



Agenda

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, 12th September, 2019

Time: 10.00 am

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Items for Discussion:	Page No.
1. Apologies for absence.	
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.	
3. Declarations of Interest, if any.	
4. Minutes from the Meeting of the Overview and Scrutiny Management Committee held on 27th June, 2019 (Pages 1 - 10)	

Damian Allen
Chief Executive

Issued on: Wednesday 4th September, 2019

Governance Manager for this meeting

Andrew Sercombe
01302 734354

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. St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2019/20 Quarter One (Q1) (*Pages 11 - 26*)
7. Doncaster Children's Services Trust (DCST) Finance & Performance Report - Quarter 1 2019/20 (*Pages 27 - 44*)
8. 2019-20 Quarter 1 Finance and Performance Improvement Report & 'Delivering for Doncaster' Booklet (*Pages 45 - 82*)
9. Complaints and Compliments Annual Report 2018/19 (*Pages 83 - 170*)
10. OSMC Workplan - September 2019 Update (*Pages 171 - 206*)

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Chair – Councillor Jane Kidd

Vice-Chair – Councillor John Healy

Councillors Bev Chapman, Neil Gethin, Mark Houlbrook, Richard A Jones, Majid Khan and Andrea Robinson

Invitees:

Paul O'Brien (GMB)

Education Co-optees*

Bernadette Nesbitt, John Hoare

*Education Co-optees are invited to attend the meeting and vote on any Education functions which are the responsibility of the Authority's Executive. They may also participate in but not vote on other issues relating to Children and Young People.

Agenda Item 4

DONCASTER METROPOLITAN BOROUGH COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 27TH JUNE, 2019

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on THURSDAY, 27TH JUNE, 2019 at 10.00 AM

PRESENT:

Chair - Councillor Jane Kidd

Councillors John Healy, Neil Gethin, Richard A Jones, Majid Khan and Andrea Robinson

ALSO IN ATTENDANCE:

Councillors Frank Tyas and David Nevett

Officers:

Peter Dale – Director of Regeneration and Environment

Laura Gough – Head of Service, Performance and Improvement (DCST)

Debbie Hogg – Director of Corporate Resources

Andy Hood – Senior Head of Service, Youth Offending Service (DCST)

Patrick Birch – Strategic Lead for Adults and Transformation

Julie Mepham – Acting Director of Childrens Social Care (DCST)

Robert Moore – Director of Corporate Services & Company Secretary (DCST)

Riana Nelson – Director of Learning and Opportunities

Louise Parker – Head of Service, Strategy and Performance

Victor Joseph – Consultant in Public Health

Paul Tanney – Chief Executive, St Leger Homes

APOLOGIES:

Apologies for absence were received from Councillors Mark Houlbrook and Paul O'Brien.

		<u>ACTION</u>
1	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations of interest.	
2	<u>MINUTES FROM THE MEETING OF THE OVERVIEW AND</u>	

	<u>SCRUTINY MANAGEMENT COMMITTEE HELD ON 21 JANUARY, 2019, 7, 19, 27, 28 FEBRUARY, 2019, 29TH APRIL 2019 AND 7TH MAY 2019</u>	
	<u>RESOLVED</u> that the minutes of the meetings held on 21st January, 7th, 19th, 27th and 28th February, 29th April and 7th May 2019 were agreed as a correct record and signed by the Chair.	
3	<u>PUBLIC STATEMENTS.</u>	
	There were no public statements made at the meeting.	
4	<u>YOUTH JUSTICE PLAN 2019/20</u>	
	<p>Andy Hood presented the report to the Committee highlighting there was a statutory requirement to approve and submit the report to the Youth Justice Board of England and Wales annually. It was reported there was some exceptional performance against targets detailed in the plan particularly in relation to reducing the number of young people entering the Youth Justice System for the first time and for the use of custody. Reducing the number of young people entering the formal Youth Justice System has enabled the service to shift some of its resource further “upstream” into Team EPIC (Encouraging Potential Inspiring Change) to work preventatively and creatively with those at risk of entering the system. Early intervention together with a whole family approach was seen as a more effective way of tackling issues early, by diverting young people away from entering the youth justice system by other positive activities.</p> <p>Following the presentation Members were given the opportunity to ask questions and the following issues were raised:</p> <p>Members enquired if the statistics detailing youth crime, particularly relating to gangs represented the perception of people living in communities, particularly where there were high rates of criminal activity and anti-social behaviour.</p> <p>It was reported that crime and perception of crime differed across communities within the Borough. In addition, crimes relating to gangs and anti-social behaviour were not always committed by young people even though that was sometimes the perception. Team EPIC and other services, such as Expect Youth had undertaken a significant amount of work in areas where there were known criminal activities involving young people. In terms of the accuracy of the figures in the report, there was a general view that relevant crimes were being reported and a confidence in the robustness of the figures.</p> <p>Reference was made to the performance of Youth Offending Service in Stockton and Wigan who had been reference within the report as a statistical neighbour. Members asked if best practice had been</p>	

	<p>identified from these or any other local authorities. It was reported that the Youth Offending Team were engaging with East Riding of Yorkshire who had recently been awarded outstanding in all areas of its Youth Justice Plan to identify any areas of best practice.</p> <p>Members asked for further information on gang affiliation of those entering the criminal justice system. It was reported there was an issue of gang affiliation in the Dearne Valley corridor and this was predominantly male gangs. This had been an area of focus for EPIC and other services in terms of identifying support for individuals and initiatives to reduce this through positive diversionary activity.</p> <p>Members identified that a significant number of young people entering the Criminal justice system had speech and language issues and asked what measures were in place to support them. It was reported that this was identified early by the Triage Panel which would ensure any issues were reported to the relevant agencies and that relevant support mechanisms were put in place. Members also enquired how the Youth Offending Team worked with schools to identify speech and language issues early. It was reported that EPIC worked successfully with academies to deliver training. It was also explained that dyslexia among school children was a national issue and the Committee queried whether screening methods were in place in schools to identify dyslexia early. It was agreed this information would be circulated to the Committee at a later date.</p> <p>Members asked how the service positively engaged with families and parents to intervene early and provide support. It was reported there were a range of interventions requiring a whole family approach including use of family therapists and where appropriate, the Stronger Families Team particularly where there were significant issues around parenting, drug abuse and mental health.</p> <p>A Member queried the presentation of the performance information and statistics used in the report. The Committee was informed that there was a requirement to present the information in accordance with government requirements. In future additional information could be provided where required to ensure the information was meaningful to councillors.</p> <p><u>RESOLVED</u> that:-</p> <ul style="list-style-type: none"> (1) The Committee support the report and the excellent progress made in a number of areas including reducing the number of First Time Entrants (FTE's) in the Youth Justice System; (2) Further work be undertaken to understand the current position in relation to early identification of speech and language issues across the Borough; and 	Riana Nelson Andy Hood Riana Nelson
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	(3) The Youth Offending Team continue to identify and reviews best practice across other Local Authorities.	Andy Hood
5	<u>2018-19 QUARTER 4 FINANCE AND PERFORMANCE IMPROVEMENT REPORT & 'DELIVERING FOR DONCASTER' BOOKLET</u>	
	<p>The Director of Corporate Resources introduced the report informing the Committee it represented a positive year-end with a £2.1m underspend and the majority of Performance Indicators on track. The key areas of success and areas of challenge detailed in the report were also highlighted. The Chair invited Members of the Committee to ask questions on the content of the report.</p> <p><u>Connected Council</u></p> <p>The Committee enquired about the strategies in place to reduce the number of agency staff employed by the Council for more than 6 months. It was reported that the direction of travel for spend on agency staff was positive and there had been a reduction with overall spend down from £4.68m in 17/18 to £3.19m for 18/19.</p> <p>The use of agency staff was still necessary in certain areas such as ICT, Adult Social Care and social services where there were skills shortages. Management were aware of the issue and were monitoring carefully and undertaking a range of measures to address this. In Adult Social Care, the use of agency staff was reviewed on a monthly basis by the management team to monitor need and effectiveness. It was recognised that the Council was trying to improve the resilience of its work force to reduce the use of agency staff but struggled to recruit to some specific posts.</p> <p>It was noted that 61% of the Council's workforce was over 45 years old and Members queried whether the skills and knowledge of experienced employees were being fully utilised and whether processes were in place to ensure effective workforce management and training and skills assessment. It was reported that the Council would need to be more dynamic moving forward in the management of its work force. Whilst there were positive aspects of having a stable workforce, bringing new people in to the organisation often lead to the introduction of new ideas. This had been noted through the Council's involvement with the National Graduate Trainee Programme where talented individual's had been given the opportunity to bring fresh ideas to the Council during their placements.</p> <p>Members asked how the Council encouraged wider customer interaction in the communities. Reference was made to Amazon's virtual assistant Alexa being used to respond to queries relating to bin collections. This ongoing trial was helpful in identifying the types of questions and queries the public may raise when contacting the</p>	

<p>Council.</p>	<p>The introduction of digital support in the one stop shop had resulted in an improved customer offer by reducing the wait for face-to-face customer services.</p> <p>Reference was made to the number of internal Audit recommendations completed within the stated period and asked how these were being effectively reviewed by the Audit Committee. It was reported that this referred to completion within agreed timescales rather than non-completion. The Audit Committee ensured the most significant recommendations were completed on time. Historically there had been a significant number of recommendations outstanding but this had now significantly reduced.</p> <p><u>Doncaster Working and Doncaster Living</u></p> <p>Peter Dale Director of Regeneration and Environment identified the key highlights and challenges identified within the report relating to the Directorate.</p> <p>Whilst recognising the target for the net number of new houses built had been exceeded, Members asked whether this could lead to negative factors such as flooding the local house market thereby stagnating the economy. It was reported that house building was driven by demand and currently there was no evidence indicating new houses were not being bought. Developers knew how to effectively assess this risk. The recent Housing Needs Study had however, identified a gap in delivering sufficient affordable housing to meet demand. It was explained that as more houses were built, Section 106 agreements would support the building of affordable houses but there was still a gap in meeting demand. Further work would be undertaken to identify ways of developing a programme to inject funding into this area to encourage more affordable housing and to reduce the gap. Further work was also required to identify where affordable housing was required.</p> <p>Members asked about implications for perceived over development in certain areas in communities and mechanisms in place to encourage developments in other areas preferred by the local community. It was reported that development was driven by the Local Plan and local Neighbourhood Plans that supported an integrated approach to Planning. Neighbourhood Plans took precedence over the Local Plan and this provided an opportunity for communities to help identify and guide development in their local areas. The Council was able to support this process, which helped balance the needs of the wider Borough with local communities.</p> <p>The Committee requested an update on fly tipping and measures in</p>	
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place to reduce this and maximise use of Household Waste Recycling Centres (HWRC). It was reported that increased fly tipping was a national issue. Locally, there were no restrictions on residents using the 6 centres across the Borough for depositing household waste. It was suggested that many fly tipping incidents related to commercial waste. Recent changes to the permit system allowed vans and trailers and signed vans to deposit household waste at HWRCs where this was not in connection with their business. Restrictions in respect of residents depositing bags of rubble have also been relaxed. Communication with residents in respect of the facilities available at HWRCs was identified as a key issue in addressing fly tipping.

The Committee was also updated on enforcement work, which played a role in discouraging fly tipping. Just under 12,000 fixed penalty notices were issued in 2018/19 and 55 prosecutions undertaken. Members were informed that further work would be undertaken in future to learn from those areas that are managing fly tipping effectively and develop a plan/strategy to better manage this across the Borough

Members referred to the lack of data available within the Outcomes Framework section of the "Delivering For Doncaster" Booklet and questioned the value of this. It was reported that there was a lag on receiving some data however, this information would ultimately become available and was helpful in informing our long-term direction.

Doncaster Caring

In respect of the new ALMO arrangements with the Doncaster Children's Services Trust (DCST) the Committee asked how it would seek to deliver value for money through economy, efficiency and effectiveness. It was reported that the DCST was working positively with the Council to align its priorities and medium term financial plan. It had a rebased budget for 2019/20 and would be working to identify and deliver future efficiencies. Whilst the numbers of looked after children had reduced recently, DCST was aware of the volatility of its budget and how this was driven by need which can change when supporting families and children at short notice. In particular, out of area placements were difficult to predict of due to the nature of the need and were often very costly. Plans were in place to develop a whole system placement strategy to address this jointly with the Council.

Members asked about the measures in place to manage future care ladder costs. The reduction in Looked After Children was again identified as a positive improvement however, it was expected that this reduction would plateau. In respect of Adult Social Care, it was reported that Quarter 4 had seen a reduction in residential care. Moving forward the service had an appropriate budget and would need to ensure this was robustly managed, reviewed and used to deliver the Transformation programme. It was important this was delivered effectively and in partnership with other agencies and services.

Members were also updated on issues around pooling of budgets with the Clinical Commissioning Group (CCG). It was reported that formalised processes, such as Section 75 agreements for pooling resources and delegating certain NHS and local authority health-related functions to the other partner(s) had been considered. However, it was considered that the current advantages of these type of arrangements were outweighed by the bureaucracy around them. Current arrangements for the alignment of budgets or joint commissioning of Health and Social Care Services appeared to be working effectively.

Members sought assurances that the culture in social services was moving to one of early intervention. Patrick Birch reported that conversations were taking place with individuals before they entered the care system to identify early intervention. The effectiveness of the current strategy had been seen in the number of residential places, which had reduced in the last 3 years from approximately 1600 to 1200 by using intermediate care as an alternative. It was recognised that more work needed to be undertaken in terms of demand management and undertaking initial contacts. It was reaffirmed that for Children's social care a whole family approach and early identification of family needs is necessary and work was underway in these area.

Members asked for an update on the Adult Market Position Statement. It was reported this was currently work in progress and would incorporate community specific issues.

The Committee enquired about the role of the voluntary and community sector in supporting Adult social care. It was reported that the diverse nature of the organisations meant this could be very complex to work effectively, although improvements had been made in building capacity. Further work needed to be undertaken to identify those organisations the Council needed to work with more closely.

Doncaster Learning

The Committee referred to figures, which showed 18.8% of young people missed more than 19 days of the school year. (the National average stands at 13.6%). Following targeted work by the Local Authority a downward trend was emerging in terms of absenteeism. All secondary schools had signed up to an inclusion charter which commits them to working in partnership and as a system to address issues like absenteeism and exclusions.

It was reported that the local authority was responsible for children after the 6th day of an exclusion. The Council was committed to providing effective support for these children and continued to look for alternative quality learning provision. It had been identified that learning centre provision was not having the required impact and was now

	<p>being decommissioned and replaced with an alternative provision framework. This would provide support to children before the point of being permanently excluded and could also be used following the exclusion. The role of Pupil Referral Units had also been reviewed to ensure they were more effective to support children with behaviour issues back into school. Other provision and early intervention such as Big Picture Learning and building on the work of EPIC to identify positive engagement activities and undertake work with families to identify early support was identified as a positive way forward.</p> <p>The Committee was informed that a whole system approach with partners and services identifying issues and responding early was seen as the most appropriate way of addressing these issues and often permanent exclusions or poor attendance were symptoms of other issues happening within the family.</p> <p>Members were informed that exclusions and absenteeism could arise from a range of issues such as low aspirations and poor parenting. It was reported that there was a variance in the way behaviour was managed in schools and many permanent exclusions resulted from low level persistent disruption in classrooms. The Council was working with Academies and Multi Academy Trusts to address this issue and look at ensuring effective provision existed for children who had been excluded or are at risk of exclusion.</p> <p>The Chair thanked those present for their contribution and to officers for responding to the issues raised by Members.</p> <p><u>RESOLVED</u> that:-</p> <p>The Chair and Members of the Overview and Scrutiny Management Committee note the quarter 4 performance and financial information, including:</p> <ul style="list-style-type: none"> a) The changes to the Strategic Risks detailed in paragraph 45 and Appendix B; b) The new additions to the Capital Programme, detailed in Appendix A – Financial Profile; c) The virement for approval as per the Financial Procedure Rules, detailed in Appendix A – Finance Profile; d) The carry forwards approved by the Chief Financial Officer, detailed in Appendix A – Finance Profile; and e) The Brexit dashboard at Appendix D. 	
6	SLHD PERFORMANCE & DELIVERY UPDATE: 2018/19 QUARTER	

	<u>FOUR (Q4) AND END OF YEAR</u>	
	<p>Paul Tanney Chief Executive St Leger Homes Doncaster (SLHD) was in attendance to respond to the issues raised by Members.</p> <p>Members asked about the reasons for the increase in homelessness. It was reported that this was a national issue and there were a range of drivers. One of the key issues was tenants losing their private sector tenancies. A range of initiatives were being adopted and a strategy developed to address this issue and ensure the right type of accommodation was available to meet need. A more joined up approach with partners was required to ensure appropriate alternative accommodation was developed to identify ways of preventing homelessness.</p> <p>Over the winter period, the severe weather protocol was initiated to ensure there was a bed available for everyone who needed it. Further work was being undertaken with partners looking at different types of accommodation and to meet the current need.</p> <p>Members received an update on the number of families with children in bed and breakfast accommodation. It was emphasised that this type of accommodation was mainly used as a short term measure whilst a full assessment of the needs of the clients was undertaken.</p> <p>In terms of workforce management the Committee sought information on the actions being undertaken to reduce staff absence. It was reported that a wide range of initiatives were in place. The main cause of absence was stress, depression and anxiety with 61% being personal stress and 27% being work related. The Health and Well Being Group chaired by the Chief Executive had been initiated and included representatives from each area of the work force including trades staff. A detailed action plan to address workforce absences had been developed. SLHD had signed up to the public health charter and provided 24 hours access to counselling and support for its staff.</p> <p>The Chair thanked Paul Tanney for his attendance.</p> <p><u>RESOLVED</u> That the Committee's comments in respect of the progress of SLHD performance outcomes and the contribution SLHD makes to supporting DMBC strategic priorities be received and noted.</p>	
7	<u>OSMC WORKPLAN REPORT 2019/20</u>	
	<p>The Chair informed the meeting that all Panels had recently met and developed draft work programmes. Members were asked to reflect on the quarterly performance report to identify if any additional issues for inclusion within the work plans should be included. In reference to the earlier agenda items the Chair referred to the following items that</p>	

	<p>should be borne in mind by the Panels when reviewing their work programmes:</p> <ul style="list-style-type: none"> • Initiatives to reduce exclusions within schools and improve attendance. • Exclusions being made for relatively low level but persistent poor behaviour rather than more serious acts. • Early diagnosis of dyslexia and other speech and language issues that contributed to young people entering the YouthJustice system. • More opportunities to ensure there was a real understanding of the work of the voluntary and community centre and how this could support adult social care. <p>The Governance and Member Services Manager summarised the current work plans and the issues detailed within the report.</p> <p><u>RESOLVED</u> that the Committee:-</p> <ol style="list-style-type: none"> (1) Approve the 2019/2020 Overview and Scrutiny work programme – circulated at the meeting (Appendix A.) (2) Consider the Council's Forward Plan of key decisions attached at Appendix B; (3) Ratify the Terms of Reference of the Joint Health Overview and Scrutiny Committee (South Yorkshire, Derbyshire, Wakefield and Nottinghamshire) in Appendix C; and (4) Note the appointment of the Council's representative, Councillor Andrea Robinson on the Joint Health Overview and Scrutiny Committee (South Yorkshire, Derbyshire, Wakefield and Nottinghamshire). 	
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Doncaster Council

Report

Date: 12th September 2019

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

St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2019/20 Quarter One (Q1)

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

EXECUTIVE SUMMARY

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

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATIONS

4. That Members of Overview and Scrutiny Management Committee note the progress of SLHD performance outcomes and the contribution SLHD makes to supporting DC strategic priorities.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

BACKGROUND

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

8. 2019/20 Quarter 1 performance

- 8.1 **Appendix A** contains the SLHD 2019/20 Quarter 1 (April to June 2019) Performance Management summary. Commentary covering the performance against all indicators is provided below.
- 8.2 Targets and measures were reviewed with DC officers and elected members prior to the start of the financial year. Nineteen KPIs were agreed for 2019/20, although five of these are measured annually.

Elements to note as at the end of Quarter 1 are:

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

1 One KPI does not have a target - KP4 : number of households placed in B&B accommodation.

2 In Q3 2018/19, a target was developed for ASB cases resolved.

- 8.3 It should be noted that the tolerances which determine the red, amber and green status are now consistent with DC and Doncaster Children's Trust measures. It should also be noted that cumulative year to date performance will be reported rather than performance in the quarter, as this can be misleading when comparing to target.
- 8.4 Overall, in terms of the 'direction of travel', performance has deteriorated from the previous quarter, when there were ten green, one amber and two red indicators.

8.5 KPI 1: Percentage of Current Rent Arrears against Annual Debit :

Target 3.22% *
Q1 Performance 2.77%

PERFORMING WELL – GREEN

Following a considerable amount of continued focus on the Income Management Action plan, performance at the end of Q1 was 2.77% (£2.04m), which is higher than the 2018/19 year end figure of 2.61%. Arrears performance for the same period for 2018/2019 was 2.72% (£1.9m).

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

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

There are now 3,682 Universal Credit (UC) claimants of which 2,635 (72%) are in current rent arrears. The total rent arrears for those who are claiming UC is £1.17m, however, it should be noted that prior to claiming UC the total arrears for the same 3,682 claims was £844k, meaning the impact of UC on arrears levels is an increase of £330k. For the same period last year there were 1,852 UC claimants, of which 1,446 (78%) of customers were in rent arrears.

Despite having almost doubled the number of UC cases since the same period last year, the total amount of customers who are in rent arrears and in receipt of UC has decreased by 6% (from 78% to 72%)

Currently, 31% of all UC cases have Alternative Payment Arrangement (APA) for direct payment to St Leger Homes.

We continue to work collaboratively with the Department for Work and Pensions (DWP), Local Authority (LA) and our in house Tenancy Sustainability Service to ensure all customers are supported to make and maintain their Universal Credit claim.

Referrals to our Tenancy Sustainability Service for intensive support continue to grow from commencement in 2018, and we have supported 1,117 customers and secured in total over £514k of financial gains for supported clients. Financial gains have been as a result of support with benefit claims or appeals, applying for grants, and accessing financial support to reduce debt etc.

8.6 KPI 2: Void Rent Loss – Percentage of rent loss through vacant dwellings:

Target	0.50%
Q1 Performance	0.71%
	ABOVE TARGET – RED

For 2019/20, a reduced target of 0.50% was set (2018/19 : 0.60%), and performance for Q1 was above target at 0.71%, equivalent to £129,000. This is a decline compared to the year to date positions at the end of each quarter in 2018/19, as summarised below:

	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
Void rent loss %	0.71%	0.49%	0.48%	0.50%	0.53%

The number of voids on a monthly basis has increased slightly from 2018/19 and the time taken to re-let voids has also increased (see KPI3 below), and this has impacted adversely on this KPI 2. The situation is being monitored closely and an action plan is in place to improve performance.

8.7 **KPI 3: Average number of days to re-let standard properties :**

Target	20.00 calendar days	
Q1 Performance	26.65 calendar days	ABOVE TARGET – RED

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

For 2019/20, a reduced target of 20 calendar days was set (2018/19: 23 days) and on average, it took 26.65 days to re-let a property during Q1.

This is a decline in performance compared to 2018/19, but still considerably better than the time taken in 2017/18 (40 days). The table below summarises the year to date performance for the past five quarters:

	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
Re-let time (days)	26.65	20.92	20.80	21.89	25.50

A small number of properties that we used for homeless temporary accommodation have been returned for standard re-let. Some of these have proved more difficult to let.

New build properties re-let during April and May have also had a negative impact on resources in Home Choice. A total of 86 new build properties were let, all subject to a Local Letting Policy for New Build Homes resulting in additional verification for the bidders to identify those meeting the local connection priority. This contributes to a reduction in the number of general re-lets. Low demand properties and properties that require Accessible Housing Register (AHR) have also contributed to the dip in performance, 59% of properties sent to the AHR for nomination were re-advertised to general let.

As with KPI 2, the decline in performance is being monitored closely and an action plan is in place to improve performance.

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

The table below summarises activity over the past five quarters:

	Households placed in B&B accommodation	Total number of nights in B&B accommodation	Households with children placed in B&B accommodation
Q1 18/19	60	n/k	21
Q2 18/19	81	1,166	50
Q3 18/19	58	569	43
Q4 18/19	75	502	45
Q1 19/20	28	67	15

The table shows a big reduction in activity after the increase in Q4 of 2018/19, which overall was a year with the highest activity levels ever experienced and an unprecedented demand on the service.

16 nights in B&B in June 2019 was the lowest total number of nights since November 2017 for any one month.

