in this area at quarter 2. For 18/19 this area contains the Investment and Modernisation Fund (IMF) £9.83m and ERP System £0.05m. The IMF is an allocation of funding held in the Corporate Resources programme and will be moved to specific schemes when they are approved. The ERP System is continually being upgraded and funded by this allocation. The 18/19 projected spend has reduced by £0.98m to £9.88m from quarter 1 to 2 due mainly to moving an allocation of IMF to the Cinema scheme £0.64m (and £3.50m in 19/20) and a reduction in the levels of capital receipts being available £0.28m. 					
 HR, Comms & Exec Office	0.0	0.5	0.0	0.0	0.0
<ul style="list-style-type: none"> No significant issues in this area at quarter 2. This area of the programme contains the replacement HR/Payroll system that is being jointly procured with Rotherham MBC at an estimated £0.50m. The project is progressing and a review of the resources required will be completed during quarter 3 as timings and costs are further confirmed. No variance from quarter 1. 					

Regeneration & Environment Revenue		Quarter 2 2018/19		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Regeneration & Environment Total	119.026	34.298	-0.265
	Development	10.234	4.038	0.037
	Director Of Regen & Enviro	0.404	0.363	-0.103
	Environment	64.687	29.054	-0.308
	Trading & Property Services	43.700	0.844	0.109

- The main projected overspend relates to Digital Council savings £42k. There are other overspends with Planning income £94k, S38 Developer Contributions £85k and Apprenticeship income £46k but these are mitigated by salary savings from vacant posts. Planning Services Digital Council savings target was £92k of which £50k has now been met from other service savings (deleting vacant posts). Plans to meet the remaining £39k are being worked on (a further £5k will be met from the full year effect of the post deletions but won't occur until 2019/20).

- Underspend due to write-out of £0.11m from balance sheet.

- Main factors contributing to the underspend are Highways Operations additional income generation £250k, Street Lighting Energy Savings £170k, Street Scene Transport underspends £140k and a combination of salaries savings and additional income creating a £140k underspend in Network Management. This is offset by overspends including Waste & Recycling (Recycling Rebate and NNDR pressure) £183k, Digital Council Pressure £101k and various other Income and Vacancy factor pressures in regulation and Enforcement £150k. Highways is reporting a break-even position but this is due to significant revenue costs (£175k) being met from Capital budgets this year.

- At Period 5 the service was showing an underspend of £0.08m. At Qtr 2 the position has worsened and is now projecting an overspend of £0.109m. The Assistant Director cost centre is currently showing an underspend of £0.058m due to vacancies within Professional Business Support which is included within this cost centre. Corporate Landlord is now projecting an overspend of £0.010m. This is £0.185m worse than period 5. The major changes from period 5 are Facilities Management £0.018m, Metro Clean £0.045m (double counting of daywork orders and a query over whether further funding needs to be removed) and Fleet Transport £0.118m (reduction in income due to reduction in fleet size). This is offset by various underspends across the service including Energy (£0.133m) as a result of trading carbon allowances and lower carbon production (one-off) and Strategic Asset Management (£0.101m). Issues with reporting Public Buildings Maintenance still need to be resolved. A job costing report is still to be developed. Trading Services is currently showing an overspend of £0.156m. The largest pressures continue to be Markets (£0.162m overspend mainly due to vacant stalls) and InPress (£0.026m) due to reduction in internal recharges. This is offset by underspends across the service including Schools Catering (£0.061m) and FM Catering (£0.004m).

Regeneration & Environment Capital		Quarter 2 2018/19				
		Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	Regeneration & Environment Total	78.0	86.8	141.0	144.4	21.9
	Development - Non Housing	26.8	23.3	94.4	104.3	4.4

- The key projects in the programme are progressing well. The signing of the various legal agreements in relation to DN7 mean risks have reduced significantly. Other risks and changes in forecast expenditure are referred to below.

- Main areas of spend include CCQ Cinema (£1.8m), Doncaster Culture & Learning Centre (£4.1m), Enterprise Market Place Phase 1 (£3.0m), Quality Streets (£1.4m), St. Sepulchre Gate/Station Forecourt (£2.6m), Scot Lane & High Street Acquisitions (£2.0m), DN7 Unity Link Road (£2.6m), FARRRS Phase 2 (£2.8m) and Strategic Housing schemes (£41.6m - more detail on these is provided below).
- The spend at Quarter 2 is £1.8m less than the previous quarter mainly due to expenditure re-profiled to later years £2.4m but with £0.6m of spend brought forward, main variances outlined below: -
 - CCQ Cinema - £0.6m increase from initial quotes being too optimistic and also requiring adjustment for inflation since originally provided (total increase c. £1.0m).
 - Doncaster Culture & Learning Centre - £0.5m decrease as costs re-profiled using latest information from Willmott Dixon. No change to completion date. Overall costs have increased by £0.7m for new additions to the scope of the project.
 - DN7 - £0.9m decrease due to re-profiling of costs after conclusion of negotiation of various legal agreements associated with the scheme.

Regeneration & Environment Capital

Quarter 2 2018/19

	Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
	£m	£m	£m	£m	£m
<ul style="list-style-type: none"> d). Strategic Housing - £0.9m decrease (more detail on this provided below). In relation to Quality Streets, £0.5m Local Transport Capital Pot Funding is at risk due to associated spend in 2019/20 being outside the time period of the grant. The priority is to maximise SCRIF funding in 2018/19, which has led to moving the LTCP funded expenditure into 2019/20. The Major Projects Team are exploring potential for extending the period of the LTCP grant with the SCR or resource swaps with funding on other schemes. There is a risk that this might not be possible and the LTCP could be lost. 					
 Development – Housing	37.7	41.6	40.6	78.7	15.5
<ul style="list-style-type: none"> Main areas of spend include Council House New Build £17.5m, Works to HRA properties £12.4m, and Fire Suppressant Works £5.8m (Sprinklers / Lifts / Communal Works). Variations from the Q1 reported position were Planned Maintenance to HRA properties (£0.56m) due to a reduction in the number of void/external works, Fire Suppressant Works £0.7m Additional fire safety precaution works in line with the recommendations from Savills Consultants are being implemented. £3.16m of resources were re-profiled into 2018/19 from 2017/18: Planned Maintenance to HRA properties (£2.16m), Council House New Build (£0.76m), Others (£0.24m). In addition, funding for Council House new build schemes was accelerated from 2019/20 into 2018/19 to reflect revised delivery timescales. The areas align to the priorities of the housing capital programme (Four year programme approved by Council 5 March 2018):- a). Council House build programme (committed). b). Council House build programme (uncommitted). c). Council House improvement and maintenance programme. d). High rise fire safety improvements. e). Energy efficiency works. 					
 Environment	1.7	10.3	4.9	5.9	-1.1
<ul style="list-style-type: none"> The main areas of expenditure in Environment are Smartlight £0.8m, other Transport £8.7m and Parks and Pathways £0.4m. Forecast spend relating to Phase 2 of the Smartlight scheme spend is £0.8m, this may reduce pending review of the cost of the remaining works. There is minimal change in year apart from some small realignment of funding within highways between flood works and carriageways works. 					
 Trading & Assets	11.8	11.6	1.1	5.9	3.1
<ul style="list-style-type: none"> The main areas of forecast spend are Herten Triangle £7.1m, Corn Exchange £1.3m and Vehicle & Plant replacement £1.0m. The current year spend is £4.6m less than at Q1 mainly due to; <ul style="list-style-type: none"> - £4.0m Strategic Acquisition Fund and £0.7m Property Investment Fund moved back to 2019/20 due to the slippage in capital receipts forecasts. 					

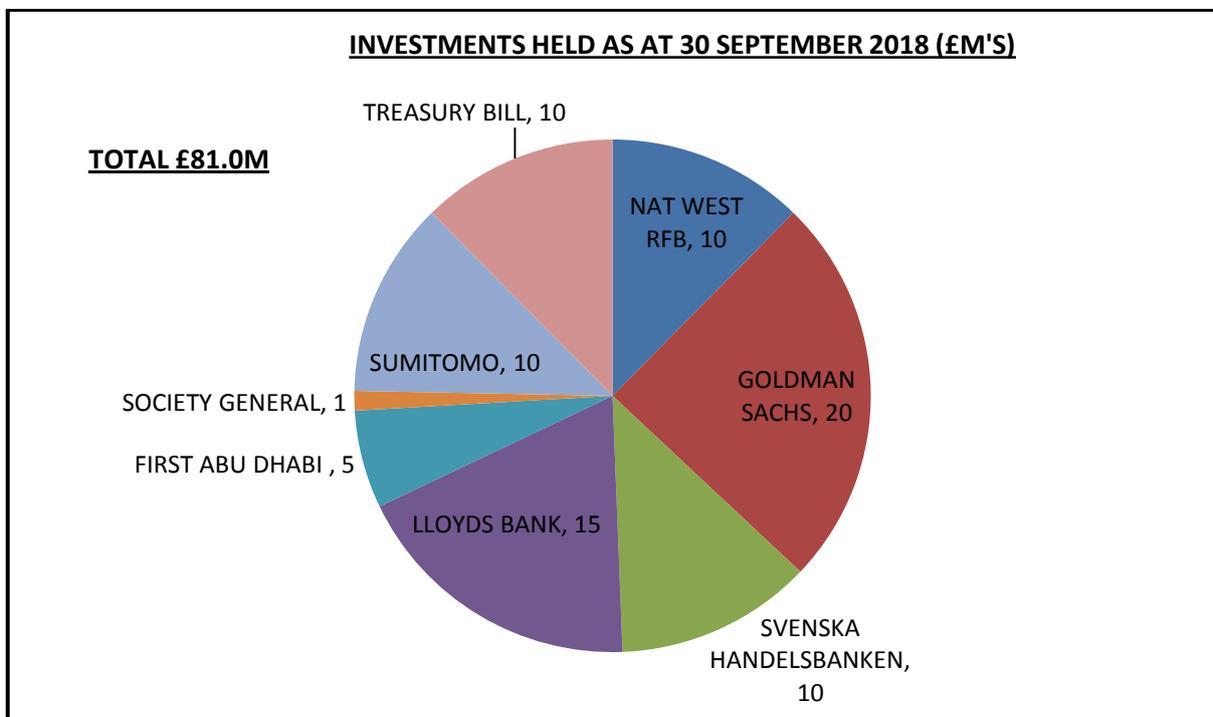
Council Wide Budgets Revenue		Quarter 2 2018/19		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Council Wide Budget Total	12.585	-76.717	-0.047
	Change Programme	-0.007	-0.277	0.053
	General Financing/Treasury Management	7.198	6.572	-0.099
	Levying Bodies/Parish Precepts	16.743	16.743	0.000
	Other Centrally Funded	11.563	2.729	-0.001
	<ul style="list-style-type: none"> The underspend has reduced from quarter 1 due mainly to the £1.8m pension underspend and £0.3m of the Insurance Provision release being moved to partly meet the Doncaster Children's Services Trust overspend. 			
	Revenue Costs Ex Capital Programme	-33.732	0.000	0.000
	Technical Accounting	5.390	5.390	0.000
	Business Rate Retention	0.000	-113.124	0.000
	Severance Costs	5.430	5.251	0.000

Treasury Management Update - Quarter 2 2018-19

1. The forecast outturn for Treasury Management is an underspend of £99k, due to a combination of lower borrowing costs than originally budgeted for and increased investment income. This is an increase of £43k from Q1 thanks mainly to the early sale of £18m of RBS Bonds, which increased the return on them by £70k, partly offset by increased debt interest costs from an increased Capital Programme borrowing requirement.
2. As an authority we remain under borrowed by £57m in the long term. It should be noted however, that this position has been temporarily reduced for the next 2 years by the £35m pension prepayment. This unwinds at approx. £18m per year, as temporary borrowing is repaid. Remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt. This minimises interest paid on external debt but isn't a permanent solution.

Investment

3. The investment portfolio can be seen in Figure 1. The investments are a mixture of call accounts for liquidity, fixed rate bank investments, Treasury Bills, Bank bonds and Certificates of Deposit.
4. The current average investment rate is a creditable 0.86%, against a benchmark rate of 0.51%, primarily as a result of using strong credit-quality UK Banks such as Lloyds Banking Group and Goldman Sachs International Bank, combined with accessing strong non-UK counterparties via the Certificates of deposit market and making use of the Svenska Handelsbanken call account facility.
5. **Figure 1: The following chart summarises the Council's investment portfolio as at 30th September 2018.**



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

Borrowing

Figure 2: The following table summarises the Councils forecast Debt Portfolio as at 30th September 2018.

DMBC Debt Portfolio and Maturity Profile as at 30th September 2018				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	6.67	36.597
12 to 24 Months	50	0	15.07	82.687
24 Months to 5 Years	50	0	13.44	73.743
5 Years to 10 Years	75	0	5.10	27.982
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			59.72	327.494
40 Years to 50 Years				
50 Years and above				
TOTAL			100.00	548.503

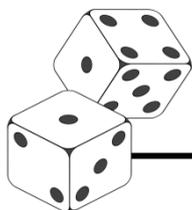
7. During the 2018/19 financial year the Council has a borrowing requirement of £95.3m. £19.8m in new external borrowing to support the Capital Programme, £65.5m to replace loans maturing during the year and £10m for the Investment & Modernisation Fund (the IMF borrowing will only be taken as and when new schemes have received the necessary approvals).
8. Short and long term interest rates remain low and offer opportunities for both shorter term borrowing and for locking in to longer term low rates. Interest rates are difficult to forecast despite the Bank of England forward guidance. As widely forecast, Bank Base Rate increased from 0.5% to 0.75% in August 2018. The Bank of England have reiterated that any future interest rate increases over the next three years should be slow and steady, with bank base rate potentially increasing from 0.75% to 1% by September 2019 but that will be dependent on the data seen between now and then and the forecast path of CPI, we will therefore target advantageous rates over the shorter terms to minimise interest costs. We will be targeting a maximum borrowing rate of 1.5% for all new lending taken out during the year.
9. Historically low interest rates does provide an opportunity to reverse the under borrowed position but this would come at an additional budget cost, and based on forecast interest rates remaining low for the foreseeable future (50 year borrowing rates forecast to increase from 2.8% to 3.0% between now and March 2019) there is no real need to do so immediately. It should also be noted that the under borrowed position is currently being utilised to prepay the pension deficit contribution.
10. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 5th March, 2018, have been breached during this financial year.

Risks

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

Capital Programme New Additions Quarter 2 2018-19

	Funding Source	New Addition 2018/19 £m	New Addition Total £m
<u>Adults, Health & Wellbeing</u>			
Communities			
Improvements at Shaw Wood including repairs to the path and pond, provision of a new gate, bird boxes, benches and posts for new walking routes.	Section 106	0.01	0.01
Total Adults, Health & Wellbeing		0.01	0.01
<u>Learning & Opportunities: Children & Young People</u>			
8 schools with Safeguarding & Access work approved through the Learning Provision and Organisation Board for work totalling £72k. These schemes are funded from a block budget specifically for Safeguarding & Access work.	LOCYP Resources	0.07	0.07
2 new school condition schemes at Park Primary and Hatchell Wood Primary School for works totalling £8k. This scheme is funded from transfer of budget from other Schools Condition schemes.	LOCYP Resources	0.01	0.01
Total Learning & Opportunities: Children & Young People		0.08	0.08
<u>Regeneration & Environment</u>			
Development			
Allocation of Scot Lane block budget for the acquisition and refurbishment of 11-13 Scot Lane	IMF	0.495	0.495
Corresponding Reduction in Block Budget		-0.495	-0.495
Transfer responsibility for the Wool Market operational costs budget (PA system etc.) from Development to Trading.	Capital receipts	-0.210	-0.210
Housing			
Electrical Planned Works (Contractor). Budget now split between works allocated in-house and works allocated to a contractor.	Major Repairs Reserve	0.114	0.114
Electrical Planned Works (In House)	Major Repairs Reserve	-0.114	-0.114
Environment			
Allocation of Highways Maintenance block budgets to new or re-instated schemes or additional resources to existing schemes: -	LTP Highways Maintenance Funding		
Newton Ings Footbridge Demolition		0.130	0.130
Flood Risk Schemes		0.047	0.047
Kearsley Brook Ind Est Flood Screen		0.030	0.030
<i>Corresponding Reduction in Block Budget</i>		-0.207	-0.207
Trading & Assets			
LED lighting upgrade at the Civic Office and Mary Woollett centre	IMF	0.285	0.285
Transfer responsibility for the Wool Market operational costs budget (PA system etc) from Development to Trading.	Capital receipts	0.210	0.210
Total Regeneration & Environment		0.285	0.285



STRATEGIC RISK PROFILE

Strategic Risk Profile

Current Risk		Target Risk
	<p>There are currently eighteen Strategic Risks and all have been updated as part of the Quarter 2 reporting process. The heat map opposite shows a summary of the scores.</p> <p>Fourteen risks have retained the same profile; Two risk profiles have increased:</p> <ul style="list-style-type: none"> - Failure by the Council and the Trust to agree and set a realistic annual budget target - 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 <p>Through the implementation of mitigating actions two risk profiles have been reduced:</p> <ul style="list-style-type: none"> - Failure to implement the Partnership priorities within the Doncaster Growing Together Portfolio - Failure to achieve the budget targets for 2018/19 <p>During the quarterly resource management process, no new strategic risks have been proposed and no current risks have been proposed for demotion.</p>	

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

Damian Allen

Current Risk		Target Risk
<p>25</p>	<p>DCST are still in the process of finalising their Q2 financial position therefore the update below is based on DCST's month 5 (August) report at this stage:</p> <p>Current Position - Doncaster Children's Services Trust (DCST) have supplied their month 5 finance report which shows that there is a projected overspend of £6.0m against the contract with DCST. The main areas of over spend are Looked After Children £4.2m, Legal & Early Help £0.6m, Family Support Services £0.4m and Support Services and Management costs £0.7m. The main reasons for the over spend are a continuation of the budget pressures from 2017/18 £3.5m, plus further increased demand pressures in 2018/19 of £1.7m, and an efficiency budget reduction of £2m, which are offset by DCST delivering savings of (£1.2m). The Council is in discussions with DCST regarding the reasons for the over spend, what actions can be taken to reduce this, and whether any further savings can be delivered in 2018/19. There is no risk share agreement from 2018/19 onwards (subject to ongoing discussions on governance arrangements) nor do DCST have any reserves therefore the Council will need to fund the full over spend projected.</p> <p>DCST have requested a contract variation of £6m for additional funding to reflect the above cost pressures, based on current and imminent expenditure, whilst outlining further work is to be carried out regarding the financial position. Cabinet approval is required for the contract variation requested therefore a report is to be presented at the Cabinet meeting on</p>	<p>10</p>

16th October to seek approval of the £6m contract variation proposed.

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

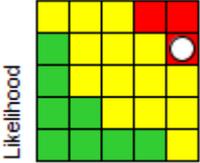
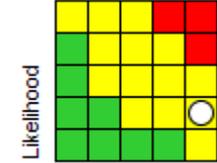
Workforce issues in AH&WB and support services, including vacancies, recruitment, staff development and sickness, reduce the ability to transform at the pace required in current plans

Damian Allen

Current Risk	<u>Current Position</u>	Target Risk
<p style="text-align: center;">20</p>	<p>Due to the current demand for and pressure on AHWB services the overall risk score has been increased from 12 to 20. The transformation programme in particular is currently overstretched and needs a period of reflection and consolidation.</p> <p>The recruitment campaign is ongoing and key posts have been filled:</p> <ul style="list-style-type: none"> • A permanent Head of Service has started and is making an impact and providing additional support in relation to the transformation programme. • 3 new Strategic Service Managers posts have been filled with the intention of adding capacity for Heads of Service. • The Principal Social Worker post is being backfilled to cover for staff absence. • The staff event on the 20th and 21st of September was successful in bringing LOCYP and AHWB staff closer together. • Staff absence is currently 11.58 - Amber - against a target of 11.1 <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Re-evaluation of transformation priorities and required resources. • Workforce development activity to continue to focus on cultural and transformational change. • Progress the Frontline Engagement Group. • Recruitment to vacant managerial and operational level posts. • The Programme Management Office is reviewing resources with a view to reducing the pressure currently being experienced in other areas. • A culture of collaborative working is being developed to make sure that all staff are contributing to the business. • Progress the Workforce Development Project to ensure that staff are trained and retained. 	<p style="text-align: center;">8</p>

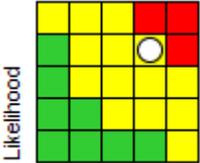
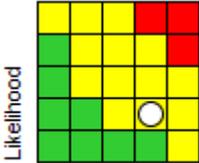
Savings from the Adults Health and Wellbeing Transformation Programme are not delivered as quickly as anticipated or are not achievable. Therefore alternative savings plans will be required in order to achieve the Medium Term Financial forecast.

Damian Allen

Current Risk		Target Risk
<p style="text-align: center;">20</p> 	<p>Current Position: The risk score has been increased due to the greater likelihood of not meeting the savings requirements. Quarter 2 financial projections reflect that the demand for services is not decreasing and the planned reductions will be more difficult to achieve than anticipated.</p> <p>The Adults Health and Wellbeing Transformation Programme was refreshed for the start of 2018/19. Although Improvement Project work continues - this has resulted in a shift to more transformational areas of focus, centred on the customer journey and commissioning. In addition, the programme has focussed on a range of Rapid Improvement projects during quarter 2.</p> <p>There have been notable successes during the past year, including; reductions in residential care placements, increases in direct payments, reduced delayed transfers of care and improvements to day opportunities.</p> <p>Savings resulting from transformation are included in the Medium Term Financial Forecast and the Mayor's budget proposals.</p> <p>Services have experienced significant pressures during the year due to increasing demand and reduced resources. The pressure has been reduced through use of the Better Care Fund and Improved Better Care Fund and some savings have been released through transformation.</p> <p>Resources remain a key issue, particularly staffing and planned savings have been more difficult to achieve than initially anticipated.</p> <p>Despite these challenges some good progress is being made.</p> <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Refresh of the Transformation Programme - and Programme Plan (schedule & financial) • Health and Social Care integration, including joint commissioning • Assurance via the AHWb Programme Board • Improved programme management • Focus on the AHWb directorate priorities; Place Plan; Your Life Doncaster; Improvement and Resources; Effective Performance Management; Commissioning, Contracting and Compliance; Workforce Planning, Development and Recruitment and; Communication, Engagement and Participation • Analysis of the emerging financial picture and the implications for the 2019/20 budget 	<p style="text-align: center;">10</p> 

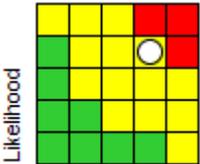
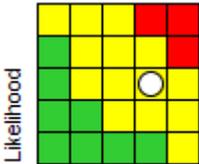
Failure to improve Data Quality will prevent us from ensuring that data relating to key Council and Borough priorities is robust and valid.

Debbie Hogg

Current Risk	Current Position:	Target Risk
<p>16</p> 	<p>Recruitment is currently underway for resources to work on a short-term data quality programme, running alongside the DIPS programme.</p> <p>Running parallel to this, plans are now in place to recruit a long-term temporary resource to manage and implement the data quality strategy throughout the organisation.</p> <p>Mitigating Actions: The data quality working group will continue to monitor the implementation of the action plan. The temporary resources being put in place will reduce the risk of data quality problems in the future.</p>	<p>8</p> 

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

Damian Allen

Current Risk	Current Position:	Target Risk
<p>16</p> 	<p>The School Improvement Strategy is being revised and rewritten to ensure greater consistency across all sectors including secondary academies. The three tier model of support will remain as schools have found that this has brought greater clarity to the risk assessment process. School of concern meetings have been changed following comments and consultation from stakeholders. These meetings are now called Support and Challenge meetings to more accurately reflect the LA's role in supporting and challenging schools. This is an important distinction as it is OFSTED's role to categorise schools and our job to support and challenge them to improve.</p> <p>The strategy is being rewritten to reflect the diverse educational landscape in Doncaster and to recognise the need to engage with all schools and academies including crucially the secondary sector.</p> <p>The Reading Strategy has now completed its second year. Outcomes particularly at KS2 have shown significant improvement in 2018. Doncaster's results have risen by 7% whilst nationally results have improved by 4%. In the combined measure of Reading, Writing and Maths, Doncaster's results have shown a similar uplift of 7% as opposed to 4% nationally. Much of this uplift can be attributed to the increase in Reading outcomes.</p> <p>KS4 Summary:</p> <ul style="list-style-type: none"> • Attainment 8 scores across all Doncaster pupils have remained relatively stable in comparison to last year, with 6 out of 17 schools improving their average score. • The percentage of pupils achieving a standard pass (grade 4 or higher) in both English and Mathematics has remained around the same since last year although 8 out of 17 schools have shown improvement in this measure. • Although achievements in English have declined slightly overall, 8 out of 17 schools have improved in the percentage of pupils achieving a standard pass or better in this measure. • Mathematics results have been a particular strength in 2018 across Doncaster, with 10 out of 17 schools making substantial improvements in the proportions of pupils achieving at least a grade 4. Whilst the percentage of pupils achieving a standard pass in mathematics in Doncaster remains below national average, this figure has improved on 2017 at a faster rate than national. • A standard pass (grade 4) is equivalent to around a grade C under the previous scoring system 	<p>12</p> 

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

Key Stage 5 (A LEVELS)

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

Not in Education, Employment or Training (NEET)

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

positive picture, which when combined with the wider improvements measures will provide greater assurance for improved outcomes for young people of Doncaster moving into the future.

Mitigating Actions:

We will continue to challenge The Regional Schools Commissioner, Academy principals and MAT CEOs on underperformance. We are currently holding a series of meetings with MAT CEOs to discuss current issues within their academies. The new STEP process is now available free of charge to all primary maintained schools, academies, PRUs and Special Schools due to an increase in funding granted by Schools Forum. This has resulted in engagement from a number of our smaller academy chains, although the two biggest Primary MATS, Delta and Astrea, have not yet agreed to participate in this process.

Revise and strengthen the School Improvement Strategy to involve a wider group of stakeholders and ensure engagement from all schools and settings.