The number of Households placed continues to be by exception and the 28 households placed in Q1 is a significant reduction, when compared 75 in the previous quarter and 60 in the same period last year. The total number of children placed in B&B was 15 in Q1, compared with 45 in the previous quarter and 21 in Q1 of last year.

B&B is only used as a last resort where no other suitable property is available. To reduce the use of B&B, we have increased the use of general needs stock for temporary accommodation. At the end of Q1, there were 79 properties in use for temporary accommodation, which is still considerably higher than the 22 anticipated at the start of 2018/19 and higher than the 60 budgeted for 2019/20, however, this is a reduction on the 82 used during the winter period.

8.9 **KPI 5: Number of full duty homelessness acceptances :**

Target (YTD) 33
Q1 Performance 40 ABOVE TARGET – RED

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

During Q1 there were 40 acceptances, higher than the year to date target of 33 (annual target 130). The table below summarises the trends since this measure was introduced :

Quarter	No. of acceptances
Q1 18/19	41
Q2 18/19	16
Q3 18/19	26
Q4 18/19	47
Q1 19/20	40

Although slightly above target, the results continue to reflect the impact of the Homeless Reduction Act (HRA) and the good work undertaken during the Prevention and Relief stages of homelessness.

8.10 **KPI 6: Number of homeless preventions :**

Target (YTD) 51
Q1 Performance 160 EXCEEDING TARGET – GREEN

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

The good work to deliver preventions and successful interventions exceeded target and should continue to increase later in the year as the various initiatives to access the Private Rented Sector begin to deliver successful outcomes.

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

Target	0.08%	
Q1 Performance	0.05%	EXCEEDING TARGET – GREEN

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

The target for the year is to be below 0.08%

Period	Interactions	Complaints	Upheld	% Upheld
Feb, Mar, Apr 18	83,189	197	31	0.04%
Jun, Jul, Aug 18	80,705	223	54	0.07%
Sep, Oct, Nov 18	95,039	240	79	0.08%
Dec 18, Jan, Feb 19	88,713	218	69	0.08%
Totals 2018/19	347,646	878	242	0.07%
Mar, Apr, May 19	125,712	209	53	0.05%

There was a slight reduction in total complaints and the number upheld from the previous quarter, but a significant increase in the number of interactions.

The trend is of improving performance but work is ongoing to understand the reasons for the number of complaints and prevent similar complaints in the future. Whilst complaints are received in a variety of service areas, the main areas are repairs and maintenance, and tenancy and estate management. This is expected given that these areas of the business have the highest levels of visibility to tenants and the highest volume of interactions.

8.12 KPI 8: Number of tenancies sustained post support :

Target	85.00%	
Q1 Performance	86.26%	EXCEEDING TARGET – GREEN

This is a new KPI for 2019/20 to measure the success of the support provided to tenants by our tenancy sustainment service.

At the end of Q1, 211 tenancies have been closed for 6 months following their period of support. Of these, 182 are still being sustained, representing a year to date success rate to 86.26% against a target of 85%.

8.13 KPI 9: Number of repairs complete on first visit :

Target	92.00%	
Q1 Performance	80.82%	BELOW TARGET – RED

This is a new KPI for 2019/20 to measure the number of responsive repairs completed without the need for the operative to return a second time because the repair was inaccurately diagnosed and / or did not fix the problem.

Performance overall for Q1 was 80.82% and therefore below target. The table below shows that performance differs by repair priority and by trade type and where target is not being met, and further analysis is ongoing to understand the reasons and ensure this improves.

<u>Priority</u>	No. of repairs completed	Percentage completed at first visit
A - Emergency	187	100.0%
B - Urgent	1,818	97.8%
C - 5 working days	8,167	95.1%
D - 20 working days	4,098	74.5%
F - Scheduled	2,130	38.7%
	16,400	
<u>Trade type</u>		
Electrical		84.0%
Gas		93.8%
Joinery		73.7%
Plastering		43.0%
Plumbing		83.6%
Bricklaying		55.6%
Glazing		65.0%

8.14 KPI 10: Gas servicing, percentage of properties attended against planned :

Target 100.00%
Q1 Performance 100.00% MEETING TARGET – GREEN

The target for Q1 was 7,974 and we visited all these properties on the set appointment date, therefore gas servicing appointments made and kept remains at 100%.

There has been an increase in the number of properties where access could not be gained at the first visit. These are being managed through our legal access process. The way the programme is managed in future years will change to increase the time we have to gain access to complete the gas service prior to the expiry date.

8.15 KPI 11: Days Lost to Sickness per Full Time Equivalent (FTE) :

Target YTD 1.93
Q1 Performance 2.08 WITHIN TOLERANCE LEVELS – AMBER

The number of days lost to sickness absence during quarter 1 is 2.08 days per FTE, this is higher than the target for Q1 (1.92) and higher than the same period last year (1.87)

The 2.08 days per FTE are made up of 1.10 days per FTE of short term sickness absence, and 0.98 days per FTE of long term sickness absence.

In terms of trends, the levels of long term sickness absence has decreased during the quarter, but short term sickness absence has increased from 0.32 days per FTE in April to 0.40 days per FTE in June.

Cases are being managed through the Managing Attendance Policy, and temporary measures are being put in place to manage sickness following the change to the new HR system in June.

82.1% of employees achieved 100% attendance during Q1, slightly more than the 81.1% figure for the same period in 2018/19.

Top 3 Reasons for Absence	No of Days Lost Per FTE	% of Total Absence
Stress/Depression Anxiety	0.48	23.22
Other Musculo/Skeletal	0.38	18.36
Back/Shoulder	0.34	16.28

A breakdown of the reported reasons for Stress/Depression/Anxiety absences is provided below:

Personal	70%
Personal/Work	15%
Work	15%

8.16 KPI 12: Percentage of Local Expenditure :

Target 66.00%
Q1 Performance 58.69% WITHIN TOLERANCE LEVELS – AMBER

For Q1, the cumulative local spend was £1.2m (59%) of the overall £2.1m contracted spend, against the challenging target of 66%. In monetary terms this under performance is £145k.

The cumulative under performance is mainly down to the Responsive works contract, which when procured was a Doncaster based organisation. However during the term of the contract they relocated and their nearest office is now in Rotherham.

SLHD has to comply with legislation, where contract opportunities cannot be ring-fenced to organisations in the Borough of Doncaster. The Procurement Strategy and Contract Standing Orders have been developed to try and optimise local spend and social value. SLHD's Financial Regulations and Contract Standing Orders are currently under review.

8.17 KPI 13: Anti-social behaviour (ASB) cases resolved as a percentage of all cases completed :

Target 90.00%
Q1 Performance 96.47% EXCEEDING TARGET – GREEN

This was a new key performance indicator for 2018/19. The table below summarises the year to date performances throughout 2018/19 and for Q1 2019/20.

	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
ASB cases resolved %	96.47%	92.99%	92.22%	91.37%	86.75%

Case volumes are slightly higher for Q1 and also Q4 2018/19, and this is being monitored closely.

Performance dipped slightly in June 2019 but during Q1 is still higher than all of 2018/19 and reflects strong performance in dealing with ASB cases.

8.18 KPI 14: Number of tenants and residents in to training and employment :

Target **6**

Q1 Performance **5** **WITHIN TOLERANCE LEVELS – AMBER**

This is a new KPI for 2019/20 to measure the number of tenants and residents who start a training course and/or become employed due to the help of SLHD. We are within tolerance of the target for Q1.

We are currently reviewing the target for this KPI with a view to separating into two – one for training and for employment. This will ensure clarity of reporting and prevent double counting and also time considerations. This will also enable more accurate benchmarking.

9 Annual KPIs

9.1 There are a number of annual KPIs that will be reported at the end of the financial year to SLHD Board and Cabinet. Figures shown are based on most recent information.

9.2 KPI 15: Tenant satisfaction levels :

Target **89.00%**

Performance **88.80%**

The main satisfaction level will be monitored through the bi-annual STAR Survey. A local, transactional, operational indicator is being developed to monitor satisfaction levels of some key transactional services to enable proactive management.

9.3 KPI 16: Percentage of homes meeting Decent Homes standard ANNUAL KPI:

Target **100.00%**

Performance **100.00%**

9.4 KPI 17: Tenant satisfaction with property condition ANNUAL KPI :

Target **89.00%**

Performance **89.20%**

9.5 KPI 18: Energy efficiency ANNUAL KPI :

Target **92.00%**

Performance **88.00%**

9.6 KPI 19: Our overall operational and financial performance against comparable organisations ANNUAL KPI :

Target **Upper quartile**

Performance **Median / Upper quartile**

OPTIONS CONSIDERED

10. Not applicable

REASONS FOR RECOMMENDED OPTION

11. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

12.

Outcomes	Implications
<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <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 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</p>	

	Vulnerable families and individuals have support from someone they trust Older people can live well and independently in their own homes	
	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	

RISKS AND ASSUMPTIONS

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

LEGAL IMPLICATIONS (NC, Head of Service, Legal & Democratic Services, 6.08.19)

13. There are no specific legal implications for this report.

FINANCIAL IMPLICATIONS

(DH, Management Accountant, 06.08.19)

14. In 2019/20 St. Leger Homes will receive management fees of £32.1m from DMBC. This is made up of £30.9m from the Housing Revenue Account and £1.2m from the General Fund to pay for the general fund services managed by SLHD.

HUMAN RESOURCES IMPLICATIONS

(AC, HR & OD Business Manager, 01.08.19)

15. There are no specific Human Resource Implications for this report.

TECHNOLOGY IMPLICATIONS

(PW, Technology Governance & Support Manager 06.08.19)

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

HEALTH IMPLICATIONS

(KH, Public Health Improvement Coordinator, 01.08.19)

17. The home environment is an important contributor to health and wellbeing and a

healthy community supports residents to thrive, be independent and contribute. Access to decent and appropriate housing is critically important in terms of health and wellbeing.

Although performance in some areas is worse than in previous quarters, there is good performance in areas such as prevention of homelessness and the placement of households in B&B accommodation.

It is encouraging to see that work undertaken to address rent arrears (**KPI 1**) as part of a partnership response to Universal Credit, has been having a positive impact and that the intensive support provided continues to be provided, leading to improvements in the financial situations of the tenants involved. **KPI 8** also shows good performance in relation to tenancy sustainment for those who received support. Homes should protect and promote good mental health: they should provide security of tenure, and a sense of safety and comfort. Having a secure tenancy can impact positively on health and wellbeing, thus it is good to see comprehensive and intensive work being undertaken with tenants to support them to sustain their tenancies and to manage and maximise their finances.

The commentary relating to **KPI 3** (Average number of days to re-let properties) states that 59% of properties sent to the Accessible Housing Register were re-advertised as general let. Accessible housing can have a significant positive impact on the health of individuals and families who have disabilities, long-term conditions and mobility issues. In Doncaster the population is expected to include more people with accessible housing needs in the future and thus it is important that the right stock is available and the systems are in place to ensure those who need social housing can access housing that suits their needs and keeps them healthy.

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

It is good to see that the numbers of households placed in B&B has decreased and the numbers of families placed in B&B has also decreased. Providing a safe, secure home can have a positive effect on a child's physical and mental health and can lay the foundations for a healthy future. Therefore, any measures to reduce the number of people, especially families, living in bed and breakfast accommodation should improve health and wellbeing.

It is encouraging to see that work has taken place to utilise general needs stock to address the number of placements in B&B and that this is intended to continue. We recommend that work to place people elsewhere is continued and preventative work is undertaken to understand current systems of support and to prevent placements in B&B accommodation wherever possible.

It is positive to see that number homelessness preventions (KPI 6) has exceeded its target. Preventative work to tackle homelessness can have a positive impact on the health and wellbeing of the most vulnerable people in our communities. The health of people experiencing homelessness is significantly worse than that of the general population, and the cost of homelessness to the NHS and social care is considerable. Homelessness is more likely to affect those in society who are most at risk of experiencing other inequalities, including, BME young people, LGBT young people, gypsies and travellers,

people with long-term illnesses or a disability (LGA, 2017). A preventative, upstream approach can not only have a positive effect on the health and wellbeing of people at risk of, or experiencing homelessness, but can also be more cost effective in the long term.

In reference to **KPIs 7 and 9**: The condition of a home can have a significant impact on the health and wellbeing of the people that live there. A healthy home is in good repair, warm and comfortable and free from hazards. Poor quality housing is associated with a range of physical and mental health problems and the King's Fund suggest that £1 spent on improving homes saves the NHS £70 over 10 years. It is essential that social housing is well-maintained and kept in good repair in order to promote the health of the families living there.

KPI 11 relates to days lost to sickness and is currently performing worse than targeted. Over the last 10 years there has been a growing body of evidence supporting the business case for improving health and wellbeing in the workplace. Poor employee health can cost huge amounts of money through sickness absence, relief cover costs, loss of productivity, time to attend hospital appointments, and loss of reputation and image.

Employers are key players in being able to create a healthy work environment and deliver public health messages as they have a captive audience – their staff. By promoting a healthy workplace and engaging with a workplace health award, businesses can work towards building good practice and promoting a culture that promotes health and wellbeing.

EQUALITY IMPLICATIONS

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

CONSULTATION

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

BACKGROUND PAPERS

20. None

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Appendix A - St. Leger Homes Key Performance Indicator Summary Q1 2019/20

KPI	Indicator	18/19 Outturn	Q1	Q2	Q3	Q4	Target	DoT	R/A/G
1	Percentage of current rent arrears against annual debit	2.61%	2.77%				3.22%	↓	✓
2	Void rent loss (lettable voids)	0.49%	0.71%				0.50%	↓	✗
3	Average Days to Re-let Standard Properties	20.92	26.65				20	↓	✗
4	Number of Households Placed in B&B Accommodation	12	9				No Target		
5	Number of Full Duty Homelessness Acceptances	130	40				33 ytd	↓	✗
6	Number of homeless preventions	New KPI	160				51 ytd		✓
7	Complaints upheld as a % of customer interactions	0.07%	0.05%				0.08%	↑	✓
8	Number of tenancies sustained post support	New KPI	86.26%				85.00%		✓
9	Number of repairs first visit complete	New KPI	80.82%				92.00%		✗
10	Gas servicing – % of properties attended against target	100%	100%				100.00%	↔	✓
11	Days lost through sickness per FTE	8.90	2.08				1.93 ytd	↓	⚠
12	Percentage of Local Expenditure	57.94%	58.69%				66.00%	↑	✗
13	ASB Cases Resolved as a % of All Cases Closed	92.99%	96.47%				90.00%	↑	✓
14	Number of tenants & residents into training and employment	New KPI	5				6	↑	✓
15	Tenant satisfaction levels	New KPI					89.00%		
16	Percentage of homes maintaining decent standard	New KPI	Annual KPI	Annual KPI	Annual KPI		100.00%		
17	Tenant satisfaction with property condition	New KPI	Annual KPI	Annual KPI	Annual KPI		89.00%		
18	Energy efficiency	New KPI	Annual KPI	Annual KPI	Annual KPI		92.00%		
19 N	Our performance against comparable organisations	New KPI	Annual KPI	Annual KPI	Annual KPI		No Target		
20 N	Improvements made due to tenant involvement	Local indicator							

Notes :

- Direction of travel (DoT) is against performance in the previous quarter. ↑ = Improving, ↔ = No Change, ↓ = Declining.
- Year to date (YTD) is performance since April 2019. For some KPIs, this is a snapshot at the end of the period.
- Targets are for the end of the year performance unless indicated otherwise (ytd = cumulative year to date).

- R/A/G status is against the cumulative year to date (ytd) or year-end target. R/A/G   

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

Finance & Performance Report, Doncaster Children's Services Trust: Quarter 1 2019/20

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly Cabinet Member for Children, Young People and Schools	All	None

EXECUTIVE SUMMARY

1. As part of the Management Agreement and governance arrangements for Doncaster Children's Services Trust (DCST) the Trust provides a quarterly report of operational and financial performance.
2. This report is the first under the new governance arrangements for the Trust becoming an arm's length management organisation (ALMO) from 1 April 2019.
3. This report provides an opportunity to feedback on performance successes and challenges against the revised suite of 2019/20 key performance indicators and associated management information.
4. In relation to our key performance indicators, these are set out below; 64% (23 out of 36) of indicators are at contract tolerance or above, 25% (9) are not yet available and 11% (4) currently sit outside contract tolerance (with further detail set out in this report). Of those measures where a position against target can be determined, 89% are within target range or better than target.
5. At this early stage in the year there is a forecast £680k underspend for 2019/20, although this does not include potential additional expenditure on our children's homes infrastructure and potential additional costs for Staying Put. The forecasts are still subject to the caveats around the volatility of Looked After Children numbers experienced locally, regionally and nationally.

EXEMPT INFORMATION

6. Not exempt.

RECOMMENDATIONS

7. That the Overview and Scrutiny Management Committee give consideration to the progress of DCST performance outcomes and the contribution that the Trust makes to supporting the Council's strategic priorities.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

8. This report includes current progress of DCST's performance and therefore may ultimately impact on the delivery of services to the people of Doncaster, as well as the reputation of public services across the Borough.

BACKGROUND AND CURRENT POSITION

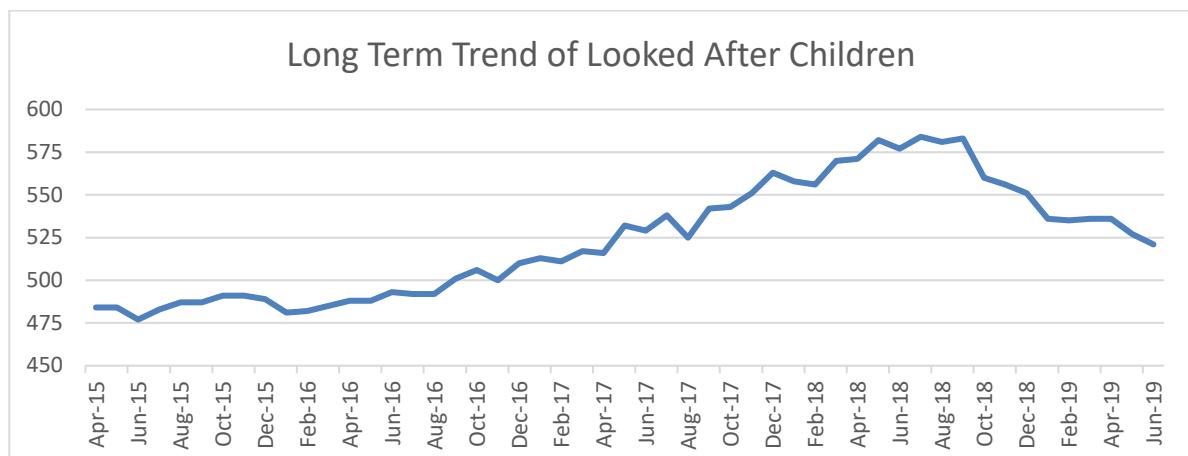
9. Since October 2014 the Trust has provided a suite of key performance indicators (KPIs) and supporting management information, designed to demonstrate improved or sustained improvement across the services delivered. These indicators are a combination of national and local measures with comparator (national, regional and statistical neighbour) information provided wherever possible. Each key performance indicator has a target set against it with associated ranges of tolerance. Targets are reviewed and reset each year by officers of DMBC and DCST, agreed through the annual contract review process. Management information is supplied to demonstrate levels of demand for services delivered by the Trust in order to set the context of the operating environment.
10. As a result of the new governance arrangements from 1 April 2019, officers in DMBC and DCST have worked together to develop the Trust's key performance indicators. This has increased the number of key performance indicators from 20 to 36, and the number of management information indicators from 38 to 64. Fifteen measures are new to the reporting arrangements and will require development in quarter 2 and as such it is anticipated that these will be reported from quarter 3 2019/20. Targets for new measures are being determined by both organisations in quarter 2. The metrics agreed were signed off by both organisations during June and July 2019. During quarter two, officers from DMBC and DCST will agree ranges for each of these measures that allow for a "temperature check" of overall demand levels and impact on activity. Appendix one contains a summary of the available key performance indicators, along with trend information where available. During quarter 2, all indicators will be set up on the DMBC performance reporting tool, *Pentana*, to provide access and transparency.
11. In addition to these operational performance indicators a monthly management accounts report linked to the care ladder is shared with officers in DMBC, including a financial forecast for the reporting year.
12. This report provides a summary overview of operational and financial performance based on the reporting cycle set out above.
13. **Operational Performance and Management Information**
14. A summary of the key performance indicators is set out below; 64% (23 out of 36) of indicators are at contract tolerance or above, 25% (9) are not yet available and 11% (4) currently sit outside contract tolerance (with further detail set out in this report). These have been reviewed and discussed in the Quarterly Contract Monitoring Meeting. Of those measures where a position against target can be determined, 89% are within target range or better than target.

Service Area	Performance			Unavailable Measures		
	Outside target range	Within target range	Better than target	Annual KPI not yet due	Target figure to be confirmed	KPI to be developed
Parent & Family Support	1		1			1
Child & Family Assessment		3	1		1	
Child Protection	1	1	3			1
Looked After Children	1	5				
Placements (Adoption, Fostering and SGO)		2	2		1	1
Care Leavers	1		3			1
Youth Offending			1			1
Workforce		1				
Governance				2		
Total	4 11.1%	12 33.3%	11 30.6%	2 5.6%	2 5.6%	5 13.8%

15. A summary of demand for services is set out below. Whilst contacts to the children's social care front door have increased, there has been a reduction in referrals, total numbers of children in need and looked after children in comparison to the same quarter last year.

Demand Measure	2018/19				2019/20	%Change against...	
	Qtr1	Qtr2	Qtr3	Qtr4	Qtr 1	Previous quarter	Same quarter last year
Contacts to CSC	5611	5694	6075	5750	5687	-1.1%	+1.4%
Referrals	1307	991	1181	1239	1200	-3.1%	-8.2%
Children in Need	2827	2549	2694	2638	2519	-4.5%	-10.9%
Looked After Children	582	593	560	534	523	-2.1%	-10.1%

16. A renewed focus on looked after children numbers, overseen by the Trust's Children in Care Strategy Group has enabled numbers to reduce from a peak of 593 in September 2018 to 523 by June 2019. This has been achieved through a combination of safely reducing the numbers of children entering care and implementing strategies to increase the numbers of children discharged from care. This has required practitioners and their managers making detailed and considered risk assessments to ensure that children will remain safe, avoiding the need for them entering or remaining in care. A breakdown of the "care ladder" trends for the last 5 quarters is attached as Appendix 2.



17. As a member of the Yorkshire and Humber Regional Improvement Alliance, the Trust has access to demand figures from regional colleagues. We are only one of three areas to have reduced looked after children numbers in 2018/19, with the regional change being an increase of three percent, and as high as twelve percent in certain local authorities.

18. **Operational performance against contract indicators**

19. Commentary covering the performance against each indicator is provided below.

20. Measures better than target range

- **Families demonstrating improved outcomes at point of closure to Parenting and Family Support:** use of the family star allows workers and families to measure their progress whilst working together in order to inform planning and support. This also allows the service to demonstrate how many end their involvement with improved outcomes. If outcomes are not secured then there is increased likelihood of escalation to a statutory social care intervention.
- **Percentage of cases where the lead social worker has seen the child/young person in accordance with the timescales specified:** the Trust continues to track visits for each child, dependent upon their place on the social care pathway. Those that are overdue are picked up through weekly management meetings and rescheduled. In certain cases, unannounced home visits are unsuccessful due to families not being present when workers call. These attempts are recorded and reattempted, but can lead to timescales slipping. The biggest challenge relates to children subject to a Child in Need plan where further focus is being applied through performance clinics and redesign of scorecards. A trial reconfiguration in one Locality area is expected to improve performance in this area with a review scheduled for September 2019.
- **Initial Child Protection Conferences achieved within the statutory 15 day timescale:** The Trust continues to perform very strongly in this area, with robust tracking and business support arrangements in place to convene conferences and ensure quoracy.
- **Percentage of Child Protection Plans lasting two years or more:** The Trust continues to perform well in this year with low rates and strong performance against national and comparator figures. Child Protection Chairs use midway reviews and Signs of Safety frameworks to assess risk as well as opportunities to safely de-escalate cases. Stronger use of Public Law Outline (PLO) and a robust Legal Gateway framework mean that cases will progress quickly to care proceedings if the evidence and thresholds determine this is appropriate.
- **Cases audited as requires improvement or better:** This measure has been on or above target since quarter 2 in 2017/18. With the exception of one case, all cases were graded as Good or Outstanding in this quarter. A revised audit methodology aligns to the expectations of the social worker national accreditation process (NAAS). In addition to case file audits, thematic and deep dive audits continue to be undertaken, identifying key themes from performance information, Inspection-related thematic frameworks and the work carried out by Practice Development Social Workers.

- **Reoffending rate of young offenders (aged 10-17):** Performance is strong but there has been an increase in the quarter. It should be noted that due small cohort size this is a volatile measure with wide quarterly fluctuations. There were 37 young people in the latest cohort, of which 15 reoffended, committing 56 offences between them. This gives a binary rate of 41% and a frequency rate of 1.5 offences per cohort member. The annualised data still shows Doncaster in the top half of national performance and is a more reliable guide to underlying performance. The target set in the 2019/20 youth justice plan is 42% and the latest official rate for the latest annual cohort is significantly better than that, at 37%. As more of the lower-level and infrequent offenders are successfully kept out of the local youth justice system by the triage panel (and thereby out of the reoffending cohort) the more difficult it will be to maintain low reoffending rates for those more complex young people remaining in the cohort.
- **Proportion of children who wait less than 14 months between entering care and moving in with their adoptive family, and**
- **Average time between a child entering care and moving in with their adoptive family:** These two measures relate to timeliness of adoption and are both performing well ahead of the challenging national threshold and comparative performance. The Trust continues to track and monitor children with a plan for permanence with early matching work seeking to find a suitable forever family. We continue to work with those children deemed “hard to place” with good rates of success – our adoption rate is higher than that reported nationally. There are several stages to the adoption process and effective management oversight means that each stage is not impacting on overall timeliness.
- **Care Leavers in suitable accommodation (age 19-21), and**
- **Care Leavers in Employment, Training and Education (age 19-21), and**
- **Care leavers the LA is in touch with:** These three measures relate to ongoing contact and support for care leavers eligible for services provided by the Trust. The Trust continues to maintain close and regular contact with care leavers, often using innovative means to reach out and re-engage with lapsed users. Each care leaver has a named Personal Advisor with whom they can build a relationship and receive the support required to secure stable accommodation and opportunities to learn or gain and maintain employment. For example, 21 young people have completed their course at Doncaster College this year, of which 13 are continuing education, with 7 exploring options, with information, advice and guidance from the service’s Careers Adviser. Those completing GCSEs this year have been given the opportunity to apply to Doncaster College with a guaranteed place available for them. All known applicants have been identified and details passed to the Student Welfare Team to monitor and invite to enrichment days to welcome and support transition in to College. Ninety-six percent of care leavers in their 19th to 21st year are in suitable accommodation, the highest rate reported within an increasing cohort. Of those Care Leavers not in suitable accommodation, one is living with their parent or relative, three are in custody, which we consider unsuitable. Two young people are of no fixed abode and we are seeking to reengage with the remaining two. Some older care leavers choose to live in accommodation we would deem to be unsuitable (for example choosing to stay at friends rather than within their independent address), we consider this to be unsuitable and advise accordingly, but as adults the decision rests with them.

21. Measures within target range

- **Assessments completed within statutory timescales (45 working days):** Performance remains within tolerance and better than last year's and national performance despite continued high levels of demand (over 6,800 assessments completed in 2018/19). A trial reconfiguration in one Locality area is expected to improve performance in this area with a review scheduled for September 2019.
- **Percentage of children in need with an appropriate and current plan in place:** Performance has increased to 94% and has been within tolerance for the previous consecutive 10 quarters. The routine monitoring of plans through regular case supervision, case tracking, audit and 6-monthly reassessment has stabilised performance at 93% or above since quarter 4 2017/18. The previously referenced pilot reconfiguration in one locality means that two teams now have the sole responsibility for all first Assessments and all Children in Need work. It is expected that fewer cases will proceed to Children in Need, but where a Children in Need Plan is required this will be more timely.
- **Re-referral rate to social care:** Rates have remained stable this quarter, within tolerance and with very little variability. The average number of referrals has continued to reduce and in line with this reduction the average number of re-referrals is also reducing Children in Need. As referrals peaked in January 2018 and remained relatively high over six months it is envisaged this will have impacted on the number of re-referrals as these are calculated over a 12 month period. Again in this quarter approximately one third of re-referrals continue to originate from the Police and over a third have a primary presenting need of Domestic Abuse which is impacting on the rate and requiring intervention that then returns within the next 12 months. Further analysis for this quarter also demonstrates that 63 (20%) of the re-referrals in this quarter were "stepped down" for Early Help Services in the last 12 months, of which 54 (27%) have "stepped back up" to social care within 3 months. Evidence of early help prevention work continues to be extremely low in the referrals which have been received this quarter, only 116 (10%) of these referrals have had a reviewed early help plan in the last 12 months demonstrating that early help is not early enough and cases are being referred directly for social care intervention rather than as a result of being stepped up after early prevention work has been undertaken.
- **Cases audited as good or better:** please see the comments in para 20, regarding the Trust's audit framework.
- **Percentage of Trust residential settings rated good or better:** Currently five out of six homes are rated as Good or better, with two rated Outstanding. Further details on inspection activity is reported later in paragraph 39.
- **Long term stability of placement of Looked After Children,** and
- **Short term stability of placements of Looked After Children:** Placement changes are tracked weekly, including reason for placement breakdown and placement type ending. The Independent Reviewing Officer Manager monitors placement stability weekly and monthly. Pre-placement breakdown meetings are in place chaired by Independent Reviewing Officers and all Looked after Children receive a review of their plan on a six monthly basis. In addition to this there is a midway review undertaken between each of the six monthly reviews. Long term stability performance is better overall within our in-house foster placements at 77% in comparison to Independent Foster Agency placements at 66%.
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Mockingbird Clusters offer good support to our in-house foster carers aiming to improve stability and reduce placement breakdown. Both measures will include planned moves that were in the best interests of the child. As the Trust continues to manage placement costs and develops the Future Placement Needs Strategy jointly with the Council some young people in care will change placement, which will in turn impact on this measure.

- **Percentage of statutory Looked After reviews completed in time scale:** Performance for this measure is routinely between 95 and 100 per cent and does not include the additional (non-statutory) midway reviews that also take place. Independent Reviewing Officers are also able to demonstrate innovative ways of ensuring that children participate in their reviews so that their wishes and feelings are considered.
- **Percentage of Looked after children that had a missing incident in the year:** Although this is a new contract measure, the Trust closely monitors all missing episodes and seeks to ensure a return to home interview after each episode by either our dedicated Return Home Interview Officer, or by a member of the Young People's Service. These interviews contribute to our performance intelligence on missing episodes so that we can set individual and wider strategies to reduce such instances. Missing children remains a standing item on the Trust's weekly Executive Management Team meeting to ensure a constant focus. Most recent annual outturn figures shows a 21% reduction in missing episodes compared to the previous year.
- **Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family:** this is a measure of one stage of the multi-staged adoption process, for which overall timeliness is better than target, as well as the challenging national thresholds. Performance is within tolerance which suggests this stage is not delaying the adoption process. We will continue to track and monitor each stage to ensure children find their forever families as quickly and safely as possible.
- **Rate of children adopted from care:** Outturn for 2019/20 shows a one percent improvement on last year and three percentage points above the national rate. Over a third of looked after children find permanence through adoption or special guardianship orders, compared to a national figure of less than a quarter. The Trust continues to consider then seek permanence at the earliest opportunity in the Looked After Review process.
- **Front line staff receiving Supervision in Timescale:** Performance remains within tolerance and we track both staff and case supervision on a weekly and monthly basis. There are consistent rates of completion across service areas, demonstrating that managers understand the importance of regular supervision to support staff and prevent drift and delay in children's casework

22. Measures outside target range (reviewed and discussed at the Quarterly Contract Monitoring Meeting)

- **Length of intervention for family support services:** although outside target range, this measure should be considered alongside the other family support measure that shows that increasing numbers and proportions of families are completing work with Parenting and Family Support Service (PAFSS) demonstrating improved outcomes. Therefore, if intervention takes longer, there

may be occasions when this is appropriate to secure sustained, positive outcomes. This measure will also include cases that have been transferred to the Parenting and Family Support Service from the Early Help Partnership, which would have been open for a significant time for lower level intervention before being escalated up to Parenting and Family Support Service for work that is more intensive. Improved tracking, reporting and performance management of the Parenting and Family Support Services means there is no drift and delay; performance measures demonstrate consistency in visits, assessments and group meetings (TACS) in timescale with family stars in place to measure impact and tight management oversight on case work. Monthly performance clinics are well embedded with team managers and Heads of Service. The Heads of Service produce bi-monthly Self Evaluation Framework reports focusing on decision-making, timeliness and thresholds.

- **Children becoming the subject of Child Protection Plan for a second or subsequent time:** Of the children becoming subject to a child protection plan for the second or subsequent time, a large proportion (25%) 24 children relate to five large family groups, which can disproportionately affect the figures. There has been two recent months that have seen a spike in re-registrations this has triggered a re-audit to understand themes. The audit identified two key themes: first, is that current work to support safe de-planning was not embedded at the point of the original plan leading to cases re-escalating; secondly, Child Protection Chairs and social workers needed to work closer to monitor plans beyond de-registration to ensure Children in Need planning is in place to prevent subsequent planning. As part of this work the Safeguarding Partnership are revisiting the use of partnership Neglect Toolkits to increase their use as a planning tool to prevent neglect escalating to the point of intervention at Child Protection level. Despite this spike, latest outturn figures for 2019/20 shows an improving rate on previous years, and better than national rates. All cases that have been de-planned in the last 12 months and are looking to be returned to Child Protection planning are reviewed by Heads of Service monthly as part of performance tracking
- **Care proceedings on track to be completed within 26 weeks:** Although outside contract tolerance, performance has improved for two successive quarters. National statistics from Children and Family Court Advisory and Support Service (CAFCASS) indicate that Doncaster's current average time taken is 37 weeks, with the Regional and National average being 35 weeks. Although timescales have improved they are worsening across South Yorkshire and it has been agreed through the Local Family Justice Board that all four local authorities are to complete some trending work to establish why there is an average increase overall. The Trust has an action plan detailing key recommendations to improve the timeliness of proceedings. These actions include earlier identification of family carers and forms part of the case conference process and the upskilling of staff to complete parenting assessments – this forms part of the Practice Development Social Worker offer across services, ensuring every case has a parenting assessment completed before the initiation of care proceedings and better quality assurance of Court evidence by team managers. The Public Law Outline process sits alongside the Child Protection process to ensure quality and monitoring identifies all opportunities to complete assessments including any specialist assessment and activity prior to the case entering the Court arena. Legal gateway is chaired by a Heads of Service and a Court Case Manager is in attendance and they meet weekly

- Care Leavers with pathway plans that have been reviewed in timescale:** Recently the Trust has piloted and started to embed a Pathway Plan App, allowing plans to be co-produced with young people, allowing for a more dynamic and fluid “conversation” to take place. Feedback from young people using the app has been very positive and the intention is to continue to roll this out to all keen to use it. This has had an impact on timeliness reporting as the change has required new recording and reporting systems to be put into place. Timeliness and participation of plans are increasing for this cohort of young people, increasing by 3% in comparison to last quarter showing an improving trend. This continues to remain a challenging target but as Inspiring Futures are embedding the new Pathway Plan App, the Trust is starting to see an increase in the timeliness and the participation of plans being completed online and reviewed in timescale.

23. **Financial performance**

	Quarter 1				2018/19 Outturn Variance
	Gross Budget	Net Budget	Variance		
	£m	£m	£m	%	£m
Doncaster Children's Services Trust (DCST)	54.6	50.1	-0.7	-1.3%	0.0

24. The 2019/20 contract value is £54.6m. At this early stage in the year there is a forecast £680k underspend, although this does not include potential additional expenditure on our children's homes infrastructure and potential additional costs for Staying Put. Generally, costs are in line with budget. The underspend includes additional income of £569k from the Dedicated Schools Grant (DSG) for those Out of Area children who have educational costs within their placement, subject to the endorsement of Schools Forum.
25. Out of Area (OOA) placements and in-house residential provision are both forecasting small overspends but these have been partially offset by underspends on the allowances for Special Guardianship Orders and Child Arrangement Orders, amongst others. Safeguarding Children is showing an overspend due to increased agency staff costs.
26. A summary of the June 2019 position is as follows:

Overall Heading	2019/20 Budget			2019/20 Forecast Outturn			2019/20 Variance		
	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's
Children Looked After	32,483	-3,458	29,024	32,190	-3,823	28,368	-292	-364	-657
Other Children and Family Services	1,876	0	1,876	1,850	0	1,850	-27	0	-27
Family Support Services	2,671	0	2,671	2,655	-2	2,653	-16	-2	-18
Youth Justice	2,102	0	2,102	2,015	0	2,015	-87	0	-87
Safeguarding Children and Young People's Services	12,841	-115	12,726	13,101	-116	12,984	260	-1	259
Services for Young People	560	0	560	483	0	483	-77	0	-77
Contract Value	0	-51,642	-51,642	0	-51,765	-51,765	0	-123	-123
Support Services and Management Costs	4,747	-2,066	2,681	4,797	-2,066	2,731	49	0	49
Grand Total	57,281	-57,281	0	57,091	-57,772	-680	-190	-490	-680

27. The forecast is based on the current cohort and mix of placements; the Trust has been successful in reducing its overall number of Looked After Children since 2018.

28. Key Variances over/under £100k:

- Looked After Children - £657k underspent:

Actual activity overall is less than budgeted activity and the overall figure for Looked After Children is an underspend of £657k due to, predominantly, additional income for Out of Area Dedicated Schools' Grant placements funding. Within that figure are two areas with overspends greater than £100k – Out of Area Placements (see below) and In House Residential homes (see below). There are underspends less than £100k, including, Fostering, Adoption, Child Arrangement Orders and Special Guardianship Orders.

- In-house Residential - £165k overspent

Utilisation across four of the five homes is at 95%. The reason for the current overspend in this area is as a result of increased staffing costs and this overspend is expected to reduce following a review and reconfiguring of the estate, releasing savings on running costs.

- Out of Area Placements - £111k overspent (but note DSG income of £568.5k)

There were 29 Out of Area placements as at the end of June 2019, which is a decrease of three placements since the end of the May 2019. This decrease of 3 is made up of 1 new placement and 4 placements ending as outlined below. Three further placements were made in the first week of July whose costs are included in the forecast. All four new placements (including the three new ones in July) are all relatively low cost placements – two in particular are currently commissioned at very low rates.

There is a shortfall of income against the income budget of £380k for Continuing Healthcare Contributions. The budget was set based on prior year trends when contributions and the number of children supported were higher.

The forecast for Out of Area placements indicates an additional £569k compared to budget (but only c. £200k additional compared to 2018-19 actual) will need to be funded from Dedicated Schools' Grant – taking the total Dedicated School's Grant funding forecast for 2019/20 to £3.27m, with work is planned to reduce this cost.

- Future Placement Needs Strategy

The Trust is working with the Council in developing and implementing the Future Placement Needs Strategy that is a main part of the Trust's strategy to reduce placements costs and, specifically, children placed Out of Area. It is hoped to have two further Independent Living homes (based upon the "Cantley model") with one opening in 2020 and one in 2021. It is also hoped to open four two-bedded children's homes, two in 2020 and two in 2021.

- Safeguarding Children - £259k overspent

The Trust has had to increase its hourly rate to agency social workers in order to remain competitive against neighbouring authorities. Other neighbouring authorities are also increasing their salaries to attract social workers which is having an impact on DCST recruitment. Several newly qualified social workers are due to start over the next few months and the Trust has a good track record in retaining and developing new social workers.

- Innovation Funding Benefits Realisation – Year Three

Of the £2.39m innovation funding agreed by the Council, £540k remains in 2019-20 for the continuation and mainstreaming of the Growing Futures, Pause and Mockingbird approaches to work. This funding profile also includes a Department for Education allocation for Mockingbird in 2019/20.

- Cash flow forecasting

Cashflow continues to be monitored and is not expected to be an issue for this financial year.

- Management Action to Secure Further Efficiencies & Impact on 2019-20 Budget

The annual leave salary sacrifice scheme has been implemented on the same basis the Council are operating. There has been a good take up of this scheme and it is forecast to save £54k in this financial year.

The Trust have completed a review of pool car utilisation to ensure that the pool cars are in the most effective places and used wherever appropriate, saving a further £30-£40k in a full year.

Taxis continue to be monitored closely and the residential homes are all moving from having one large vehicle to two small vehicles to mitigate the need for any taxis they require for home to school transport. The Trust is part of the Council's Strategic Travel Assistance Review. Wherever possible we are exploring the option of the carer carrying out the journey and part of the revised "offer" to foster carers will include a revision to mileage.

The work undertaken last year on reducing printing costs is ongoing and staff are being encouraged to share ideas for future areas of efficiencies and the Trust is working with the Council on its Value for Money programme.

Working jointly with the Council on the Future Placement Needs Strategy it has been identified that there would be benefits in opening several smaller two-bedroom homes for more complex children, both to bring back young people into Doncaster and in the longer term to ensure we have the correct local provision to prevent young people being placed out of the borough in the first instance. It is envisaged that the Future Placement Needs Strategy will bring about savings in 2019/20 and beyond and is a key part of the Trust's Medium Term Financial Forecast.

29. There are risks associated with forecasting future costs based upon the trend of the reducing Looked After Children numbers (since September 2018) in that this trend, the opposite of the regional and national trend, does not continue.

30. There continues to be pressure on finding suitable placements within the local authority boundaries.
31. **Medium Term Financial Plan (MTFF)**
32. The Trust is working with the Council on contributing to the Medium Term Financial Forecast and is committed to the timescales that the Council is working to. In the 2019/20 budget and subsequent discussions the Council has confirmed that investment in the Trust's estate that brings about savings are still being supported – this includes two further Cantley/16+ models and four two-bedded children's homes (that should reduce the Out of Authority costs).
33. **Engagement activities in Q1 plus planned activities in Q2**
34. The Trust has been involved in a number of engagement activities in Q1 such as:
- Fostering Fortnight – 13-26 May
 - National Children's Day – 12 May
 - Mental Health Awareness Week Monday – 13-19 May
 - Volunteers' Week – 1-7 June
 - Big Adoption Day – 5 June
35. The Trust is involved in the following activities in Q2:
- Private Fostering Week – 3-7 July
 - Keeping Safe Week – 8-14 July
 - World Day against Trafficking in Persons – 30 July
 - Yorkshire Day – 1 August
 - Youth Day – 12 August
 - A level results day – 14 August
 - GCSE results day – 21 August
36. **External scrutiny and evaluation within Quarter 1 2019/20**
37. During the quarter there were three inspections of children's homes delivered by the Trust. Two were rated as Good and one Requiring Improvement to be Good. The latter home has previously been rated as Good and is expected to return to Good at next point of inspection. The Trust will continue to use homes to place children in their best interests, even if this can jeopardise the overall judgement, as in this case.
38. The Trust and Council also attended the Annual Engagement event with Ofsted on 24 June, where we submitted our joint self-evaluation and performance data. This was a productive meeting with Ofsted where both organisations were praised for their strong self-evaluation activity and recent success through regulated inspection, including the inspection of services for children with Special Educational Needs.
39. **Activity in Quarter 2 2019/20**
40. The Trust will continue to work with colleagues in DMBC on the delivery of the Integrated People's Solution (DIPS project), including secondment of DCST staff into the project team, and contributing support in the form of subject matter experts.
41. The Trust has revised its Inspection readiness activity, renamed as "Pathway to Outstanding", and reporting into our partnership Joint Strategic Improvement Group.

A schedule of performance clinics, themed meetings and manager events is in place as we move towards a likely inspection window of 2020.

42. The implementation plan of the Future Placement Needs Strategy, which is a partnership strategy with DMBC, has been agreed in principle and we are entering the planning/ implementation phase. It is envisaged that actions affecting our Out of Area children and young people will begin to be in place by March 2020. The new provision of four two-bed children's homes is a key objective and the homes are currently being sourced. From identification to registration takes a minimum of four months, as such we envisage two of the homes will be open in Spring 2020.

43. **IMPACT ON COUNCIL'S KEY OBJECTIVES**

Outcomes	Implications
All people in Doncaster benefit from a thriving and resilient economy: <ul style="list-style-type: none">• Mayoral priority – creating jobs and Housing• Mayoral priority: Be a strong voice for our veterans• Mayoral priority: protecting Doncaster's vital services	The Council and the Trust as major partners in the Children and Families Partnership Board share the Children's plan outcome that all children should achieve their potential – in removing barriers and developing good quality service delivery children will be able to access the benefits of a thriving economy and will themselves be participants in creating and sustaining the strength of the economy.
People live safe, healthy, active and independent lives: <ul style="list-style-type: none">• Mayoral priority: Safeguarding our Communities• Mayoral priority: Bringing down the cost of living	Ensuring children and young people are free and feel from harm are key ambitions of both the Council and the Trust.
People in Doncaster benefit from a high quality built and natural environment: <ul style="list-style-type: none">• Mayoral priority: creating jobs and Housing• Mayoral priority: Safeguarding our communities• Mayoral priority: bringing down the cost of living	Delivering against the service delivery contract between the Council and the Trust has clear implications for safeguarding communities, in reducing risk and exposure of risk to children; improved early help and thus better outcomes for families.
Working with our partners we will provide strong leadership and governance	Ofsted, in its inspection report commented favourably on the relationship and governance arrangements between the Council and the Trust, recognising that formal arrangements for monitoring and challenge exceed the requirements set out in the contract between the two organisations.

44. **RISKS AND ASSUMPTIONS [JM/RM/JT 6/8/2019]**

Risks and assumptions specific to the key performance indicator set, operational and financial context are identified in the body of this report.

45. **LEGAL IMPLICATIONS [RM 6/8/2019]**

This is the first report of the new reporting arrangement since the Trust became an arm's length management organisation (ALMO) of the Council on 1 April 2019. There are no legal implications directly arising from this report.

46. EQUALITY IMPLICATIONS [LE 6/8/2019]

There are no equality implications directly arising from this report.

47. HUMAN RESOURCE IMPLICATIONS [LE 6/8/2019]

There are no specific human resources implications directly arising from this report.

48. TECHNOLOGY IMPLICATIONS [JT 6/8/2019]

There are no information technology implications directly arising from this report.

49. HEALTH IMPLICATIONS [JM 6/8/2019]

Health and social care services are inextricably linked and are working in robust partnership to improve health and wellbeing outcomes for children and families. The move towards integrated health and social care delivery models supports these partnerships and create shared outcome objectives. Health colleagues are keen to support Doncaster Children's Trust to achieve the quality and performance levels they aspire to as this will impact on the wider health and wellbeing outcomes for Doncaster families.

50. FINANCIAL IMPLICATIONS [RM 6/8/2019]

Based upon the current forecast the implications of the Council are positive.

51. CONSULTATION

Consultation has taken place with key managers and Directors.