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

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

Continue to refine the School of Concern process to ensure that the right levels of support and challenge are given to schools. The School of Concern process has been strengthened to include input from all agencies involved in a specific school or setting. The number of Schools of Concern is declining gradually. A number of targeted schools exited the SOC process as a result of improved outcomes at KS2 in 2018 although a small number of primary schools have entered the targeted tier due to low outcomes, safeguarding concerns or staffing issues. Taking note of comments from schools and colleagues, we have renamed these meetings as Support and Challenge meetings to more accurately reflect the consultative, collaborative nature of these meetings.

Continue to support the development and implementation of the SMOA delivery plan, specifically around Priorities 1 and 2.

Priority 1 is developing Literacy and Numeracy at KS1 and KS2. We are working very closely with the School Improvement Officer for the Social Opportunity Area to identify and target 25 of the lowest performing schools with high proportions of disadvantaged pupils.

Priority 2 is around improving teaching and learning in secondary academies and the extended secondary school improvement programme will help us to achieve this.

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

Peter Dale

<p>Current Risk</p> <p style="text-align: center;">16</p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>Current Position: During September 2018, 18 Yorkshire Local Authorities presented to Government a powerful case for Yorkshire devolution, a groundbreaking independent economic research strategy revealed that the county could be up to £30bn a year better off as a result of Government agreeing to a Yorkshire Devolution proposition. This strategy provides even more compelling argument for engagement with City Region at a size that can provide economic advantage.</p>	<p>Target Risk</p> <p style="text-align: center;">16</p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>
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Failure to achieve the budget targets for 2018/19

Debbie Hogg

<p>Current Risk</p> <p style="text-align: center;">15</p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>Current Position: The Council set the budget for 2018/19 in March 2018, which has been allocated to managers to manage costs within the budgets provided. The quarter 2 forecasts are currently being produced and the overall position will be available on the 17th October.</p> <p>Mitigating Actions: On-going budget pressures identified as part of the 2018/19 budget and resourced. Improving the information available to budget holders e.g. devolved budgeting and pay information from the new HR system. Regular scrutiny of the budget position (including the increase to monthly financial monitoring and improving budget holder ownership of the budgets and skills where applicable). Quarter 1 forecast position has been reviewed and funding identified from Minimum Revenue Provision (MRP) budgets to meet the estimated overspend projected.</p>	<p>Target Risk</p> <p style="text-align: center;">12</p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>
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Failure to successfully prevent a major cyber attack

Debbie Hogg

<p>Current Risk</p> <p style="text-align: center;">15</p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>Current Position: Likelihood - Possible (3), Impact - Critical (5), therefore score once again 15. As stated repeatedly, this is unlikely to change in this environment, however every measure is being taken to reduce risk wherever possible. The Council has also successfully achieved Cabinet Office PSN accreditation this quarter after extensive work and the re-submission so we are in the best place possible. However, there are lots of major changes progressing with regard to the Council's ICT infrastructure both now and throughout the next year. This will bring further risk whilst also ensuring we remain secure.</p> <p>Mitigating Actions: Another security health check is being commissioned to occur very soon. A new Security Officer has been recruited after several attempts to fill the vacancy. Extensive work starting to upgrade critical infrastructure to further mitigate against attacks by removing vulnerabilities.</p>	<p>Target Risk</p> <p style="text-align: center;">6</p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>
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Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of children's services across the wider partnership system

Damian Allen

<p>Current Risk</p> <p style="text-align: center;">12</p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>Current Position: The Children and Families Partnership Executive Group is the forum for the arrangements to discharge the S10 statutory responsibility which is the core group of leading partner members.</p> <p>Mitigating Actions: The governance arrangements are have become established and comprise the Executive Board which meets monthly and which provides overarching governance and delivery oversight across the partnership of the CYPP along with a new fit for purpose sub structure and a new strategic forum which meets quarterly to comment plan and shape the CYPP championing the voice of CYP. A review of CYPP partnership sub groups is underway which will provide greater clarity as to roles and responsibilities, and streamlining for more</p>	<p>Target Risk</p> <p style="text-align: center;">8</p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>
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efficient reporting accountability. A report to the CFEG on 26th April, 2018 outlined this exercise and was considered again on the 12th July as well as measures being taken to new governance framework to reflect the necessity to be inspection ready across all frameworks on a continuous basis. A commissioning dashboard will be developed which identifies how money is spent across the landscape for CYP. In addition, the Joint Commissioning Resource Group is being improved to ensure better clarity as to expected standards.

The CYPP outcomes are monitored by the AD level partnership performance Executive Group and a new annual Impact report will be produced in June 2018 which will evaluate performance of children's services across the partnership in cognisance of the Outcomes framework. An Impact report is in the final stages of development and will be presented to the CYP forum in September 2018

The new JSNA is a more dynamic document as is the consequential and substantial Children's plan for 2017-2020. The Participation and Engagement strategy professional version has been published and child friendly versions for both this and the CYPP have been launched.

The publication and application of the three key documents JSNA; CYPP and P&E strategy considerably mitigate this risk as well as the establishment and implementation of what is now a fit for purpose governance structure both underpinning the board and laterally in relationship to other strategic boards ,which will enhance the functionality of the Children and Families Partnership Strategic Forum as the keystone in the oversight and management of the children's strategic partnership across the entire 'estate'

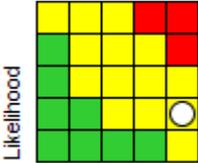
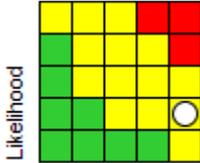
Work is underway to evaluate the efficacy of rationalising reporting and accountability arrangements to the DCSB and CFEG to achieve better coordination and synergy, optimise resources and reflect the evolving role of the DCSB post – Wood review.

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

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

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

Damian Allen

Current Risk	Current Position: The Safeguarding Adults Hub was formed in April 2016 and has been in operation for 30 months. During this time the system and process has changed to ensure that we are Care Act compliant and applying the principles of Making Safeguarding Personal. All Safeguarding is now Managed within the Team enabling better management and monitoring of cases and ensuring a greater level of consistency. The Teams staffing resource has increased in order to facilitate these changes and has resulted in cases being responded to in a more timely manner at the front door.	Target Risk
10 	<p>Since this time a further two stocktake reviews have taken place providing positive feedback to DMBC and the Safeguarding Adults Board and highlighting areas for development. A revised action plan has been developed incorporating outstanding actions and new actions from the most recent peer review recommendations, these are discussed and reviewed at the Performance and Quality sub group of the Safeguarding Adults Board</p>	10 

(DSAB). Regular performance reports are completed and reported on to the DSAB for governance purposes.

The Board continues to provide a multi-agency training programme to support staff across the multi-agency partnership to deliver safeguarding in line with South Yorkshire Procedures and the Care Act 2014.

Mitigating Actions: The Board has revised its Performance and Assurance framework which is providing assurance to the Board that safeguarding practice is now outcome focused and in line with the 6 principles of safeguarding adults.

The Council has developed a draft Safeguarding Adults Policy and is currently working to develop internal safeguarding procedures all of which are aligned to South Yorkshire procedures and will be accompanied by mandatory training for key staff. The latest peer review took place 20th October 2017 by Dr Adi Cooper which was positively received by the DMBC and the Safeguarding Adults Board. An action plan is currently in development to respond to the recommendations identified and incorporate outstanding actions from previous reviews.

A recent change of management within the Safeguarding Adults Hub has instigated a business process review and Rapid Improvement Plan to address a backlog of cases which will support the Hub to respond to cases in line with the SY Procedures and to ensure Care act compliance.

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

Damian Allen

Current Risk		Target Risk
<p>10</p>	<p>Current Position: The formal arrangements to monitor and review the effectiveness and input of services to children provided by the Trust are believed to provide assurance to this risk and go beyond contractual requirements. Overall the safeguarding indicators specific to children are now performing better than last year.</p> <p>The Ofsted re inspection report of November 2017 reaffirmed the progress identified in the 4 monitoring visits and the results of the 2015 full inspection, to conclude that children’s services in Doncaster were ‘Good’ in all categories and were worthy of a judgement of ‘Good’ overall, which is a significant turnaround from the position which has prevailed for more than a decade and the inspection report emphasises the improvements in quality of practice and that outcomes for children are improved. Social work is of a better quality where children are safeguarded well; most children are receiving an effective service delivered by an effective framework of social work intervention. This is underpinned by a highly effective performance management and audit programme with clear and evidential management oversight; the voice of the child is embedded with their wishes and feelings at the centre of decision making; and workforce morale and stability is good. The report commented favourably upon the Leadership, Management and Governance provided by the Council and the Trust which highlights good relationship management and effective governance arrangements. The re inspection report made 4 (fairly minor) recommendations which are contained within the Improvement plan which was submitted to Ofsted and which was discussed at the annual conversation with Ofsted on 25th June 2018 and against which the Getting to Good and Joint Strategic Improvement Group will monitor.</p> <p>Mitigating Actions: Social work practice is challenged with the Trust at each joint finance and performance meeting and at individual HoS level.</p>	<p>10</p>

Performance and quality is regularly challenged with the Trust at the high level QPM and at individual Head of Service level.

The Joint strategic Inspection Group reviews the Ofsted Improvement Plan and has done so with the new plan and ensure compliance with the new ILACS inspection framework to which the Council and Trust will be subject hereon. The Improvement plan captures the 4 recommendations made by Ofsted and a number of other 'areas for improvement' in the report which were not specifically identified as improvements but which will provide for better practice. The Improvement plan was submitted week commencing 23rd April, 2018 in advance of the deadline of 1st May, 2018.

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

The High level challenge meetings review specific audits and all challenge meetings review the basket of contractual PIs, which include bellwether PIs in respect of CIN plans; the care pathway – especially front door management; assessment completion and quality of audits. In addition, reference is made to volumetric measures and the wider context in order to provide reassurance as to caseload management; geographical / team pressures; deployment of staffing resources etc.

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

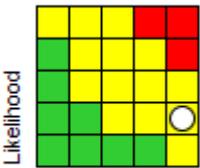
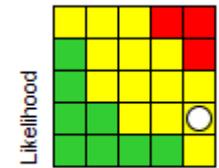
DMBC is clear that the three most pressing impediments to this risk remain demand management, placement policy and quality of practice. These areas are subject to investigation by the Innovation unit which has been commissioned to identify solutions.

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

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

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

Damian Allen

Current Risk	Current Position: The latest official figures from NHS England (August 2018) confirm that Doncaster has continued to achieve the BCF trajectory target since November 2017. This sustained improvement has reduced the likelihood of the risk.	Target Risk
<p style="text-align: center;">10</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>Sustained and decisive actions to ensure that patients are discharged quickly and safely are consistently being undertaken in close partnership with Health colleagues. Social care delays in particular have reduced significantly between August and May, improving from 7.2 days per day per 100k population in August 2017 to only 1.9 in August 2018.</p>	<p style="text-align: center;">10</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

August month 2018

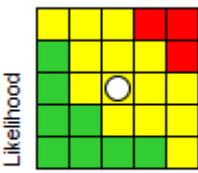
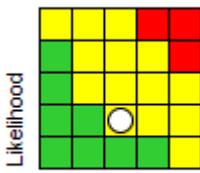
	August Actual	BCF Trajectory Target
NHS	3.3	2.2
Adult Social Care	1.9	2.6
Both NHS & ASC	0.5	2.3
Total	5.7	7.1

Mitigating Actions:

- Daily management of individual hospital patients to make sure that they are discharged quickly and safely
- Flexible social care services to facilitate capacity in reablement/intermediate care facilities
- Close monitoring of DTOC figures for early warning of performance issues
- Effective challenge of delays raised by local Health Trusts
- Close working with the Doncaster CCG and local Health Trusts on discharges
- Implementation of the LGS High Impact Change model
- Joint reporting arrangements with CCG and Health Trusts
- The Integrated Discharge Team based at DRI is now operational on a 7 day basis. This 7 day rota is the start of our journey to 7 day working across our health and social care system.

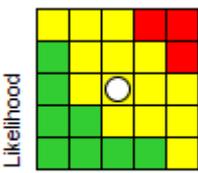
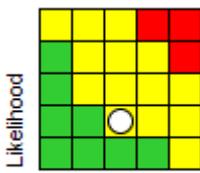
Failure to implement the Partnership priorities within the Doncaster Growing Together Portfolio

Debbie Hogg

Current Risk	Current Position:	Target Risk
<p>9</p>  <p>Likelihood</p> <p>Impact</p>	<p>Risk reduced. We have in place all programme boards and a portfolio board to oversee the priorities and their delivery. Doncaster Growing Together is now delivering for the most part, but some programmes still need to develop and agree benefits. A piece of work to look at the volume of meetings and reports across the partnership will be completed to understand better the interactions between partnership meetings</p> <p>Mitigating Action:</p> <ul style="list-style-type: none"> - DGT Performance Management changes implemented 2018-19 - Partnership review of meetings and Reports due at Team Doncaster in Q3. 	<p>6</p>  <p>Likelihood</p> <p>Impact</p>

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

Damian Allen

Current Risk	Current Position:	Target Risk
<p>9</p>  <p>Likelihood</p> <p>Impact</p>	<p>Contacts have increased in Q2 (1898) reflecting high need in the community. Very few contacts require MA Early help services, although increasingly more effective single agency response in presenting. Too many contacts do not proceed to referral - teh conversion rate is even lower in Q2 - around 18% as an average which is far too low, indicating ineffective functioning of the children's system. this carries risk because of the drain on officer resource and is expensive around £1m is spent on Front Door pressures which could usefully be deployed elsewhere. There is risk in tying up staff resources which can affect caseloads and referrals and re-referrals are both high.</p> <p>Mitigating Actions: The volume of cases being addressed by Single agencies provides some encouragement, which may also reflect the fall in MA Early help volumes. Work by the 'Innovation Unit' continues to better understand and diagnose solutions to this ongoing and seemingly tractable problem.</p>	<p>6</p>  <p>Likelihood</p> <p>Impact</p>

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

Damian Allen

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

Failure to identify and manage Health and Safety risks

Peter Dale

Current Risk	Current Position:	Target Risk
<p style="text-align: center;">8</p>	<p>Corporate Health and Safety continue to monitor the effectiveness of all council health and safety arrangements through both active and reactive monitoring. Current issues deemed high risk for the organisation, including targets and mitigation actions in place include:</p> <p>Mitigating Actions: Fire Safety High Rise Flats following the Grenfell disaster, St Leger Homes falls from height and fire safety at orange croft. The service is working closely with all relevant partners on these issues.</p>	<p style="text-align: center;">8</p>

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

Damian Allen

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

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

Damian Allen

Current Risk	Current Position:	Target Risk
<p>4</p>	<p>The risk of an underdeveloped market remains and the situation will be reviewed on a 6 monthly basis in line with risk policy.</p> <p>As previously reported; 2 new Heads of Service have been successfully recruited and part of their remit is to embed provider forums and stimulate market engagement. A market engagement strategy for Commissioning is currently being developed.</p> <p>Mitigating Actions: Completion and implementation of the market engagement strategy.</p>	<p>8</p>

GOVERNANCE INDICATORS

Sickness – Days per FTE	Value	Target	DoT	Traffic Light
Adults Health and Well-Being	11.58	11.10	↑	⚠
Corporate Resources	5.67	5.70	↑	✅
Learning and Opportunities CYP	8.57	7.30	↓	🛑
Regeneration and Environment	9.14	8.40	↓	⚠
Whole Authority Sickness	9.11	8.50	↓	⚠

PDR Completion - % of workforce with a PDR recorded	Value	Target	DoT	Traffic Light
Adults Health and Well-Being 971 out of 1,030	94%	95%	↑	⚠
Corporate Resources 603 out of 614	98%	95%	↑	✅
Learning and Opportunities CYP 422 out of 453	93%	95%	↓	⚠
Regeneration and Environment 1,730 out of 1,789	97%	95%	↑	✅
Whole Authority 3,726 out of 3,886	96%	95%	↑	✅

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

% of Freedom of Information Requests responded to within timescale	Value	Target	DoT	Traffic Light
Adults, Health & Wellbeing - % of Freedom of Information Requests responded to within timescale	93%	95%	↓	✅
Corporate Resources - % of Freedom of Information Requests responded to within timescale	94%	95%	↓	✅
Learning & Opportunities - % of Freedom of Information Requests responded to within timescale	82%	95%	↓	🛑
Regeneration & Environment - % of Freedom of Information Requests responded to within timescale	85%	95%	↓	🛑
Whole Authority - % of Freedom of Information Requests responded to within timescale	88%	95%	↓	⚠



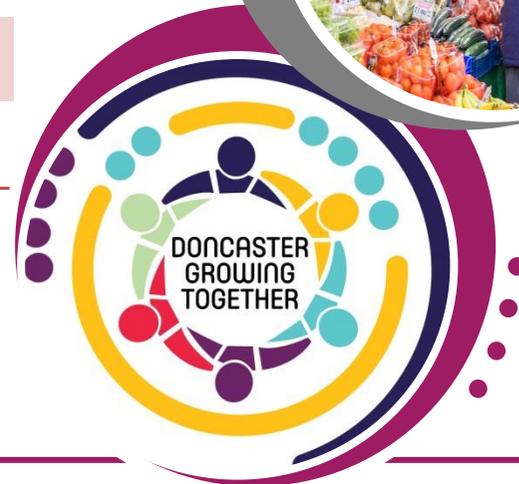
Doncaster
Council

Delivering for Doncaster 2018-19 Quarter 2



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Introduction

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

The report is organised by our Priority Themes:

- Living
- Working
- Learning
- Caring
- Connected Council

Each Theme is structured to show:

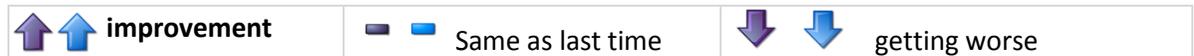
- **How we are getting the basics right** – This is our performance against a set of key service standards that we believe matter to the communities we work in and communicate with. These have been identified in conjunction with our Elected Members who represented the people in their constituencies.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

lives of people living, working or visiting the borough.

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

Understanding the performance symbols

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



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



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

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

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

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

Recently we have the news that the Tour De Yorkshire returns to Doncaster for a third time in May 2019, building on the success of Doncaster hosting stages of the event in both 2016 and 2018. The UCI



Race World Championships will also come to Doncaster in September 2019 providing the borough with an exciting opportunity to see the world's top cyclists in action.

In order to ensure that the housing needs of our residents are being met, the **Housing (Homes for All) Programme** has been established. You may already be aware that the council is carrying

out a Housing Needs Study which has included undertaking a significant household survey. The findings from this study will provide the council and its partners with a greater understanding of Doncaster residents' current and future housing needs on an area by area basis. This will include anything from general needs housing, to specialist accommodation and support.

In terms of overall housing delivery, a further 385 new homes were delivered in quarter 2, bringing the year-to-date total to 628. This is higher than the equivalent delivery rate last year and so we are on track to once again exceed our annual need of 920 homes per year, and potentially secure another record year for delivery in Doncaster.

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

More police officers are now patrolling in Doncaster town centre to tackle anti-social behaviour, crime, aggressive begging and to deter drug dealing and use. This includes a

focus on the impacts of Spice which is affecting towns and cities across the country.

A robust joint action plan targeting anti-social behaviour in the town centre has been agreed to ensure that Doncaster town centre remains a good place to visit and do business.

Plans developed by Doncaster Council and London North Eastern Railway (LNER) to improve Doncaster Railway Station are well underway with work on the next phase of redevelopment starting. Work has begun on creating a new eye-catching canopy on front of the station building.

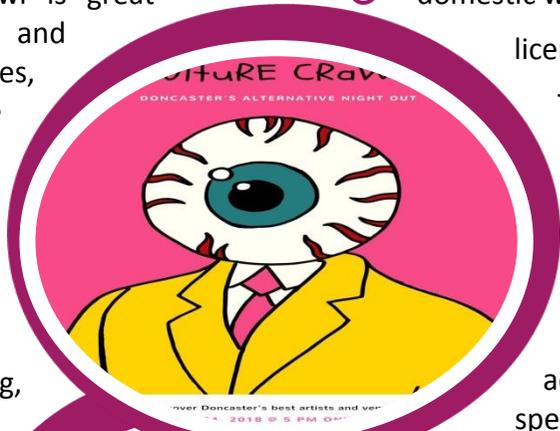


Doncaster is a borough with a great cultural offer, and we are definitely going through a time of growth in our plans for more high quality **arts and culture**. We have a new online resource for creative people and organisations to promote, share and search for information about local events,

practitioners and venues. Doncaster has a thriving voluntary arts scene with over 200 local arts groups, all of which are supported by the council.

In July, local creatives, Doncoplitan, innovated Doncaster's first Culture Crawl and, building on its success, will be hosting another town centre Culture Crawl event in October; Culture Crawl is great opportunity to view and buy art by local creatives, the events showcase local creative talent and enterprises.

In September, Cast hosted a free outdoor performance with fire breathing, music and a giant winged ship as the outdoor spectacular Akra returned for third year, with worldwide performers taking part in this spectacular event which anyone (and



everyone) could access.

The vast majority of this **theme's service standards** were either at or above their targeted levels of performance – this includes Land/highways cleanliness, scheduled grass cutting, the processing of planning permission application, free school meals uptake, recycling rate for household domestic waste, and the processing of licensing act applications.

The percentage of fly-tipping incidents investigated and removed within five days saw a significant reduction from 85% to 74%. The reason for this reduction can be attributed to a strategic decision to direct some additional resources to tackle specific cleansing operations in targeted areas such as Edlington, Hyde Park, Hexthorpe, Balby and Mexborough. It is anticipated that performance against this measure will return to the required levels following the targeted interventions in these specific areas.

Service Performance getting the basics right



91.83%

of sampled land and highways meet the required standards when assessed for cleanliness levels
(TARGET 90%)

Percentage of road surfaces that are maintained



Principal classified road surface
98%
(TARGET 98%)

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



98%
of grass cutting works completed against programme



(TARGET 95%)

Outcomes Framework

						Current Quarter	Aspiration Target	Actual direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18	18/19	Q2 18/19				
The number of Net Additional Homes built	772	1,170	1,057	1,173	243 (Q1)	385	TBC	↑	Quarterly	📊
Numbers accepted as being homeless and in priority need- Total per 1000 pop	1.4	1.1	2.1	2.7	-	-	TBC	↓	Annual	📊
Number of households/ People in Temporary Accommodation per 1000 pop	0.1	0.1	0.2	0.3	-	-	TBC	↓	Annual	📊
Percentage of adults achieving at least 150 minutes of physical activity per week	50.9%	52.6%	58.6%	67.4%	-	-	TBC	↑	Annual	✅
Healthy Life Expectancy at birth (years) for Females	61.0 yrs	61.9 yrs	-	-	-	-	TBC	↑	Annual	📊
Healthy Life Expectancy at birth (years) for Males	59.7 yrs	59.6 yrs	-	-	-	-	TBC	↑	Annual	📊
Life Satisfaction Survey (ONS Well Being)	7.51	7.74	7.63	-	-	-	TBC	↑	Annual	📊
The % change in population over the previous 5 years	1.4%	1.4%	1.6%	2.0%	-	-	TBC	↑	Annual	📊
CO2 emissions per capita (tonnes)	7	6.8	6.7	-	-	-	TBC	↑	Annual	📊
Utilization of outdoor space for exercise/health reasons	17.1%	19.3%	-	-	-	-	TBC	↑	Annual	📊
Heritage Local Authority Index Ranking (RSA)	-	315	313	319	-	-	TBC	↑	Annual	📊
Children under 19 living in households whose income is below 60% of the median household income	24.1	21	-	-	-	-	TBC	↓	Annual	📊



Average number of days

21.06



to process new Housing Benefit claims

(TARGET 25)



52.7%

Recycle rate for household domestic waste



(ANNUAL TARGET 48.5%)

figures relate to Quarter 1 2018-19



74%



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

(TARGET 85%)

Doncaster Growing Together how we are transforming and changing

TOWN CENTRE

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

GET DONCASTER MOVING PROGRAMME

This programme has a vision of

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

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

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

HOUSING PROGRAMME

The programmes vision is

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

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

ARTS CULTURE AND CREATIVITY PROGRAMME

The programme vision is;

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



WORKING

Residents benefit from a thriving and resilient economy

Overall we are seeing economic improvements with rising employment rates, increasing number of jobs and reducing numbers of claimants for out of work benefits.

We have continued to deliver projects aimed at driving economic activity in the borough and making sure that our residents are well placed to benefit from the opportunities that arise.

Key infrastructure projects are progressing well, both in the town centre and in the wider borough, opening opportunities for economic development and the launch of our 'Advance' service is supporting residents to access and progress in work.

Some areas of key activity for the quarter include:

Our **new Inclusive Growth Strategy** is in the final stage of development and we are now consulting and engaging with partners and organisations to get as much input and support as possible. Quarter 3 should see the Strategy formally adopted – this will provide the foundation for future activity

across partners to encourage Inclusive Growth across the borough.

Activity is already underway in some areas of the **Employment and Advancement Service** – branded as

'Advance' is now actively engaging with residents and businesses. The purpose of 'Advance' is to support all residents to thrive in their chosen vocations and initial performance has been strong with people being supported both into and within employment.

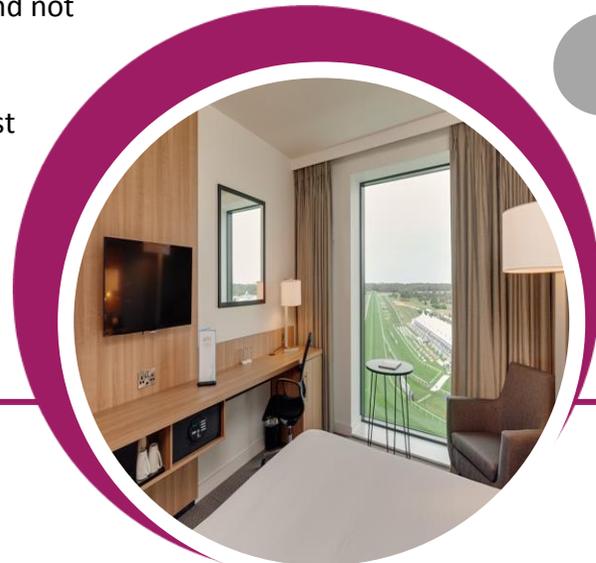
The Advance service is in addition to core employment provision made available from a wealth of providers across the borough – it is intended to enhance and not replace current provision

Doncaster welcomed its first Hilton property in September, with the opening of **Hilton Garden Inn Doncaster Racecourse**

coinciding with the start of the 2018 William Hill St Leger Festival.