52. ATTACHMENTS

Appendix 1 – Summary of Key Performance Indicators for Quarter 1 2019/20

Appendix 2 – Care ladder trend to Quarter 1 2019/20

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55. LEAD OFFICER

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Doncaster Children's Services Trust

Appendix 1

MEASUREMENT DETAILS			TARGETS AND COMPARATORS			PERFORMANCE					
Measure	Reporting Frequency	Polarity	Target Range		Benchmarking data available	2018/19				2019/20	
			Target	Tolerance		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Position
%Assessments completed within <20 days	Quarterly	Smaller is better	TBD	TBD	Yes	New contract measure for 2019/20				19%	Target TBD
%Assessments completed within <45 days			90%	85%		89%	91%	89%	86%	87%	In Tolerance
Length of intervention for family support services (days)	Quarterly	Smaller is better	140 days	180 days	No	226	175	169	146	193	Outside Tolerance
%of families demonstrating improved outcomes at point of closure	Quarterly	Bigger is better	60%	40%	No	41%	68%	76%	81%	69%	Better than target
Percentage of Children in Need open for a) >6 months	Quarterly	In range is better	TBD	TBD	Yes	New contract measure for 2019/20				27%	Target TBD
b) >1 year						New contract measure for 2019/20				16%	Target TBD
c) > 2 years						New contract measure for 2019/20				8%	Target TBD
Percentage of cases where the lead social worker has seen the child/young person in accordance with the timescales specified in the child protection plan. For all children who were the subject of a child protection plan during the year	Quarterly	Bigger is better	80%	75%	No	70%	74%	75%	78%	87%	Better than target
Percentage of children in need with an appropriate and current plan in place	Quarterly	Bigger is better	95%	90%	No	95%	94%	94%	93%	94%	In Tolerance
% of Referrals that are re-referrals within 12 months	Quarterly	Smaller is better	22%	28%	Yes	26%	27%	28%	27%	27%	In Tolerance
% of Initial Child Protection Conferences achieved within the statutory 15 day timescale	Quarterly	Bigger is better	95%	90%	Yes	New contract measure for 2019/20				100%	Better than target
Percentage of Child Protection Plans lasting two years or more for child protection plans which have ended during the year	Quarterly	Smaller is better	3%	5%	Yes	New contract measure for 2019/20				0%	Better than target
Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	Quarterly	Smaller is better	10%	16%	Yes	4%	7%	8%	3%	24%	Outside Tolerance
Case file audits graded outstanding	Quarterly	Outstanding is better	RI+ 95% Good+ 80%	RI+ 90% Good+ 60%	No	37%	26%	27%	19%	13%	In Tolerance
Case file audits graded good						57%	56%	51%	61%	60%	
Case file audits graded requires improvement						7%	18%	19%	20%	26%	No Target
Case file audits graded inadequate						0%	0%	2%	2%	2%	No Target
Percentage of young offenders aged 10-17 who reoffend (quarterly)	Quarterly	Smaller is better	42%	50%	Yes	30%	31%	35%	38%	40%	Better than target
Percentage of Trust residential settings rated good or better	Quarterly	Bigger is better	100%	80%	Yes	New contract measure for 2019/20				86%	In Tolerance
Percentage of care proceedings on track to be completed within 26 weeks	Quarterly	Bigger is better	80%	70%	No	82%	70%	60%	49%	65%	Outside Tolerance

MEASUREMENT DETAILS			TARGETS AND COMPARATORS			PERFORMANCE					
Measure	Reporting Frequency	Polarity	Target Range		Benchmarking data available	2018/19				2019/20	
			Target	Tolerance		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Position
Long term stability of placement of children in care: % of long term children in care in stable placements	Quarterly	Bigger is better	60%	70%	Yes	69%	72%	71%	67%	62%	In Tolerance
Short term stability of placements of children in care: % of children experiencing 3 or more placements in the year	Quarterly	Smaller is better	9%	12%	Yes	9%	10%	12%	11%	10.7%	In Tolerance
Percentage of statutory Looked After reviews completed in time scale	Quarterly	Bigger is better	95%	90%	No	New contract measure for 2019/20				91%	In Tolerance
Percentage of Children in Care that had a missing incident in the year	Annual	Smaller is better	11%	13%	Yes	New contract measure for 2019/20				13%	In Tolerance
Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family	Quarterly	Smaller is better	121	200	Yes	144	169	237	119	55	Better than target
Percentage of children who wait less than 14 months between entering care and moving in with their adoptive family.	Quarterly	Bigger is better	60%	56%	Yes	78%	67%	71%	61%	71%	Better than target
Average time in days between a child entering care and moving in with their adoptive family	Quarterly	Smaller is better	426	460	Yes	353	357	469	389	285	Better than target
Percentage of Care Leavers in suitable accommodation (age 19-21)	Quarterly	Bigger is better	85%	80%	Yes	95%	95%	93%	91%	96%	Better than target
Percentage of Care Leavers in Employment, Training and Education (age 19-21)	Quarterly	Bigger is better	48%	40%	Yes	49%	49%	47%	47%	52%	Better than target
Percentage of care leavers the Local Authority is in touch with	Quarterly	Bigger is better	95%	90%	Yes	New contract measure for 2019/20				98%	Better than target
% of Care Leavers with pathway plans which have been reviewed in timescale	Quarterly	Bigger is better	95%	90%	No	New contract measure for 2019/20				74%	Outside Tolerance
Front line staff receiving Supervision in Timescale	Quarterly	Bigger is better	90%	80%	No	91%	90%	90%	87%	84%	In Tolerance

Care Ladder Trends and position at end of quarter one 2019/20

		2018/19				Latest Position	Trend	Movement since year end	Movement over 12 months
		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1			
Residential care	In-house Residential	19	19	19	20	17		-3	-2
	Satellite Homes	1	0	0	0	0		0	-1
	OOA	29	31	33	35	29		-6	0
Fostering	Independent fostering agencies	195	206	189	169	172		3	-23
	In-house fostering, incl. family & friends	204	207	198	191	186		-5	-18
Adoption Services	Allowances	102	106	108	111	105		-6	3
	Independent adoption agencies - 'bought'	5	7	10	15	1		-14	-9%
	Independent adoption agencies - 'sold'	0	0	0	0	0		0	-4
	Special guardianship orders	287	311	320	320	319		-1	32
Child arrangement orders		163	172	182	174	177		3	14
Leaving Care	16-17 Transition	27	28	32	26	28		2	1
	Supported Independent Living	3	6	5	5	5		0	2
	18+ Accommodation	51	40	39	38	42		4	-67%
Asylum seekers		7	4	3	3	2		-1	-9
Total Care Ladder		1,093	1,137	1,138	1,107	1,083		-24	-5

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Doncaster Council

Report

Date: 12th September 2019

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

2019-20 Quarter 1 Finance and Performance Improvement Report & 'Delivering for Doncaster' Booklet

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

EXECUTIVE SUMMARY

1. This report focuses on quarter 1 of the 2019/20 new financial year. It indicates our current position towards our 2019/20 budget and our 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 report shows the organisation is in a good position, with a positive financial outturn projection and continues with its good performance into the start of this new financial year.

Financial Position: £1.1m underspend

2. At quarter 1, the Council is forecasting a year-end underspend of £1.1m. This is a positive position at this stage in the financial year and demonstrates the continued effort to manage the significant cost reductions in 2019/20. Planned savings for 2019/20 are largely on track with £17.7m expected to be delivered, leaving a projected shortfall of £1.0m and this will continue to be monitored throughout the year. Full details on the main variances are provided in paragraphs 31 to 39.

Performance

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

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

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



Performance Position:

44 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

4. Key Performance elements include –

■ Green (22) ■ Amber (12) ■ Red (10)

- A further 413 new homes were delivered in quarter 1, against our annual need of 920 homes per year. This is much higher than the 243 homes delivered last year – in which we ended the year with another record delivery total. Doncaster has exceeded 1,000 net homes for the past 4 years.
- The number of people living in residential care reduced this quarter from 1,219 to 1,190 and over the last 12 months we have seen a reduction of 51 people in total.
- At 15.4%, persistent absence at secondary level improved faster than the national average, when compared to the same point last year. This has improved Doncaster's national ranking from 145th to 138th.
- Additional spend outside of main employment contracts remains high particularly agency worker spend, although spend has positively decreased again in this quarter by £70k, reducing from £648k in quarter 4 to £578k.
- The wait time in the One Stop Shop for the specialist teams for quarter 1 was 8 minutes 59 seconds against a 10-minute target.
- At 5.5 days per 100,000 population, our Delayed Transfer of Care (DTOC) rate for the Doncaster health and care system is well below the BCF target of 7.
- Performance in relation to the Doncaster Children's Trust will now be presented by the Trust in a separate report as they have become an Arm's Length Management Organisation (ALMO) in April 2019.

5. Further performance detail is contained in the accompanying '**Delivering for Doncaster**' booklet, which details the progress made in quarter 1 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.

6. Updates include:

- Doncaster's first 'Manufacturing and Engineering forum took place at the National College for High Speed Rail with over 40 businesses in attendance allowing attendees to benefit from networking opportunities and a range of expert talks.
- The Complex Lives Alliance won the prestigious Municipal Journal award for care and health integration in recognition of their challenging work with people who are sleeping rough in the Doncaster area.
- In May our Vibrant Town Centres hosted the Delicious Doncaster Food Festival, along with Armed Forces day in June, which celebrated the contribution of our Armed Forces community.
- Doncaster hosted the start of the 2019 Tour de Yorkshire on the 2nd May, which brought a large number of spectators to the Market Place and across the route.

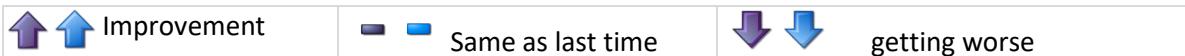
7. This report is not exempt

RECOMMENDATIONS

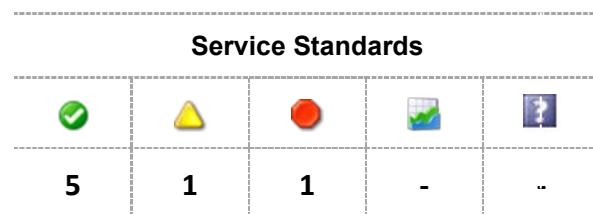
8. The Chair and Members of the Overview & Scrutiny Management Committee are asked to note and comment on the quarter 1 performance and financial information; including:
 - the changes to the Strategic Risks that are detailed in paragraphs 45-46 and the Appendix C – Strategic Risks and
 - note the allocations of block budgets in the Capital Programme, detailed in the Appendix A – Finance Profile in accordance with the updated Financial Procedure Rules.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

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



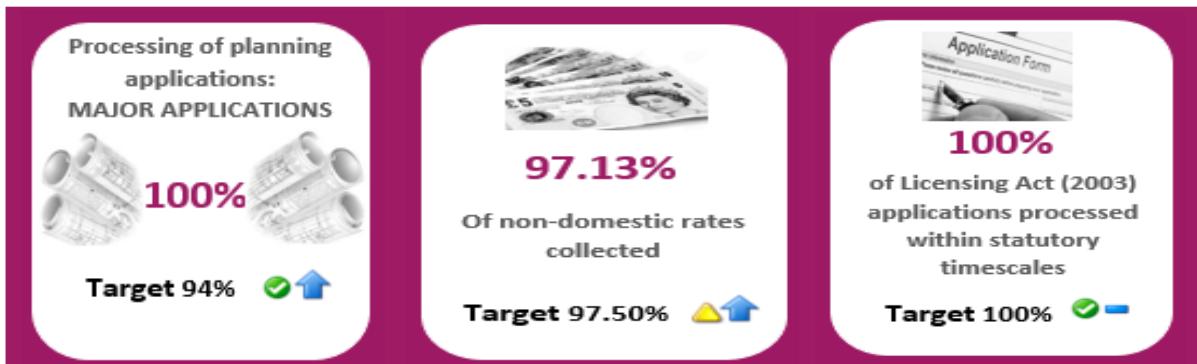
LIVING:



9. Evidence and intelligence derived from a recent Housing Need Study is being used to shape future activity across a range of DGT housing work streams. Overall housing delivery has seen an additional 413 homes in quarter 1 against our annual need of 920 homes per year. This is much higher the 243 homes delivered last year – in which we ended the year with another record delivery total. Doncaster has exceeded 1,000 net homes for the past 4 years. This is a significant oversupply against our long-term average need of 920 homes per year.

10. The vast majority of this theme's service standards were either at or above their targeted levels of performance – this includes land/highways cleanliness and scheduled grass cutting.
11. The percentage of fly-tipping incidents investigated and removed within seven days remains off target, but saw a significant increase from 51% in Q4 to 70% in Q1. A planned targeted action week has taken place, and focused work is being undertaken to review the data and processes in place for this service area so that we can target our response more effectively and efficiently. We respond to over 3000 incidents per quarter, and although we are not hitting our target for the speed of response, all fly-tipped waste is being removed.

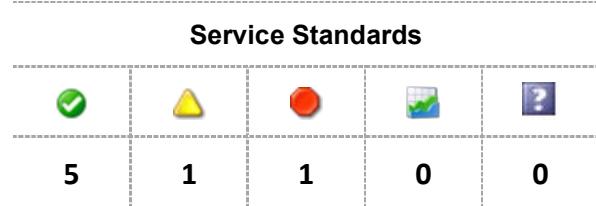
WORKING:



Service Standards				
3	1	-	-	-

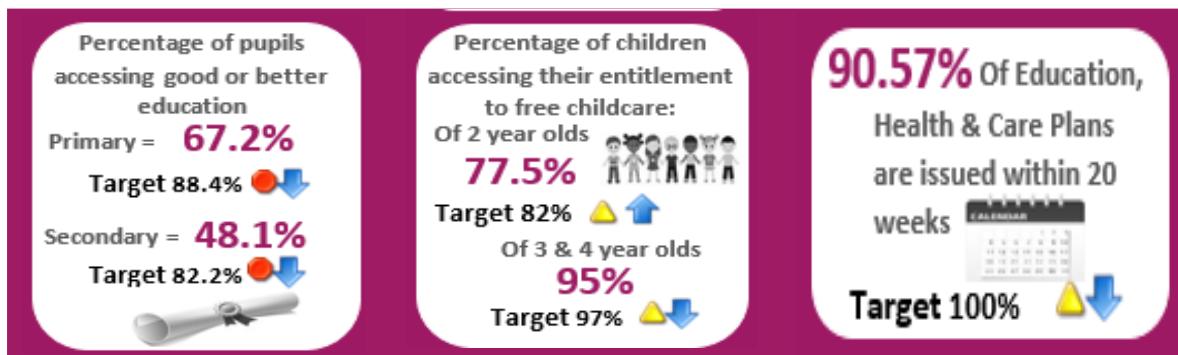
12. Doncaster's Planning service has maintained very high standards of performance with respect to the processing of major planning application within 13 weeks. Performance has been 90%+ against the national target (70%) for many years, and Q1 performance (100%) is above the new locally set target of 94%.
13. Non-domestic rates collected at the end of quarter 1 is estimated to be slightly below target at 97.13%, the volatility of Non-domestic rates (Business Rates) can have sharp impacts on estimates both positively and negatively and efforts continue to keep accounts up to date in a timely manner and rigorous pursuit of outstanding debt remains ongoing. Further detail in relation to non-domestic rates can be found in paragraph 44.
14. Our 'Working' strand of the Doncaster Growing Together programme saw a hive of activity in quarter 1. This included a free pop-up business school for aspiring entrepreneurs, and delivery of Doncaster's first Manufacturing and Engineering Forum, which provided opportunity for over 40 businesses to network and hear from expert talks from leading manufacturers and engineering companies.

CARING:



15. The 'Your Life Doncaster' programme has been established to oversee adult social care, focuses on four major areas of work; Front door, Integrated Area based working, Joint Commissioning and Practice Development. The governance, reporting and staffing model is working to transform commissioning, improved customer contact, area based working initiatives and strengths based practice across Adult Social Care and Safeguarding. The various projects are making good progress and are beginning to provide a sound intelligence based foundation for which to further transform Adult Social Care.
16. The Number of People living in Residential Care saw a reduction this quarter from 1,219 to 1,190 and in the past 12 months this figure has reduced by 51 people in total. This is positive given the emphasis on making sure that people are in the right care setting and balancing residential care with other forms of long-term support.
17. The latest Delayed Transfers of Care (DTOC) rate for the Doncaster health and care system was 5.5 days per 100,000 pop/day, which is well below the BCF target of 7. The High Impact Change model that provides an indication of the transfers of care is to be refreshed in the coming months with a further change added to focus on access to housing and home based services
18. Doncaster council Adult Social Care have committed to delivering high quality, strength based services, which achieves positive outcomes and independence for the people of Doncaster. This is underpinned by the introduction of a Quality Assurance Framework, which is part of Doncaster's Performance Management Framework (PMF) and is modelled around the outcomes based accountability methodology. The PMF is helping to improve the quality and efficiency of services as well as measuring performance. The Quality Assurance Framework will improve practice standards for Adult Social Care, Occupational Therapy and Safeguarding.

LEARNING:



Service Standards				
3	4	2	-	-

19. The percentage of pupils accessing 'good or better' Ofsted rated schools remained comparable to previous quarter at both Primary and Secondary level. There were 8 primary schools inspected during Q1. In addition, there were 2 secondary schools inspected in Q1. Our Learning Standards and Effectiveness Service provides support to schools, particularly with regard to their preparation for the new Ofsted Inspection framework and to date has made good progress around improving the quality of leadership in schools.
20. Persistent absence at secondary level shows an improved position this reporting period – autumn term 2018/19. At 15.4% Doncaster has improved its national ranking moving from 145th to 138th when compared to the same period last year and has narrowed the gap towards the national trend that dropped 0.6pp to 12.7%. Our Education Inclusion programme maintains a strong focus on Behaviour and Attendance. Our recently approved behaviour strategy aims to strengthen the capability of schools to meet the demand of children and young people with behavioural needs as well as improving the quality and range of provision for all young people educated outside of mainstream settings. This work also includes a network for leaders and practitioners from all schools and a borough wide public campaign to raise awareness of the importance of school attendance.
21. The percentage of children accessing their entitlement to free childcare stands at 77.5% for 2 year olds and 95% for 3 and 4 year olds. Both are off track against targets.

CONNECTED COUNCIL:



Service Standards				
3	2	3	-	-

22. During this quarter, support has continued to be provided to the Council's improvement and transformation agendas, to support leaders and managers to shape and deliver effective change. The Adults, Health and Well Being Transformation Programme remains a key priority with bespoke leadership development taking place within the directorate. Work has commenced on shaping and developing the One Council programme which offers a major opportunity to create a new organisational structure, service models, revised leadership roles and more efficient ways of working; resulting in a fit for purpose working culture that will better enable the council to meet needs and demands in order to maximise outcomes for our residents.
23. 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 behaviours to deliver on the Council's priorities. Continued emphasis is still required by managers to support succession planning by creating more job opportunities for apprenticeships from entry level through to degree level and deployment of graduates.
24. The Skills Framework has been further embedded into our ways of working through the PDR scheme. This has been a key quarter for PDR completion and achieved 92% completion of PDRs for all staff against a target of 95%.
25. Additional spend outside of main employment contracts remains high particularly agency worker spend, although spend has positively decreased again in this quarter by £70k, reducing from £648k in quarter 4 to £578k and this needs to be sustained. Agency assignments should be used as a short term solution to staff capacity or skills issues, however currently 57% of assignments have been for more than 6 months and 24% for more than 1 year. Robust management of assignments and spend will continue to be a focus throughout 2019-20.
26. The sickness absence rate for this quarter was 9.34 days per full time equivalent (FTE) employee, which is slightly above the corporate target of 8.50 days, and is also a slight increase on quarter 4 outturn of 9.09 days per FTE. Managers need to ensure the most appropriate action is taken in dealing with both long term and short-term absences to improve overall performance.
27. Casework numbers have decreased from 38 new cases in quarter 4 to 15 new cases in quarter 1. Although, only 57% were completed within the 8-week time limit specified within the process and further improvement in working practices is needed
28. The average number of days to process a new housing benefit claim for the year remains stable 19.88. This is well on target and reassuring for the busiest quarter of the period. The processing of new applications for Council Tax Support (CTS) is 23.3 days, just above the target of 21 days. This is the first time the performance has been below target since quarter 4 2015/16. Performance has dropped in the first quarter largely linked to DWP claim processing times for Universal Credit, which is needed to award CTS. We are closely monitoring this performance and it is pleasing to note there has been a marked improvement in July with performance returning to previous levels. We intent to meet DWP and access where improved joint working can take place.
29. Local authority spend with local businesses has increased to 73% against a 66% target with spend equating to approximately £32.4m from a £44.4m total spend.

30. The wait time in the One Stop Shop for the specialist teams for quarter 1 was 8 minutes 59 seconds against a 10-minute target. Customer services now serve customers as soon as they enter the building, resulting in customers not waiting to be served and increased usage in the self-service area.

FINANCIAL POSITION:

Revenue Budget

31. The Council is currently forecasting a year-end underspend of £1.1m for 2019/20 as at quarter 1. Planned savings for 2019/20 are largely on track with £17.7m expected to be delivered leaving a projected shortfall of £1.0m. A summary of the £1.1m underspend by service areas for 2019/20 is provided below:-

	Quarter 1				2018/19 Outturn Variance	
	Gross Budget	Net Budget	Variance			
			£m	£m		
Adults Health and Wellbeing	159.6	75.3	0.0	0.0%	0.7	
Learning & Opportunities - Children & Young People	54.6	12.1	0.5	0.9%	0.5	
Doncaster Children's Services Trust (DCST)	54.6	50.1	-0.7	-1.3%	0.0	
Corporate Resources	92.5	22.4	0.1	0.1%	-1.4	
Regeneration & Environment	112.7	34.5	-1.0	-0.9%	-1.5	
Services Budgets	474.0	194.4	-1.1	-0.2%	-1.7	
General Financing	6.8	6.2	-0.3	-4.4%	-0.3	
Other Council-Wide budgets	12.9	-77.8	0.3	2.3%	-0.1	
Council Wide	19.7	-71.6	0.0	0.0%	-0.4	
Grand Total	493.7	122.8	-1.1	-0.2%	-2.1	

32. Adults, Health and Well-Being is forecasting a break-even position overall. The care ladder is projected to underspend by (£0.176m) overall. The overall care ladder includes underspends on short stay residential (£0.806m), older people residential (£0.534m), extra care (£0.135m) and supported living (£0.198m) offset by overspends projected on working age adults residential placements £1.100m and non-residential home care and direct payments £0.396m. The care ladder figures incorporate projections for care ladder-related savings targets for 2019/20 and these targeted reviews amount to budgeted savings of £2.1m, with £1.4m expected to be achieved during the year, leaving a temporary in year shortfall of £0.7m, which is factored, into the overall projections shown.

Care Ladder		Budgeted Position at Month 3	Actual / Projected Position at Month 3	Variance at Month 3
Older People Residential	Client numbers at current month	786	774	-12
	Forecasted clients by year end	797	798	1
	Net Expenditure (£'000)	15,496	14,962	-534
Working Age Adults Residential	Client numbers at current month	200	216	16
	Forecasted clients by year end	167	202	35
	Net Expenditure (£'000)	8,323	9,424	1,100
Short Stay Residential	Net Expenditure (£'000)	1,814	1,009	-806
Direct Payments	Client numbers at current month	938	857	-81
	Forecasted clients by year end	1,051	893	-158
Home Care	Client numbers at current month	1,047	1,108	61
	Forecasted clients by year end	983	1,108	125
Total Non-Residential	Net Expenditure (£'000)	15,237	15,633	396
Extra Care	Client numbers at current month	116	120	4
	Forecasted clients by year end	120	Page 120	0

	Net Expenditure (£'000)	1,966	1,831	-135
Supported Living	Client numbers at current month	294	287	-7
	Forecasted clients by year end	329	322	-7
	Net Expenditure (£'000)	16,996	16,799	-198
Care Ladder Grand Total	Client numbers at current month	3,381	3,362	-19
	Forecasted clients by year end	3,447	3,443	-4
	Net Expenditure (£'000)	59,833	59,657	-176

33. The care ladder underspend is offset by overspends in other areas of AH&WB including the fees and charges savings target £0.6m (as this is not expected to be fully implemented until 2020/21), Integrated Community Equipment Services (ICES) contract £0.25m and contract savings review target £0.1m. There are staffing underspends within other Adult Social Care and Communities which are temporarily offsetting the vacancy management saving target (£0.448m remaining) for 2019/20 which will be rolled in with the remaining staffing savings target to be met in 2020/21 through anticipated functional review. There is currently £0.33m required from the one-off iBCF balance during 2019/20 in order for the service to break even overall, leaving an unallocated balance of £0.647m based on current monitoring position.
34. Learning & Opportunities - CYP projected outturn is a £0.481m overspend excluding DCST. The main overspends are Dolly Parton Imagination Library one off pressure £0.123m, Travel Assistance £0.225m, and Learning Provision £0.287m, which are offset by staffing under spends due to vacant posts in Partnerships & Operational Development (£0.1m) and Educational Psychology of (£0.1m). There is a phased plan to withdraw the Dolly Parton Imagination Library from August 2019 and going forward to promote the use of book-start and community libraries. The all age Strategic Travel Assistance Review group recommendations have been implemented; a new panel to agree travel assistance requests started in early May and the recruitment of a Transport Assessment Officer is out to advert to offer alternative travel arrangements to single use taxis. Learning Provision £0.287m above budget due to temporary in year pressures for unfunded Secondary Standards & Effectiveness Officer, maintained schools expected deficits on conversion to academy status and contract payments to Partners in Learning. LOCYP is currently developing and market testing a single offer for an integrated personalised Learning Provision (School Improvement) to become live in totality for April 2020 as a chargeable service and as a tapered offer during the autumn term, in particular for an integrated training offer.
35. The Children's Services Trust (DCST) are reporting an underspend of (£0.680m) against the contract value for 2019/20. DCST's costs are mainly in line with their budget but how the costs are funded for OOA placements means there is an additional £0.568m that needs to be funded from Dedicated Schools Grant (DSG). This will result in an additional pressure on the DSG High Needs Block for 2019/20, which is managed by the Council in consultation with Schools Forum. Further details in relation to DCST finance and performance will be provided in a separate report on the agenda.
36. Corporate Resources is forecast to overspend by £0.12m at quarter 1. This mainly relates to £0.47m relating to a loss of housing benefit subsidy. In the past the council has been successful in recovering housing benefit but this source of income will reduce as cases move over to Universal credit. In addition, Corporate Resources have absorbed the cost of the Communications Strategy of £0.19m, which is a Council Wide strategy. These costs are off-set by one-off salary underspends across the service of £0.39m and £0.11m of one-off income from schools for HR advice and job adverts.
37. Regeneration & Environment is projected to underspend by £0.98m. This is due to Bereavement £0.35m overspend due to lower death rates; Fleet Transport -£0.35m underspend due to delays in fleet replacement programme; Highways Operations - £0.30m underspend due to large number of capital schemes being completed this year; Parking Development & Enforcement -£0.41m underspend from bus gate enforcement offsetting expenditure.