Conveniently situated on the grounds of the racecourse, the hotel offers unique venue for culture, sport, conferences and events and is set to meet Doncaster's growing demand for quality, affordable rooms driven by an influx of visitors coming to experience all that Doncaster has to offer.

The hotel is just minutes away from Lakeside Village shopping centre, Doncaster Dome, museums, art galleries, golf courses and award-winning markets. Yorkshire Wildlife Park and Cusworth Hall are also easily accessible.





The **transformation of Hall Gate** in the town centre has begun. Hall Gate will become a highly attractive and vibrant area thanks to the Quality Streets scheme.

The raft of improvements will see the road made into a one way street which means footway paving areas can be widened and enhanced providing more outside space for businesses to introduce alfresco areas. The transformation will see the existing parking bays replaced with loading bays, better bus stops installed and a dedicated cycle lane. The scheme will provide a high quality

environment to provide additional appeal for visitors. Once Hall Gate is complete in spring 2019, work to improve Silver Street will follow.

In July, Mayor Ros Jones officially unveiled the new town centre trampoline park Flip Out in the former British Home Stores site within the Frenchgate Centre.

Business Doncaster supported Flip Out over a long period of time with the opening of the Doncaster site and during their recruitment period. By creating leisure activities, encouraging families in to the town centre and opening outside of retail hours, facilities like this are helping to make a positive impact on the dynamic of the town centre.



Mayor of Doncaster Ros Jones said:

“Flip Out Doncaster is such a great addition to the town’s leisure offer and I’m thrilled to officially open it. It’s great for the town and it was wonderful to see so many people of all ages enjoying themselves.”

We are continuing to support and cement our relationship with the Flip Out team and have liaised with them around Autism Awareness training for staff.

This model has worked well and has proved that the fantastic efforts of Business Doncaster in bringing enterprises such as this to the town, combined with support from colleagues around other business needs shows the flexibility of individual support we are able to offer.

Service Performance getting the basics right



92.86%



Processing
of planning applications:
Major applications

(NATIONAL TARGET 70%)



100%

of Licensing Act (2003)
applications processed
within statutory timescales

(TARGET 100%)

Outcomes Framework

					Aspiration Target	Actual direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18				
Number of Enterprises in Doncaster per 1000 population	26.5	30.2	30.9	28	TBC	↓	Annual	🟢
Exports (£) per employee	5,410	5,016	-	-	TBC	↓	Annual	🟢
Employment Rate in comparison to national average	67.9%	71.9%	71.6%	72.7%	TBC	↑	Quarterly	🟢
Number of Jobs in Doncaster	112,578	120,291	120,000	122,710	TBC	↑	Annual	🟢
The number of Advanced Apprenticeship starts	1,340	1,330	1,280	1,620	TBC	↑	Annual	🟢
The number of Advanced Apprenticeship achievements	672	660	750	470	TBC	↓	Annual	🟢
% of Working age Pop claiming Out of Work Benefits	12.5	11.8	11.1	11.0	TBC	↑	Annual	🟢
% of residents in highly skilled occupations	32.6%	36%	31.3%	34.2% (Q3)	TBC	↑	Quarterly	🟢
% employed in Knowledge Intensive Services or High-tech Manufacturing Industries	4%	4.2%	3.9%	4.8%	TBC	↑	Annual	🟢
Wage Rates (weekly full time – resident based)	£482.80	£467.00	£479.10	£479.40	TBC	↑	Annual	🟢
20th Percentile Wage Rate for Residents	£317.80	£310.50	£326.30	£335.50	TBC	↑	Annual	🟢
GVA per employee	£46,120	£46,800	£48,490	-	TBC	↑	Annual	🟢



97.72%



of non-domestic rates collected
(TARGET 97.50%)



15.5%

of people with a learning disability have been helped into work



(TARGET 6.7%)

Doncaster Growing Together how we are transforming and Changing

INCLUSIVE GROWTH PROGRAMME - The overall goal of the Inclusive Growth Programme is to drive economic growth, and ensure that this growth benefits all people, places and businesses.

The completion of our Inclusive Growth Strategy will provide us with a coherent, balanced package of actions to achieve our goal of increased prosperity through participation in a growing and productive economy. This balanced approach means that along with continuing with a push for economic growth, there will be a focus on ensuring the people of Doncaster, including our most vulnerable residents, receive support to access economic opportunity. To build on our economic success of recent years, maximise growth potential and ensure that all Doncaster businesses, people and places benefit from growth, we need to deliver a whole system approach. Work to drive economic growth must be linked with efforts to tackle in-work poverty, support people in precarious work and to connect all people and places to opportunity.

The Inclusive Growth Programme will adapt wherever necessary to deliver the activities identified by the Strategy but is already working in targeted areas to:

- Maximise the sectoral strengths of the borough
- Support local businesses to grow
- Connect residents to opportunities through the recently launched Advance service
- Support enterprise and self-employment
- Increase investment in the Borough
- Improve the quality of place, e.g. through new infrastructure
- Improve perceptions of both the town centre and wider borough through the delivery of a programme of major events

Our Areas of Opportunity:

First 1001 days

The consultation with families and professionals on the future offer to parents and families been completed. This work will be agreed in the coming weeks with a clear three year action plan to deliver the offer starting in January 2019

In addition an outline proposal of how services could be delivered differently during pregnancy and the first two years of a child's life with their family is being finalised. This will have a clear understanding of why the change is required and the investment this may need. It is intended to trial this new approach working with families in specific communities to check that it works before the decision is made on full delivery across Doncaster

Vulnerable adolescents

The proposed new arrangements are being finalised to support young people (age 12 to 18 years old) who are at risk of needing to become looked after by the local authority;

or are at risk of requiring significant mental health care. Reviewing data and talking to people has helped to get a better understanding of the number of young people these new arrangements will work with. This work has also shown young people's specific needs and the needs of their families to agree which services will work more effectively together in a new joined up model of assessment and delivery.

Complex Lives

Some good progress has been made in supporting rough sleepers into accommodation and addressing the increase in numbers of rough sleepers, mainly in Doncaster town centre. A 10 point plan has been developed to continue the partnership work between Doncaster Council, SY Police, St Leger Homes, supported housing providers and health

services. This work is closely aligned to the Council's funding of extra police presence in the town centre to assist the strong partnership working to motivate people towards accommodation and support. There has been close work with the town centre business forum on this issue.

Learning Disability

Consultation with current residents of residential care homes and their families has finished. This concluded that for the majority of people, their needs could be better met through a different way of delivering services. The current model of care homes will change to create more opportunities for people to live as independently as possible, with the right support. Approval has been given to convert nine residential care homes into supported tenancies where residents can live a more independent live and be supported in a way they want to. We have started to coproduce a Learning Disability and Autism Strategy to inform Doncaster's medium and long term plans.



Urgent and Emergency Care

An online survey was launched to try and understand demands for emergency care. The survey asked for feedback on local services and how well people understand the role of emergency departments. Over 1000 people completed the survey which will be used to improve services in the future.

Intermediate Care

The Rapid response part of the service in the community continues to develop and to keep people safely at home. Health and social care services are working together to work out how to support more people in their own homes rather than in intermediate care community beds.

Our Joined Up Working:

Joined up neighbourhood health and social care services

A big part of bringing public sector services closer to home is joining up NHS and social care services in local neighbourhoods,

linking closely with GP practices. NHS and Council social services partners are working together to design how this could work. By working more closely together, people using the services have a better experience and we can aim to deliver more care at home.

The Integrated Doncaster Care Record - iDCR - is now live

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



Stronger Families

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

Taking Doncaster Growing Together local

Team Doncaster and local politicians have agreed a new way of working which will deliver a more joined up approach to public services closer to home and focus on supporting community resilience.

There will be an opportunity hear more and influence the proposed approach at the Team Doncaster summit on 12 November, where there will be a wider audience of community and voluntary sector bodies.

Service Performance getting the basics right



86%

of people who feel that service have made them feel safe and secure
(TARGET 85%)



85.9%

of adults with a learning disability who live in their own home
(TARGET 78.6%)



Number of Customer reports

Compliments | Dissatisfaction

6

16



77.3%



of carers are involved in, or consulted on, decisions about the person they care for
(TARGET 70.6%)

Outcomes Framework

						Current Quarter	Aspiration Target	Actual direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18	18/19	Q2 18/19				
Delayed Transfers of Care from Hospital (all) per 100,000 population per day (BCF)	6.2	6.0	8.1	7.2		5.7 (AUGUST)	TBC	↑	Monthly	✓
Rate of Children in Need per 10,000 population	357.08	353.15	390.80	435.63	432.26 (Q1)	387.39	TBC	↑	Quarterly	📈
Emergency Admissions (65+) to Hospital per 100,000 population	28,243.255	30,114.406	30,887.794	29,803.78		-	TBC	↓	Annual	📈
A&E attendances per 100,000 population	35,254.64	34,299.82	36,122.24	37,477.65		-	TBC	↑	Annual	📈
Requests for Support for Adult Social Care per 100,000 population	-	-	-	754.13	830.57 (Q1)	805.88	TBC	↓	Quarterly	📈
Rate of Children in Care – Number per 10,000 population	-	-	-	86.54	88.99	90.12	TBC	↓	Quarterly	📈
Permanent admissions to Residential and nursing care homes per 100,000 (65+)	1084.8	890.1	753.8	707.3	117.1 (Q1)	255.8 (SEPTEMBER)	TBC	↑	Monthly	✓
Proportion of older people(65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	81.8	81.9	81.8	81.5	87.9	86.0	TBC	↑	Quarterly	✓
Overall satisfaction of people who use service with their care and support.	64.7%	64.4%	63.2%	62%	-	-	TBC	↓	Annual	⚠️
Proportion of people who use their services and their carers, who reported that they had as much social contact as they would like	38.9%	44.5%	43%	49.5%	-	-	TBC	↑	Annual	✓
Preventable deaths in local population (Mortality Rate per 100,000)	222.3	222.7	-	-	-	-	TBC	↓	Annual	📈



29.5%*



of people using Social Care who receive a direct payment

(TARGET 27.5%)

(*September 2018)



62.6%

of people who find information about services easy to find

(TARGET 65.5%)



1240

of Doncaster adults currently living in residential care



Target of 1244



4.7%

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



(TARGET 5%)

Doncaster Growing Together how we are transforming and Changing

PLACE PLAN PROGRAMME

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

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

Starting Well:

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

Living Well:

- Complex Lives (homelessness, rough sleeping, addiction)

Ageing Well:

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

All age:

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



LEARNING

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

The last three months have been an extremely busy yet rewarding time delivering projects and programmes aimed at improving the education for children and young people across the borough. Below is a small snapshot of our highlights during the second quarter of 2018-19.

Special Visitors

October marked the month for two high profile education-related visits. At the start of the month, we had a return visit from the Independent Commission for Education & Skills who came to assess progress against the recommendations of the [One Doncaster Report](#) produced in 2016. Partners from across Team Doncaster attended to provide the commissioner's their evidence and demonstrated a strong picture of partnership working, alignment and commitment to the development of learning and skills in our borough. We will share more information from this visit in the next quarter's publication.

In mid-October, we welcomed 14 Australian delegates who visited the UK to exchange information and ideas around learning and education. The party visited a range of schools and colleges across Doncaster and the wider Yorkshire region where they learnt about what we are doing over here and shared best practice from their home schools. This visit

will help create an international community and network of practice sharing and ensure that all of our research and development in learning is informed by current international developments.

Opportunities in Doncaster On the Up!

As we have described in previous quarter publications', Doncaster is one of 12 'Opportunity Areas' across the country, which brings additional funding and support to improve the life chances of disadvantaged children and young people in the borough. The last three months have seen the Opportunity Area Partnership Board agree an extensive programme of activity to improve performance in schools, raise the quality of careers advice and support vulnerable young people to improve their life chances. These are as follows:

Careers Education – The new Careers Hub will build on the existing enterprise coordinator network and will bring together careers leads from across all Doncaster schools who opt in to develop and share best practice. This will help to improve the careers information, advice and guidance for all young people across the borough to ensure they have access to up to date information to enable them to make well informed decision about their next steps in life. The Opportunity Area programme is also investing in a new digital

solution aimed at improving careers information and advice which will help people of all ages. This should mean that young people have access to more accurate and up to date data and a more personalised, interactive approach to providing future careers information.

Brilliant Club – The Brilliant Club's [Scholars Programme Placements](#) will support primary schools in the most deprived parts of the borough by helping to identify and nurture children with the ability to attend competitive universities and to help children realise their potential.

Mentoring for Newly Qualified Teachers (NQTs) – Sheffield Hallam University will be providing mentoring to NQTs in schools across the borough. It will be targeted at NQTs working in 'Requires Improvement' or 'Inadequate' by Ofsted. This support is intended to help these schools retain their workforce, to enable them to tackle their improvement challenges.

£1,000 training bursaries for 25 schools identified in need of support. - Through collaboration with the School Improvement Lead Professional, schools will be able to access a range of professional learning programmes from the Doncaster Research School to improve teachers' skills to change

classroom practice and ultimately improve pupil outcomes.

Improving Literacy Programme - Partners in learning will be extending the current programme aimed at Key Stage 2 level pupils to a second group of 15 schools whilst providing continued support for the four schools currently on the programme.

Specialist mentoring for the most vulnerable – Doncaster Children’s Services Trust will be building and training a network of volunteer mentors to provide mentoring to over 300 vulnerable children.

Support to help schools tackle behaviour and attendance issues – Secondary schools will be able to access funding and LA behavioural specialist support to help manage behaviour concerns without having to resort to exclusions.

The Bigger Picture

The Big Picture Learning (BPL) School is on track to open its doors to its first intake of students in January 2019. BPL is an innovative model of alternative provision originating in the USA, and offers young people individual curriculums to learn based upon their passions and interests. The school in Bentley will be the first instance of the BPL model in the UK.

Doncaster Council is delivering the school via a Social Impact Bond (SIB), with partners the

Innovation Unit, social investor *Big Issue Invest* and funding from the *Life Chances Fund*. An agreed set of outcomes based on areas like attendance, attainment and the resilience of the students at the school will be monitored and measured. Based on the school performing to certain levels in these areas, *Big Issue Invest* will receive interest payments on their initial financial investment.

Preparations on the site of the new school in Bentley have begun, with the clearance of the old learning centre. A new modular school building is being built and will be delivered in early November. Once on site it will be linked up to utilities and fitted out ready to be handed over to BPL UK by the end of December.

Processes are underway to recruit a principal and three teachers as well as a range of other staff members to support the delivery of the school. The council is also identifying students who meet agreed eligibility ready to be presented to the Inclusion Panel in November. Those who are selected to attend will be engaged along with their parents/carers ready to start in January. An intake of eight students will initially begin in the New Year and this will rise until the school

is at its full capacity of 60 by September 2019.

Never miss a day of school

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

Whilst behaviour and attendance remain an issue in Doncaster, we are working hard to deliver improvements. Our Inclusion Charter is about to be launched which will address issues in partnership with schools - the charter represents our commitment to make positive changes.

An exciting attendance campaign is due to be launched in November which is aimed at improving attendance rates by engaging with 11-16 year old secondary pupils in Doncaster, initiating a behaviour change by developing new ways of promoting good and outstanding attendance. The campaign will be aimed at schools, parent / guardians and children. Our aim is that no child misses a day of education through factors that we can control.

Service Performance getting the basics right



Uptake of free school meals

79.79%

(TARGET 79.08%)

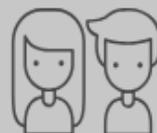


74%

of children are seen within appropriate timescales

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

(TARGET 80%)



Percentage of children accessing their entitlement to free childcare

2 year olds

75%

(TARGET 80%)

3 and 4 year olds

98%

(TARGET 99%)



Special Education Needs Team
95.24%
of Education, Health and Care plans issued within 20 weeks
(TARGET 100%)

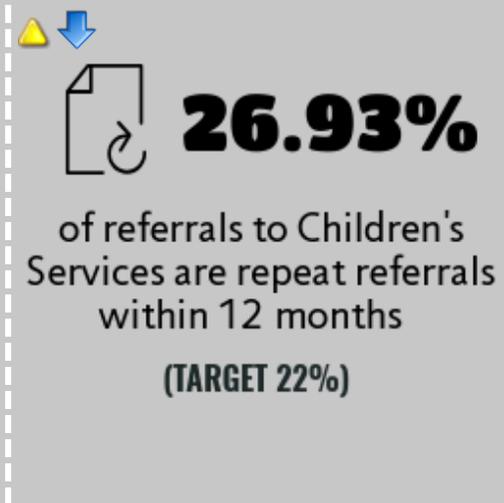
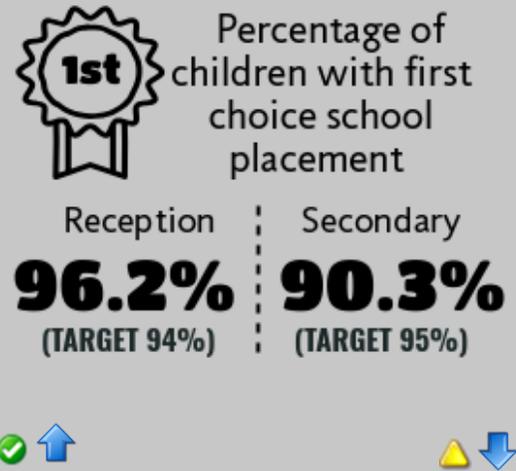
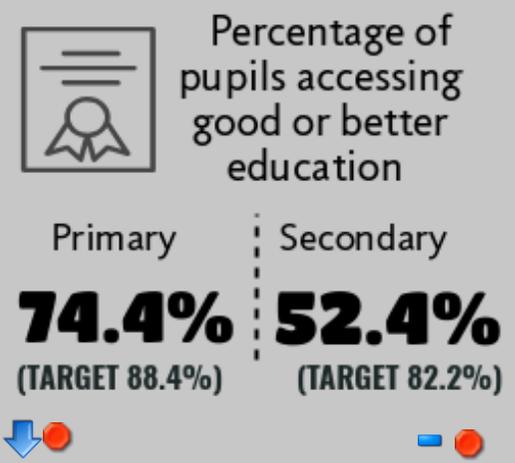


98.2%

of Early Year providers rated Good or Outstanding by Ofsted
(TARGET 98%)

Outcomes Framework

					Current Year	Current Quarter	Aspiration Target	Actual direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18	18/19	Q2 18/19				
Achievement of a Level 3 qualification by the age of 19	47.9%	44.9%	44.5%	44.5%	-	-	TBC	↓	Annual	⚠
% of children with good level development	63.8%	69.7%	70.2%	70%	70% (Q1)	70.5%	TBC	↑	Quarterly	⚠
% of people who are qualified to level 3 or above (16-64)	44.2%	45%	47.2%	40.8%	-	-	TBC	↓	Annual	🌍
Attainment 8 Score (GCSE Attainment)	44.2	46.9	43.6	-	-	-	TBC	↓	Annual	⚠
Persistent absence of children in care in Secondary Schools (% Full Year)	-	9.84%	23.9%	22.6%	-	22.1%	TBC	↓	Quarterly	🔴
Persistent absence in Secondary Schools (% Full Year)	-	-	17.5%	19.3%	-	17.9%	TBC	↑	Quarterly	🔴



Doncaster Growing Together how we are transforming and Changing

EDUCATIONAL INCLUSION PROGRAMME

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

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

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SOCIAL MOBILITY OPPORTUNITY AREA PROGRAMME (SMOA)

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



CONNECTED COUNCIL



70%
of spend is with
Doncaster companies
(target of 70)



88%
of our
'Freedom of information'
requests are responded to
within timescale
(target 95%)



The average number of
days to process a new
Council Tax Support
Application is
22.31
(Target 25 days)



Our Council Tax Collection
rate is
94.67%
(Target 95%)

Customer Services initial contact with the
public

128,045

broken down as follows:



online
43,764

70% of our services are
available online against
a target of 80%



face to face
25,893

average wait time
11 minutes, 12 seconds
against a target of 10
minutes



phone
58,388

60% answered in 150
seconds against a
target of 90%



The average number of days
lost through sickness absences
per employee is
9.11
(target 8.5 days)

The Council continues its journey of significant transformation and to ensure our priorities are achieved and we deliver for Doncaster it is vital that we have the right people, with the right skills, working in the right way; and provide a range of development opportunities to support leaders and managers to shape and deliver the change required.

The Performance and Development Review (PDR) Scheme continues to provide a useful mechanism to ensure staff are clear on their objectives, are performing well and have appropriate development to fulfil their roles effectively. As at the end of quarter 2, 96% of staff had completed a PDR against a target of 95%.

Managing staff health and wellbeing is a key aspect of the Council's performance management framework. Performance at quarter 2 for sickness absence was 9.11 days, slightly above the corporate target of 8.50 days per FTE (full time equivalent). 81% of employees have achieved 100% attendance within quarter 2 compared with 80% of employees in quarter 1.

The number of **customer services initial contact with the public** (online, phone, face to face) were reported at 128,045 a continuing drop on the 137,641 reported last quarter. In Quarter 2 Customer Services answered 60% of telephone calls within 150 seconds, with the average time to answer being 2 minutes 32 seconds. This is mainly due to a number of staff leaving the team for career progression; we are 9 Customer Service Advisors under our staffing structure and are currently out for recruitment. The waiting times in The Civic One Stop Shop is currently 10 minutes, the average wait time in Q2 was 11 minutes 12 seconds. As we now have 67% of services online we are trying to proactively encourage customers to self-serve to reduce the numbers of customers presenting themselves in person in the one stop shop and offer self-service as the first option for customers who visit the Civic Office





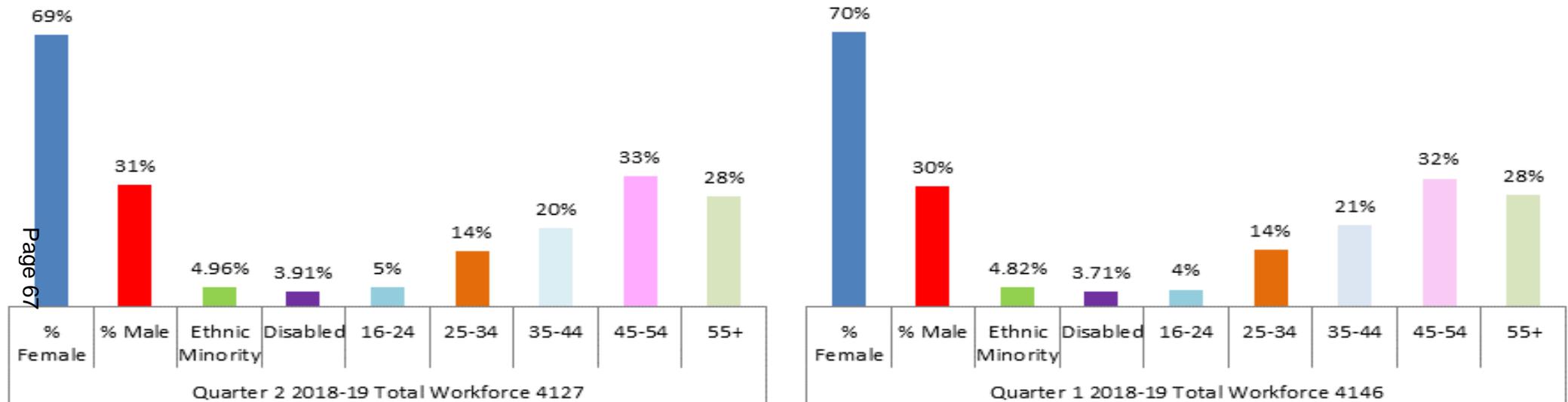
OUR WORKFORCE

Our workforce profile compared to last quarter remains relatively the same mainly due to continuing low turnover rates of 1.82%. This does present stability for the council and its employees but it also presents challenges when addressing issues around our diversity and age profiles. The workforce is particularly under-represented in the lower age levels, although there has been a slight increase this quarter for the 16-24 and 35-44 age brackets as shown in the table below. Therefore the emphasis continues in creating more job opportunities for apprenticeships from

entry level through to degree level and deployment of graduates. Our gender balance remains virtually the same from last quarter, however we have seen a further positive increase in the number of ethnic minority and disabled employees. This builds on the increase seen in the previous quarter. Despite turnover rates continuing to be low, critical skills gaps now and for the future still need to be systematically identified and addressed; which sometimes requires additional support through the use of temporary resource. This need to be balanced against the demand for specific

skills, building short term capacity and levels of spend in this area. Although high levels of spend are continuing on agency workers, there has been a reduction of £232k in quarter 2, with further reductions in assignments being for more than 6 months down from 57% to 37% and down from 28% to 18% for more than 1 year. Longer term workforce planning solutions and different ways of working continue to be developed to reduce usage and reliance further on agency workers

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



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FINANCIAL PROFILE

General Fund Revenue Total

- £0.4m overspend projected on £492m gross budget (0.1%).
- This includes using significant one-off funding, without this funding a significant overspend would be projected for 2018/19. The ongoing baseline spend position currently exceeds the level of income; therefore there is a reliance on one-off funding which isn't sustainable. The position is being reviewed as part of the budget setting process for 2019/20.

- highlights the underlying pressure on the budget.
- Immediate measures to be introduced to reduce expenditure in 2018/19.
- A full review of the 2019/20 financial position, including on-going pressures, new growth/pressures and saving options, is currently being undertaken which will be considered as part of the 2019/20 budget setting process.

Adults Health & Wellbeing

- £0.7m overspend projected on £151m gross budget (0.5%).
- Additional demand and increased average costs of all types of placements in care totalling £1.4m with residential placements forecast to overspend by £0.7m. £0.5m savings expected to be delivered against £4.0m savings target.

Learning & Opportunities C&YP

- £0.8m overspend projected on £56m gross budget (1.49%).
- Key pressures include increased demand for children with disability placements £0.6m (a task & finish group has been set up by the service to review high cost placements to look at ways to mitigate these increases) and Passenger Transport £0.4m (a strategic review of Children's and Adults transport is to be carried out for 2019/20, with an interim efficiency review to include routes and occupancy).

Children's Services Trust

- £0.1m overspend projected on £51m gross budget (0.0%).
- Cabinet approved £6.0m additional one-off funding for the pressures estimated at month 5. Collaborative joint work will continue to be undertaken to understand, forecast and manage the demand.

Corporate Resources

- £0.9m underspend projected on £102m gross budget (-0.9%).
- Mainly salary underspends of £0.63m (on-going £0.22m and one-off £0.41m), with lower value savings from supplies and services budgets, increased levels of income and grants off-set by lower level pressures such as the change-over costs for the recently signed MFD contract.
- The Directorate intends to maintain the underspend as much as possible to off-set pressures in other parts of the Council.

Regeneration & Environment

- £0.3m underspend projected on £119m gross budget (-0.3%).
- Waste £0.18m overspend due to recycle rebate and depot costs.
- Markets £0.16m overspend due to vacant stalls; this is additional to £0.31m extra budget being provided.
- Streetscene & Highways Operations £0.56m underspend due to Highways Operations surpluses, Street Lighting energy reductions and reduced transport costs in Street Scene. The underspend has reduced by £0.10m since period 5 mainly due to reduced income projections on Fleet.

Council Wide Budget

- Break-even position projected on £13m gross budget (0.0%).
- The £1.8m pension underspend and £0.3m Insurance Fund Provision underspend have been moved to contribute towards the Doncaster Children's Services Trust additional funding in 2018/19.

Reserves

- General fund reserves are £11.7m.

Housing Revenue Account (HRA)

- The outturn projection for quarter 2 is an underspend of £0.2m. The budget assumes a contribution of £0.6m from balances; the £0.2m underspend reduces the contributions from balances to £0.4m.
- £0.1m projected underspend on overall management expenditure and £0.1m additional income, overall the position is very close to that reported at Q1.

Capital Programme

- The capital spend projection for 2018/19 is £116.9m in comparison to quarter 1 projection of £126.9m (£292.6m future years compared to a quarter 1 projection of £273.3m). £28.1m actual expenditure has been incurred up to end of quarter 2.

Collection Fund

- The Council Tax Collection Fund is projected to make an in-year surplus of £2.7m, largely attributable to higher than budgeted for collection rate £1.5m, tax base growth £0.4m and lower levels of Local Council Tax Support awarded £0.8. The accumulated Council Tax Collection Fund surplus as at 31st March 2019 is estimated at £4.8m, of

which £4.0m is attributable to the Council (an increase of £0.55m from quarter 1).

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



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Doncaster Council

6th December 2018

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

SLHD Performance & Delivery Update: 2018/19 Quarter Two (Q2)

EXECUTIVE SUMMARY

1. As part of the Management Agreement and governance arrangements for St. Leger Homes of Doncaster (SLHD) an Annual Development Plan is produced in agreement with DMBC officers, the Housing Portfolio holder and the Mayor. This Annual Development Plan identifies the key deliverables, outcomes, milestones and the measures by which performance is assessed. There is an agreed governance framework part of which is a quarterly report of key performance indicators to the Overview and Scrutiny Management Committee.
2. This report provides an opportunity to feedback on performance successes and issues against the suite of 2018/19 key performance indicators.

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATIONS

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

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

BACKGROUND

6. Appendix A summarises the SLHD 2018/19 Quarter 2 (Q2), July to September 2018, performance management report.

7. Targets and measures were reviewed with DMBC officers and elected members prior to the start of the financial year, and fourteen indicators have been agreed for 2018/19.
8. Key performance elements to note are:
 - seven key performance indicators are on target (green);
 - two are within acceptable tolerance levels (amber);
 - three are below target (red); and,
 - two are not measured against a target (KPI3 and KPI14).
9. In terms of the 'direction of travel', performance has improved against six indicators compared to the previous quarter, declined in five areas and remained the same for one indicator. Two indicators are not measured against a target.
10. Targets were updated for 2018/19 and are considered more challenging than those set in 2017/18. Commentary covering the performance against all indicators is provided below and summarised in the table at Appendix A.

11. Performance

11.1. Performance measure: Percentage of Current Rent Arrears against Annual Debit (below target – red)

Performance at the end of Q2 was 3.03% (£2.22million), which is worse than the profiled target of 2.84% and below the Q1 performance of 2.72% (£2million). This continues the declining trend we have seen throughout the last year. At the same point in 2017/18 performance was 2.51% (£1.86million).

The rate of transfer onto Universal Credit (UC) has been greater than the forecast provided by the Department for Work and Pensions (DWP), meaning the amount of rent we had to collect, rather than being paid directly via Housing Benefit, is higher at this stage than originally anticipated. To place this in context, as a result of UC being paid direct to tenants, this financial year we will have to collect £9.0 million more than last year. We now have a total of 2,350 cases and 81% of these are in arrears. This is an increase of 481 cases since Q1.

Work continues with tenants and DWP to provide intensive support including applying for Alternative Payment Arrangement (APA) where appropriate. Currently, 32% of UC cases have agreed an APA.

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

Performance for Q2 was 0.51% (£96k), which is well within the target of 0.75%. This continues the improving trend, where performance was 0.54% (£106k) at the end of last quarter (Q1 2018/19) and 0.98% at the same point last year (Q2 2017/18). In consultation with the Portfolio Holder for Housing and Equalities, it has been agreed to amend the year-end target to 0.6%, taking into consideration the potential impact of increased voids and use of empty properties as temporary accommodation during the winter period.

11.3. Performance measure: average number of days to re-let standard properties (performing well – green)

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

On average, it took 19.94 days to re-let a property during Q2, against a target of 23 days. This is an improvement from 25.5 days reported for Q1 and continues the improving trend of the last year, giving a year to date position at the end of Q2 of 21.89 days. This is a considerable improvement on the 45 days at the end of Q2 in 2017/18. This improvement has been achieved by a cross-organisational effort focused on reducing turnaround times whilst maintaining quality standards. We have allocated more properties for temporary accommodation, in an effort to reduce the use of bed and breakfast accommodation, which has reduced the overall number of void properties and contributed to the improvement in re-let days.

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

There were 81 households placed into B&B accommodation in Q2, compared to 60 during Q1. The total number of nights in B&B accommodation also increased in Q2 to 660 compared with 384 in Q1. In Q2, 50 households with children were placed into B&B accommodation, compared with 21 households with children in Q1.

The main reason for homelessness is relationship breakdown and delays to moving on from B&B are linked to both the availability and suitability of accommodation. In Q2, we have seen an increase in larger families needing B&B accommodation.

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

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

Cumulatively, there were 55 cases up to the end of Q2 against a year-end target of 315. There were 41 cases during Q1 and 14 cases during Q2.

The number of full duty acceptances has reduced due to resolving outstanding legacy cases and successful interventions during the prevention or relief stages.

11.6. Performance measure: Number of households maintaining or established independent living (performing well – green)

This indicator is taken as a snapshot at the end of the quarter when there were 59 households supported to maintain or establish independent living, against a target of 46. This is an increase from the 41 at the end of Q1, and 43 at the same point last year (Q2 2017/18).

The team continue to operate above the contracted target of 40 households maintaining or establishing independent living.

This indicator is linked to the previous indicators at 11.4 and 11.5.

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

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

The total number of interactions with tenants during June, July and August was almost 81,000. There were 223 complaints in the period of which 55 were upheld, compared to the previous three months when there were 198 complaints of which 31 were upheld. This is lower than the same period last year (273). This means that performance for the three months was 0.07%, which is still within the 0.08% target (lower is better) and lower than the same period last year (0.10%).

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

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

Performance in Q2 was 99.41%, which is better than the 99% target level. This is a marginal improvement from Q1 (99.39%). Within the quarter over 13,000 jobs were completed of which just 74 were not right first time.

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

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

Performance during Q2 declined slightly at 99.25% of promises kept against a target of 100%. This is down from 99.57% at the end of Q1, but is much improved from the 98.25% at the same point last year (Q2 2017/18).

The total number of jobs planned in Q2 was 2,731 (150 more than in Q1), of which just 25 were not on target. All jobs deemed not complete within target have subsequently been completed.

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

The annual gas servicing programme commenced in April. During Q2 7,761 properties requiring a gas or solid fuel service were visited and all have a valid landlord certificate. Access to approximately 15% of properties proved challenging due to a variety of customer related issues. At the end of Q2, just 1 property had not been accessed for over 60 days from the planned date. This property has since been accessed and work was completed on 23rd October 2018. Where necessary access issues are managed using our legal process.

11.11. Performance measure: Days Lost to Sickness per Full Time Equivalent (FTE) (below target – red)

Sickness levels for the 12 months up to the end of Q2 were 8.54 days lost per FTE and means we are not on track to achieve the end of year target of 7.9 days.

Encouragingly, 80% of employees achieved 100% attendance during Q2, a slight increase from 79% in Q1. However, overall sickness levels declined in Q2 to 2.23 days lost per FTE compared to 1.88 days in Q1. This is also slightly worse than the same period last year (2.08 days).

The most common reasons for sickness absence continue to be:

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

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

Performance in Q2 was 96.83%, which is an improvement from Q1 (94.35%). The means year-to-date performance is 95.55%, which is slightly below the target of 96.5% and lower than the same point last year (97.5%). In Q2, 4006 of the 4,137 invoices received were paid within the 30-day target.

A large proportion of the relatively few invoices paid late are with a small number of suppliers, and we continue to work closely with them to improve. The number of invoices received without purchase orders is one of the reasons for late payment, but this has decreased throughout the last 12 months as we continue to work closely with staff and suppliers to ensure purchase orders are issued and referenced on supplier invoices.

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

Performance continues to be below the target of 66%. During Q2, it was agreed to change the way in which this is calculated, to bring it in line with DMBC reporting methods. Because of this change, data is only available from August 2018. Local expenditure in August and September was £888k, representing 56% of the overall £1.57million contracted spend.

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

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

This is a new key performance indicator for 2018/19, and data is being gathered and analysed with a view to setting a target.

In Q2, 377 ASB cases were completed of which 360 were resolved, representing 95.49%. This is an improvement compared to Q1 (87.40%).

In consultation with the Portfolio Holder for Housing and Equalities, due to fluctuations in demand and therefore performance, it has been agreed to set a year-end target of 90%. The target will be reviewed along with all other targets at year end.

OPTIONS CONSIDERED

12. Not applicable

REASONS FOR RECOMMENDED OPTION

13. Not applicable

IMPACT ON THE COUNCIL’S KEY OUTCOMES

14.

	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> <p>Better access to good fulfilling work Doncaster businesses are supported to flourish Inward Investment</p>	<p>Work of St. Leger Homes of Doncaster impacts on Council key priorities, with implications on the quality of life for Doncaster Council’s tenants and other residents and the communities they live in.</p>
	<p>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> <p>The town centres are the beating heart of Doncaster More people can live in a good quality, affordable home Healthy and Vibrant Communities through Physical Activity and Sport Everyone takes responsibility for keeping Doncaster Clean Building on our cultural, artistic and sporting heritage</p>	
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <p>Every child has life-changing learning experiences within and beyond school Many more great teachers work in Doncaster Schools that are good or</p>	

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

RISKS AND ASSUMPTIONS

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

LEGAL IMPLICATIONS

(SF, Asst. Director Legal & Democratic Services, 25.10.18)

16. There are no legal implications for this report.

FINANCIAL IMPLICATIONS

(NF, SLHD Head of Finance, 25.10.18)

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

HUMAN RESOURCES IMPLICATIONS

(AC, HR & OD Business Manager, 25.10.18)

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

TECHNOLOGY IMPLICATIONS

(PW, Technology Governance & Support Manager 25.10.18)

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

HEALTH IMPLICATIONS

(KH, Public Health Improvement Coordinator, 31.10.18)

20. The home environment is an important contributor to health and wellbeing and a healthy community helps residents to thrive, be independent and contribute. Access to decent and appropriate housing is critically important in terms of health and wellbeing and it is positive to see that majority of indicators are on target to achieve the desired outcomes.

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

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

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

It is concerning that the number of placements in B&B accommodation has increased (significantly) again this quarter, in particular households with children. We recommend that preventative work is undertaken to understand and prevent the placement of families in B&B accommodation.

EQUALITY IMPLICATIONS

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

CONSULTATION

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

BACKGROUND PAPERS

23. None

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Appendix A - St. Leger Homes Key Performance Indicator Summary

KPI	Indicator	Period	Value	Target	DoT	R/A/G
1	Percentage of current rent arrears against annual debit	Q2	3.03%	2.95%	↓	
2	Void rent loss (lettable voids)	Q2	0.53%	0.75%	↑	
3	Average Days to Relet Standard Properties	Q2	19.94	23	↑	
4	Number of Households Placed in B&B Accommodation	Q2	29	No Target		
5	Number of Full Duty Homelessness Acceptances	YTD	55	315		
6	Number of households maintaining or established independent living	Q2	59	46	↓	
7	Analysis of complaints received – percentage of complaints upheld against customer interactions	Q2	0.07%	0.08%	↓	
8	Right first time	Q2	99.41%	99%	↑	
9	Scheduled repairs – percentage of promises kept	Q2	99.25%	100%	↓	
10	Gas servicing - percentage of properties attended against target	YTD	100%	100%	↔	
11	Days lost through sickness per FTE	YTD	4.11	7.90	↓	
12	Percentage of invoices paid within 30 days	Q2	96.83%	96.5%	↑	
13	Percentage of Local Expenditure	Q2	56.40% (£887,706)	66%	↑	
14	ASB Cases Resolved as a % of All Cases Closed	Q2	95.49%	No Target		

Notes:

- Direction of travel (DoT) is against performance in the previous quarter.
 - ↑ = improving
 - ↔ = no change
 - ↓ = declining
- Year to Date (YTD) is performance since April 2018.
- Targets are for the end of the year performance unless indicated otherwise.
- R/A/G status is against the profiled target.



Doncaster Council

6th December 2018

To the Overview & Scrutiny Management Committee

Complaints and Compliments Annual Report 2017/18

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Jane Nightingale	N/A	No

EXECUTIVE SUMMARY

1. The purpose of this report is to summarise complaints and compliment information for 2017/2018. This includes the Council's corporate complaints procedure that ensures a channel for Doncaster citizens to express dissatisfaction and for the Council to respond and improve where required; the statutory Adult Social Care Complaint Procedure; and the statutory Children's Social Care Complaints Procedure. Also included is the recent Local Government & Social Care Ombudsman (LGCSO) Annual Letter to the Council included at **Appendix 1**. **Appendix 2** details the Council's annual report and **Appendix 3** details the Doncaster Children's Services Trust annual report. In future years, there will also be an annual report from other key partners such as St Leger Homes.
2. Previously, separate complaint and compliment annual reports have been produced for both Adult and Children's Social Care, providing information on the number of complaint and compliments received and the lessons learned from them. As it is not a statutory requirement to produce an annual report for other council complaints, there has been no annual report. However, given complaints and compliments are the most valuable form of customer feedback the Council receives, this annual report will now include all complaints. The purpose of this is to raise awareness across the authority around the types and volumes of complaints and compliments received and to identify trends, communicate lessons learned and service improvements. The content of this one report will improve as we collect more information in preparation and increase the emphasis on service improvement.

3. It is important that lessons are learned from complaints and that improvements are made to services to avoid the same issues being repeated for other service users. Work will continue to refine and improve how we do this. These reports will also be produced earlier after the end of the financial year. The LGSCO have also made a commitment to provide more detailed information with regard to service improvement in their annual letter also attached.
4. The key improvements resulting from the feedback in 17/18 are included in detail and include:
 - Corporate
 - Additional litter bins and patrols introduced to an area where persistent littering takes place; and
 - Introduction of regular quality monitoring for Customer Service staff.
 - Adult Social Care:
 - Intensive work with the Occupational Therapist Team with a focus on waiting times, managing customer expectations and reducing complaints;
 - Knowledge gap identified around direct payments, additional training provided for social workers;
 - Training has been provided by the Local Government Ombudsman on effective complaint handling to all Adult Social Care managers; and
 - An improved procedure for the Blue Badge Review of Decision Panel.
 - Doncaster Children's Services Trust:
 - Improvements made to the Child Protection Chair process;
 - Supervising social workers to be the sole point of contact for foster carers, rather than the young person's social worker, to ensure there are clear lines of communication for issues directly relating to foster carers; and
 - Improved procedure for practitioners on how to handle cases that are open to the Trust due to private legal proceedings.

EXEMPT REPORT

5. N/A

RECOMMENDATIONS

6. This report recommends that the Overview & Scrutiny Management Committee:
 - Consider and comment on both the Doncaster Council and Doncaster Children's Services Trust annual complaints and compliment reports for the period 1st April 2017 to 31st March 2018.
 - Note the intention to consolidate the corporate and adult social care complaint procedures.
 - Note the intention to improve the monitoring of how complaints inform service improvement.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

7. Insight from complaints plays a key role in how we deliver the right outcome to our citizens and in continually improving our service delivery. As well as putting things right for the individual service user, the Council learns from complaints in

order to improve services for the future.

BACKGROUND

8. The aim of complaint procedures is to resolve any dissatisfaction promptly, effectively and transparently and to inform service improvements to prevent service users experiencing the same issues in the future. The Council operates both a Corporate and Adult Social Care Complaint policy and procedure, which is managed by two Customer Experience Officers within Customer Services working with the relevant officers across the organisation. They are responsible for ensuring the complaint and compliment processes are followed and are available to support customers and staff to ensure that making a complaint is as easy as possible for all concerned.
9. Each year the LGSCO provides feedback to each Local Authority about the complaints it has received about them in the past year. The letter relating to 2017/2018 is included in **Appendix 1**. No specific areas of concern have been highlighted. There has been an increase in the number of investigations that the LGSCO have completed. In 2016/17, this was 17 compared to 25 in 2017/18. The upheld rate has also slightly increased from 47% to 52%. Following recommendations from the LGSCO in 2017/18, we have paid £6400 in compensation compared to £2195 paid in 2016/17. £5950 of this amount related to Adult Social Care complaints.
10. Council complaints and compliments are recorded and managed through the Council's Customer Relationship Management (CRM) system. All members of staff can record complaints and compliments through the corporate intranet using the online forms. Customers can log complaints and compliments on our website or can request them to be recorded through their preferred access channel.
11. The CRM system holds records of all complaints and compliments and is used to manage the status and timescales of complaint handling within the organisation. It also enables us to identify and analyse trends and lessons learned to help us to improve our customer's experience.

12. Summary of Complaints and Compliment Information

How complaints were received in 2017/18

Access Channel	Corporate	Adult Social Care	Doncaster Children Services Trust
Website	70%	34%	5%
Telephone	25%	8%	40%
Email	4%	34%	29%
Face to Face	1%	0%	12%
Letter / Form	0%	21%	14%
Children's Social Care App	N/A	N/A	1%

Number of complaints received and outcomes of complaint investigations.

Areas	No. of Stage 1 Complaints Received	Upheld/Partly Upheld	Not Upheld
Corporate Complaints	1044	64%	36%
Adult Social Care	82	43%	57%
Doncaster Children Services Trust	229	44%	56%

Main complaint themes

Corporate:

- Service failure;
- Staff attitude; and
- Information provided.

Adult Social Care:

- Time taken to undertake/complete assessment;
- Poor communication; and
- Lack of action/quality of service by worker or team.

Doncaster Children's Services Trust:

- Actions of workers
- Poor communication
- Decision making

Compliments

Directorate	No of Compliments Received	Top Area
Adults Health & Wellbeing	46	Homecare (STEPS)
LOCYPS	1	Pre-School Inclusion
Corporate Resources	53	Customer Services
Regeneration & Environment	194	Waste & Recycling
DCST	295	Area Child Protection Teams

A more detailed report is included at **Appendix 2**.

13. Every local authority with a responsibility for children's social care services is required to produce an annual report outlining the complaint activity for the service. The statutory complaints function transferred from Doncaster Council to Doncaster Children's Services Trust (DCST) in 2015. DCST are responsible for producing the children's social care annual report as attached at **Appendix 3**.
14. The key priorities for the Customer Experience Team in 2018/19 will be to continue to provide an expert service in complaint handling, promoting the sharing of good practice as well as poor practice so that lessons can be learned. Across the Council, the focus will be on reducing complaints through service improvements that in turn should reduce the number of complaints being upheld or partially upheld.

OPTIONS CONSIDERED

15. There are no options to consider in this particular report to the Overview & Scrutiny Management Committee. The main objective is to communicate the

information and inform the committee of the main improvements made as a result and the intention to consolidate the information and procedures within the authority.

REASONS FOR RECOMMENDED OPTION

16. Not applicable.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

17.

	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 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 	<p>Complaints and compliments both provide valuable customer feedback to put any failure right, implement the resulting improvement and to celebrate an outstanding quality of service. This applies to all services involved in delivering all out priorities.</p>

RISKS AND ASSUMPTIONS

18. If we fail to learn lessons and effectively analyze the information we receive through our complaints to inform improved service delivery, the following could occur:
- Doncaster residents may not receive the standard of service delivery they expect and deserve; and
 - An increased risk of maladministration.

LEGAL IMPLICATIONS [Officer Initials SRF Date 25/9/18]

19. The Council has a number of legal duties in relation to complaints, particularly in relation to Local Government Ombudsman findings. The Monitoring Officer has detailed duties in relation to findings of maladministration. The Council also has a specific duty set out in law to publish an annual report of complaints made in relation to Children's Services. Complaints are increasingly seen as a valuable tool to be used by organizations' to better understand their services and to ensure that lessons can be learnt from customer complaints and feedback and services improved.

FINANCIAL IMPLICATIONS [Officer Initials AB Date 17/09/2018]

20. There are no direct financial implications resulting from this report. If service improvements are required, these should be addressed by each service within existing budget levels.

HUMAN RESOURCES IMPLICATIONS [Officer Initials KG Date 24.09.18]

21. There are no specific HR issues raised in this report. However, the report raises staff attitude and poor communication as one the primary complaints, it is hoped that the introduction of the skills framework will assist in improving employee skills in these areas by highlighting needs for employee development where necessary.

TECHNOLOGY IMPLICATIONS [Officer Initials PA Date 25/09/18]

22. There are no technology implications in relation to this report.

HEALTH IMPLICATIONS [Officer Initials RS Date 14/08/18]

23. Good governance is important for healthy organisations and for healthy populations. Effective systems to respond to complaints and compliments demonstrate not only a responsive learning culture but also allows specific health issues to be addressed.

EQUALITY IMPLICATIONS [Officer Initials DA Date 31/08/18]

24. 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 that do not share that protected characteristic. There are no specific equality implications arising from this report. However, any activities arising from the management of complaints and compliments will need to be the subject of separate 'due regard' assessments.

CONSULTATION

25. This report has been shared with officers to ensure the required action is taken.

BACKGROUND PAPERS

26. **Appendix 1:** Local Government Ombudsman Annual Letter.
Appendix 2: Doncaster Council's Annual Complaint and Compliment Report.
Appendix 3: Children's Social Care Annual Report.

REPORT AUTHOR & CONTRIBUTORS

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Debbie Hogg
Director of Corporate Resources

18 July 2018

By email

Jo Miller
Chief Executive
Doncaster Metropolitan Borough Council

Dear Jo Miller,

Annual Review letter 2018

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman (LGSCO) about your authority for the year ended 31 March 2018. The enclosed tables present the number of complaints and enquiries received about your authority and the decisions we made during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

Complaint statistics

In providing these statistics, I would stress that the volume of complaints does not, in itself, indicate the quality of the council's performance. High volumes of complaints can be a sign of an open, learning organisation, as well as sometimes being an early warning of wider problems. Low complaint volumes can be a worrying sign that an organisation is not alive to user feedback, rather than always being an indicator that all is well. So, I would encourage you to use these figures as the start of a conversation, rather than an absolute measure of corporate health. One of the most significant statistics attached is the number of upheld complaints. This shows how frequently we find fault with the council when we investigate. Equally importantly, we also give a figure for the number of cases where we decided your authority had offered a satisfactory remedy during the local complaints process. Both figures provide important insights.

I want to emphasise the statistics in this letter reflect the data we hold, and may not necessarily align with the data your authority holds. For example, our numbers include enquiries from people we signpost back to the authority, some of whom may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside an annual review of local government complaints. The aim of this is to be transparent and provide information that aids the scrutiny of local services.

Future development of annual review letters

Last year, we highlighted our plans to move away from a simplistic focus on complaint volumes and instead turn focus onto the lessons that can be learned and the wider improvements we can achieve through our recommendations to improve services for the many. We have produced a new corporate strategy for 2018-21 which commits us to more comprehensively publish information about the outcomes of our investigations and the occasions our recommendations result in improvements to local services.

We will be providing this broader range of data for the first time in next year's letters, as well as creating an interactive map of local authority performance on our website. We believe this will lead to improved transparency of our work, as well as providing increased recognition to the improvements councils have agreed to make following our interventions. We will therefore be seeking views from councils on the future format of our annual letters early next year.

Supporting local scrutiny

One of the purposes of our annual letters to councils is to help ensure learning from complaints informs scrutiny at the local level. Sharing the learning from our investigations and supporting the democratic scrutiny of public services continues to be one of our key priorities. We have created a dedicated section of our website which contains a host of information to help scrutiny committees and councillors to hold their authority to account – complaints data, decision statements, public interest reports, focus reports and scrutiny questions. This can be found at www.lgo.org.uk/scrutiny I would be grateful if you could encourage your elected members and scrutiny committees to make use of these resources.