38. Council Wide budgets - overall there are no significant issues in the area at quarter 1, with a small underspend of £0.01m now forecast. This mainly relates to Treasury Management savings of £0.31m, offset by recently confirmed overspends in Other Centrally Funded £0.17m resulting from the unavailability of capital receipts and lower grant income from Business Rates Retention £0.13m due to fewer reliefs now being forecast to be awarded.
39. The £1.1m underspend position will improve general reserves to an estimated £14.4m at year-end; this improves our resilience in these uncertain financial times. Work is well underway on the difficult challenge to identify savings to bridge the estimated £13m funding gap for 2020/21. The underspends and pressures identified in this report will be reviewed and taken into account in the 2020/21 budget proposals. The aim is for Cabinet to approve a Medium-term Financial Statement (MTFS) with detailed savings proposals, at its meeting on the 1st October, 2019.

Housing Revenue Budget (HRA)

40. The outturn projection at Q1 is an underspend of £1.0m. The revised budget assumes a contribution of £2.3m from balances; the £1.0m underspend means that the contribution from balances is reduced to £1.3m. The variances are £0.4m underspend on expenditure the majority of which is due to a reduction in the estimated contribution to the provision to bad debt as a result of lower than anticipated rent arrears at year end. There is a positive variance of £0.5m on income and an additional £0.1m as a result of interest charges.
41. HRA balances are estimated to be £7.0m as at 31 March 2020, this is an increase of £1.0m from the position at year end. There is a considerable amount of work which is ongoing to understand the revised investment and compliance needs for all properties following the publication of the Hackitt report and the current consultation paper "Building a safer future: proposals for reform of the building safety regulatory system" the consultation period closes on 31st July 2019. It is likely that there will be implications for both revenue and capital budgets in future years.
42. Current rent arrears at quarter 1 are £2.0m (2.77% of the rent debit); this is a slight increase from £1.9m (2.61%) at year-end. This performance is on track and is being monitored very closely due to the rollout of full service for universal credit (from 11th October 2017). A provision was included in the Housing Revenue Account budget therefore it is not expected to negatively impact on the monitoring position. As at 30th June, the amount of former tenants' arrears was £1.2m an increase of £0.1m from year end, there have been no write offs during the first quarter.

Capital Budget

43. The capital spend projection for 2019/20 at quarter 1 is £137.2m with a further £259m projected to be spent in future years. Actual expenditure incurred so far this year is £11.2m. It is currently estimated that there will be a £5.4m shortfall in the required level of capital receipts. This is mainly due to two high value sales that were expected to be completed in 2019/20 now expected to complete in 2020/21. This position will continue to be closely monitored.

Collection Fund

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

a. Council Tax:

	Budget £m	Projection £m	Variance £m	Opening Balance £m	Planned Use £m	Closing Balance * £m
Collection Fund	-136.34	-137.45	-1.11	-3.66	3.39	-1.38
Doncaster Council	-111.87	-112.78	-0.91	-3.10	2.86	-1.16

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

The overall collection fund projected surplus is largely attributable to the longer-term collection rate being higher than budgeted for £-0.68m, lower levels of Local Council Tax Support awarded £-0.30m and additional growth £-0.13m.

Council tax arrears currently stand at £19.3m, compared to £19.7m target. The target for the reduction of Council Tax arrears was £1.7m for quarter 1 with an actual reduction of £2.1m. The reduction is down slightly on last year but this is because the starting level was also down slightly. This shows the continued determination of all Revenues staff to pursue all outstanding debt to a conclusion, irrespective of age.

b. Business Rates:

	Budget £m	Projection £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance £m
Collection Fund	-92.62	-94.58	-1.96	2.08	-2.15	-2.03
Doncaster Council	-45.39	-46.35	-0.96	1.02	-1.06	-1.00

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

The variance in 2019/20 on the business rates collection fund is mainly due to increased levels of gross rates £-1.02m and lower than estimated levels of retail relief being issued £-0.59m.

The target for business rates arrears is £5.0m and they currently stand at £6.0m. The level of previous year arrears actually went up in the first quarter. This is due to retrospective changes in liability being carried out in the current year back into the previous year, which actually increase the arrears figure from the year-end position. These changes reduce through the year and it is expected that performance will improve through quarter 2 and beyond. The Council is committed to pursuing all debt irrespective of age and this will continue in 19/20.

STRATEGIC RISKS

45. There are currently eighteen Strategic Risks and all have been updated as part of the Quarter 1 reporting process. No current risks have been identified for demotion and no new risks have been identified. Fifteen risks have retained the same profile; No profiles have increased. Through the implementation of mitigating actions four risk profiles have been reduced:

- Children and Young People do not achieve in line with national expectation;
- Failure to adequately address a sufficient number of Children's Trust Performance Indicators;
- Savings from Adults Health and Wellbeing services are not delivered as quickly as anticipated or are not achievable. Therefore, alternative saving plans will be required in order to achieve the Medium Term Financial Forecast.

46. We are undertaking a review of our current strategic risks to ensure they remain aligned to the council's priorities. The revised register will be reported against from quarter 2.

OPTIONS CONSIDERED

47. Not applicable.

REASONS FOR RECOMMENDED OPTION

48. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

Outcomes	Implications
<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	Council budget and monitoring impacts on all priorities

RISKS & ASSUMPTIONS

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

LEGAL IMPLICATIONS [Officer Initial: NC Date: 23/07/19]

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

FINANCIAL IMPLICATIONS [Officer Initials: RLI Date: 23/07/19]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initial: KM Date: 29/07/2019]

52. Key performance indicator outcomes that are specific to the workforce are detailed within the body of the report along with other key areas of performance worth noting. Failure to achieve targets for sickness absence can impact on service delivery to customers and increase costs particularly where cover has to be arranged. The HR & OD team work with managers in service areas to ensure appropriate action is being taken to manage staff absence in an effective and timely way which should have a positive impact on performance. Individuals that do not have a PDR will not necessarily have clear targets and therefore may not be appropriately contributing to corporate, directorate and service targets or not having access to learning and development opportunities. An appropriate induction is an important part of the on boarding experience for new starters to the organisation and can influence staff retention rates thereby reducing recruitment costs. Increasing completion of training deemed mandatory ensures that staff are provided with the appropriate knowledge in certain areas, which should help to mitigate risks, reducing possible breaches and other potential consequences such as financial penalties. Creation of more opportunities for

apprentices at all levels is an effective tool in succession planning particularly in services where an ageing workforce is a factor.

TECHNOLOGY IMPLICATIONS [Officer Initial: AM Date: 29/07/19]

53. There are no specific technology implications in relation to this report. However, technology continues to be a key enabler to support performance improvement and the delivery of the projects and programmes within the Doncaster Growing Together portfolio. ICT must always be involved via the technology governance model where technology-based procurements, developments or enhancements are required. This ensures all information is safe and secure and the use of technology is maximised providing best value.

HEALTH IMPLICATIONS [Officer Initials: RS Date: 26/07/2019]

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

EQUALITY IMPLICATIONS [Officer Initial: SWr Date: 017/05/19]

55. 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

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

BACKGROUND PAPERS

57. Not applicable.

REPORT AUTHORS AND CONTRIBUTIORS

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FINANCE PROFILE

Quarter 1 2019/20			
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
Adult Health and Well-Being Revenue			
✓ Adults Health & Wellbeing Total	159.623	75.282	0.000
✓ Adult Social Care&Safeguarding Total	102.463	69.966	-0.476
• Care Ladder (£176k) Detailed forecasts for the main Care Ladder areas are included in the Care Ladder summary and are based on the overall assumptions around activity as agreed at the various ASC management meetings. Overall Care Ladder underspend estimated at (£0.18m) to reflect the anticipated activity predicted until year-end (18 additional Resi placements, no additional Homecare, and 36 additional Direct Payments). The forecast also assumes significant progress around specific savings projects and future transformation (also detailed in the Care Ladder).			
• Non-Care Ladder (£300k) This underspend is predominantly vacancies and backfill for people progressing to development posts, delays in recruitment and some staff on lower grades pending social work qualification.			
● Communities Total	23.154	12.414	0.278
• The overall variance in communities at the end of Quarter 1 is showing an overspend of £278k as opposed to the overspend of £493k reported at month 2. In the main the overspend is largely attributed to Community Provision, which in month 3 is showing an overspend of £307k. Mainly resulting from the (£-600k) income target aligned to the HEART Team, which is tied into the revised fees and charges project due to be implemented in Quarter 4. Equally, Hamilton Court has an overspend of £178k against a saving target of (£-300k) further work is required to understand how this saving figure was originally calculated. Day Services are on track to meet their saving target in 2019/20 (-266k) which is largely attributed to (£-95k) of transport savings and (£-30k) associated with staffing reductions. Community Safety is showing an overspend of £49k, which is directly attributed to the increase in staffing within the ARC Suite, which is being offset by (£-43k) of combined staffing savings within the NRT and School Crossing Patrol Service. Libraries and Heritage Services have an overall £27k overspend attributed to essential security, and fire safety work at Cusworth Hall, it is anticipated that this will be balanced off by staff savings in year. Town Centre - Complex Lives Team, are projected to overspend in year by £10k as there is no budget for the Team Leader Post			
✓ Director Of Adult Services Total	1.811	0.733	-0.642
• Management of Change budget is forecast to underspend (£26k) to offset overall AHWb pressures, with rest of budget committed to potential costs in-year, such as DP inflation or further increase to residential care rates.			
● Commissioning & Contracts Total	10.795	6.794	0.374
• Current forecast overall overspend of £124k (balance of unmet £400k savings for 2019/20). At this early stage in the year there are no significant variances identified within the service. Spend controls will be applied to reduce/deliver the current projected overspend.			
✓ Public Health Total	19.524	0.543	0.006
• Overspend on staff salaries, to be reviewed and use of GDM to be explored.			
● Director Of Improvement Total	1.876	-15.168	0.459
• Vacancy management target, offset by vacancies in other areas			

Quarter 1 2019/20				
	Budget £m	Projection £m	Budget Future Years £m	Projection Future Years £m
Adults Health and Well-Being Capital				
✓ Adult, Health & Well-Being Total	7.1	8.5	30.8	36.2
• There are no major concerns with the AHWB programme at Q1. The only significant variances to budget reported at this stage is £0.15m further grant allocation for DFG's in 19/20.				
✓ Adult Social Care	4.7	4.9	18.4	23.4
• The main schemes in Adult Social Care are the Adaptations £1.9m and Disabled Facilities Grants (DFGs) £2.76m.				

Part of the DFG grant funding is currently allocated to the Eden Lodge lift scheme. Since budget setting the DFG figures for all years have been increased in line with the 19/20 grant increase.

	Communities	0.3	0.8	0.1	0.1
•	Schemes within Communities are mainly section 106 funded open space improvements/play area installations, grant funded Heritage Services projects and Library Service schemes. The Miners' statue scheme is also now included within Communities.				
	Modernisation and Commissioning	0.3	0.5	2.0	2.0
•	The main schemes in Modernisation and Commissioning are the Extra Care scheme scheduled for beyond 2022 and the Customer Journey development scheme £0.5m. The Customer Journey scheme is now starting to take shape with commitments of £216k being made against the allocation.				
	Public Health	1.8	2.3	10.7	10.7
•	Within Public Health there are some schemes within Sport and Leisure, including the annual DCLT capital payment of £1m, the partially grant funded Closed Road Cycle Circuit scheme (expected to be completed by August 2019) and a scheme for Leisure Facilities investment which has a total investment of £10m expected by 2022/23.				

Quarter 1 2019/20			
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
Corporate Resources Revenue			
Corporate Resources Total	92.517	22.361	0.119
Customers, Digital & ICT Total	8.899	6.690	-0.126
• P3 - No significant issues in this area at period 3. There is a projected underspend of £0.13m one-off underspends from vacant posts. These have been confirmed since period two and account for the change in position			
Corporate Resources Director Total	0.259	-0.099	-0.066
• P3 - No significant issues in this area as at period 3. There is a one-off underspend of £0.07m from an accumulation of transactions and is forecast to be used as a saving in 2020/21, so shown as one-off for 2019/20. This has increased by £0.04m from period 2			
Finance Total	70.748	5.841	0.278
• P3 - This is forecast to overspend by £0.28m at period 3. This is mainly the on-going £0.47m under recovery of housing benefit over-payments as a result of a lower number of cases and less over-payments and continues to be closely monitored. This is off-set by one-off salary underspends of £0.21m from across the service. These are shown as one-off as they are expected to be used as savings in 20/21. This is a reduced overspend of £0.05m resulting from increased levels of salary underspend			
HR, Comms & Exec Office Total	4.654	4.143	0.063
• P3 - No significant issues in the area at period 3, with a projected overspend of £0.06m. The projected costs of implementing the revised Communications Strategy are £0.19m (with £0.16m being one-off), and accounts for the change from period 2. This is off-set by £0.11m from one-off income from schools for job adverts and HR strategy advice (but is forecast to reduce in future years)			
Legal & Democratic Services Total	5.334	3.371	0.010
• P3 - No significant issues in the area at period 3. A number of low level items largely off-set each other and resulting in the £0.01m overspend projection. The decreased underspend of £0.04m relates mainly to an increase in the level of Registrars fees receivable			
Strategy And Performance Total	2.624	2.416	-0.040
• P3 - No significant issues in this area at period 3. There is a projected underspend of £0.04m one-off underspends from vacant posts. These have been confirmed since period two and account for the change in position, with further updates expected by period 5			

Quarter 1 2019/20				
	Budget	Projection	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
Corporate Resources Capital				
Corporate Resources Total	20.3	20.2	41.3	41.8
• The majority of schemes are progressing in 19/20 with no significant issues. The DIPS project's profile and timeframe are being reviewed and an update is expected for quarter 2. This is in the Customers, Digital and ICT element of the programme. The largest allocations are for the Q1202 Investment and Modernisation Fund				

£12.33m, Q2298 Capital Receipts Flexibility £3.00m and ICT related projects £4.38m. There main reason for the in-year and overall variances result from moving allocations from the Investment and Modernisation Fund into the Regeneration and Environment capital programme.

 Customers, Digital and ICT	4.4	4.4	1.4	1.4
• The majority of schemes are progressing in 19/20 with no significant issues. The DIPS project's profile and timeframe are being reviewed and an update is expected for quarter 2. This is in the Digital element of the programme. The largest allocations are for the Q1809 DIPS £1.13m, Q1414 ICT Desktop and Mobile Upgrades £0.93m, Q1884 Superfast Broadband £0.78m and Q1418 Council Wide Systems allocation £0.36m. There are minor in year variances resulting from re-profiling from 19/20 into 20/21 and the inclusion of an earmarked reserve				
 Finance	15.7	15.5	40.5	40.5
• No significant issues in the area at period 3. Spend has been minimal as invoices are only just being received for previous years work for the ERP system works following a dispute not involving the Council. The main allocation (£12.34m 19/20) is for the Investment and Modernisation Fund and is an allocation of funds that are moved to other schemes when approved. There is also an allocation of £3m for the flexible use of capital receipts that are intended to generate revenue savings				
 HR, Comms & Exec Office	0.1	0.2	0.0	0.0
• No significant issues in this area at period 3. This area of the programme contains the replacement HR/Payroll system that is being jointly procured with Rotherham MBC at an estimated £0.24m for 19/20. Scheme is progressing with phase 1 going live in June '19 and phase 2 estimated for March '20				
 Legal & Democratic Services	0.1	0.1	0.0	0.0
• No significant issues in this area at period 3. There is one scheme in this area and relates to the replacement of the voting and conference system in the Council Chamber in the Civic Office				

Quarter 1 2019/20			
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
Learning and Opportunities; CYP Revenue			
 Learning & Opportunities C&YP Total	109.170	62.208	-0.199
 Centrally Managed	5.783	0.199	0.000
 Partnerships & Operational Del	9.249	2.671	0.016
• Partnerships & Operational Development £0.016m over spend. The over spend mainly relates to a one off pressure from the Dolly Parton Imagination Library £0.123m, which there is phased plan to withdraw this service from August 2019, and going forward to promote the use of bookstart and community libraries. This is offset by staffing under spends of (£0.1m) due to vacancies in Early Years, Locality Delivery, and Partnerships & Engagement.			
 Commissioning & Business Devel	39.578	9.232	0.465
• Commissioning & Business Development £0.465m over spend. Commissioning & Business Development projected outturn is an over spend of £0.465m. The main areas of overspend are as follows: Travel Assistance costs £0.225m mainly due to the increased number of pupils and students accessing education outside of the authority due to provision and need. Due to the large number of different schools being accessed and the distances between these schools it is not possible for many students to travel with each other so there is a lot of single use taxis. Action - All age Strategic Travel Assistance Review group recommendations have been implemented; a new panel to agree travel assistance requests started in early May and the recruitment of a Transport Assessment Officer is out to advert to offer alternative travel arrangements to single use taxis. The group is looking at further ways the budget pressure can be reduced. Learning Provision £0.287m above budget due to unfunded Secondary Standards & Effectiveness Officer, Maintained schools expected deficits on conversion to academy status, contract payment to Partners in Learning and unmet traded income. These costs are all expected to be temporary and not ongoing into 2020-21. LOCYP is currently developing and market testing a single offer for an integrated personalised Learning Provision (School Improvement) to become live in totality for April 2020 as a chargeable service and as a tapered offer during the autumn term, in particular for an integrated training offer.			
• The projected over spends are offset by staffing under spends in Educational Psychology (£0.099m) due to vacancies in the service.			
• As part of budget setting for 2019/20, LOCYP allocated additional budget to Children with Disabilities whilst the Future Placements Strategy recommendations agreed at both AHWB & LOCYP Joint Leadership Team and the Trusts Executive Management Team are implemented, as such there is currently no significant budget pressure in this service.			

	Childrens Services Trust	54.560	50.106	-0.680
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- The Children's Services Trust (DCST) (£0.680m) under spend. At month three DCST are reporting an under spend of (£0.680m) against the contract value for 2019/20. DCST's costs are mainly in line with their budget but how the costs are funded for OOA placements means there is an additional £0.568m that needs to be funded from Dedicated Schools Grant (DSG). This will result in an additional pressure on the DSG High Needs Block for 2019/20 which is managed by the Council in consultation with Schools Forum.

Learning and Opportunities; CYP Capital	Quarter 1 2019/20				
	Budget	Projection	Budget Future Years	Projection Future Years	
	£m	£m	£m	£m	
	Learning & Opportunities - CYP Total	12.7	8.8	20.4	22.3
•	Forecasts have been developed following meetings with the management team concerned and the forecasts reflect some slippage from the approved budget set at March. There are no major concerns regarding the overall programme but the new Bader school has some potential cost pressures which will need to be monitored over the coming months				
	Centrally Managed	0.2	0.2	0.4	0.6
•	This budget is set aside for emerging schemes and to cover various possible over spends on other projects				
	Commissioning & Business Development	10.8	7.3	18.8	20.0
•	Largest elements are £3m for the new Bader school, £1.6m for the school condition programme, £1.5m for additional school places (slippage here of costs into 2020-21, Safeguarding & Access £.5m and funding devolved to schools (DFC) £.5m. Some slippage here due to Bader school and delays to planned increases to school places into 2020-21				
	Partnerships and Operational Delivery	1.2	0.8	0.1	0.6
•	Largest element here is the new Inclusion development, current year reflects some expected slippage on the original budget due to delays in finding sites				
	Children's Services Trust	0.5	0.5	1.1	1.1
•	Plans for these developments are yet to be finalised so there is potential for slippage here				

Regeneration & Environment Revenue	Quarter 1 2019/20			
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)	
	Regeneration & Environment Total	112.729	34.527	-0.980
	Development Total	8.908	3.322	-0.041
•	Period 3 Overall underspend mainly comprised of: -			
	Overspend (on-going) £71k developer contributions in Design.			
	Overspend (on-going) £26k Building Control trading income.			
	Overspend (on-going) £21k Apprenticeship Service surplus remaining on closure.			
	Overspend (one-off) £60k St Leger Homes management fee due to increased premises costs.			
	Overspend (one-off) £29k Development Management income from planning fees.			
	Overspend (one-off) £11k gypsy and traveller rents.			
	Underspend (on-going) -£16k Development legal and professional fees not needed (any volatility underwritten from additional budget provided by 20% planning fee increase).			
	Underspend (on-going) -£14k apprenticeship incentive payments.			
	Underspend (one-off) -£168k vacant posts.			
	Underspend (one-off) -£17k Design fee income, over recovery after a detailed review of charges and the inclusion of additional fees for agency worker (net of additional cost).			
	Underspend (one-off) -£20k Building Control trading income temporary increase in market share.			
	Underspend (one-off) -£24k various efficiencies across the service.			
	Director Of Regen & Enviro Total	0.252	0.209	0.000
	Environment Total	62.722	29.769	-0.815
•	Overspend (on-going) £75k Due to unachieved Digital Council savings in Regulation and Enforcement and			

£100k to cover the cost of stolen gulley covers.

- Overspend (one-off) £75k Due to Overspends on the smartlight scheme having to be met from revenue budgets.
- Underspend (on-going) -£190k Network management due to the additional income being generated through the street works and permit schemes and Waste is overall underspending by £193k due to various disposal cost savings.
- Underspend (one-off) -£414k Due to income generated through the Bus Gate schemes and £300k Highways Operations additional income generation which wont reoccur once the overheads have been realigned.
- Additional Comments - There are £800k savings due to be taken in 20/21 from highways £500k and Waste £300k. This is as well as working towards further savings of up to £3m for 20/21 onwards.

 Trading & Property Services Total	40.846	1.227	-0.124
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- At Period 3, the reported underspend is £0.124m, an improvement of £0.049m from Period 2.
- The Assistant Director cost centre shows a slight underspend.
- The Professional Business Support budget is showing an underspend of £0.039m due to a number of vacancies in the team.
- Property Services is now projecting an underspend of £0.518m an improvement of £0.099m. The largest pressures are Strategic Asset Management (£0.081m due to a number of unplanned property repairs), Statutory Planned Maintenance (£0.017m mainly due to loss of income from the Astrea Academy chain) and Metro Clean (£0.011m). This is offset by various underspends across the service including Facilities Management (£0.007m - business rates savings), Design (£0.073m - staff savings), Energy (£0.135m - CRC savings), Public Buildings Maintenance (£0.067m due to increased workload) and Fleet Transport (£0.350m - delayed fleet replacement programme).
- Trading Services is currently showing an overspend of £0.437m. The largest pressures continue to be Bereavement Services (£0.354m, due to significant reduction in death rates), Markets (£0.026 due to delayed contract start date) and InPress (£0.048m overspend due to reduced departmental spend).