Learning from complaints to improve services

We share the issues we see in our investigations to help councils learn from the issues others have experienced and avoid making the same mistakes. We do this through the reports and other resources we publish. Over the last year, we have seen examples of councils adopting a positive attitude towards complaints and working constructively with us to remedy injustices and take on board the learning from our cases. In one great example, a county council has seized the opportunity to entirely redesign how its occupational therapists work with all of its districts, to improve partnership working and increase transparency for the public. This originated from a single complaint. This is the sort of culture we all benefit from – one that takes the learning from complaints and uses it to improve services.

Complaint handling training

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. In 2017-18 we delivered 58 courses, training more than 800 people. We also set up a network of council link officers to promote and share best practice in complaint handling, and hosted a series of seminars for that group. To find out more visit www.lgo.org.uk/training.

Yours sincerely,



Michael King
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Local Authority Report: Doncaster Metropolitan Borough Council
For the Period Ending: 31/03/2018

For further information on how to interpret our statistics, please visit our website:
<http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
19	5	5	18	13	6	8	12	0	86

Decisions made

Decisions made				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate	Total
1	2	31	24	12	13	52%	83

Notes

Our uphold rate is calculated in relation to the total number of detailed investigations. The number of remedied complaints may not equal the number of upheld complaints. This is because, while we may uphold a complaint because we find fault, we may not always find grounds to say that fault caused injustice that ought to be remedied.

Complaints Remedied

by LGO	Satisfactorily by Authority before LGO Involvement
11	2

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**Doncaster
Council**

**Complaints and Compliments
Annual Report for 2017/18**

Craig Miller & Lucy McMahon
Customer Experience Officers

1. Introduction

This is the annual report for complaints and compliments that were received by the Authority in 2017/18 under both the Corporate Complaint's procedure and Adults Social Care complaints procedure. The statutory complaints function for Children's Social Care lies with Doncaster Children's Services Trust and information is reported in a separate statutory annual report.

The Council's definition of a complaint is:

“An expression of dissatisfaction, however made, about the standard of service, actions or lack of action taken by the Council or their staff, which affects a customer or a group of customers”

The Council has two procedures for dealing with complaints about services; the Adults' Social Care statutory procedure and the Corporate Complaints procedure. The aim of the complaint procedures is to resolve any dissatisfaction promptly, effectively and transparently and to assist with service improvements.

The Complaint procedures are managed by two Customer Experience Officers based in the Customer Services Team. They are responsible for managing the complaint and compliment processes and are available to support customers and staff to ensure that making a complaint is as easy as possible for all concerned. The Council's aim is to resolve complaints for our customers as quickly and simply as possible. The team identifies the importance of promoting complaints as a positive asset and using this information as a valuable learning opportunity helping to identify training and development needs. Effective complaint monitoring can assist in highlighting significant trends and identify necessary improvements to policy and procedure.

Complaints and compliments are recorded and managed through the corporate Customer Relationship Management (CRM) system. All members of staff within the Council can record complaints and compliments through the corporate intranet using the online forms. Customers can log complaints and compliments on our website or can request them to be recorded through their preferred access channel.

The CRM system holds records of all complaints and compliments and is used to manage the status and timescales of complaint handling within the organisation. It also enables us to identify and analyse trends and lessons learned to help us to improve our customer's experience.

2. Procedures

2.1 Corporate Complaints Procedure

Early Resolution

Complaints that can be fully resolved to the complainant's satisfaction within 3 working days is the Council's preferred method of dealing with complaints. We aim to deal with the majority of complaints by early resolution. However, the Council will

need to deal with some complaints through a formal Investigation approach due to their complexity.

Stage 1 – Local Resolution

At this stage a senior officer within the service area will investigate the complaint and send a full response to the complainant within 10 working days.

Stage 2 – Complaint Investigation

If the complainant is unhappy with the outcome or response, they can appeal and ask for their complaint to be looked at again under stage 2 of the complaints procedure. Stage 2 investigations are conducted by an independent senior officer from a different directorate. Their role is to ensure that a thorough investigation is carried out and a full response provided to the complainant within 20 working days. The Stage 2 investigation is the end of the Council's complaints procedure, there is no further right to appeal to the Council following completion of the Investigation

Stage 3 – Local Government Social Care Ombudsman

Following a full Stage 2 investigation a complainant can approach the Local Government Social Care Ombudsman (LGSCO). The LGSCO will not usually investigate a complaint unless it has been dealt with through the Council's complaint procedure first. The option to approach the LGSCO is the third and final stage of the Council's complaints procedure and is the final point of contact to resolve complaints.

2.3 Adult Social Care Complaint Procedure

The procedure used to handle complaints concerning adult social care services is Health and Social Care Making Experiences Count. The overarching aim of the procedure is to resolve matters to the complainant's satisfaction.

It is the purpose of the complaints procedure to provide the directorate of Adults, Health and Wellbeing with feedback about the matters arising from social care complaints and the lessons learned in order to shape, develop and improve future services.

When dealing with complaints we follow a set procedure that aims to protect the rights of all adult social care service users. Problems should be resolved fairly and openly. The procedure also helps us to make our services better by highlighting where we need to improve.

The procedure has two stages:

Stage 1: Local resolution

The aim is to resolve as many complaints as possible by the team the complaint relates to. The manager of the team will investigate the complaint and respond in

writing within a set timescale that has been agreed with the complainant. If the complainant is still not satisfied that their complaint has been resolved they can contact the Customer Experience Team within 20 working days to discuss further options available.

Stage 2: Contacting the Local Government Social Care Ombudsman

If the complainant is still dissatisfied they can contact the Local Government Social Care Ombudsman (LGSCO). The LGSCO will not usually investigate a complaint unless it has been dealt with through the Council’s complaint procedure first.

The LGSCO can consider complaints about:

- Things that have gone wrong with a council service
- The way a decision has been made

3. Outcome and resolution

There are 3 main categories for classifying the outcome of a complaint, which are as follows:

- Upheld: This is defined as a decision that was confirmed or supported, meaning we agree there were faults in a complaint.
- Partially Upheld: We agree that there were faults in part of a complaint.
- Not Upheld: We do not agree that there were faults.

In cases where a complaint is found to be upheld or partially upheld an apology is always given for the faults that have occurred. In some instances, the investigator of the complaint may recommend that training is offered to relevant staff members to ensure any knowledge gaps are addressed. There may also be instances whereby complainants are offered a gesture of goodwill for time and trouble in making their complaint, this can be in the form of money or sometimes a gift. In most cases, where a fault has been identified and a recommendation made, the Customer Experience Officer will monitor this to ensure any agreed action is taken.

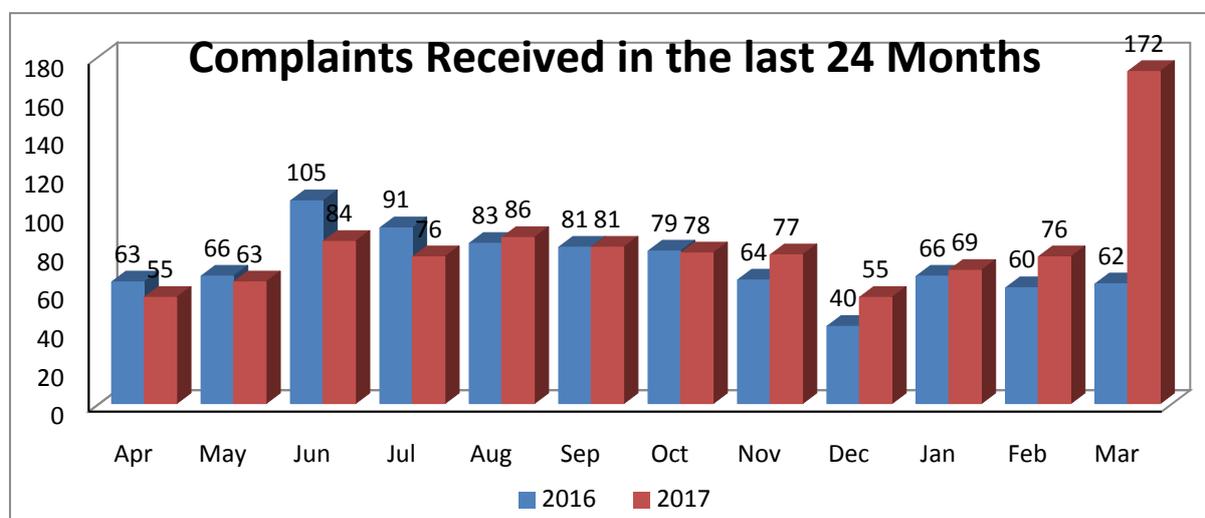
4. How complaints were received

Access Channel	% Received in 2016/17	% Received in 2017/18
Website	58%	70%
Telephone	40%	25%
Email	1%	4%
Face to Face	1%	1%

Complaints can be made by a number of different access channels, website, telephone, email, letter and face-to-face. In the reporting year 2017/18, the majority of complaints were logged by customers on our website, an increase across all service areas of 12%. Adult Social Care saw an increase of 22% of their complaints being reported online.

5. Corporate Complaints

5.1 Number of complaints received and percentage responded to in timescale



Overall the number of complaints received each month over the two years remains fairly consistent. The significant increase in March 2018 was due to changes in the Waste & Recycling service, which resulted in an increase in complaints for this service.

Directorate	2016/17	2016/17	2017/18	2017/18
Adults - Communities	21	95%	19	89%
Corporate Resources	240	97%	207	96%
Regen & Environment	887	76%	804	68%
LOCYPS	23	95%	14	86%

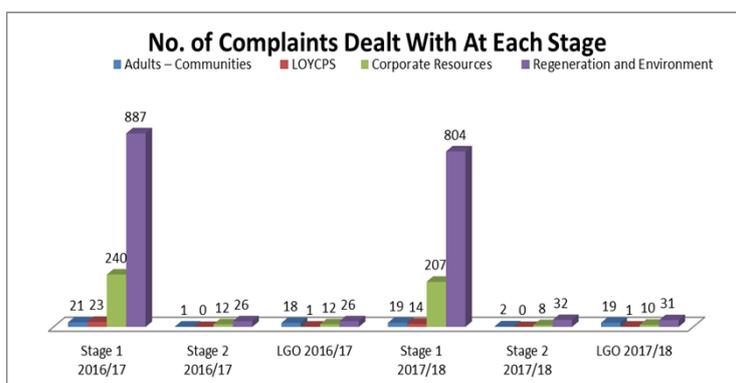
During the reporting year 2017/18 we received a total of 1044 formal corporate complaints, this is an 11% reduction from the previous year. Regeneration and Environment consistently receives the highest amount of complaints, this is to be expected as they are the largest area delivering the widest range of services to our customers. For example, Waste & Recycling is a service that is delivered to every household in the borough every week, compared to other services that are only accessed by a small proportion of the Authority.

Waste & Recycling received 457 complaints in 2017/18 compared to 423 in 2016/17. The high number of complaints in this area is due to changes in the Waste & Recycling contract over the past two years, such as;

- Changes to customers' collection days.
- Introduction of a new recycling service
- Charging for new and missing bins.

As the changes to the service have now become embedded, Waste and Recycling are now seeing a reduction in the number of complaints being received.

The graph below shows a breakdown of how many complaints were dealt with at each stage of the complaints procedure. In 2017/18 there was a slight reduction in the number of complaints dealt with at stage 1, however the number dealt with at stage 2 and the number of complainants that appealed to the Local Government Ombudsman remain similar to 2016/17.



The table below shows a breakdown of the outcome of complaint investigations. In 2017/18 we have seen a reduction in the number of complaints being upheld. This year The Customer Experience Team have carried out additional training and coaching to managers across the Authority who are responsible for investigating and responding to complaints.

Year	No. of Stage 1 complaints	Upheld	Partially Upheld	Not Upheld
2017/18	1044	44%	20%	36%
2016/17	1171	52%	16%	31%

5.2 Trends 2017/18

<p>Adults - Communities:</p> <ul style="list-style-type: none"> ▪ Rough sleepers in town centre ▪ Closure of Quarry Park car park ▪ Concierge service at Balby flats
<p>LOYCPS:</p> <ul style="list-style-type: none"> ▪ Schools Admission process
<p>Corporate Resources:</p> <ul style="list-style-type: none"> ▪ Call waiting times ▪ Incorrect information provided ▪ Council Tax annual billing issues
<p>Regeneration and Environment:</p> <ul style="list-style-type: none"> ▪ Changes to bin collections days/ missed collections /Charges for replacement bins ▪ Lack of updates to tree enquiries / Quality of grass cutting ▪ Quality of street cleansing

6. Lessons Learned from corporate complaints and service improvements

Case study 1

Complaint details: Complaint received regarding the decision not to award a blue badge and communication letters that were sent with regards to the decision.

Actions taken: Apology, change in procedure for panel hearing. Amendments made to decision letter sent to customers.

Case study 2

Complaint details: Complaint about the light shining from a newly installed street column outside house. The issue has been raised several times but feels nothing has been done.

Actions taken: Apology, Explanation given about timeframe, Equipment fitted to redirect light.

Case study 3

Complaint details: Complaint about information provided in a telephone call and the attitude of the member of staff.

Actions taken: Telephone call to apologise to customer. Quality and monitoring of advisors calls and training provided.

Case study 4

Complaint details: Complaint about persistent missed waste collections at customers address

Actions taken: Apology given, monitoring of customers collections, contact made to ensure now happy with the service.

Case study 5

Complaint details: Customer has made a number of reports about litter in his area that are not being looked into. He also feels there is a lack of waste bins since a new McDonalds has opened.

Actions taken: Apology given, McDonalds have agreed to fund a bin in the area, extra litter patrols are to take place.

7. Adult Social Care Complaints

7.1 Total number of individual complaints received

During the reporting year 2017/18, 82 formal complaints were received. This is a reduction from the previous year of 21%.

Year	No of formal (Stage 1) complaints	No of informal complaints (early resolution)
2017/18	82	10
2016/17	104	11

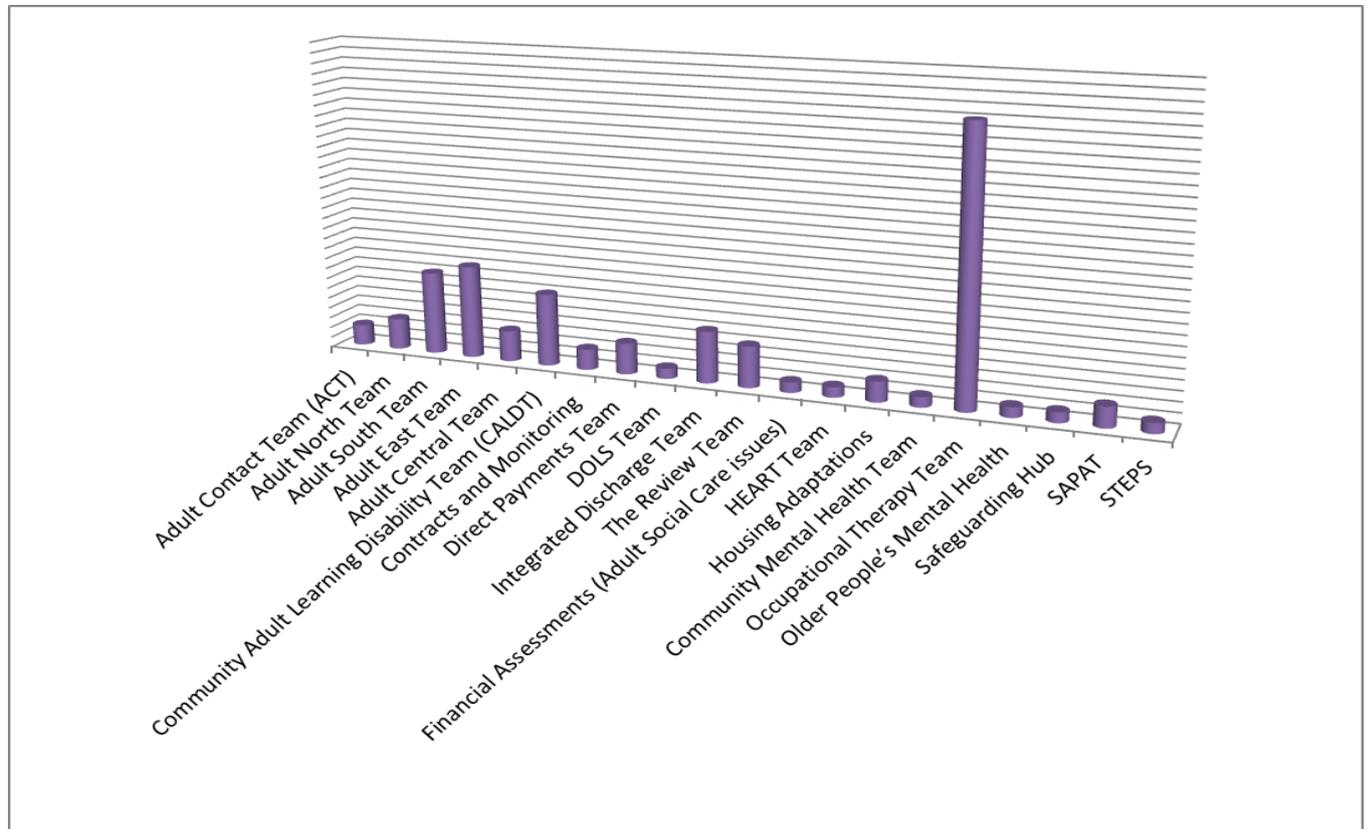
7.2 Stage 1 Complaints

The table below shows a breakdown of the outcome of the complaint investigations. There was a 7% increase in the number of complaints that were upheld and an 8% reduction in complaints being found partially upheld.

Year	No of formal (Stage 1) complaints	Upheld/Partially upheld %
2017/18	82	43%
2016/17	104	44%

7.3 Breakdown of Stage 1 Complaints by Area

Below is a breakdown of the 82 Stage 1 complaints received by service area:



32% of the complaints were received by the Occupational Therapy (OT) Team. The main theme being the waiting times for assessment. Intensive work has started with the team within Adults, Health and Wellbeing Services with the focus being around waiting times, managing expectations and reducing complaints.

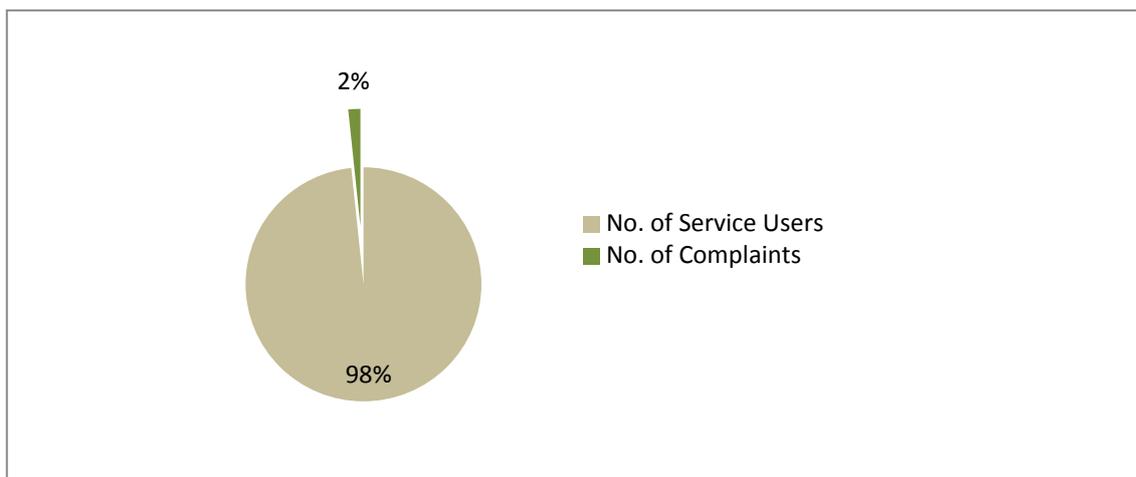
8. Breakdown of Complaint Themes and outcomes

The complaints received during 2017/18 relate to a number of different themes which are set out in the table below, including upheld/partially upheld outcomes.

Subject of Complaint	Complaints 2016/17	No. Upheld or Partially Upheld 16/17	Complaints 2017/18	No. Upheld or Partially Upheld 17/18
Staff Attitude	6	4	4	2
Poor Communication	12	6	7	5
Lack of action by worker/team	5	1	0	0
Quality of service from worker/team	21	9	22	10
Incorrect/insufficient information given in respect of care/financial contributions	17	4	11	3
Lack of help from Adult Social Care	6	3	11	2
Outcome of Assessment	0	0	7	4
Time taken to undertake assessment	10	4	8	4
Time taken to supply equipment	0	0	1	0
Time taken to act on concerns	3	3	0	0
Time taken to undertake works	1	0	2	1
Handling of safeguarding investigation	8	7	1	1
Handling of discharge	5	1	2	1
Issues with Care Provider	2	2	4	1
Care provided by DMBC Care Home/day centre	2	1	0	0
Decisions made at Best	1	1	1	0

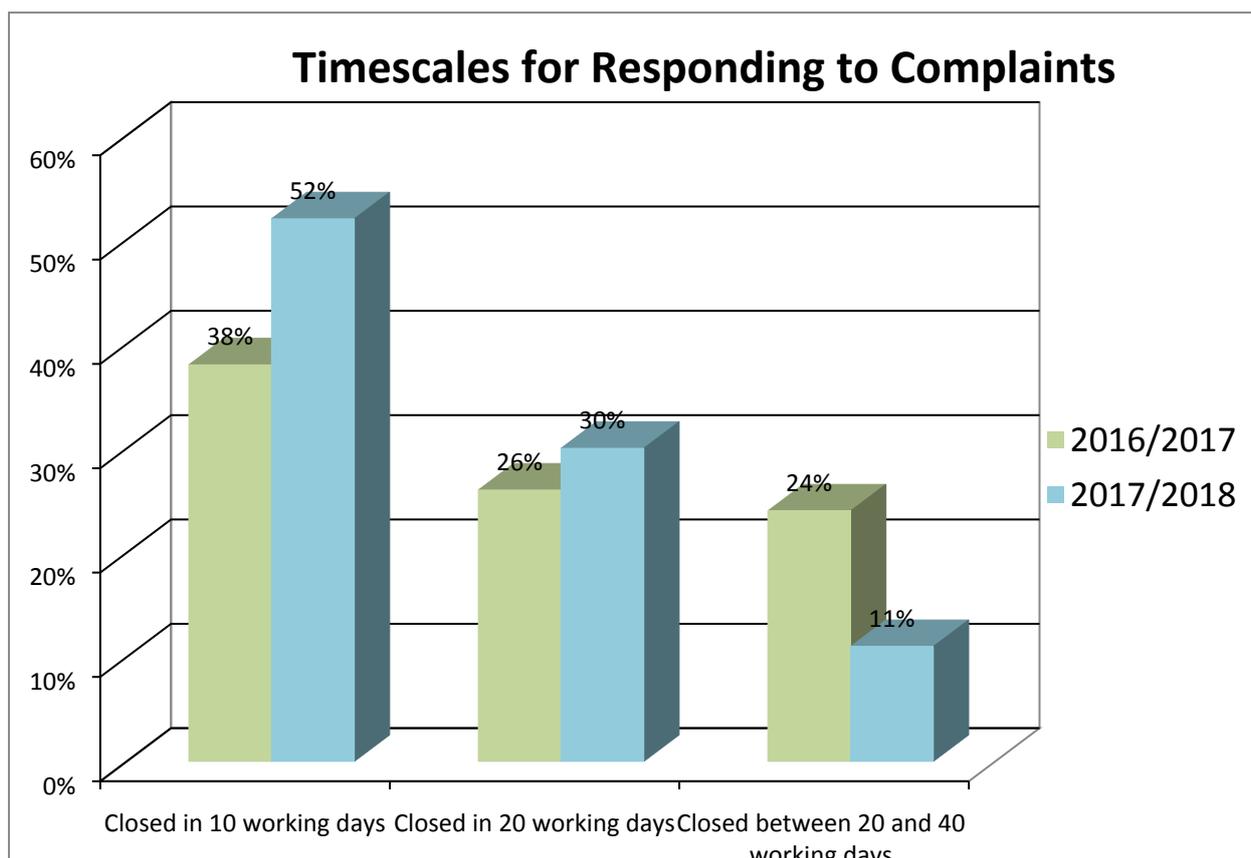
Interest Meeting				
Issues with Correspondence sent to service user/carer	5	1	2	1
Total	104	47	82	35

8.1 Proportion of complaints vs number of Adult Social Care Service Users



8.2 Responding to complaints and timescales

There is no set timescale for responding to Adult Social Care complaints as each timescale for response is discussed and agreed with the complainant. However it is our aim to respond to complaints as swiftly as possible. In 2017/18 the average number of days to close a complaint was 13, in the previous reporting year this was 22. The following graph shows the number of working days taken to close complaints in 2017/18 compared with 2016/17.



9. Lessons learned from complaints and service improvements

Complaints are a valuable tool for learning and the Council welcomes feedback to be used as an opportunity to make service improvements. When a complaint is upheld or partially upheld the complainant is advised of the action to be taken as a result of the findings. The responding officer is sent a 'Lessons Learned Form' to complete and return documenting any action that has been or is due to be taken. This is monitored by the Customer Experience Team to ensure any outstanding actions are completed.

It is important that lessons are learned from complaints and improvements are fed back into services to avoid the same complaint issues being repeated.

Below are some examples of actions taken as a result of the complaint findings.

Case study 1

Complaint details: Complaint received regarding the handling of discharge from hospital by social care and the poor communication experienced which resulted in a care placement not being available

Actions taken: Firstly an apology was given for the issues that occurred. Process introduced by the Integrated Discharge Team for an e-mail to be sent to the relevant

care home prior to discharge to ensure clear documentation is available for management within the care home to review.

Case study 2

Complaint details: Carer feels that care package has been set up wrong and would like the case reviewed.

Actions taken: As a result of the complaint it was identified that there was a knowledge gap around Direct Payments therefore further training was arranged for social workers.

Case study 3

Complaint details: Family were unhappy with the DOLS report carried out in respect their relative.

Action taken: The report was redrafted and the procedure was changed to be checked by a senior manager before being released.

Case study 4

Complaint details: Complaint received about the lack of information regarding closure of a Care Home.