Regeneration & Environment Capital

Quarter 1 2019/20

	Budget	Projection	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
 Regeneration & Environment Total	95.3	99.7	152.3	158.7
• The key projects in the programme are progressing well. Risks and changes in forecast expenditure are referred to below.				
 Development - Non Housing	45.4	47.2	63.8	65.0
• Main areas of spend include DN7 Unity Link Road (£12.0m), Doncaster Culture & Learning Centre (£10.9m), CCQ Cinema (£7.7m), A630 West Moor Link (£7.0m), St. Sepulchre Gate/Station Forecourt (£3.9m), Urban Centre Enterprise Market Place Phase 2 (£1.5m) and Strategic Housing schemes (£25.8m - more details provided below). The spend at Quarter 1 is £2.8m less than at the start of the year mainly due to expenditure re-profiled to later years, main variances outlined below: -				
• a). DN7 Hatfield Link Road - £0.9m increase due to bringing forward expenditure in line with the latest contractor profile. b). A630 West Moor Link - £1.6m expenditure brought forward from 2020/21 to match revised contractor quote for the bridge works. The overall value of the scheme remains the same but may mean there is a reduction in funding available for improvements to the carriageway. c). Strategic Housing - £5.7m decrease (more details provided below).				
• The SCR have un-ringfenced £8.1m SCRIF relating to Enterprise Market Place Phase 2, St. Sepulchre Gate/Station Forecourt Phase 3, and West Moor Link. Whilst the projects are un-ringfenced there is the risk that SCR allocate the funding to other projects.				
• The £3.3m NPIF funding being used on West Moor Link requires £1.5m of match funding, the majority of which is intended to be provided from either SCRIF or S106 contributions. Neither of these are entirely secure and could put all of the funding at risk if alternative resources are needed but cannot be found. Also, the trigger points for payment of S106 are not expected to be met in time for when the money is needed for the works. This means the Council may have to borrow an estimated £1.3m by 2020/21 to cover the period over which the contributions might be received. The final £0.3m of S106 is currently not expected until 2027/28, assuming that the developments proceed as projected.				
 Development – Housing	29.4	25.8	79.4	84.1
• The main areas of spend include: Works to HRA properties £18.5m and Council House New Build £4.5m. The main variances from budget include: Works to HRA properties as the forecast spend on Communal halls has				

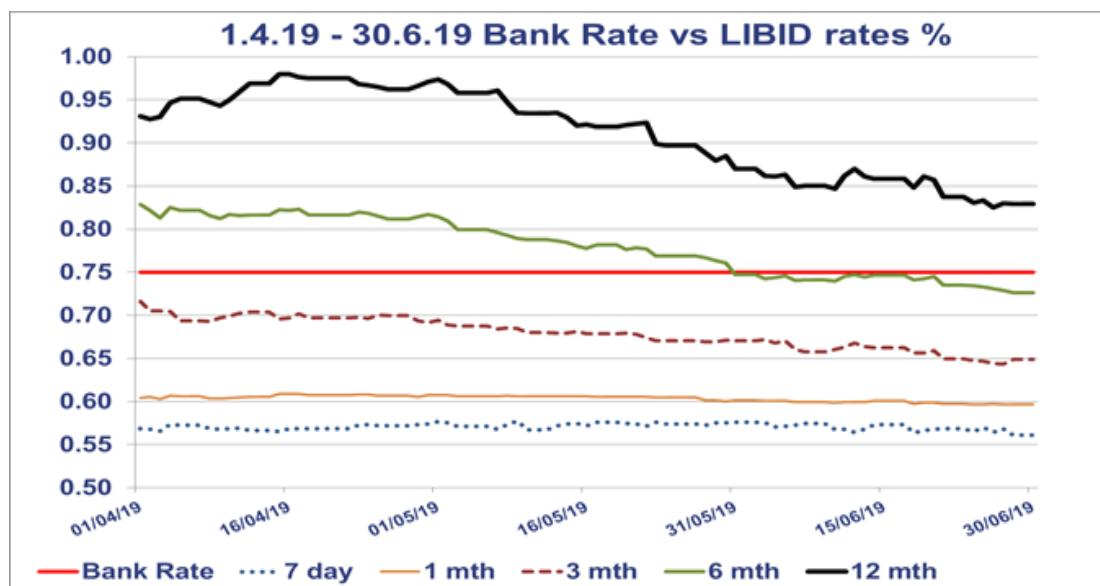
been reprofiled (£0.6m), Reprofiling of Unallocated Council House New Build funding, pending a fully worked up programme (£3.9m), Reprofiling of IT Improvement costs (£0.4m) and Reprofiling of Caravan site improvements (£0.7m). The main priorities of the programme in 2019/20 are: Council House build programme. Council House improvement and maintenance programme. High rise fire safety improvements and Energy efficiency works.

 Environment	7.6	10.6	5.5	5.5
<ul style="list-style-type: none"> The main areas of expenditure in Environment are, Highways Asset Maintenance £7.8m Street Scene £0.79m which includes Parks and Pathways £0.23m. Street Light Improvement programme £1.20m. The 19/20 capital allocation is supported by a carry spend of the unspent element of 18/19 LTP Funding which has a full schedule of work profiled against it. 				
 Trading & Assets	12.7	16.1	3.6	4.1
<ul style="list-style-type: none"> The main areas of spend are Fleet/Plant replacement £7.5m, Strategic acquisition fund £4m, currently it is unclear whether the full allocation will be spent this year, Retained buildings budget £1.3m over various building improvement schemes and The property investment fund £1.6m of which £0.930m relates to Herten Triangle this is mainly due to tenant incentives which cannot be paid until they are in occupation. 				

Council Wide Budgets Revenue				Quarter 1 2019/20
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)	
 Council Wide Budget Total	19.678	-71.585	-0.012	
 Change Programme Total	0.000	-0.237	0.013	
• P3 - No significant issues in this area at period 3. The majority of the savings have been identified, leaving an on-going pressure of £0.01m to confirm. No change from period 2				
 General Financing/Treasury Management Total	6.798	6.172	-0.311	
• P3 - This area is projecting to underspend by £0.31m at period 3. This is mainly due to additional one-off investment income of £0.18m. This is an increase of £0.07m from period 2 from investment income				
 Levy Bodies/Parish Precepts Total	16.374	16.374	0.000	
 Other Centrally Funded Total	12.018	1.967	0.157	
• P3 - This area is projecting to overspend by £0.16m at period 3. This is mainly due to the unavailability of capital receipts meaning the £0.17m contribution to revenue will not be possible. This has been confirmed since period 2 and so is showing as a new overspend				
 Revenue Costs Ex Capital Programme Total	-26.154	0.000	0.000	
 Technical Accounting Total	5.186	5.186	0.000	
 Business Rate Retention Total	0.000	-106.324	0.129	
• P3 - Overspend (One-off) £129k resulting from revised estimate of grants receivable compared to be budget estimates. Variance results from under estimation of Small Business Rates Relief -£149k off-set by over estimation of £300k for retail relief (all possible awards included in budget but some companies are not eligible. Benefit from under award will be included in 20/21 financial year). This has been confirmed since period 2 and so is showing as a new overspend.				
 Severance Costs Total	5.456	5.277	0.000	

Treasury Management Update – Quarter 1 2019-20

1. The estimated outturn for Treasury Management is an underspend of £311k, due to a combination of lower borrowing costs than originally budgeted. In addition we are forecasting higher investment income than in the Original Estimate.
2. To take advantage of lower than expected interest rates we have borrowed £25m of this year's requirement early and placed it on interest earning deposit pending its use. Typically, we have borrowed for between 11 months (0.84%) and 5 years (1.5%), with funds placed on deposit for between 2 month (0.83%) and 6 months (1.1%).
3. As an authority we remain under borrowed by £79m in the long term. 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 and does carry some interest rate risk.
4. Interest rate risk (risk of paying higher rates when borrowing is taken) has been reduced as borrowing rates have fallen over the past 3 months, due to global growth uncertainty, trade disputes and the uncertainty of Brexit.



Borrowing

Figure 1: The following table summarises the Council's forecast Debt Portfolio as at 30th June 2019.

Doncaster Council Debt Portfolio and Maturity Profile as at 30 th June 2019				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	5.32	27.541
12 to 24 Months	50	0	17.86	92.503
24 Months to 5 Years	50	0	9.13	47.288
5 Years to 10 Years	75	0	4.49	23.254
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			63.20	327.308
40 Years to 50 Years				
50 Years and above				
TOTAL			100.00	517.894

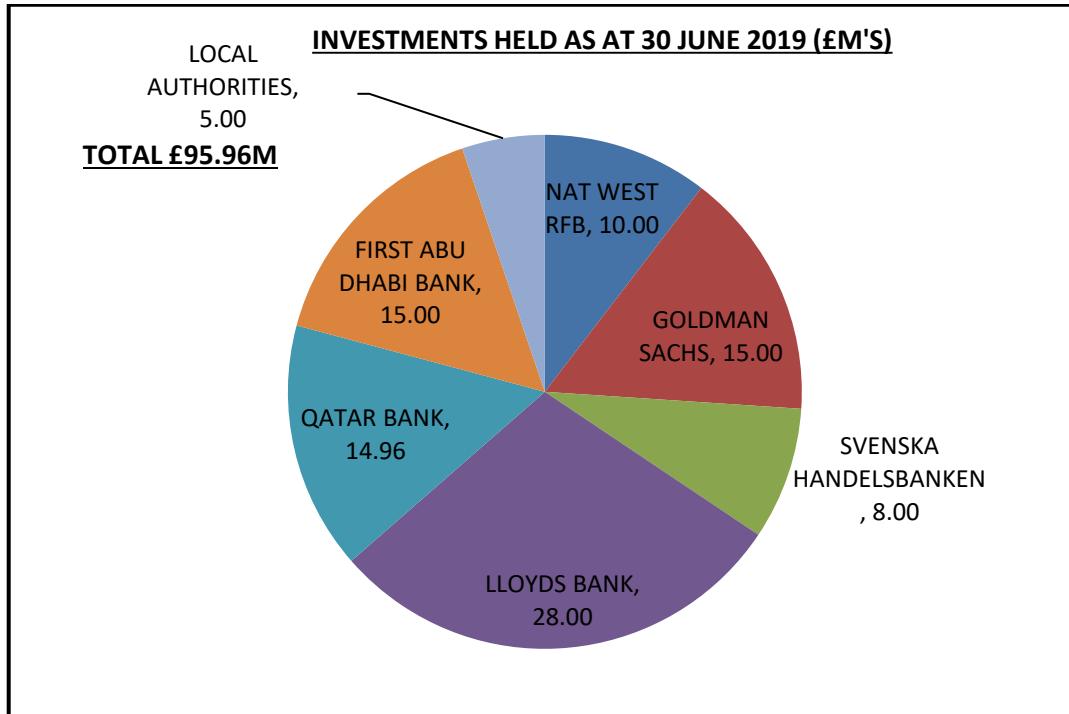
5. During the 2019/20 financial year the Council has a borrowing requirement of £82.8m. £33.3m in new external borrowing to support the Capital Programme, £49.5m to replace loans maturing during the year.
6. Short and long term interest rates remain low and offer opportunities for both shorter term borrowing and for locking in to longer term low rates. Interest rates are difficult to forecast despite the Bank of England forward guidance. The Bank of England have reiterated that they are ready to move interest rates in either direction (a rate cut is more likely than a rate increase between now and March 2020, due to continued global growth worries and Brexit uncertainty) with any future interest rate increases being slow and steady, with bank base rate potentially increasing from 0.75% to 1% by September 2020, but that will be dependent on the data seen between now and then and the forecast path of CPI. We will therefore continue to target advantageous rates over the shorter terms to minimise interest costs. We should be able to operate within our target maximum borrowing rate of 1.5% for all new lending taken out during the financial year.

7. Historically low interest rates does provide an opportunity to reverse the under borrowed position but this would come at an additional budget cost (£1.8m per annum), and based on forecast interest rates remaining low for the foreseeable future (50 year borrowing rates forecast to increase from 2.3% to 2.5% between now and March 2020) there is no real need to do so immediately.
8. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 4th March, 2019, have been breached during this financial year.

Investment

9. The investment portfolio can be seen in Figure 2. The investments are a mixture of call accounts for liquidity, fixed rate bank investments, local authority loans and Certificates of Deposit.
10. The current average investment rate is a creditable 0.96%, against a benchmark rate of 0.57%, 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 Handelsbanken call account facility.
11. Officers can report that no investment limits have been breached during the financial year 2019/20.

Figure 2: The following chart summarises the Council's investment portfolio as at 30th June 2019.



Risks

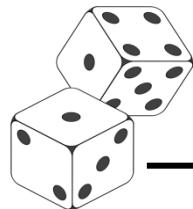
12. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 4th March, 2019. Key risks relate to our investment portfolio: -
 - a. The risk of reduced interest rates is considered high.
 - b. Counterparty risks are reviewed weekly and action taken to minimise the risk that any investments placed are returned on the due date. Creditworthiness data is received on a daily basis from our Treasury Consultants and action will be taken to reduce exposure or remove institutions from the list if negative indicators deem it appropriate.
 - c. The low interest rate environment will make it difficult to place surplus funds without a cost of carry to the council and it is therefore appropriate at this time to remain under borrowed and minimise the cost of holding funds until they are required.

Capital Programme Block Budget Allocations Quarter 1 2019-20

	Funding Source	Allocation of block budget 2019/20 £m	Allocation of block budget Total £m
<u>Regeneration & Environment</u>			
Development			
LTP Integrated Transport Block Grant – Allocation Of Block Budgets (<i>£1.095 in Development and also see R&E Environment for balance of £0.689m budget splits from this block</i>)		-1.785	-1.785
Cycleboost Town Centre Parking		0.020	0.020
Cycling Infrastructure		0.188	0.188
Dropped Crossings Pedestrian Routes		0.040	0.040
Footways		0.035	0.035
Doncaster Bus Partnership Infrastructure		0.048	0.048
Active Travel Community Project		0.025	0.025
Urban Centre Quality Streets		0.100	0.100
Scrif-A630 West Moor Link		0.639	0.639
Housing			
Council House New Build Allocation of Block Budget: -	HRA Usable Capital Receipts	-0.654	-0.981
Council House New Build Ph4 The Springs Askern The direct purchase of 12 houses of Modular Construction at 'The Springs' Askern (former Askern Colliery) from Keepmoat Homes Ltd.		0.654	0.981
Heating Conversions / Upgrades. Resources have been moved from Planned heating. Electrical Planned Works. Programme to replace PVC consumer units.	Major Repairs Reserve Major Repairs Reserve	-0.449 0.449	-0.449 0.449
Environment			
LTP Integrated Transport Block Grant – Allocation Of Block Budgets (<i>£0.689m from block budget in Development</i>)	LTP Integrated Transport	See Comment 0.090	See Comment 0.090
Pre-Patching In Preparation For Surface Dressing		0.030	0.030
Micro-Asphalt Programme		0.015	0.015
Direction Signing Borough Wide		0.050	0.050
Traffic Management Measures Main		0.030	0.030
Vehicle Messaging System Parrots Corner		0.020	0.020
Lakeside Boulevard Parking		0.025	0.025
C445 Thorne Rd Parking		0.020	0.020
Residential Area Access Enhancements		0.015	0.015
St. Mary's Gyratory Sign/Lining Upgrade		0.015	0.015
A6182 White Rose Way Junction 3 Sign/Lining Upgrade		0.040	0.040
C178 Backlane Cusworth Footway Extension		0.030	0.030
Gate Wood Lane Layby Removal		0.030	0.030
A630 Wheatley Hall Road Microprocessor Optimised Vehicle Actuation Upgrade		0.010	0.010
Safer Communities-Main		0.010	0.010
School Reduced Speed Limits		0.010	0.010
A630 Church Way/Church View Safety Measures		0.010	0.010
Ridgebalk Lane/Harold Ave Safety Measures		0.010	0.010
C22 Doncaster Road/Hangmanstone Road Safety Measure		0.010	0.010
Skellow/Station Road Carcroft Safety Measures		0.010	0.010
B1220 Doncaster/Windmill Balk Lane Safety Measures		0.010	0.010
LTP DfT Highways Maintenance Grant – Allocation Of Block Budgets	LTP Highways Maintenance	-6.135	-6.135
C307 Jubilee Bridge Ferry Road		0.100	0.100

	Funding Source	Allocation of block budget 2019/20 £m	Allocation of block budget Total £m
Bridges Structural Maintenance		0.058	0.058
Principal Inspections & Assess		0.055	0.055
Thorne Flyover		0.060	0.060
Newton Ings Footbridge		0.100	0.100
West Moor Drain Bridge 2.057		0.170	0.170
Common End Bridge 4.153		0.010	0.010
Durhams Warping Drain Bridge Culvert		0.030	0.030
Bentley Moor Lane Retain Wall		0.030	0.030
Railway CJS/2 Tilts Hill Vehicle Restraint System		0.100	0.100
Railway GBL/38 Watch House Lane Vehicle Restraint System		0.065	0.065
Sprotbrough Flood Arches Repairs		0.030	0.030
Surface Dressing		0.680	0.680
Maintenance Block		0.355	0.355
Highway Maintenance Permanent Patching		0.588	0.588
Pre-Patching In Prep For Surface Dressing		0.300	0.300
Micro-Asphalt Programme		0.150	0.150
Brecks Lane (Phase 3) Carriageway		0.112	0.112
C97 High Street Carriageway		0.010	0.010
C762 Old Road (Phase 1) Carriageway		0.235	0.235
Long Close Carriageway		0.010	0.010
Grantham Street Carriageway		0.005	0.005
C216 Hurst Lane		0.294	0.294
Class U Road in Urban Area (UU) Tranmoor Lane & Roundabout		0.160	0.160
UU Lancaster Avenue & Roundabout & Montrose Avenue & Northumberland Avenue		0.057	0.057
UU Gowdall Green		0.017	0.017
UU Cheswold Road & Power Station Road		0.037	0.037
UU Bridge Terrace		0.031	0.031
UU Richmond Road & Manor Road Ph2		0.125	0.125
A18 Doncaster Road/Manor Road Ph2		0.174	0.174
A18high St & Doncaster Road & Broadway Ph1		0.210	0.210
UU Dell Crescent		0.020	0.020
UU Silver Birch Grove		0.024	0.024
C763 Arksey Lane & UU Millfield Road		0.085	0.085
B1220 Station Road		0.020	0.020
C96 Hatfield Lane Ph1		0.140	0.140
A614 Silver Street & King Street (Urban Centre Initiative)		0.150	0.150
High Friction Surfacing		0.200	0.200
Weather Stations		0.035	0.035
Pedestrian Guard Rail Renewals		0.050	0.050
Fences & Walls & Barriers		0.050	0.050
Vehicle Restraint Systems		0.100	0.100
Footway Reconstruction Block		0.092	0.092
Footway Slurry Programme		0.200	0.200
Gullies New-Replacement Capital		0.100	0.100
Flood Risk Schemes		0.170	0.170
Signals - Technology Upgrades		0.130	0.130
Signals - Replace Vehicle Messaging System Signs		0.040	0.040

	Funding Source	Allocation of block budget 2019/20 £m	Allocation of block budget Total £m
Street Lighting - Bawtry Road Islands/Bollards/Beacons		0.060	0.060
Street Lighting - Leger Way Bollards		0.030	0.030
Street Lighting Imp Programme		0.081	0.081
Trading & Assets			
Allocation of Retained Public Buildings Investment Programme block budget to the following schemes: -		-0.697	-0.697
Urban Centre Colonnades		0.050	0.050
Adwick Town Hall improvements		0.278	0.278
Denaby Family Hub heating /hot water		0.075	0.075
Mary Woollett boundary wall		0.030	0.030
Positive steps fire doors/loft works		0.074	0.074
Wickett Hern Road fire doors/loft works		0.009	0.009
Eden Lodge fire doors/loft works		0.028	0.028
Carcroft Pavilions improvement works		0.003	0.003
Stainforth Youth Club essential works		0.115	0.115
Markets work re water leaks		0.050	0.050
Mansion House Kitchen 1 st Floor		0.005	0.005
Rossington CC Conservatory Roof		0.020	0.020
Stirling Centre Lighting/Alarms		0.012	0.012
Tom Hill Youth Club External Repairs		0.005	0.005
Warmsworth Library Frontage		0.010	0.010
Sprotbrough Library Frontage		0.015	0.015



STRATEGIC RISK PROFILE

Savings from Adults Health and Wellbeing services 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

Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
15	10	⬇️	20	20	20	15

Current position: This risk now pertains to the financial savings expected to be realised by the Your Life Doncaster Programme in financial year '19/20.

The likelihood of this risk impacting has been reduced due to the significant work undertaken on a financial modelling tool and benefit realisation approach developed in partnership between Finance, SPU, Programme and Operational Business.

The Programme plan and on-going priorities are focussed upon the delivery of improved outcomes for the citizens of Doncaster – but will be very much shaped by the framework of the savings requirements.

With regards to the broader savings requirements of the AHWb portfolio, the Strategic Lead Officer is responsible for the on-going implementation of the AHWb savings plan & for working with directorate colleagues to ensure that savings are delivered. A robust savings plan is in place for 19/20

Mitigating Actions

- Continued monitoring of financial position through analysis of the Care Ladder and YLD Financial Model.
- Continued monitoring of non-financial benefits – acting as early proxy indicators as to potential financial impacts of Programme delivery.
- Effective assurance through the new Your Life Doncaster governance arrangements.

Failure to successfully prevent a major cyber attack

Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
15	6	➡️	15	15	15	15

Current position: Likelihood - Possible (3), Impact - Critical (5), therefore score once again 15. As stated repeatedly, this is unlikely to change, however every measure is being taken to reduce risk wherever possible. The Council has Cabinet Office PSN accreditation and the next assessment is taking place in July. The Council's ICT Security Officer is constantly focused on ensuring the best security in place for all current and new technology implemented across the Council, SLHD and DCST and is therefore prepared.

Mitigating action: The extensive upgrade programme is going well. Routine security patching is issued across the technology estate and regular health checks as required.

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

Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
12	8	➡️	12	16	16	16

Current position: The data quality cleansing exercise has been extended to December 2019, in line with the DIPS programme's migration plan. Service Improvement managers are now established in post and the Data Quality Project Board has been formed.

Mitigating Actions: Plans are underway to refresh training and e-learning provision for officers, including additional training for information asset owners. The temporary resources being put in place will reduce the risk of data quality problems in the future. A Data Quality Risk Log and Recovery Log have been put in place.

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

Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
12	12	➡️	12	16	16	16

The risk has been reviewed and has remained at a score of 12. We believe the Target for this risk should be reduced to Impact 3; Likelihood 3, to reflect the mitigating actions currently in place. Doncaster, through the Mayor, continues to attend the City Region LEP Board and the Mayoral Combined Authority ensuring Doncaster's interests are articulated. Officers also continue to deliver the major infrastructures schemes that are funded through the Sheffield City Region Investment Fund.

The South Yorkshire Leaders and the SCR Mayor recently agreed an approach to break the deadlock around SCR Devolution and confirmed this in writing to the Secretary of State. The SoS has responded positively "[Gov] is prepared to implement the SCR deal with an understanding that after 2022 those councils that do not see their future in the City Region should be free to join an alternative wider Yorkshire devolution group..."

Yorkshire Leaders will receive a proposition setting out options for progressing the work streams associated with devolution at their 11 July meeting:

- Government feedback on One Yorkshire Deal
- Interim Devolution Arrangements for the whole of Yorkshire
- Progressing the SCR Deal based on the agreed position by South Yorkshire Leaders and SCR Mayor

Workforce issues in AH&WB and support services, including vacancies, recruitment, staff development and sickness, reduce the ability to transform at the pace required in current plans	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	12	12	-	12	20	20	12

Current Position: Due to the demand for and pressure on AHWb services the overall risk score was increased from 12 to 20 in Q2 (18/19) this was reduced back to 12 in Q4 (18/19) and presently remains static. Although this is positive - this is still approaching the limit of risk appetite.

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

Following successful BCF bids a number of critical operational posts have now been, or are in the process of being recruited to (DP Officers, Well-being Officers and ISAT roles).

Mitigating Actions

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

Failure to achieve the budget targets for 2019/20	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	10	10	-	10	15	20	16

Current Position: The Council set the budget for 2019/20 in March 2019, which has been allocated to managers to manage costs within the budgets provided. The risk is based on the month 2 estimated £1.1m underspend projected.

Mitigating Actions: On-going budget pressures identified as part of the 2019/20 budget and resourced. Improved information available to budget holders. 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).

Note specific budget targets will be monitored through quarterly performance management arrangements.

The agreed standards and policies are not adequately understood and implemented by practitioners who work with vulnerable adults increasing the risk of vulnerable people experiencing harm or abuse	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	10	10	-	10	10	10	10

Current position: The Safeguarding Adults Hub continues to be managed through a central team, with a worker from there being part of the new Integrated Front Door approach within adult services. This enables concerns raised from the Police to be triaged more appropriately and effectively. The six-month Rapid Improvement Project that was undertaken with the Team was completed in January 2019. This work enabled a review of the business processes, and a new future operating model was developed on the back of this. The aim of the model (which is out for consultation) is to work to the principles identified in the Care Act more effectively, with a more integrated and multi-agency approach to Safeguarding, with workers being embedded more in the community teams. The team continues to manage the work coming in with a very small waiting list. A Performance Dashboard has been developed and is used as a means of monitoring and managing performance more effectively.

The South Yorkshire Principles were launched earlier in the year, and are available on the Intranet for staff. Local procedures are being developed, with a view to these being implemented by the end of 2019, and will be accompanied by mandatory training for key staff.

The Safeguarding Adults Board action plan continues to be reviewed and reported on regularly at the Board (DSAB) via the information collated in the Performance Dashboard. There has been a temporary change to the person undertaking the role of Board Manager, but this has not had an impact on the work that continues to be undertaken, including the multi-agency training programme that is provided to staff across the multi-agency partnership.

Mitigating Actions: The Board continues to use the Performance and Assurance framework, which provides assurance that safeguarding practice continues to be in line with Making Safeguarding Personal, being outcome focused and in line with the 6 principles of safeguarding adults. The Performance Dashboard (through Power BI) is used to regularly monitor the work coming through to the Safeguarding Team. Closer working arrangements are now in place between the Hub and Contracts and Commissioning colleagues to help with work related to care homes in the Doncaster Borough.

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	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	10	10	-	10	10	10	10

The new performance and QA framework underpinned by new governance arrangements will ensure an even greater and more targeted scrutiny and challenge process, which will also facilitate a more rounded assessment. There remains no suggestion or evidence that children are unsafe. Ofsted has provided further assurance.

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.	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	10	10	-	10	10	10	10

Current Position: On average over the past year Doncaster has performed better than the Better Care Fund target with 6.2 days delayed per 100k population per day, compared to the target of 7 days. Latest monthly figures show Doncaster as still achieving the BCF target. The sustained improvement during the year has reduced the likelihood of the risk, but this will be re-assessed when the May 2019 figures are released.

Actions to ensure that patients are discharged quickly and safely are consistently being taken, in close partnership with Health colleagues. Social care delays in particular have reduced significantly in the last year, improving from 7.2 days per 100k population per day in August 2017 to an average of 1.6 over the past year.

Average Performance - 12 months (days delayed per 100k population per day)

	Actual	BCF Trajectory Target
NHS	3.7	2.8
Adult Social Care	1.6	2.3
Both NHS & ASC	0.9	1.9
Total	6.2	7.0

The current assessment still stands, below are mitigating actions to ensure risks are managed effectively.

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 LGA High Impact Change model through the Your Life Doncaster Programme
- Joint reporting arrangements with CCG and Health Trusts
- The Integrated Discharge Team based at DRI is now operational on a 7 day basis.

Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	9	6	-	6	6	6	6

The position remains as reported with a pattern of high contacts to social care; high rates of re-referrals, but increasing rates of early help intervention. The position will only be improved by system remodelling and efforts are underway to deliver this

Failure by the Council and the Trust to agree and set a realistic annual budget target	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	9	8	-	9	25	15	15

This risk needs to be reviewed. Given the change to the status of the Trust and the rebased budget for 2018/19, it is considered that this risk should be monitored and managed alongside those for other areas of the Council. A proposal to Directors will be made along these lines.

Failure to implement the Partnership priorities within the Doncaster Growing Together Portfolio	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 1 8/19	Q1 18/19
	9	6	-	9	9	9	12

Current Position: No Change Risk Remains the same. We have in place all programme boards and a portfolio board to oversee the priorities and their delivery. Doncaster Growing Together is now delivering for the most part, but some programmes still need to develop and agree benefits. A piece of work to look at the volume and quality of meetings and reports across the partnership is underway looking specifically at the themes and how they operate.

Mitigating Action:

- Partnership review will help to shape the partnership function in 2019-20 to focus on our most important priorities and outline where, if any, areas need to be addressed.
- Work towards Doncaster Talks and the development of a new version of Doncaster Growing Together will help further integrate partnership collaboration.

Children and Young People do not achieve in line with national expectation	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	8	12	↓	16	16	16	16

Improved results at EYFS, Y1 Phonics and KS1 RWM indicate an upward trajectory and a closing of the gap to national.

Failure to identify and manage Health and Safety risks	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	8	8	-	8	8	8	8

The Corporate Health and Safety Team continue to monitor the effectiveness of all council health and safety arrangements through both active and reactive monitoring.

- Fire Safety in High Rise Flats following the Grenfell disaster - Doncaster council's Fire Safety Advisor continues to attend the High Rise Fire Safety Group, advising and supporting St Leger Homes (SLH) where required.
- Residential Caravan Sites - St Leger Homes (SLH) continue to lead on fire safety action plans with input and advice from the Council's Environmental Health Officers (EHO's), South Yorkshire Fire and the Council's Fire Safety Advisor.
- The new Health and Safety Incident Reporting System has been in use across the Council for 10 months and continues to have a successful integration with iServe. The SHE Assure software has had a recent significant upgrade which has improved functionality and gives managers more tools to interrogate incidents and trends across service areas.

Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of childrens services across the wider partnership system	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	8	8	-	4	9	12	12

The Children and Families Executive Board continues to oversee the partnership approach to joint working. Membership of the board has been consistent over the last year, and since March 2019, young advisors have also been members. This will not only support our ambition to be the most child friendly borough but also ensure that any decision making takes into account the views of young people.

In addition from September Board, each CFEB will be themed and the relevant subgroup chair will be invited to attend board to present and update on progress. Also if any issues are flagged up through the performance group, the relevant chair will be invited. This will reinforce the current governance structure and support the delivery of effective partnership working.

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.	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	8	8	-	8	4	4	4

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

Mitigating actions: Market management continues to be supported through contract management and monitoring meetings.

Currently all services are being delivered within the terms of the contracts in place.

Market Development is being progressed within the current YLD Transformation Programme (Strategic Commissioning mandate); progress to date includes:

- Statement of Intent produced setting out approach to Doncaster's market shaping and production of an MPS and signed off by JLT/Transformation Board
- Strategic Commissioning/Market Shaping workshop held 8th July 2019 involving commissioners across the Council (Adults, LOCYP, Public Health) to embed 'One Council' approach to commissioning and market shaping
- initial work packages developed for starting well, living well & ageing well
- appointment of additional resource pending to provide capacity to engage fully with the market and stakeholders to underpin market shaping and develop
- Specialist accommodation needs analysis currently being undertaken to inform the Council's housing development planning programme

Failure to adequately address a sufficient number of Childrens Trust PIs (as defined in the service delivery contract)	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	6	6	↓	9	9	9	9

The new performance and QA framework is complete and ready for upload. The new framework provides for a wider breadth of performance indicators, and QA measures which will ensure a more comprehensive assessment of performance with more scope for triangulation and a more rounded assessment of performance.

The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	6	6	-	6	6	6	6
Current Position: No change Risk remains the same. The Anti Poverty group continues to meet and work towards the activity in the Anti Poverty commitment Statement. The focus of the group will continue to be on the impacts of welfare reform and how we as a group of partners can better support residents and families. In addition there is a focus to create a better understanding of Poverty across the borough and work towards a poverty data dashboard has begun to help the work of the group.							
Mitigating actions: <ul style="list-style-type: none"> -Regular meetings and monitoring of locally devised actions plans will help drive our support, more specifically around welfare reform which remains the biggest issue in relation to poverty for the next year and the primary work of the Anti-Poverty Steering Group (APSG) is focused on this area in 2019 which is an approach which has been endorsed by Team Doncaster and the financial inclusion group (FIG). -Review any new information and data with regard to poverty i.e. IMD 2019 and communicate effectively. 							



GOVERNANCE INDICATORS – Whole Authority

Whole Authority	Value	Target	DoT	Traffic Light
Sickness – Days per FTE	9.34	8.50		
PDR Completion - % of workforce with a PDR recorded	92%	95%		
Internal Audit Recommendations - % completed that were due in period	3 out of 10	30%		
% of Large Transactions (over £25k) that are under contract	7 out of 210	97%		
% of Service Plans elements updated within timescale	80.7%	95%		
% of Freedom of Information Requests responded to within timescale	89%	95%		



**Doncaster
Council**

Delivering for Doncaster

2019-20

Quarter 1

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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.
- 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

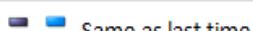
The direction of travel looks at whether things have improved; stayed the same; or become worse. The purple arrow is the preferred direction of travel. The blue arrow is long trend and shows the current value compared over the last three year

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

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



Improvement



Same as last time



getting worse

Caring – Residents live safe, healthy, active and independent lives

SERVICE STANDARDS

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

Target 85%



87% Of adults with learning disabilities who live in their own home



Target 80.9%

47 Days is the waiting time for completion of assessments



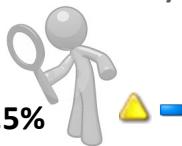
Target 42 days

34.8% of people using social care receive a direct payment



Target 30.7%

62.6% Say information about our services is easy to find



Target 65.5%

3.2% Of eligible population aged 40-74 received an NHS Health Check



Target 2.5%

1,190 Of Doncaster adults currently live in residential care



Target 1,214
(As at June 2019)

Over the last few months, new models of care have been developed. These are the new **integrated neighbourhood delivery** model of care for people living with frailty which will be tested out in the Thorne area; and **Local Solutions for Families**, with an emphasis on early help, for families needing support in Denaby and in Hexthorpe. We've taken a different, more innovative approach and we've been working with local people to get this right. Our ambition is to expand from these initial areas of focus and develop joined up community-based support for people and their families. An important element of this work is really valuing the resources and support that already exist in communities and neighbourhoods, so that people can be supported to find solutions themselves, rather than being dependent on public services. That will enable our teams to provide more intensive support to the people who need it most. We will start to see some of these changes in Denaby, Hexthorpe and Thorne over the next few months.



The **Complex Lives Alliance** has won the prestigious Municipal Journal award for care and health integration in recognition of their challenging work with people who are sleeping rough. Our work has seen the number of people sleeping rough in Doncaster reduce significantly over the last year, by working with people and helping them to get into stable accommodation and providing support to help with problems of addiction, mental health and physical health.

The Rapid Intermediate Care Team was also shortlisted for the **Health Service Journal improving value in the care of older patient's award**. They specialise in helping people avoid unnecessary admission to hospital when there is a safe alternative available. Around 76% of the people the team work with have managed to avoid going to hospital and have been supported to regain their health, and independence.

The **Your Life Doncaster** all-age transformation programme is delivering on its vision to ensure that Doncaster residents are empowered to look after their own health and wellbeing, whilst knowing that support is always available from us, our partners, and the community if they need it. Building upon the excellent accomplishments earlier this year, the new triage system at the **Integrated Front Office** is greatly improving the Council's ability to respond quickly and appropriately to people's needs and keep people safe.

By promoting the use of **direct payments**, increasing numbers of Doncaster residents now have more choice and control over their own care. A direct payment is money the Council can give to people with eligible support needs so that they are able to choose for themselves what services they use, where they are getting them from, and when they need them. The number of people opting to receive a direct payment has risen to 34.6% against a target of 30.7%.

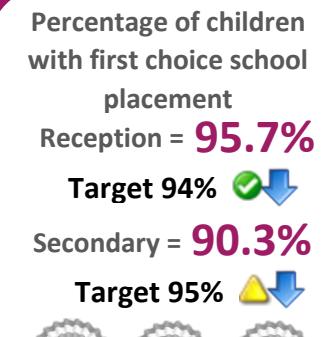
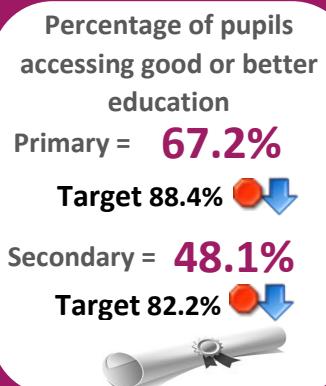
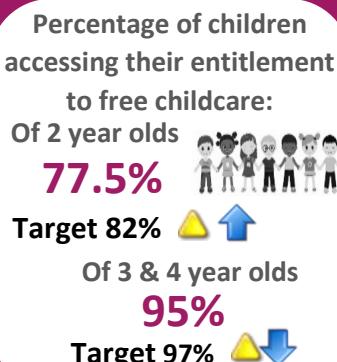
A variety of campaigns have been successfully launched, including the **#AnotherWay suicide awareness campaign** and a radio advertisement drawing attention to social isolation and community support. May and June therefore saw an exciting increase in visitors to the Your Life Doncaster website, where visitor numbers more than doubled compared to April 2019.

Residents were encouraged to talk about their wellbeing and that of loved ones, and to explore what kinds of information and support are available to them on their doorstep which will enable them to live well and independently for longer.



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

SERVICE STANDARDS



Social Mobility Opportunity Area:

Opportunities Doncaster is a new organisation, co-created by Doncaster Chamber, the Doncaster Opportunity Area Programme and Doncaster Council to bring business and education together.



The website www.opportunitiesdoncaster.co.uk, forms part of the wider Opportunities Doncaster programme and is designed to showcase its activities to local businesses, education providers, teachers, pupils, parents and carers.

The Skills & Education Director at Doncaster Chamber, and business lead for Opportunities Doncaster, explains: “The new website will act as a platform for people across Doncaster to find out how Opportunities Doncaster is working with business and education to inform young people about the career paths on offer to them across the borough, raise their career aspirations, help them to acquire the skills they need and connect them with employers.

Education Inclusion:

In May, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection to judge the effectiveness of the area in implementing the **special educational needs and disability (SEND) reforms** as set out in the Children and Families Act 2014.

Inspectors spoke with children and young people, parents and carers, along with local authority and National Health Service (NHS) officers. They visited a range of providers and spoke to leaders, staff and governors about how they are implementing the SEND reforms. Inspectors looked at a range of information about the performance of the local area, including the local area's self-evaluation.

The report has highlighted many areas of strength across the borough in our SEND provision and confirmed that the '**big picture**' in Doncaster is one of steady improvement. There was also recognition that our development plans are focused on what needs to improve and that we are acting quickly to make the necessary improvements.

Inspectors also identified areas of improvement and we are not complacent in addressing these to ensure that the quality of services for children and young people with SEND is as high as it can be.

Inspectors praised local leaders for their work in bringing together school partnerships in order to progress cross borough strategic initiatives around improving attendance, reducing exclusions and developing more effective decision making.

Education Transformation:

Doncaster has engaged in a significant Education and Skills transformation journey over the last three years, and has delivered a series of key achievements since the Independent Commission for Education and Skills set their challenge for the borough in the One Doncaster Report (2016). We are currently working to deliver a number of plans, including Doncaster Growing Together, but there is a need to develop a long-term narrative which sets out how to press forward to improve education, employment and skills over the next decade.

We are therefore consulting members of the public, educators, businesses, and other key stakeholders about the future education and skills system in Doncaster. We have already completed an initial consultation exercise and we are now seeking feedback on the findings of this consultation.

The consultation is open between 5th July and 20th September and we are asking people to provide feedback by completing a survey: <https://www.surveymonkey.co.uk/r/VCFDZPJ>

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

SERVICE STANDARDS

90.79% Of highways meet the required standard for cleanliness



Target 90%



The **Get Doncaster Moving (GDM) Programme** has a vision of ‘Healthy and vibrant Communities through physical activity and sport’. Doncaster hosted the start of 2019 Tour de Yorkshire on 2nd May, with a great turn out of spectators in the Market Place and along the route. Micro grants helped community groups to make the most of the day, with a community peloton starting the race, with many examples of land art along the route.

98% Of grass cutting works completed against programme



Target 96%

Maintained road surfaces:
96%

Of Non-Principal classified road surfaces

Target 96%

98%

Of Principal classified roads

Target 98%



Doncaster also welcomed the finishing event of the Schools Yorkshire Tour, a cycling challenge in which hundreds of children took part in a baton relay across the whole of Yorkshire.

46.1%

Of household domestic waste is recycled

Target 50%

69.86% of fly tips are investigated and removed within 7 days



Target 85%

The average number of days to process a new Housing Benefits claim is

19.88 days

Target 21 days

The **Housing (Homes for All) Programme** aims to help the people of Doncaster to access suitable, quality accommodation that meets their needs. We are using the findings of our Housing Needs Study and are talking to local people, to help us decide what type of accommodation is most needed on the land we have available. This includes affordable housing and specialist accommodation, for people with physical disabilities, older people and children in care.

Our **Complex Lives team** continues to help people into accommodation and supports those with addictions or mental health problems. Throughout June, there were 26 people reported as rough sleeping, however by the end of the month this had reduced to 22. We are currently working with 193 clients. Of them 21 people are known to be of high risk of rough sleeping that are either sofa surfing or in short term custodial sentence with a history of rough sleeping. Within the cohort, 44% are in positive accommodation settings, and 49 people have been in positive accommodation which has been sustained for more than 6 months.

In May our **Vibrant Town Centres** saw the Delicious Doncaster Food Festival built on the successful opening of the Wool Market and the start of Tour de Yorkshire with almost 75,000 people visiting the market area during the weekend event. In June the Town Centre hosted Armed Forces day celebrating the contribution of our Armed Forces community in serving our or having served our country.

The **Quality Streets Project**, along Hall Gate moved into Silver Street in June. Working with businesses we will continue to build on the opportunities created through major projects such as these.

The **Doncaster Cultural Education Network** held one of its bi-annual events, bringing together creative educators and local artists from across the borough to exchange ideas and build opportunities for and with young people.

Working – Residents benefit from a thriving and resilient economy

SERVICE STANDARDS

Processing of planning applications:

MAJOR APPLICATIONS



100%

Target 94%



100%

of Licensing Act (2003) applications processed within statutory timescales

Target 100%



97.13%

Of non-domestic rates collected

Target 97.50%



13%

Of people with a learning disability have been helped into work

Target 6.7%

One of the Drivers for Growth identified within our **Inclusive Growth Strategy** is to focus on the specialist areas of Doncaster's economy which have significant potential for growth.

With this in mind, Doncaster's first '**Manufacturing and Engineering**' Forum took place at the National College for High Speed Rail on 19th June with over 40 businesses in attendance.

The unique event, organised by the council's Business Doncaster team and Make UK, was set up to bring companies from the sector together with an aim of improving the supply chain within the borough.



Attendees benefitted from excellent networking opportunities and a range of expert talks from organisations such as Polypipe, Hitachi Rail and the Advanced Manufacturing Research Centre (AMRC). The hot discussion topics included robotics, innovation and the main theme of the morning was Industry 4.0.

A free business course with a track record of inspiring entrepreneurs was held at Doncaster Wool Market from 3rd to 14th June 2019. Organised by Doncaster Council's Business Doncaster team, over 40 people attended the **Pop-Up Business School's** two week course which encourages local people to turn their passions into businesses.



The 10-day course was open to anyone interested in starting their own business and making a living doing something they love.

Workshops were packed with unique content such as starting a business with no money, making a great website for free, sales and marketing, finding customers, managing social media and understanding legal challenges.

The course was a huge hit and one attendee commented: "**I'm fired up with all the things I can do, rather than confused by all the things I felt were barriers!**"

Another major development in Doncaster has started with work beginning on an exciting **new cinema and restaurant complex** next door to the Cast performance venue in the Cultural and Civic Quarter. The £8.5 million project has benefitted from £635,000 from the Sheffield City Region Local Growth Funding (LGF) and once complete will create more than 100 jobs and bring more than £530,000 of new business rates into the borough.

The area around the Civic Square has been transformed into a destination area in recent years, with investment in the Civic Office, CAST performance venue and the new central Library and Museum, currently being constructed and progress is evident following the steel frame installation.



Managing Director of Lindum Construction, said "It is exciting to see a council which has so much ambition and such a strong vision for the Doncaster region and we look forward to being part of that journey as it goes forward. "We will be aiming to use appropriate local companies during construction, which will be an additional boost to the local economy."

It is planned for the new development to be open in spring 2020.

Connected Council

SERVICE STANDARDS

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

 **9.34 days**

Target 8.50 days 

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

 **23.3 days**

Target 21 days 

Customer Services Initial contact

 **45,675**

Face to Face 

Phone  **51,684**

Our Council Tax collection rate is

 **94.48%**

Target 95% 

Freedom of Information



87% Of requests are responded to within timescale

Target 95% 

The Council and its partners continue on the journey of significant transformation; and to ensure our priorities are achieved and we deliver for Doncaster it is vital that we have the right people, with the right skills and behaviours in place to deliver the change required. To support this, the embedded Leadership and Management Development Framework continues to offer interventions to strengthen capacity building and collaborative working with an emphasis on creating more job opportunities for apprenticeships and effective deployment of graduates.

As part of our commitment of being an inclusive employer, the Council has once again achieved a **Gold Standard Fair Train Work Experience Award** demonstrating the importance we place on delivering high quality and meaningful placements within the Council.



The **Performance and Development Reviews (PDR)** Scheme continues to provide a useful mechanism to ensure staff are clear on their objectives, are performing well and have appropriate development to fulfil their roles effectively. This has been a key quarter for PDR completion and achieved 92% completion of PDRs for all staff against a target of 95%.

Managing staff health and wellbeing is a key aspect of the Council's performance management framework. The Sickness absence rate for this quarter was 9.34 days per full time equivalent (FTE) employee which is slightly above the corporate target of 8.50 days, and is also a slight increase on quarter 4 outturn of 9.09 days per FTE.

At quarter 1, the Council is forecasting a year-end underspend of £1.1m. This is a positive position at this stage in the financial year and demonstrates the continued effort to manage the significant cost reductions in 2019/20. Planned savings for 2019/20 are largely on track with £17.7m expected to be delivered leaving a projected shortfall of £1.0m. This will continue to be monitored throughout the year. The main variances are £1.1m underspend on Regeneration & Environment services, £0.7m underspend on services delivered by the Doncaster Children's Services Trust offset by pressures for Learning & Opportunities Services £0.5m. Full details are provided in the main report paragraphs 32 to 39.

The **Voices of Doncaster** project that aims to develop a coordinating, representative structure for the Voluntary, Community and Faith Sector in Doncaster is progressing well! The team held a interactive event, with community performances, including Sharron Richards Choir from Bentley. However fun aside, there was lots of important discussion about putting the community sector right at the heart at influencing what happens across Team Doncaster.



There will be further consultation and engagement on this, which will include a Question Time-style debate at the pop-up Roundabout Theatre in the marketplace on 19th September. Watch this space and if you would like to get involved with the project, please contact: voicesofdoncaster@gmail.com

This year's '**Volunteers Week**' had an emphasis on promoting the importance of volunteering and showcasing the wonderful variety of opportunities we have available across the borough. A number of volunteer recruitment fairs were held, at Priory Place Methodist Church and in the new events and exhibition space in the new Wool Market. These have been extremely popular, attended by around 50 different community groups, charities and sports clubs each time. Civic Mayor Linda Curran marked the week by making a beautiful speech about how the kindness of our volunteers makes Doncaster the special place it is.

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Doncaster Council

Report

12th September 2019

To Overview and Scrutiny Management Committee

Complaints and Compliments Annual Report 2018/19

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 2018/19 for Doncaster Council and partners bringing this information together so it can be better analysed, and action taken for the whole of Doncaster relating to services provided rather than within individual organisations. This includes the Council, Doncaster Council Services Trust (DCST) and from this year, St Leger Homes of Doncaster (SLHD) and Doncaster Culture and Leisure Trust (DCLT). **Appendix 1** details the Council's annual report; **Appendix 2** details the Doncaster Children's Services Trust annual report; **Appendix 3** details the St Leger Homes of Doncaster's end of year feedback report; **Appendix 4** details the Doncaster Culture and Leisure Trust's feedback information for 2018/19; and **Appendix 5** includes the Local Government & Social Care Ombudsman Annual Letter.
2. The volume of complaints or negative feedback for 18/19 was as follows.

Area	Volume of Complaints Received in 2018/19
Doncaster Council	880
Doncaster Children's Services Trust	265
St Leger Homes of Doncaster	889
Doncaster Culture and Leisure Trust	887
Total	2921

3. Improvements resulting from the feedback in 18/19 include:

Doncaster Council:

- Staff refreshed on the clearing away procedure during waste and recycling collections.
- Staff reminded of responsibility to check vehicles prior to their journey,
- Improvements made to conditions in accommodation relating to Adult Social Care.
- Special measure put in place in Adult Social Care to ensure that issues raised are dealt with in a timelier manner.

Doncaster Children's Services Trust:

- Staff now ask customers how they would like to be addressed, previously 'carer' was used as a generic term for birth parents, foster carers, adoptive parents and other carers, which some clients found derogatory.
- Adoption – When a social worker is leaving, handover time is now scheduled in with the new allocated social worker.

St Leger Homes of Doncaster:

- Introduced a final check procedure for the void property team.
- Letter writing training provided to reemphasise importance of how to structure and write an emotive response
- Procedure introduced to ensure that paperwork is clear and that all correspondence refers to the correct address.

Doncaster Culture and Leisure Trust:

- Introduced an external cleaning company to improve cleanliness at the Dome.