Action taken: Process implemented to ensure clear and concise information is available to residents and families around home closures where applicable.

10. Local Government and Social Care Ombudsman (LGSCO)

Complainants have the right to approach the LGSCO at any time to make a complaint. The LGSCO will normally pass the complaint back to the local authority if the complainant has not yet given the Council the opportunity to resolve the complaint through our complaints procedures. The LGSCO may also pass the complaint back to the council if they consider that there is more to be done to resolve the complaint.

The LGSCO will contact the Council should they decide that the matter falls within their jurisdiction and wish to investigate further. When a complaint is received from the LGSCO the Customer Experience Team works closely with managers across the authority to ensure quality and performance standards are met, responses are delivered on time, accurate information issued and detailed explanations provided as to the resolution and lessons learned from the complaint.

The LGSCO publish an annual review letter every year which details the complaints that they have received for each authority (Appendix 1).

The tables below detail the complaints that the LGSCO received for Doncaster Council for the past 2 years and details of the decisions made by the LGSCO.

Service Area*	No. Received 2016/17	No. Received 2017/18
Adults Care Services	18	19
Benefits and Tax	8	5
Corporate Resources	4	5
Education and Children's	16	18
Environmental Services	7	13
Highways and Transport	6	6
Housing	7	8
Planning and Development	13	12
Other	1	0
Total	80	86

**The LGSCO's definitions of service areas.*

Decision Made	Number Received in 2016/17	Number Received in 2017/18
Incomplete or Invalid	4	1
Advice Given	2	2
Referred back to Authority	31	31
Closed after initial enquiries	20	24
Not upheld	9	12
Upheld	8	13
Upheld Rate	47%	52%

Over the past 2 years the top areas for complaints investigated by the LGSCO have remained the same. Adult Social Care has received the highest amount in both years and this is closely followed by Education and Children's. This follows the trend that the LGSCO have for all authorities, with these areas receiving the highest amount across the country. The Council has received a slight increase in complaints for Environmental Services, these have been for the Waste and Recycling service. These were regarding persistent missed collections and charges for replacement bins.

There has been an increase in the amount of investigations that the LGSCO have carried out. In 2016/17 this was 17 compared to 25 in 2017/18. The upheld rate has also slightly increased from 47% to 52%. Following recommendations from the LGSCO in 2017/18 we have paid £6400 in compensation compared to £2195 paid in 2016/17. £5950 of this amount were relating to Adult Social Care Complaints.

The council received a public maladministration report in August 2018, which will appear in the LGSCO figures for 2018/19. The report is about a child's housing and

adaptations needs and details of how the case was handled. The complaint was received by the council on 31st July 2017 and was investigated under the Adult Social care complaints procedure. The investigation from the Ombudsman found fault in the following areas: The Council took over three years to find a property that would meet the family's needs; failed to meet the family's needs in a temporary way while it was trying to find a permanent solution; considered tenure, which was irrelevant, in deciding it could not meet the needs it identified; and failed to explain in the panel's decision why it decided to go against the professional recommendations of the Occupational Therapist. The council are in the process of putting measure in place to ensure that a case like this does not happen again and are working with the family to ensure all of the LGSCO's recommendations are carried out. The report has been shared with the public and is available on our website <http://www.doncaster.gov.uk/services/get-in-touch/the-local-government-ombudsman>

10.1 Examples of recommendations made by the LGSCO following investigations

Summary: The Council failed to make suitable arrangements for Mrs X's emergency respite care. It also failed to carry out a proper safeguarding investigation and delayed in restarting the safeguarding process. The Council agrees it should now apologise to Mrs X's family, make a payment of £1000 in recognition of the distress its actions caused and a further payment of £300 each to Mrs A and Mr J to acknowledge the time and trouble in making this complaint.

Summary: There was fault in the Council's handling of Mr X's Blue Badge application. The Council has apologised to Mr X, issued a Blue Badge and offered £150 as a time and trouble payment so the Ombudsman is completing his investigation.

Summary: The Council was not at fault in the way in which it carried out financial assessments and investigated potential deprivation of assets in relation to care costs for Mrs A's late mother, Mrs B. But, it was at fault in giving unclear advice to Mrs A's father, Mr B, about the type of valuation it could accept for a second property they had owned. So, Mr B needlessly incurred the significant cost of a professional surveyor's valuation on behalf of Mrs B. The Council has agreed to apologise and to reimburse Mr B for the cost of the valuation.

Summary: The Council was at fault for not adequately communicating the terms and conditions covering rental of a market pitch. This led to uncertainty about whether the complainant could receive a refund of rent when he could not trade due to illness. The Council is recommended to remedy the complaint by providing a 50% refund to the complainant for the periods he could not trade.

Summary: Mrs E complains about the quality of care provided to her uncle by the Council's contracted provider. The Ombudsman finds fault as the Council did not investigate the complaints properly. This put Mrs E to unnecessary time and trouble in making her complaint. To remedy the complaint the Council has agreed to apologise, pay £300 to Mrs E for her time and trouble and carry out a thorough investigation into the allegations around poor care.

Summary: The Council delayed making a decision on a disabled facilities grant application. It made its decision on the application with fault. It caused injustice through delay and distress

caused and because its lack of clarity means Ms X does not know why it refused her application. It will consider the application again without fault, apologise to Ms X and pay her for £500 for the distress and delay it has caused.

11. St Leger Homes (SLHD)

St. Leger Homes of Doncaster (SLHD) are an arms-length organisation responsible for managing the council's 21,000 homes. SLHD has a Customer Relations Team who manage all aspects of complaints received into the organisation and sometimes there may be occasions where a complaint may involve services provided by SLHD and the Council, in these instances a joined up approach to the complaint is co-ordinated by both agencies.

In 2017/18 SLHD received 884 complaints. Out of these complaints 226 were upheld and 658 were not upheld. In 2018/19 the council will continue to work with SLHD as necessary to ensure that a smooth and seamless service is provided to customers.

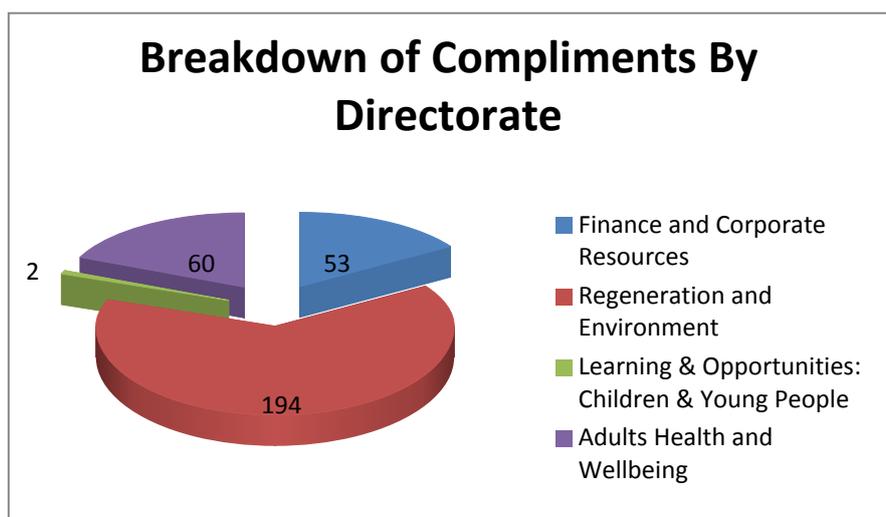
12. Compliments

12.1 Corporate & Adult Social Care

Customer feedback captured through compliments is vital in helping to measure areas of good practice and sharing this amongst services. Compliments are considered just as important as complaints in helping shape and develop services.

In 2017/18 a total of 311 compliments were received across the Council, which is a 56% increase on 2016/17. The Customer Experience Team has been working with service areas to promote the importance of recording compliments so we can recognise and celebrate excellent service delivery across the Council.

The following graph shows a breakdown of compliments by Directorate for 2017/18.

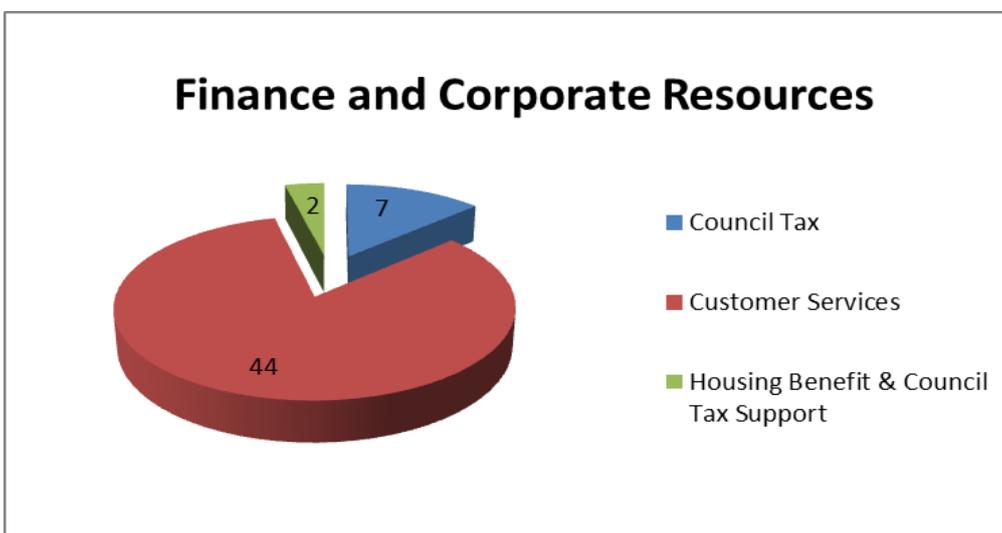
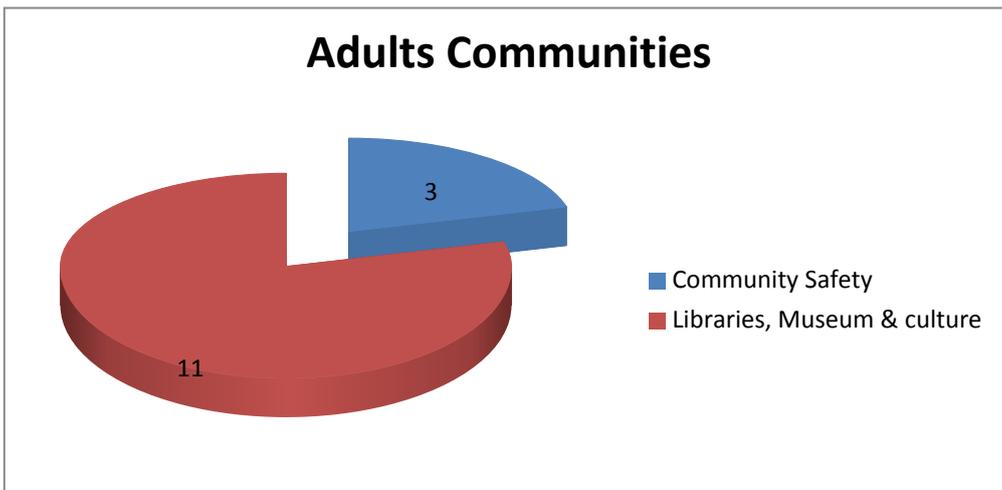
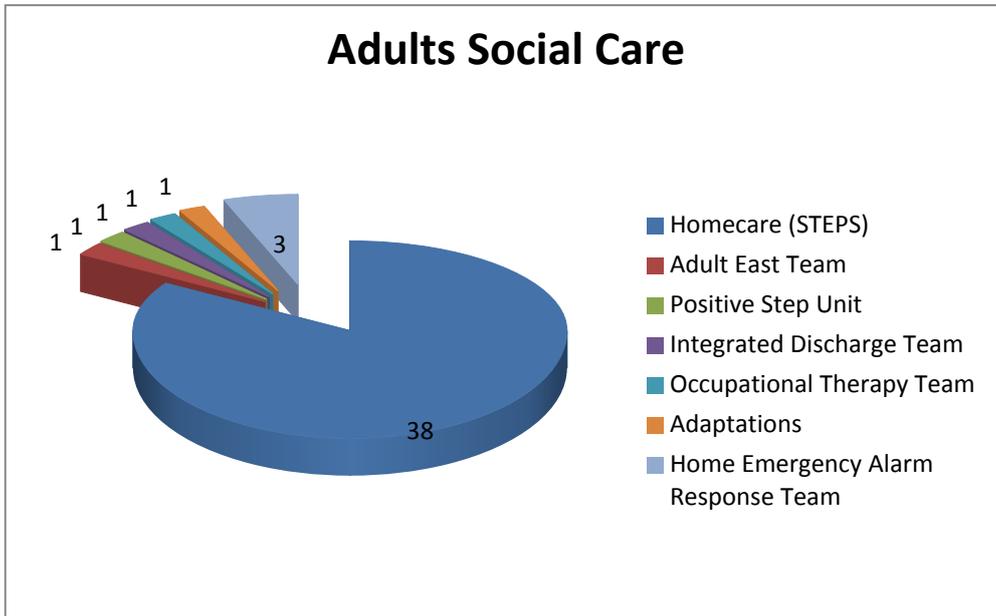


Compliments to Doncaster Council can be made through a number of access channels, website, telephone or face to face. This year has seen a significant increase in customers reporting compliments via our website.

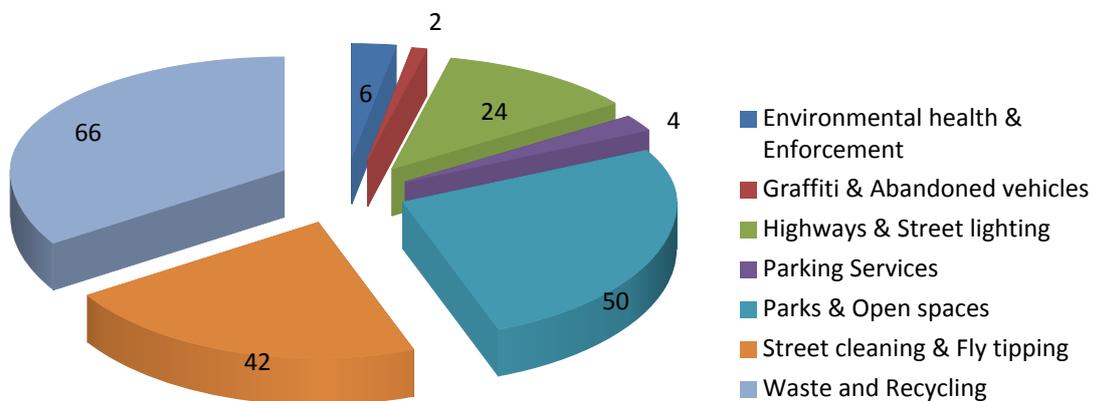
12.2 Compliments received by access channel

Access Channel	% Received in 2016/17	% Received in 2017/18
Website	37%	56%
Telephone	60%	40%
Face to Face	3%	4%

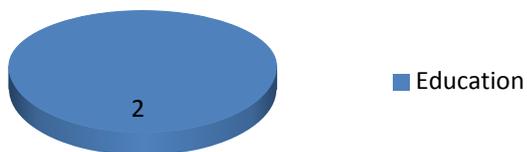
12.3 Compliments by Directorate & Service Areas



Regeneration and Environment



Learning & Opportunities: Children & Young People



12.4 Examples of compliments received

In total DMBC received **311** Compliments between 1st April 2017 and 31st March 2018, below are some examples of the compliments received.

Adult Social Care

*"My STEPS service will be ending on 5 November and I wish to say thank you for providing it - A job well done and to a very high standard. In the USA there is a nationwide franchise business providing home care to seniors with the name of "Visiting Angels" an apt description which fits so well to the ladies who have visited me every day over the past few weeks. It will be a sad day for me when I have to say bye for the last time. They will be sorely missed and always remembered. Thank you * and * and thanks also to my Case Manager * who also puts "Caring" as her highest priority."*

"Thank you very, very much to the gentleman who phoned to check I was alright in the bad weather last week. It was absolutely marvellous"

*The purpose of this email is to compliment your department generally but in particular * who was magnificent and untiring in her aim to help us and help * and lead us safely through the minefield of Social Care and co-ordinating the various elements of the department to make our journey as seamless and painless as possible. As my wife & I live 120 miles away but still visited 3/4 times per week, * help and that of her colleagues was greatly appreciated.*

*I would like to think that although your post covers a wide range of issues within Adult Social Care, you are aware of the hard work and success that unsung heroes like * and the team achieve and they are to be valued and commended accordingly.”*

“Team of carers were friendly, helpful and professional they immediately put my family at ease in a situation we have not experienced before and provided reassurance that we need not cope with a difficult situation alone”

Customer services

“Please can I commend one stop shop staff for the caring and compassionate way they dealt with a lady who had dementia in the one stop shop. Members of staff noticed the signs & contacted the necessary people and staff were able to contact a family member who came and picked the lady up. I feel that members of staff should be recognised for how they dealt with that customer.

“You have a great service here, very efficient”

“Great service received, very helpful and a pleasure to speak to”

“... Took everything on board to ensure that my issue was dealt with as quickly as possible, she was very helpful, pleasant and professional”

Education

“Going above my expectations, her support and advice is so thorough and in depth, I finally feel assured that my son will be getting the best help with Involvement, I feel so grateful we have her on board”

“Extremely professional but at the same time friendly, caring and helpful”

Highways and Street Lighting

“I just want to thank the council staff who were gritting on Thursday. As you know, Conisbrough is very hilly and the staff were working hard. My daughter also mentioned that they were helping an old man up the road. They deserve credit”

“You are doing a fantastic job”

“Street lights repaired in less than 24 hours, a big thank you to the teams involved”

Housing Benefit and Council Tax Support

“I would just like to pass on my compliments to staff dealing with my situation; the two members of staff were really compassionate and helpful to me”

“Friendly, understanding, professional and caring staff dealing with council tax after a relative passed away”

Libraries, Museums and Culture

“I’ve visited many grand houses, but Cusworth is my favourite... Sometimes just to sit at the top of the hill and watch the world go by. This place is so special; I even married the love of my life there”

“I have been to visit Cusworth Hall today and want sing its praises. I travel around god’s county of Yorkshire and would be hard pressed to get a warmer, friendly welcome in this lovely place”

Parks and open spaces

“Please pass on my massive THANKS to all staff connected with the planning, planting and maintenance of the wonderful wildflower planting areas and all the floral efforts by DMBC. I have made this compliment in previous years, but please, it would be good to know my heartfelt thanks”

“Staff are dedicated, hardworking, work very well as a team and great ambassadors for the council!”

Street Cleaning and Fly Tipping

“I would like to say what a lovely service some of your workers provide in Highfields, especially one of the members of staff who empty the bins outside of the post office; he is a very hard worker and a lovely sense of humour”

“Staff who cleared up rubbish did a brilliant job, they were very polite and jolly, I am very happy with how fast the issue was dealt with”

Waste and Recycling

“Please pass on thanks to the refuse crew who found my purse either under or near a car in my street, they knocked on doors until they found me”

“I’d like to provide some grateful feedback to the team who manages the kerbside collections in Doncaster. I thought the information leaflets were really useful and easy to follow, and the service has remained on schedule”

“My bin day has changed, so for the crew to move to a new service without missing a bin collection is great, it can’t be an easy job, but I believe in giving recognition where it is due”

“I would just like to say thank you to the staff at the Armthorpe site who always help me if I have a very heavy load to tip into the skip. If I can manage on my own, I do, but they sometimes even volunteer unasked. Customer care at its best!”

“The green bin crew went out of their way to help us; people like this who are polite and go over and above do deserve recognition”

13. Summary

Throughout 2017/18 the Customer Experience Team has continued to support all Council services in delivering complaints and compliments procedures as robustly as possible. This has been provided formally through training, in particular in Adult Social care Services where the LGSCO attended to deliver complaint handling training, and informally by the Customer Experience Team where advice has been available ad-hoc.

Instances of poor practice and recurrent complaint themes continue to be shared with senior managers to provide a clear understanding of the main issues of complaint in their area and to ensure service improvements can be implemented at the appropriate level. Any changes to services resulting from upheld/partially upheld complaints are closely monitored by the Customer Experience Team so that actions are taken forward and followed through.

Waste and Recycling has been identified as an area receiving a high number of corporate complaints and the Occupational Therapy (OT) Team have received the highest number of Adult Social Care complaints in the reporting year. Whilst the majority of Waste and Recycling Complaints are upheld/partially upheld, the issues being raised are not highlighting a long term issue with the service. For example missed collections have occurred due to the bin collection day's changing. However the Customer Experience Team does continue to work closely with the Waste and Recycling Team to ensure timely responses and actions where possible. The OT Team being identified as the highest number of complaints for Adult Social Care has changed from the previous reporting year and the increase in complaints in 2017/18 is significant in comparison. The Customer Experience Team is involved in project work within Adult Social Care Services to look at common complaint themes relating to OT complaints and service improvements that can be made to reduce complaints of this nature in the future.

It is promising that the majority of complaints and compliments registered have been received via the Council's website or by email. This has enabled better communication with the customer, allowing timelier updates and responses.

14. Priorities for 2018/19

The key priorities for the Customer Experience Team in 2018/19 will be to continue to provide an expert service in complaint handling, promoting the sharing of good practice as well as poor practice so that lessons can be learned. Across the Council the focus will be on reducing complaints through service improvements which in turn should reduce the number of complaints being upheld or partially upheld.

It has been identified that as the Customer Experience Team has involvement with all aspects of complaints, it would be beneficial to provide an annual report to include corporate complaints as well as statutory Adult Social Care Complaints. Previous annual reports produced by the council since the formation of Doncaster Children's Service Trust in 2015 have only included statutory complaints as set out in *The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009*. The report for 2017/18 is the first report for many years to include

complaint information relating to corporate complaints alongside Adult Social Care complaints, with the focus being around lessons learned and service improvements. Going forward in 2018/19 a combined annual report will be produced by the Customer Experience Team detailing the trends and themes for complaints for the council as a whole and the work undertaken around this.

The Customer Experience Team will continue to maintain relationships with partner agencies to provide a joined-up and seamless approach to complaints where applicable and keep up to date with any changes in procedures for these agencies.



Complaints and Compliments

Annual Report for 2017/18

Covering the statutory complaints procedures for the Children and Young People's Service

Dawn Jones
Customer Experience Manager
13 July 2018

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Analysis of representations dealt with under the statutory complaints procedure

1.0 Background

Every local authority with a responsibility for children's social care services is required to produce an annual report outlining the complaints activity for the service. This report covers the period 1 April 2017 to 31 March 2018. The statutory complaints function transferred from Doncaster Metropolitan Borough Council (DMBC) to Doncaster Children's Services Trust (The Trust) on the 2 February 2015.

2.0 An outline of the statutory complaints procedure

The majority of representations that The Trust receives regarding the functions of Children's Social Care fall under the statutory complaints procedure. The procedure is defined in *The Children Act 1989 Representations Procedure (England) Regulations 2006*. The statutory procedure allows for children and young people "to make representations, including complaints about the actions, decisions or apparent failings of a local authority's children's social services provision; and to allow any other appropriate person to act on behalf of the child or young person concerned or make a complaint in their own right" (Getting the Best from Complaints, DfE, 2006). Not all complaints regarding Children's Social Care fall under the statutory procedure, although the majority do.

The Customer Experience Manager confirms how a representation should be handled. If a contact does not meet the threshold to be dealt with as a Stage 1 complaint it is either dealt with as a "representation" or a "corporate complaint".

The statutory complaints procedure has three stages once a representation has been accepted as a statutory complaint.

2.1 Stage 1 - Local Resolution

The aim is to resolve as many complaints as possible by the local team at this early stage. The local Team Manager should discuss the complaint with the complainant and attempt to address the issues as quickly as possible. They should exchange information and thinking behind decisions and try to agree a way forward. This should take up to 10 working days, with a maximum extension of up to 20 working days for complex complaints or due to staff availability.

2.2 Stage 2 – Investigation

When a complainant is not satisfied with the outcome of Stage 1, they may request a Stage 2 investigation. The investigation is conducted by an external Investigating Officer who is accompanied by an external Independent Person, whose role is to ensure that the investigation is open, transparent and fair. Both officers complete a report following the investigation which is passed onto a senior manager within The Trust (Adjudicating Officer) for the adjudication process.

The Adjudicating Officer then considers the reports and responds to the complainant on behalf of The Trust. The Stage 2 process should be completed within 25 working days, although this timescale can be extended to 65 working days for complex complaints.

2.3 Stage 3 – Review panel

Following a full Stage 2 investigation a complainant can request that their complaint is considered further by a review panel. The panel consists of two independent persons, plus an independent chair. Following a review meeting, the panel make recommendations to the Chief Operating Officer who then makes a decision on the complaint and any actions needed, and sends a final response to the complainant on behalf of The Trust. The review panel should be held within 30 working days of the request. Within 5 working days of the review panel meeting, the Independent Chair will send a letter to the Chief Operating Officer, outlining the panel's findings and recommendations and the Chief Operating Officer will then provide The Trust's final response within a further 15 working days. The whole process should take a maximum of 50 working days.

3.0 Local Government Ombudsman (LGO)

At the conclusion of the three stages of the complaints process the complainant has the right to escalate their concerns to the Local Government Ombudsman for consideration.

The Customer Experience Manager can make an early referral to the Local Government Ombudsman at any stage of the complaints procedure.

4.0 The Complaints Service

During the reporting period the Customer Experience Team formed part of the Centre for Excellence which is located within the Safeguarding and Standards Unit. The Customer Experience Manager retained responsibility for statutory complaints as well as having line management for four advocates. The advocates provided advocacy support to children and young people receiving a service from The Trust as well as undertaking statutory independent return home interviews for children in Doncaster who have been reported missing. The Customer Experience Manager was supported by a full time Customer Experience Support Officer.

4.1 How contacts have been received

The majority of contacts were received directly by The Trust (95%) from a number of sources. This is a 4% increase from 2016/17 when 91% of contacts were received directly. Contacts have also been logged onto DMBC's on line services (4%) or passed through DMBC's contact centre (1%). This is a 5% decrease from 2016/17 when DMBC were the first point of contact for 9% of contacts to The Trust.

The Customer Experience Team received 39% of complaints directly on the telephone. The Customer Experience Manager has met with 8% of complainants directly to capture their complaints (this is a 2% increase from 2016/17). On occasion, the Customer Experience Manager and the Team Manager have met with the complainant together in order to seek early resolution.

The largest increase in source of contact has been e-mail which rose from 18% in 2016/17 to 29% in 2017/18. A breakdown of how contact has been made with The Trust is provided in Table 1 below.

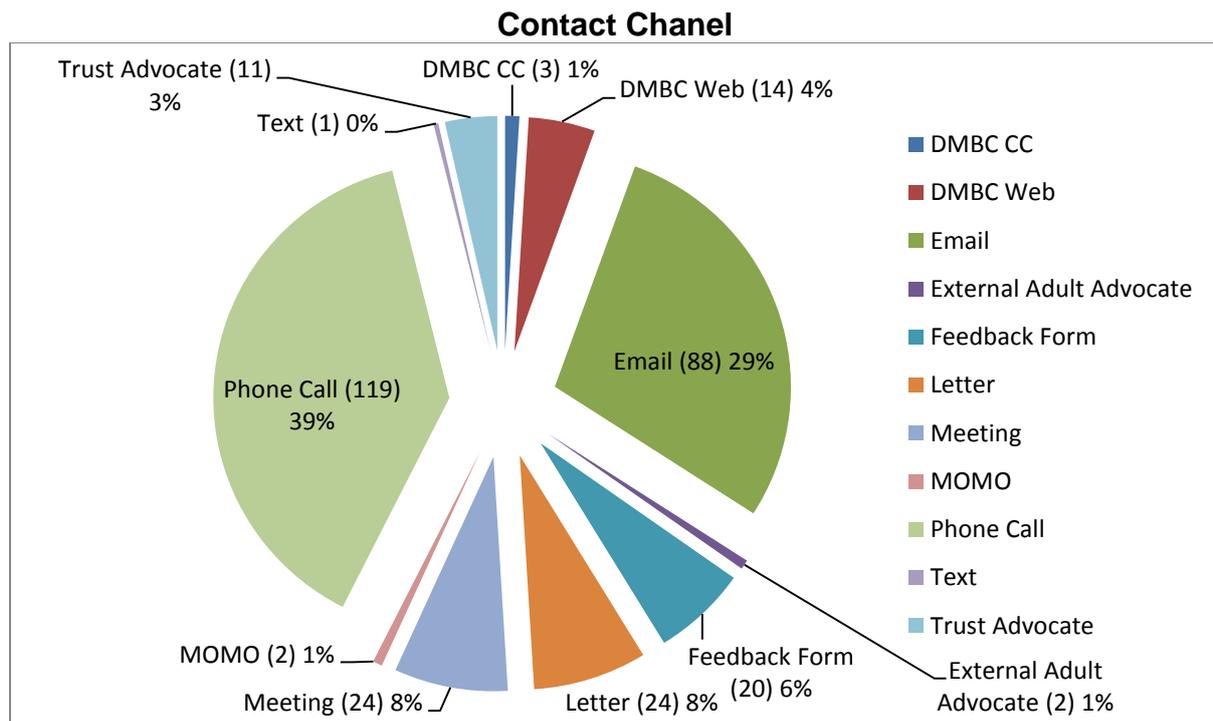


Table 1 – Contact Channel

4.2 Total number of individual complaints received

During the reporting year, 309 contacts were logged which were received from 228 different complainants. In 2016/17 The Trust received 310 contacts from 228 different complainants. Table 2 shows a comparison of how these were handled:

	2017/18 309 contacts	2016/17 310 contacts
Stage 1	229 (74%)	187 (60%)
Representations (informal)	14 (5%)	65 (21%)
Withdrawn	43 (14%)	44 (14%)
Corporate Complaint	23 (7%)	14 (5%)

Table 2 – Individual number of complaints received

Although the level of overall contacts remained similar in 2017/18 there were 42 contacts which were accepted at Stage 1 which is a 22.5% increase on 2016/17.

One of the reasons for the increase in Stage 1 complaints was a complainant who was dealt with through The Trust’s persistent complaints procedure. This person raised 8% of all contacts.

Contacts Received – 1 April 2017 – 31 March 2018

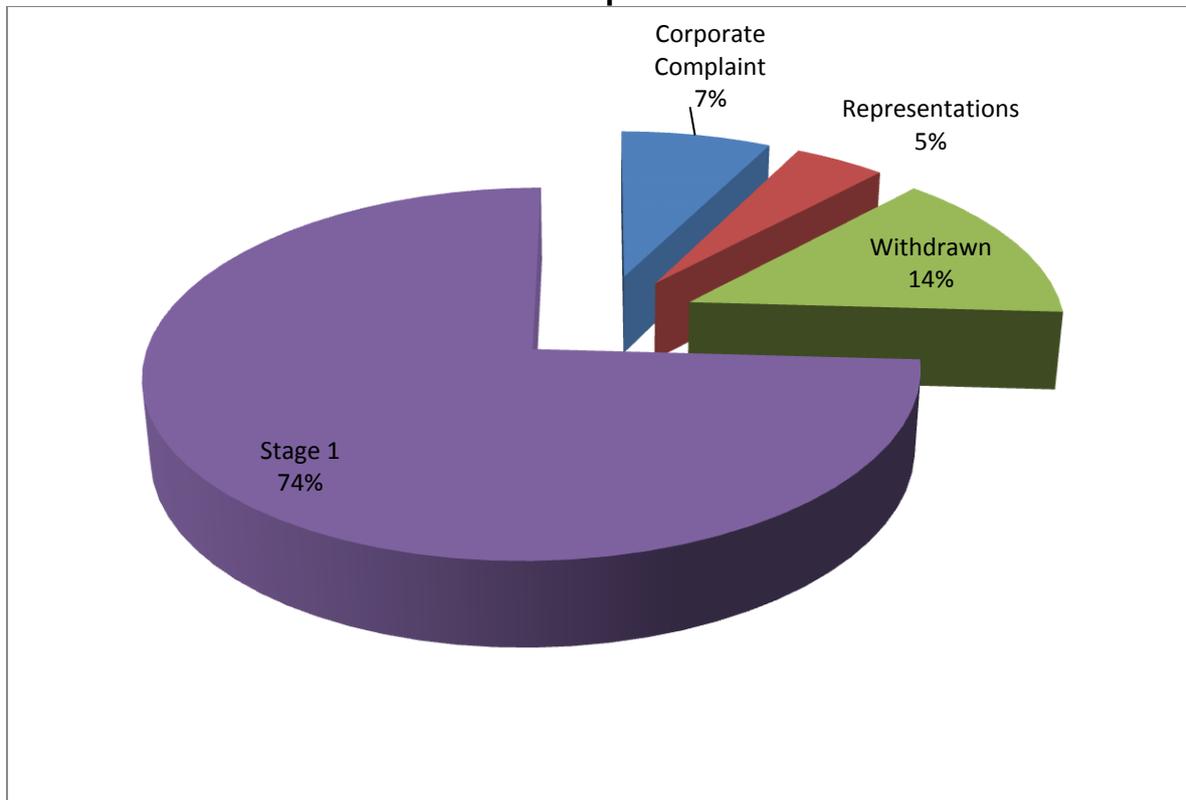


Table 3 – Breakdown of contacts received

4.3 Who made complaints/representations?

A large majority of the contacts recorded continue to be made by adults who were expressing their dissatisfaction with the service provided by children’s social care.

There were 33 contacts received from young people during 2017/18 which is an 18% increase from the 28 contacts received in 2016/17.

The age of young people ranged between 13 and 24 years old.

Apart from one young person all contacts were from white British young people. In addition one young person who complained is disabled.

The Trust has received a similar number of contacts from children in care over the past two reporting years (24 young people in 2017/18 and 23 young people in 2016/17). Table 4 below shows how contacts have been received from young people and what area of support they were receiving at the time.

Route	Children in Care	Leaving Care	Care Leaver	Child Protection
Advocate	9	1		1
Telephone call with Customer Experience Manager	2	1		1
Feedback Form	5	1	1	
Letter			1	
Meeting with Customer Experience Manager	2		1	
E-Mail	3		1	
MOMO	2			
Text			1	
Total	23	3	5	2

Table 4 – Route for complaints/representations from children and young people

For the second year running there have been no complaints or representations raised by children and young people who are supported by the Trust by virtue of being children in need. In the third quarter of 2017/18 The Trust produced a new information pack which included an information pack for children and young people with advice on how to complain or provide feedback. This was to encourage young people to complain when they are unhappy about the service they receive.

For the first time two complaints were received from a child on a child protection plan and two complaints were received through Mind of My Own (MOMO). MOMO is an app used by Doncaster's children in care to enable them to express themselves and keep in touch with their social workers and others.

5.0 Stage 1 Complaints

Table 5 below shows a breakdown of the outcome of the complaint investigations. There was an 8% reduction in the number of Stage 1 complaints that were upheld/party upheld in 2017/18.

Year	No. of Stage 1 complaints	Upheld/Partly Upheld	%
2017/18	229	101	44%
2016/17	187	97	52%

Table 5 – Outcome of Stage 1 investigations

In 2017/18 there were 18250 contacts with The Trust of which 5492 became open cases. The number of complaints accepted at Stage 1 was 1.25% of all contacts with The Trust.

5.1 Breakdown of Stage 1 Complaints by Area

Below is a breakdown of the 229 Stage 1 complaints received by service area:

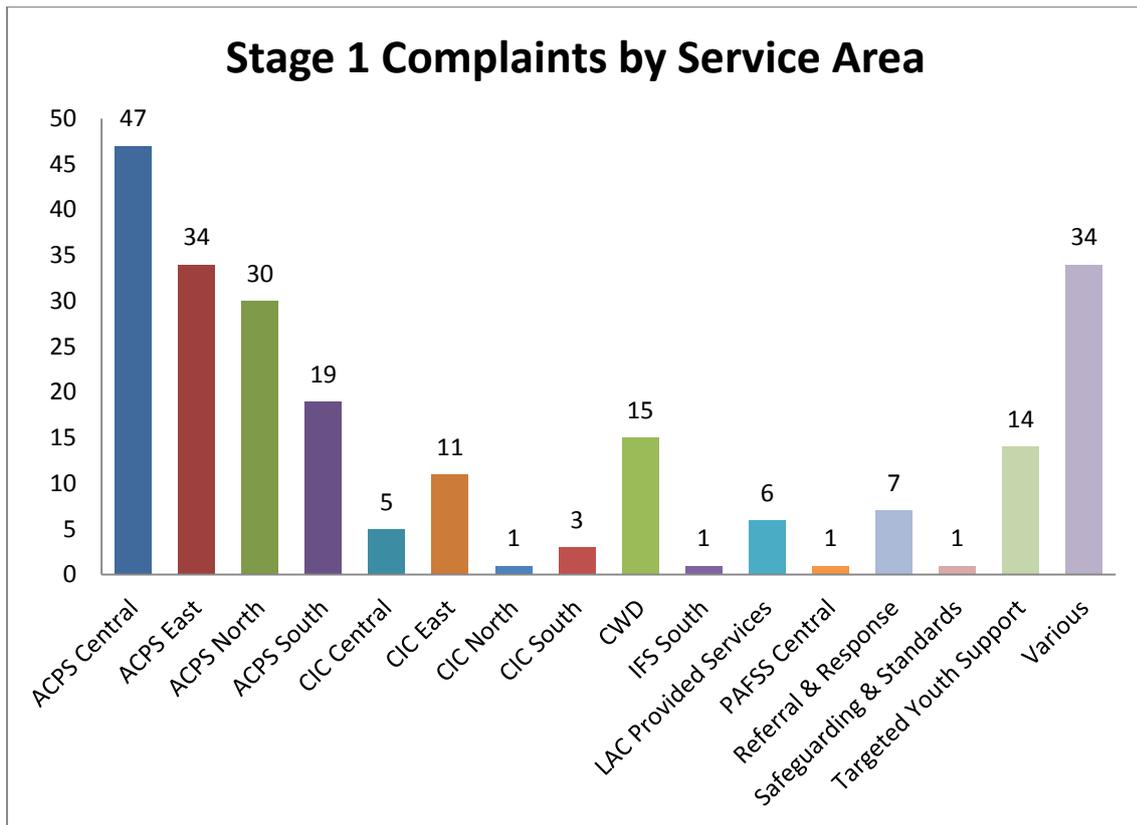


Table 6 – Complaints by service area (Various relates to more than one service area)

The majority of complaints have been received by the Area Child Protection Service teams (ACPS). This is to be expected as these areas deal with child protection matters which is an emotive subject and will involve the need for difficult conversations with families. These teams also hold the highest proportion of cases as show in the chart below:

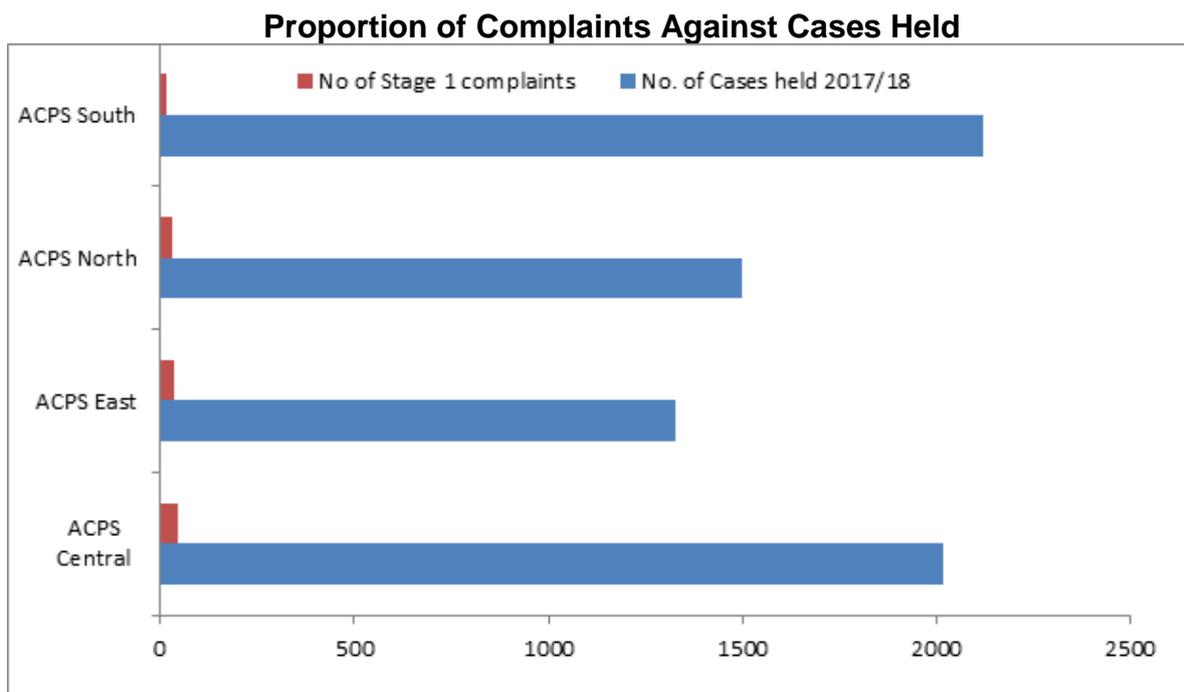


Table 7 – Proportion of complaints against cases held

5.2 Monthly trend for receiving complaints

Upon analysing the total complaints accepted at Stage 1 per month for 2016/17 in comparison to 2017/18 there seems to be no clear trend in regards to whether complaints peak during certain months at this stage.

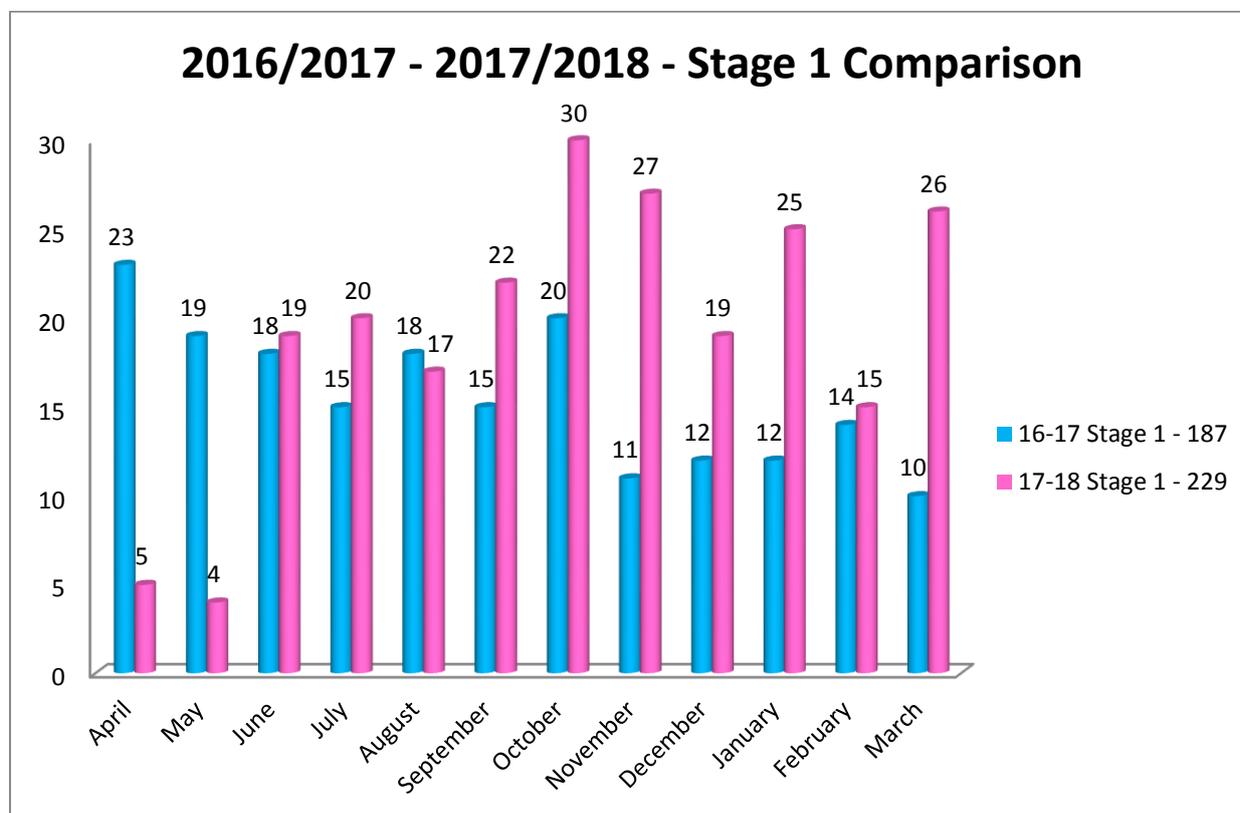


Table 8 – Number of Stage 1 complaints received 2016/17 and 2017/18 by month

5.3 Repeat complaints

The Trust received 2 or more complaints from 29 people during 2017/18 (see Table 9 below). Out of these 110 repeat contacts 85 were accepted at Stage 1 of The Trust's statutory children and young people's complaints procedure.

No. of Contacts	No. of people
2	15
3	6
4	5
5	1
12	1
25	1
Total	29

Table 9 – Repeat complainants

In 2016/17 there were 16 people who made 2 or more complaints. This shows an 81% increase from 2016/17 to 2017/18.

One person made 25 contacts with The Trust (between May 2017 and December 2017) and was dealt with under The Trust’s persistent complaints procedure. As a result of the volume of contacts they were making on a daily basis the Customer Experience Manager was the sole point of contact and these were logged on a weekly basis and dealt with at Stage 1 in line with The Trust’s statutory children and young people’s complaints procedure.

This person also requested that 4 complaints were escalated to Stage 2 but this was not agreed by the Customer Experience Manager.

5.4 Compliance with timescales - Stage 1

Below is a breakdown of the timescales to deal with the 229 Stage 1 complaints received between 1 April 2017 and 31 March 2018:

- Within 10 working days – 69 (30%)
- Within 20 working days – 80 (35%)
- Over 20 working days – 80 (35%)

Stage 1 complaints dealt with within statutory timescales – 65%. This is slightly lower than 2016/17 when Stage 1 complaints dealt with within statutory timescales was 67%. One of the reasons for the reduction in performance was a reduction in resource in the Customer Experience Team in 2017/18 and difficulties faced recruiting full time cover for staff absence. This had an impact on tracking complaints and prompting managers for responses.

Steps have been taken to improve performance in statutory timescales being met. This has included support from senior management, an additional contact with managers to remind them of the timescale and tailored support to individual managers depending on the competing matters that they are dealing with at the same time a response is due. The Customer Experience Team is 100% resourced. There is a projected improvement for statutory timescales in 2018/19 given performance in April 2018 and May 2019 which saw 77% of complaints responded to within timescale. This will continue to be monitored throughout the year.

Breakdown of timescale to respond to Stage 1 complaints

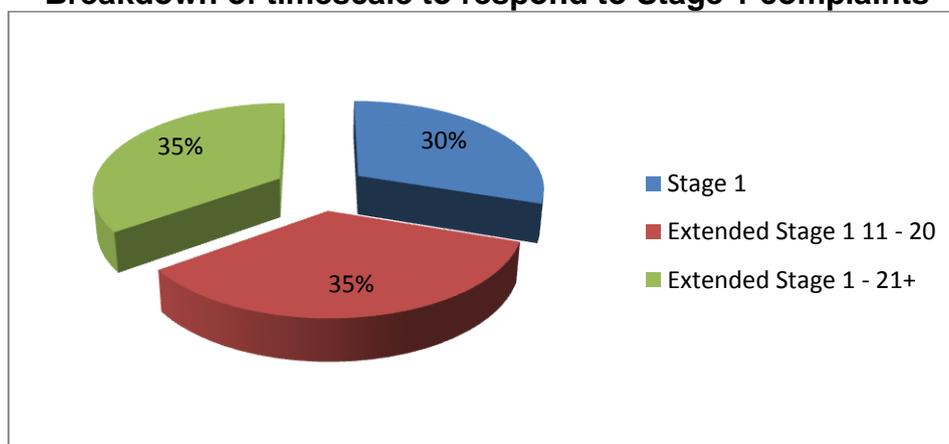


Table 10 – Breakdown of timescale to respond to Stage 1 complaints

6.0 Stage 2 complaints

There were 27 (12%) requests for Stage 1 complaints to be escalated to Stage 2 of the complaints procedure during 2017/18. Of these 26 were denied by the Customer Experience Manager and complainants were advised of their right to contact the Local Government Ombudsman if they were unhappy with this decision. The cost of 26 Stage 2 complaints could have potentially cost £104k (£4k average) which would have diverted money from delivering front line services to children and young people.

Of the 27 requests received 8 were received from 2 repeat complainants.

With a number of Stage 2 requests additional work was undertaken with the complainant to negate the need for a Stage 2 investigation. This included additional meetings, meetings with Heads of Service and also negotiation on historical matters in order to reach resolution.

Another reason that it was possible to decline so many Stage 2 requests was because a robust response is provided at Stage 1 of the complaints procedure. The Customer Experience Manager personally quality checks each Stage 1 response to ensure that all complaints have been fully responded to, lessons have been learnt where appropriate and that details of actions taken as a result of the complaint are explained to the complainant (see 9.0 below). This has included contacting other agencies for their input into complaints where they have been present during the matter being complained about or have been quoted as evidence to support the complaint. External agencies are asked to confirm that they agree with the section of the response relating to their input in order to support open communication and positive working relationships.

Managers within The Trust work openly and honestly with the Customer Experience Manager and are open to feedback and suggestions to enable complaint resolution at an early stage.

One Stage 1 complaint raised in 2017/18 was escalated to Stage 2. A Stage 1 complaint which was originally raised during 2016/17 was escalated to Stage 2 during 2017/18.

6.1 Compliance with timescales, Stage 2

The timescale for a Stage 2 complaint to be responded to is a maximum of 65 working days.

Both Stage 2 investigations took longer with one at 77 working days and one at 99 working days. One complaint was a particularly complex complaint and the other complainant did not fully engage in the Stage 2 process.

6.2 Cost of Stage 2 investigations

Due to the tighter control on Stage 1 complaints escalating to Stage 2 and the quality of Stage 2 investigations there has continued to be a decrease in the number of and costs associated with Stage 2 investigations.

Table 11 below shows the costs for Stage 2 investigations in 2017/18.

STAGE 2 - BY AREA	Complainant	Date TOR Signed	Date of Adjudication	Date Closed	No. of Working Days	Cost
East and South Area	Person 1	20/02/2017	29/03/2017	18/04/2017	77	£6,265.11
East and CWD	Person 2	Did not sign	16/02/2018	28/03/2018	99	£3,027.22
Total						<u>£9,292.33</u>

Table 11 – Breakdown of costs for Stage 2 investigations.

Table 12 below shows the continual decrease in annual costs for Stage 2 investigations between 1 April 2015/16, 2016/17 and 2017/18.

Year	No. of Stage 2 Investigations	Annual Stage 2 Spend	Average Cost	Reduction of spend against 2015/16	% Cost reduction against 2015/16	Average Timescale (Working Days)
2015/16	6	£42,374.21	£7062.27			120
2016/17	5	£20,089.91	£4017.98	£22,284.30	53%	62
2017/18	2	£9,292.33	£4646.17	£33,081.88	78%	88

Table 12 – Annual cost of Stage 2 investigations - 1 April 2015 – 31 March 2018.

Over a two year period there has been a reduction in spend on Stage 2 complaints of £55,355.

7.0 Stage 3 Complaints

There were no Stage 3 requests during 2017/18.

8.0 Analysis in relation to the reasons for complaints being made is as follows:

Complaints have been received during 2017/18 relating to a number of different areas as follows:

Breakdown of Overall Complaint Themes

Subject of Complaint	No. Received	No. Upheld/ Partly Upheld
Accuracy of Assessment/Reports	19	7
Actions of Worker	69	16
Changes in Social Worker	6	3
Decision making	27	3
Delays in receiving services	23	13
Delays in sharing Minutes/Reports	7	6
Family time arrangements	6	5
Financial assistance	15	9
Poor communication	49	35
Unhappy with placement	8	4
Total	229	101

Table 13 – Breakdown of complaint themes 2017/18

Table 14 below shows a comparison of the number of Stage 1 complaint themes in 2016/17 to 2017/18.

Subject of Complaint	2016/2017		2017/2018	
	No. Received	No. Upheld/ Partly Upheld	No. Received	No. Upheld / Partly Upheld
Accuracy of Assessment/Reports	18	11	19	7
Actions of Worker	50	14	69	16
Changes in Social Worker	7	4	6	3
Decision making	14	0	27	3
Delays in receiving services	23	16	23	13
Delays in sharing Minutes/Reports	0	0	7	6
Family time arrangements	9	5	6	5
Financial assistance	11	8	15	9
Poor communication	46	36	49	35
Unhappy with placement	9	3	8	4
Totals	187	97	229	101

Table 14 – Comparison of themes – 2016/17 and 2017/18

9.0 Lessons learnt from complaints/representations

The Trust welcomes feedback and uses this as an opportunity to learn. Where applicable, in the Stage 1 response the manager advises the complainant the action they have taken, or will take, as a result of learning from the complainant's experience. As part of the complaints procedure, where a manager advises that action has not already been taken they are sent a "Complaint Monitoring and Learning Form" to complete and return when the remedial action has been taken. This is to ensure that the resolution offered at Stage 1 is acted upon to reduce the risk of the same matter being complained about again. It also reduces the risk of a Stage 1 complaint escalating to Stage 2 on the grounds that the resolution offered did not take place.

Details are given below of the types of complaints received under each category and the action taken as a result of them.

Accuracy of assessments/reports

In 2017/18 a similar number of complaints were received to 2016/17 regarding the quality of information contained within reports. In 2016/17, 61% of these complaints were upheld/partly upheld and in 2017/18, 37% were upheld/partly upheld.

On occasion, complainants felt that reports were biased against them or information within them was inaccurate. There were occasions where information that informed referrals and assessments were provided by a third party.

Where complaints were upheld or partly upheld, one of the resolutions offered was to attach a case note advising of the error or the parents view on the matter. This only happened when a worker was no longer with The Trust and it was not possible to obtain their views on the matter. On two occasions this related to matters in court proceedings and the opportunity was taken to inform the court of the factual inaccuracies.

Complainants have also been upset about the language used in a report and on these occasions, when workers are still with The Trust, guidance was given to staff on the use of language and the need to clearly explain statements where this complaint was accepted.

Actions of Worker

As in 2016/17 this category has received the most complaints. There has been a 38% increase of complaints about the actions of workers from 2016/17 to 2017/18. In 2016/17, 28% of these complaints were upheld/partly upheld. In 2017/18, 23% were upheld or partly upheld which shows an overall decrease of 5%. Two repeat complainants raised 10 complaints in this category (14%) of which 1 was partly upheld for each complainant.

Complaints covered a range of topics about social worker behaviour from allegations about the way a social worker spoke to the complainant, feeling that a social worker was bias against them, had lied, did not attend meetings, had not acted upon their concerns, not carried out their duties fully and that they had acted unprofessionally.

There were a number of requests for social workers to be changed because of these alleged behaviours or because the complainant disliked the social worker.

In the majority of cases there was no evidence to support these allegations. There were occasions that apologies were offered in relation to tone of voice or how the interaction had been handled. There were also occasions when it was acknowledged that workers needed to ensure that families clearly understood information being shared with them. Managers confirmed that suitable guidance would be given and that the worker would reflect on their practice going forward.

On a few occasions the worker was no longer employed by The Trust and the complainant was given advice on how they could take this complaint forward if they wanted to. The manager confirmed, where appropriate, that the new worker had been briefed on their areas of concern so that these could be considered going forward.

One young person had complained that the worker had not dealt with a matter. The complaint investigation, which included contacting an external agency, found that the worker had dealt with the matter at the time but had not shared the findings with the young person. The Team Manager not only spoke to the worker but also the team to reduce the risk of this happening again.

On two occasions young people asked for their worker to be changed as a result of their complaint and the manager agreed to do this because it was important that the young person had a good relationship with their worker in order to enable them to obtain the support they needed.

Changes in social worker

Complaints about changes in social worker related to either the number of social workers a young person has had or how a change in social worker has been handled. When social workers have left The Trust this has been out of the managers control. The three complaints that were upheld were in relation to the changes in social worker. A manager allocated a permanent worker to reduce the risk in changes.

Decision Making

There was a 92% increase in complaints about decision making from 14 in 2016/17 to 27 in 2017/18. Of these 27 complaints 1 was upheld and 2 were partly upheld.

Complaints were received about decisions to undertake assessments, social care involvement, advice that partners could not stay in the home whilst being assessed, conclusions of reports/assessments and case closure. When complaints were received relating to decisions that had been made by the court these were not accepted and the complainant was advised that they would need to return to court.

One complaint was received from a school about the decision to step a case down from a Child in Need case to receive support from Parenting and Family Support.

The manager had made the decision based on the progress made in the case over the 6 week period. The manager acknowledged that the decision should have waited for formal agreement in the planned Child in Need meeting in September 2017 and apologised that this did not happen. This decision making was brought to the attention of the Head of Service through the complaints process so that the matter could be discussed further in supervision.

Delays in receiving services

Complaints regarding the delays in receiving services have been at the same level as those received in 2016/17. There has been 13% decrease in the number of complaints that have been upheld or partly upheld.

A number of complaints were received regarding delays in receiving services from social care. This included assessments not being completed in timescale, including risk assessment which had an impact on families in relation to unsupervised contact or overnight contact taking place, transferring to another team and having access to services in the new team, or undertaking pieces of work that had been agreed or identified as part of the child in need or child protection process.

In some cases these complaints came from third parties so they did not always have a full picture of what involvement there had been in the case and parents may have chosen to share information with other family members or their partners. On other occasions timescales were driven by court proceedings. In these cases the complaints were not accepted.

A complaint was received from a foster to adopt family about their experience of the process. As a result of this complaint the decision was made to put together a booklet for new prospective adopters which will include feedback from adopters of their experience of Early Permanence Placements (including both positive and negative issues) as well as family time so that expectations are appropriately managed. This booklet will be supported by a half-day training session for prospective adopters about the role of foster carers and what to expect. A foster carer will be asked to attend to discuss their experience as part of the training.

As part of the fostering to adopt process another family experienced a delay in an assessment for an adoption allowance. As a result of their complaint the finance team have updated the adoption allowance assessment process. The contracts team have also amended their practices to put a weekly tracker in place to ensure greater clarity and oversight of their part of the procedure. These actions were taken to reduce the risk of this type of delay happening again.

Two young people complained about the delay they experienced in their case transferring to another team and obtaining the support from the new team. One young person shared that this had made them feel "*unimportant and angry*". The manager apologised that they had felt this way. As a result of the investigation into the complaint by both managers the reasons for the delay were identified as well as highlighting that the transfer protocol itself could be more robust to ensure young people were not affected by any delays to tasks that were to be undertaken by the transferring and receiving team.

The outcome was that The Transfer Protocol was updated in relation to young people either transferring just after their 16th birthday or after their GCSE's if relevant. This will ensure that the issues that occurred in these cases will not occur again in the future. The updated protocol was shared with all the area teams.

A young person complained that actions identified at their LAC review had not been progressed and that a date had not been set for their next LAC review. The following occurred as a result of their complaint to ensure that lessons were learnt:

- As part of the investigation into the complaint it was identified that the electronic case recording system does not carry forward the correct recommendations from the outcomes section when data is copied forward. It is not possible to make changes to the system so this matter was addressed by business support in the team copying data forward from the last report to the current review. All Independent Reviewing Officers were also reminded of the need to ensure that they robustly check previous minutes and recommendations to ensure actions are monitored and progressed appropriately.
- A system was put in place by business support to alert IRO's if a date has not been set for the next review.

Delays in sharing minutes/reports

In 2016/17 this was not the main presenting issue for any complaints received. In 2017/17 The Trust received 7 complaints and 6 were upheld. Complaints were received about reports not being shared ahead of meetings, minutes not being shared after meetings and reports not being shared ahead of court.

On each occasion the Team Manager apologised to the complainant and addressed the matter in supervision with the member of staff.

Family time arrangements

Although a lower number of complaints were received during 2017/18 in comparison to 2016/17 the same amount were upheld or partly upheld. Complaints have been made regarding alternative arrangements being available for family time during bad weather, family time not being confirmed to all parties, all children not being included in a referral and it not being communicated that a young person had decided they did not want to go ahead with family time. Suitable management action was taken as a result of the complaints to ensure that the children did not experience this again.

Financial assistance

Complaints have been upheld where financial arrangements have not been put in place, payments have been delayed or the correct amounts have not been paid. There have also been issues where it has not been clearly explained how long financial payments take to be processed. Where family arrangements have been made without the involvement of The Trust this has been explained to the complainant.

One young person complained about not accessing accurate information and support to enable them to access appropriate entitlements. The Team Manager identified specialist resources within the team that staff could consult with to ensure that going forward young people were provided with up to date and accurate information.

Another young person was financially affected due to Regulation 39 of the Care Planning Regulations not being fully complied to when their sibling left care to live with them. (Regulation 39 applies when a Local Authority is considering to cease to look after a child). As a result of this complaint financial remedy was given and the regulations were reissued to all relevant staff as a learning point.

Poor Communication

This category has received the second largest amount of complaints. There has been a 7% decrease in 2017/18 of the number of complaints upheld/partly upheld.

Complaints were received about telephone calls not being returned, reports for meetings being received late, meetings being moved at short notice, parents not being advised of appointments for CIC, allocated workers being difficult to contact and outcomes from assessments not being shared. On some occasions, problems had been caused by unplanned absences of staff. There have been a number of times that managers have been able to challenge the allegation of calls not being returned or updates not being provided due to clear case recording on the case file which evidences the matter was dealt with appropriately at the time. Where there was evidence that communication was poor this was apologised for by the Team Manager and addressed with individual workers in supervision.

One young person felt that they had not received enough information regarding the home it was planned for them to move to. As a result of their complaint the manager met with the young person and their advocate to let them look around their new home and discuss their concerns. Learning from this complaint was that matching of young people with residential homes should include the voice of the child and any worries they may have. These will then be discussed by the residential manager with the young person's social worker with the young person being kept informed/involved at the appropriate level.

On occasion complaints have related to calls not being returned due to the worker being away from the office for a period of time. As a result of this staff in the area were advised, in a team meeting, that if it is know that a worker is away from the office for a period of time or the matter is urgent, the caller is offered the opportunity to speak to the duty worker.

Unhappy with placement

These complaints came equally from parents and young people. On occasions parents were unhappy with where their children had been placed and opportunity was taken to explain again why this was necessary.

There were also complaints about the living arrangements whilst a suitable home was sought. The reasons for these delays were down to the limited availability of placements that were able to meet the needs of the children. These placements are highly sought after nationally and whilst this is outside the immediate control of The Trust sufficiency planning continues to be a key priority for The Trust.

On one occasion a number of suitable homes had been offered to a young person but they refused them. One young person was unhappy with incidents that had happened in her home and the Head of Service met with them to reassure them of the actions the staff were taking to ensure this was addressed.

Lessons learnt through matters raised in complaints

When a complaint is raised about a matter the complaint is looked into and responded to. However, there are occasions where learning has been identified even though the specific matter has not been complained about. On these occasions the opportunity is still taken to learn from experience and adapt services to reduce the risk of a matter being subject to complaints in the future. Examples of these are as follows:

1. Child protection conferences - When a parent/carer is unhappy with information in a report experience is that they may attempt to challenge this in a conference. The focus of the Child Protection Chair is the child who is the subject of the conference so it is not appropriate for the meeting to be distracted with issues that are not deciding factors and do not directly relate to the child. However, a parent/carer can struggle to engage in the process if they are focussing on what they feel is inaccurate information.

The Child Protection Chair meets with parents/carers ahead of the start of the conference and as a result of this issue practice has changed for the Chair to capture the essence of the matters the parent/carer is disagreeing with as their view. It will be agreed in the pre-meeting if this matter will be discussed in the conference or outside the conference with the relevant professional. This practice is to enable the complainant to feel heard and enable them to engage with the process and allow the Child Protection Chair to keep the focus of the conference on the child.

2. Foster Carers - As a result of a complaint which involved a foster carer practice was changed for supervising social workers to be sole point of contact, rather than the young person's social worker, during times when issues are raised which relate to the foster carer directly to ensure there are clear lines of communication.
3. Private Law guidance – As part of the learning from a Stage 2 complaint a procedure is to be produced for practitioners which clearly identifies how cases that are open to The Trust due to private legal proceedings should be handled. This includes visits, meetings and reporting and recording on the case file to identify the reason why social care is involved.

10.0 Local Government Ombudsman

The Local Government Ombudsman (LGO) raised four matters with The Trust during 2017/18. Only one matter was taken forward by the LGO and The Trust agreed to and acted upon the recommended resolution.

11.0 Compliments

Throughout the year The Trust's staff have continued to be encouraged to acknowledge and celebrate good practice which has resulted in them continuing to share the compliments they have received. Staff continue to respond positively to this public acknowledgement of their hard work and dedication to improving outcomes for children and young people within The Trust as well working together with other professionals and the public. Everyone recognises the importance of each individual and the role that they play in improving services.

During the report year, 295 compliments were gathered from across The Trust from children and young people, their families, internal and external professionals, the local community and local businesses. This is a 103% increase on 2016/17. External compliments have increased by 146% in this time period from 65 in 2016/17 to 160 in 2017/18. The Trust wishes to not only learn from feedback in relation to complaints but also recognises, celebrates and learns from good practice.

Sources of Compliments

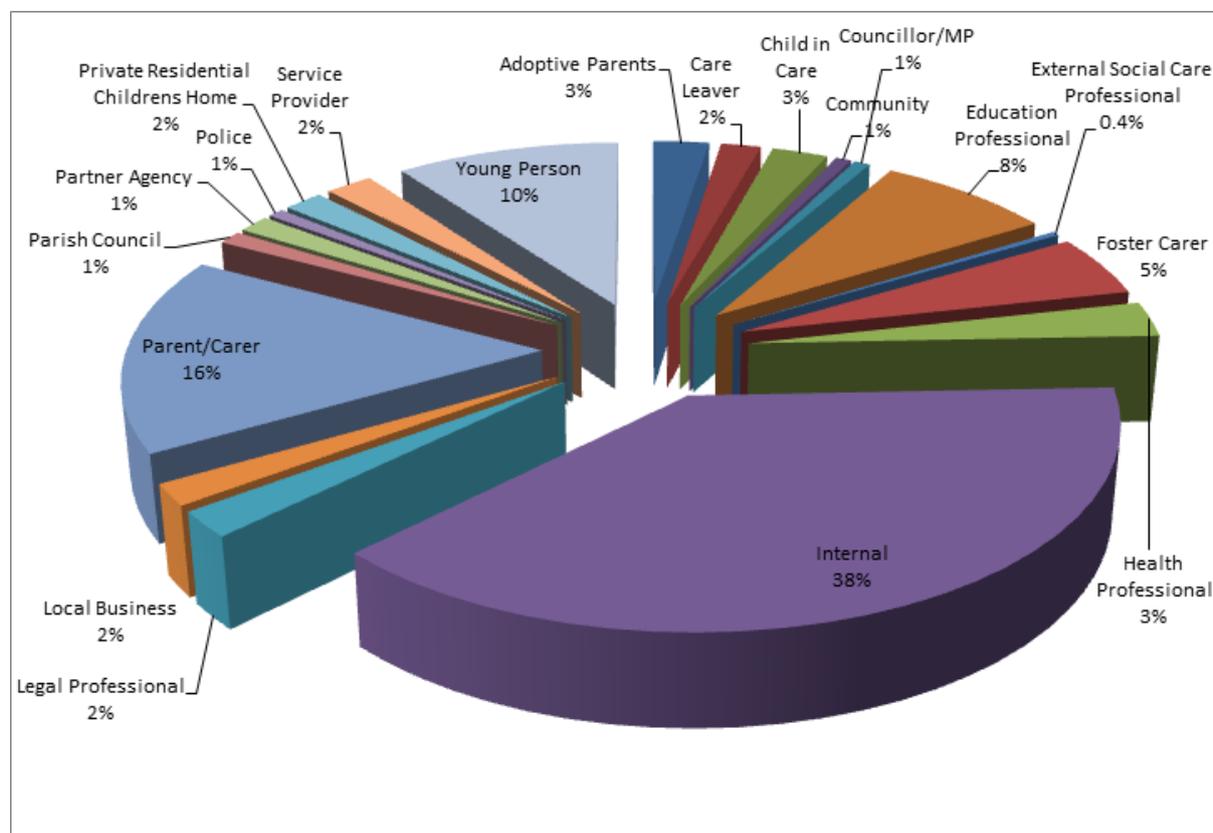


Table 15 – Sources of compliments

Compliments by Area

	Internal	External	Total
Central Area	15	24	39
North Area	19	16	35
South Area	6	8	14
East Area	13	14	27
LAC Provided Services	21	30	51
Targeted Youth Support	4	39	43
Safeguarding & Standards	30	15	45
Performance Management & Business Intelligence	7		7
Commissioning	2	4	6
HR, Comms & Executive Office	12	1	13
Legal Services	3		3
Relating to more than one service area	2	8	10
Senior Management Team	1	1	2
Total	135	160	295

Table 16 – Internal and external compliments by area

Whilst the Area Child Protection Teams (ACPS) have received the highest number of complaints accepted at Stage 1 they have also received compliments on their work as detailed in Table 15 below.

Area	No. of Stage 1 complaints	No. of internal compliments	No. of external compliments	Total Compliments Received
ACPS Central	47	8	8	16
ACPS East	34	6	4	10
ACPS North	30	11	7	18
ACPS South	19	0	7	7

Table 17 – ACPS - internal and external compliments

11.1 Examples of external compliments received

Below are some examples of the 160 compliments received from outside The Trust.

Child in Need

....is a 'really, really, really good' social worker. listens to me, does what she says and 'gets things done'.

Thank you for all you have done for me. Im glad I had you as my social worker. I will miss you but will come see you sometimes so you don't forget me. I wasn't worried cos I knew you'd sort it.

Thank you for everything you've done for me. You've been more of a friend than a social worker. I'm gunna miss you.

it's not like you think it will be from being at court... expecting it to be like school or something... but is kind (respectful) and supportive. In particular when you call at reception, the greeting is always nice and give you respect and are helpful.

Im very thankful that you have helped me keep out of trouble

Child in Care

.... is a really good social worker She listened to me, she fights for my rights..... She has a laugh with me, is honest with me..... She is the best social worker ever

Because I tell her what I would like and she always fights for me.

I've had my social Worker for over 4 years, I've been very lucky because I've had her from the very start and she's been amazing, I can tell her anything, she's like a good friend to me, she's a massive part of my life, she gets stuff done, has helped sort out all my contact issues too, it took me a good year to build that relationship up and to trust her like I do, she's very special, she understands me, my family and my background very well, and she knows my foster carers very well too

I have realised that you are a person who I am beginning to trust and to open up to I want to say a massive thank you for all your support and time I'm starting to be happy and not feeling down all the time.I'm glad you have been putting a smile on my face and for thinking positive and not negative all the time.

Helped me with accommodation and problems that are personal

Care Leaver

You are like my safety net if you were not there who would catch me when I fall

I finally get it I know I used to shout and scream at everyone but I can see you were trying to help me to help myself and sort my life out, I can't thank you all enough I am so happy now

Thank you for caring

Parents/Carers

I just wanted to let you know my resent social worker has been amazing and is a huge credit to the trust, honest and open, all ways there to talk to, i am so so pleased to of had do my risk assessment and the way she been with myself kids and the whole situation has been amazing and what a credit to the trust. thank you.

Thank you so much for your help and support through these hard times.

Thank you so much for going the extra mile for us. All the family do appreciate everything you have done.

Thank you so much for all the care and support you have given to A and B over the years. We couldn't have done it without you. Thank you for being part of the team making their childhoods a positive and happy time.

You may have just saved a young girls life I have tried for years to get her help and every door was closed. What you did was amazing. Thank you from the bottom of my heart. My daughter needed you

I feel like is the one who has really makes a difference to us. C listens to her when he won't listen to anyone else. tells it to him straight and she has been there for me too – I can pick up the phone if I need her and she will take the time to talk to me or come out and visit. She's just brilliant

'you have really helped us a lot, thank you for all of your hard work, we feel like a family now'

I appreciate all your hard work, You all helped me when I really needed it. I wouldn't have been able to get through that challenging time without all your help. Big Thanks

Adopters

We haven't had a huge amount of experience in working with Social Workers but I have to say, it really has been a pleasure to deal with every single person we have had contact with in DCS. Together, you all make a great team which from a perspective adopters point of view, makes the journey that much more enjoyable.

..... every member of the team we have worked with has been amazing and clearly do a fantastic job

..... the support and process thus far had been 'faultless' We are happy with the support and the transition arrangements that were put in place.

Our social worker was brilliant and very supportive and she did above and beyond.

Community

We feel like we have our town back

CAHMS Worker

I'm writing to thank you for the time and commitment you clearly have in supporting D, both currently and in the future.

Police

During the time they have supervised Child A they have demonstrated effective partnership work with various departments and agencies They have often taken telephone calls in their own time to support their colleagues and the Police. They have worked extremely hard, demonstrating dedication and professionalism. Without them 'going the extra mile' we would not have an understanding of Child A.

Judges

The judge was very complimentary in regards to the work completed with the children stating that it was 'excellent work' and that we had achieved an 'excellent outcome for the children'.

Judge thanked the social worker and guardian for comprehensive reports which were very helpful during the decision making process

Children's Guardian

First and foremost it has been an absolute pleasure working with you! You are organised, analytical, considered in your approach and have worked very hard to move plans along for the children and tailor the plans for each child's needs. Despite the issues in this manner concerning the attitudes of the family towards social care, you have overcome this and managed to work with a family who are very resistant to support. Your written work has been of value and has eased the process of making final decisions for these children. Professionals involved in this matter have all commented on how hard you work and hold you in high regard as a social worker. I have heard nothing but good things about you. As you know at the start of these proceedings the children were aggressive and hateful towards professionals involved, refusing to work with social workers. Over the time you have involved both children have reported to me how they have learnt to trust you, have valued your support and in very recent weeks have praised you for the visits and support you have given. The change in the children's attitude towards social care has been astounding and I consider that this is due to your persistence, empathy and consistency you have given this case.

Head teachers

I wanted to let you know that the plan for these children and the support and action has taken since taking over the case at crisis point in the summer term has been superb, all actions from the recent Case conference review have been sorted and again today following the meeting agreed actions have been followed through. Please thank again for the work she is doing to help this Mum and ensure stability for the children to hopefully ensure as they become adults the cycle does not then continue into another generation.

Thanks very, very much for your approach to this after getting the form from us. It's nice to see a practical perspective taken by professionals to ensure a family receive much needed support regardless of technicalities

12.0 Summary

The complaints and compliments procedures have continued to be embedded into the service during the reporting year. In order to ensure that practice in this area continues meetings are arranged with new managers to induct them into the process as and when.

A copy of all final complaint responses continue to be shared with Heads of Services so they have an overview of the issues causing complaints in their area and to assist in developing service delivery. Complaints Monitoring and Learning Forms are an audit tool to ensure that resolution offered as part of the Stage 1 complaint is acted upon.

Poor communication does continue to be the area receiving a high number of complaints (2nd highest) and the area which has had the most complaints upheld or partly upheld (40%). It is expected that the introductory pack introduced at the end of 2017 (which includes guidance on reports/assessments being shared in a timely way, opportunities to respond to information contained within documents, availability of social workers and who to contact when they are not available) will be embedded into service areas and impact upon the level of complaints being received about these matters in 2018/19.

It is encouraging that there have been more complaints received directly from our young people. It is evident that young people have had an impact on service delivery from updating procedures, impacting on working practices or reissuing of guidance to staff.

Learning from complaints this reporting period has had the following impact:

- Management guidance has been given to staff on lessons learnt as a result of a complaint either individually in supervision or in team meetings.
- Two young people had their workers changed at their request.
- A booklet was produced for prospective adopters which includes direct feedback from adopters of their experience of Early Permanence Placements.
- The Finance Team have updated the adoption allowance assessment process.
- The Transfer Protocol was updated for young people aged 16+.
- Working practice has changed to track recommendations and actions from Looked After Children reviews.
- A manual system was put in place to ensure the next Looked After Child review is booked.
- Specialist resource was identified to support staff with knowledge about appropriate entitlements for young people.
- Guidance was reissued to staff on Regulation 39 of the Care Planning Regulations.
- Working practice changed to include the voice of young people being placed in residential homes.
- Child Protection Chair's changed their practice to capture the essence of any disagreements with reports ahead of the child protection conference.

- Supervising social workers were identified as the single point of contact for any issues that relate to Foster Carers.
- Guidance will be issued to staff on how to handle cases open to The Trust due to private law proceedings.

There has been a massive overall 103% increase in compliments received both internally and externally about Trust staff. It is important to staff that their good work is recognised and the positive impact that this can have on children and their families in a challenging and complex field of work.

Key Priorities for 2018/19

The focus for 2018/19 will be to continue to develop an efficient and cost effective service that responds well to service user need. Performance has already started to improve in relation to response timescales with the Customer Experience Manager working closely with Team Managers to ensure robust and timely responses. This approach is supported by the Senior Management Team.

We have seen an 8% overall reduction in complaints being upheld or partly upheld in 2017/18 in comparison to 2016/17. By continuing to learn from complaints to improve service delivery it is expected the number of complaints that are upheld or partly upheld will continue to fall.

The advocacy service moved away from the Customer Experience Team on the 16 April 2018 but the relationships formed with children through this service are expected to continue to enable young people to continue to share their wishes and feelings and impact on planning for their future.

The Trust will continue to encourage staff to share positive feedback they receive from both internal and external sources so that lessons can also be learnt from good practice.

Dawn Jones
Customer Experience Manager