EXEMPT REPORT

4. N/A

RECOMMENDATIONS

5. This report is to make the Committee aware of the complaints and compliment reports for the period 1st April 2018 to 31st March 2019 and the following planned actions:

- Further work is to be completed by the Council with SLHD around complaints relating to services provided to them by the Council.
- Further work is to be completed with DCLT around the definition of a complaint and procedure for this report and what measures are being taken to improve using their feedback.
- Increased lessons learned and resulting service improvements information will be collected and included in future reports.
- All four organisations will use the same Annual report format in future years ensuring the same representation for all and aim to have the next final reports ready by the end of May 2020 so this report can be presented earlier.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. 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

7. 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, DCST, SLHD and DCLT all have complaint policies and procedures. They also have officers who 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. These officers also ensure we respond to enquiries and investigations from the local Government and Social Care Ombudsman (LGSCO).
8. The number of investigations that the LGSCO are carrying out is steadily increasing. In 2016/17 there were 17 investigations, in 2017/18 there were 25 and in 2018/19 there were 29. Following recommendations from the LGSCO in 2018/19 we have paid £4,700 in compensation compared to £6,400 paid in 2017/18. Of this total, £1,250 related to Corporate Resources, £3000 to Adult Social care and £450 to Doncaster Children's Services Trust. The specifics around these are detailed in the attached reports.
9. The council received a public maladministration report in August 2018, which was included 2017/18 annual report. 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. More details can be found in the report in Appendix 1.
10. Working closer as partners at all levels and reflecting on all customer feedback presented together in this report should assist in stopping cases like this. We need to ensure the right processes are in place and that a hand-off to a partner does not end the whole responsibility we have in serving our citizens to the best possible standard and so they get the right outcome for them.
11. The LGSCO has issued its annual communication to us detailing what occurred in 2018/19 as far as they are concerned and any recommendations. This is included at Appendix 5.

12. Summary of Complaints and Compliment Information

How complaints were received in 2018/19

Access Channel	Corporate	Adult Social Care	Doncaster Children Services Trust
Website	70%	29%	12%
Telephone	26%	15%	33%

Email / Letter	3.5%	52%	34%
Face to Face	0.5%	4%	21%
Children's Social Care App	N/A	N/A	0%

*SLHD and DCLT currently do not capture this information.

This information shows the use of letters, one of our most expensive access channels is still too high in some areas and we need to ensure we are not encouraging this whilst taking care not to remove this way of communicating for those that need or prefer it. On-line is by far the cheapest and quickest channel and many of our customers expect to operate in this way.

Number of complaints received resolved at stage 1 and the outcome.

Areas	No. of Stage 1 Complaints Received	Upheld/Partly Upheld	Not Upheld
Corporate Complaints	796	61%	39%
Adult Social Care	63	35%	65%
Doncaster Children Services Trust	145	37%	63%
St Leger Homes	889	32%	68%

*DCLT does not currently capture this information.

Main complaint themes

Corporate:

- School admission delays;
- Rough sleepers in town centre;
- Council Tax debt recovery process; and
- Charges for replacement bins and bins for new properties.

Adult Social Care:

- Quality of service from worker/team;
- Level of help from Adult Social Care; and.
- Incorrect/insufficient information provided in respect of car/financial contributions.

Doncaster Children's Services Trust:

- Actions of worker;
- Poor communication; and
- Delays in receiving services.

St Leger Homes

- Time taken to respond;
- Staff actions; and
- Administration.

Doncaster Culture and Leisure Trust

- Procedures;
- Service delivery; and
- Cleanliness.

Compliments

Directorate/Area	No of Compliments Received	Top Area
Adults Social Care	52	Homecare (STEPS)
LOCYPS	2	School staff
Corporate Resources	64	Customer Services
Regeneration & Environment	232	Waste & Recycling
DCST	219	Area Child Protection Teams
St Leger Homes	371	Property Services
DCLT	51	The Dome

More detail is included at **Appendix 1, 2, 3 and 4**.

13. The key priorities for the staff who co-ordinate this feedback in 2019/20 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. There will also be a focus on reducing complaints through service improvements which in turn should reduce the number of complaints being upheld or partially upheld.

OPTIONS CONSIDERED

14. There are no options to consider in this particular report. The main objective is to communicate the 2018/2019 complaint and compliment information for Doncaster Council and its partners.

REASONS FOR RECOMMENDED OPTION

15. N/A

IMPACT ON THE COUNCIL'S KEY OUTCOMES

	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</p>	

	<p>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 	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 our priorities.

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RISKS AND ASSUMPTIONS

16. If we fail to learn lessons and effectively analyse 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
 - There is an increased risk of maladministration.

LEGAL IMPLICATIONS [Officer Initials SRF Date 07/6/19]

17. 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 PH Date 06/06/2019]

18. 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 07.06.19]

19. There are no specific HR issues raised in this report.

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 07/06/19]

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

HEALTH IMPLICATIONS [Officer Initials RS Date 07/06/19]

21. 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 03/05/19]

22. 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

23. This report has been considered by the Council Chief Executive and Directors, SLHD, DCST and DCLT senior management, the Council's Cabinet Member for Customer Service, the Executive Board and the Overview & Scrutiny Management Committee.

BACKGROUND PAPERS

24. **Appendix 1:** Doncaster Council's Complaint and Compliment Annual Report
Appendix 2: Children's Social Care Annual Report
Appendix 3: St Leger Homes End Of Year Customer Feedback
Appendix 4: Doncaster Culture & Leisure Trust Feedback Information
Appendix 5: Local Government & Social Care Ombudsman Annual Letter

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Debbie Hogg
Director of Corporate Resources

Appendix 1



**Doncaster
Council**

Complaints and Compliments

Annual Report for 2018/19

Charlotte Buckley, Steven Jones
Customer Experience Officers

1. Introduction

This is the annual report for complaints and compliments received by the Authority between 1st April 2018 and 31st March 2019 for both Corporate and Adult Social Care complaints and compliments both of which follow the same complaints process following feedback from last year's report.

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 aim of the complaint procedure is to resolve any dissatisfaction promptly, effectively and transparently and to assist with service improvements.

Two Customer Experience Officers based in the Customer Services Team manage the Complaints procedure across the Authority. 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 policies and procedures.

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 alternative 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.

Continued...

2. Procedures

Any complaint received into the Authority now follows the same procedure, whether it is an Adult Social Care complaint or a Corporate Complaint. Previously Adults Social Care complaints followed a different procedure, however one of the recommendations of the 2017/2018 Annual Complaint and Compliment report was for Adult Social Care Complaints to follow the same procedure as Corporate Complaints,

2.1 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. In the event a complaint cannot be responded to in full by this time then the customer must be updated and an extension recorded with a new due date. Any extensions agreed should be shared with the Customer Experience team who will be monitoring the progress of each complaint.

Stage 2 – Complaint Investigation

A complainant can request a Stage 2 complaint investigation if they are unhappy with the outcome of the Stage 1 response. The Customer Experience team will review whether there has been any additional information provided by the complainant that would warrant a further review. An independent senior officer from a different service area would conduct the stage 2 investigation. Their role is to ensure that a thorough investigation is carried out and a full response provided to the complainant within 20 working days of their latest communication. 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 Stage 2 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 and exhausted the internal complaints procedure. 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 attempt resolution of a complaint.

3. Outcome and resolution

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

- *Upheld*: This is where we agree with the concerns raised and as a result, have put measures in place to improve service delivery going forward
- *Partially Upheld*: We agree with some of the issues identified but not all.
- *Not Upheld*: There has been no evidence found to support the allegations of concern.

In cases where a complaint is 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 be 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 monetary or an appropriate 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. Access Channel Data:

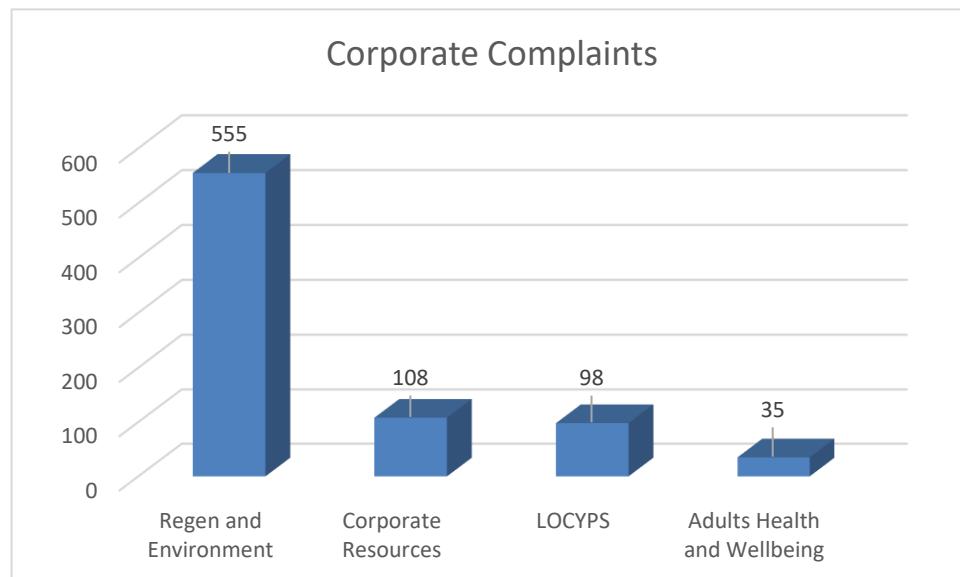
Access Channel	% Received in 2016/17	% Received in 2017/18	% Received in 2018/19
Website	58%	70%	70%
Telephone	40%	25%	26%
Email and letter	1%	4%	3.5%
Face to Face	1%	1%	0.5%

- Includes both Adult Social Care and Corporate Complaints

Complaints can be made using a number of different access channels as outlined above. In this reporting year (2018/19) the majority of complaints were logged by customers on our website, which remains consistent with previous years and continues to be the most common method of contact.

5. Annual Corporate Complaint Data

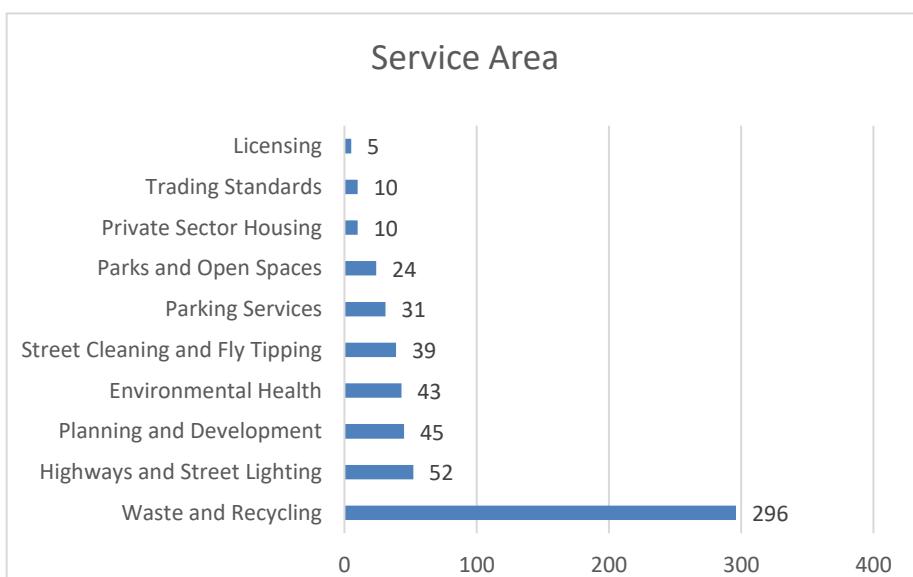
The total number of complaints recorded during this reporting period— at all levels (Stage 1, Stage 2 and LGSCO) across the four Directorates is **796** and are shown below:

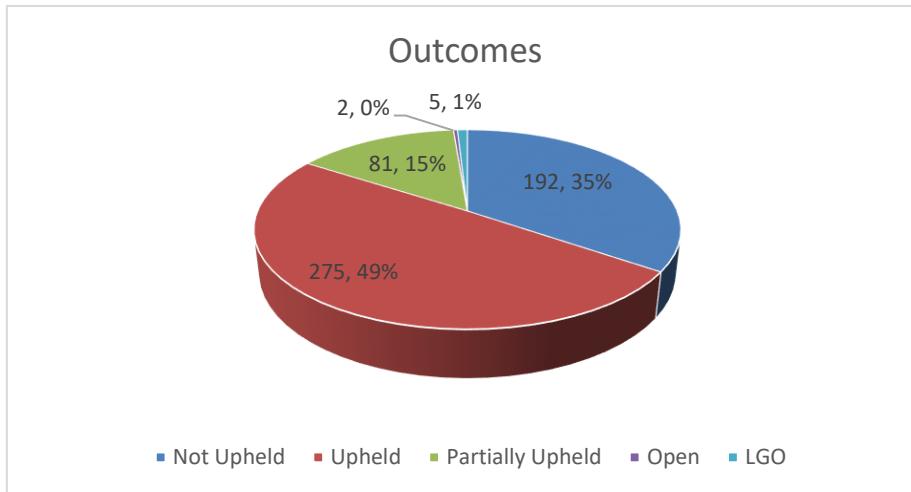


5.1 Regeneration and Environment

555 complaints were recorded for this Directorate, of those, 519 were Stage 1 complaints, 22 were Stage 2 complaints and 14 were LGSCO.

The 555 complaints within this Directorate can be shown by service area and outcome below:





Average response time Stage 1: 9 working days

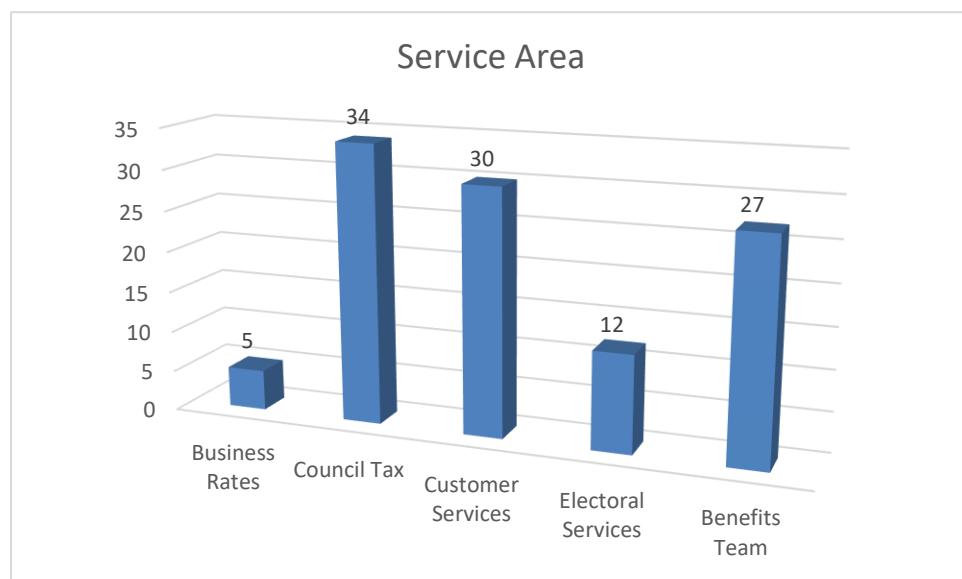
Average response time Stage 2: 11 working days

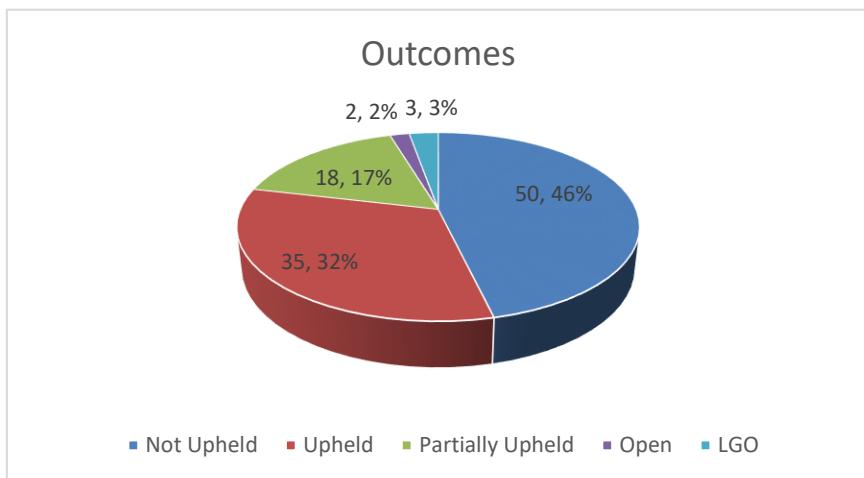
Percentage (%) of Level 1 Customers seeking formal response: 89%

5.2 Corporate Resources

108 complaints were recorded for this Directorate, of those, 100 were Stage 1 complaints, 5 were Stage 2 complaints and 3 were LGSCO.

The 108 complaints within this Directorate can be shown by service area and outcomes below:





Average response time Stage 1: 2 working days

Average response time Stage 2: 5 working days

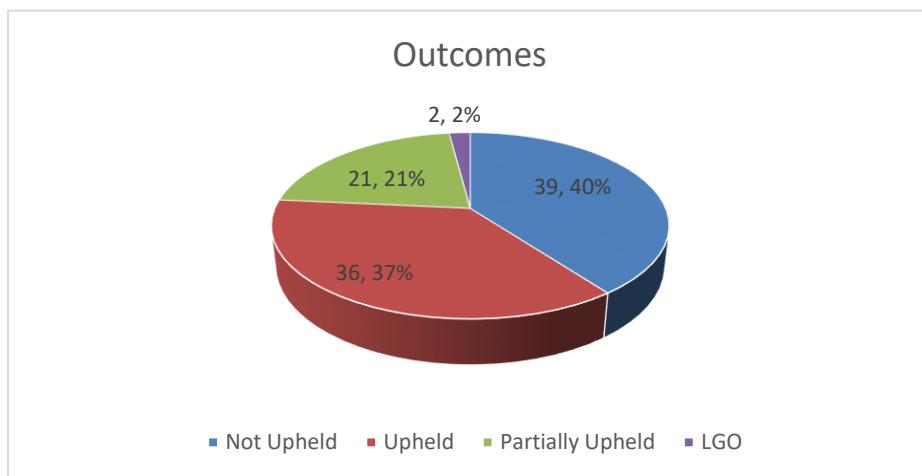
Percentage (%) of Level 1 Customers seeking formal response: 59%

5.3 Learning and Opportunities for Children and Young People

98 complaints were recorded for this Directorate, of those, 89 were Stage 1 complaints, 7 were Stage 2 complaints and 2 were LGSCO.

The 98 complaints within this Directorate are all Education complaints. You can find case studies for these on page 12. These were primarily a number of issues surrounding the School Admission process (appeals process, children allocated schools outside catchment areas).

The outcomes of these complaints is summarised below.



Average response time Stage 1: 11 working days

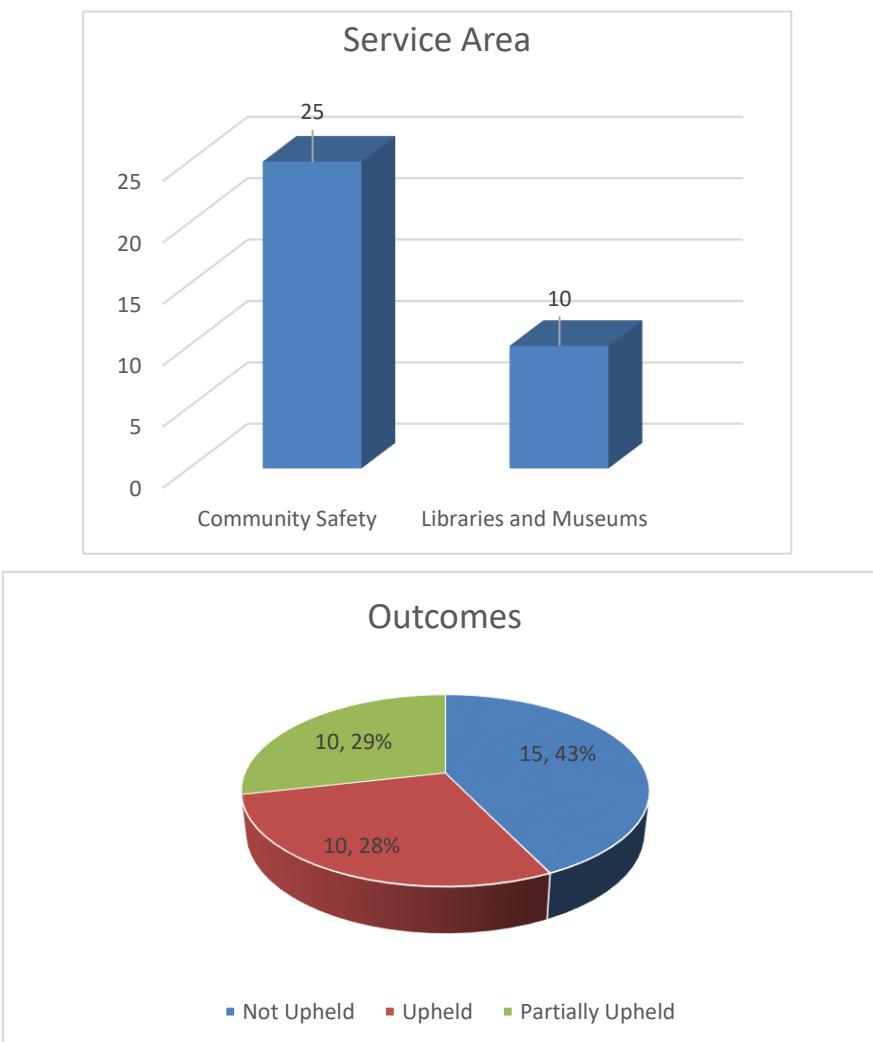
Average response time Stage 2: 14 working days

Percentage (%) of Level 1 Customers seeking formal response: 51%

5.4 Adults Health and Wellbeing - Communities

35 complaints were recorded for Communities, of those, 33 were Stage 1 complaints and 2 were Stage 2 complaints.

The 35 complaints for this Directorate can be shown by service area and outcome below:



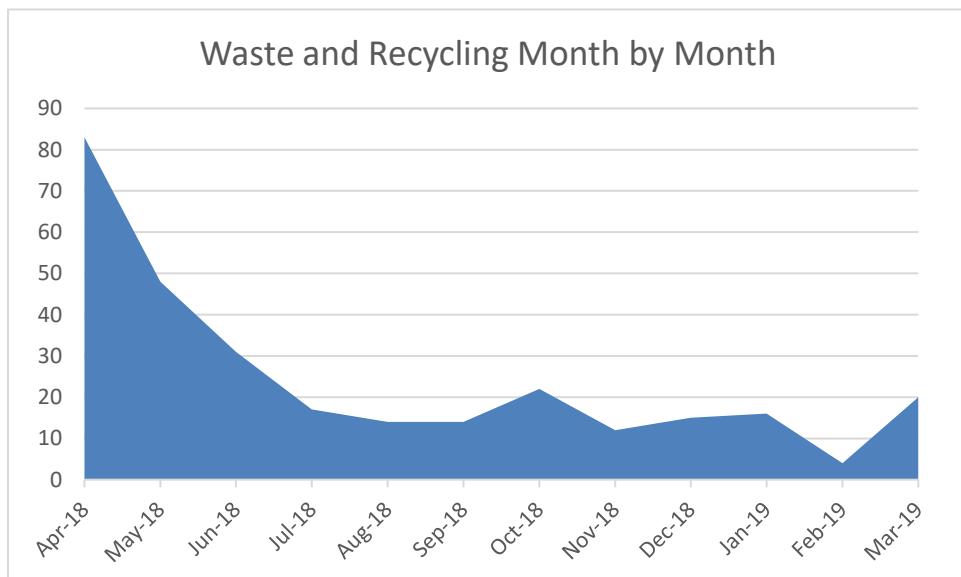
Average response time Stage 1: 7 working days

Average response time Stage 2: 9 working days

Percentage (%) of Level 1 Customers seeking formal response: 81%

5.5 Conclusions – across all Directorates

- There remains a higher number of complaints in the Regeneration and Environment sector (specifically Waste and Recycling) however, this is to be expected as they are the largest area delivering the widest range of services to our customers. Every resident of Doncaster use these services in one way or another. Street lighting, pot holes and waste collection services affect everyone and so it is not unexpected that this area continues to generate the most complaints. There was an influx of complaints in Quarter 1 relating to the changes made to the Waste Contract the previous year but as the year progressed and the new service offer embedded, this significantly reduced as shown below.



- Almost 50% of complaints made for Corporate Resources were not upheld, suggesting that there were minimal service failing identified at response stage.
- Just 7 of the 98 LOCYPS complaints were escalated to Stage 2 which suggests that the standard of Stage 1 responses was high and complainants were receiving adequate responses.
- The Stage 1 response times across all areas as an average is 7.25 working days
- The Stage 2 response times across all areas as an average is 9.75 working days.

5.6 Trends 2018/2019

AHWB - Communities: <ul style="list-style-type: none">▪ Rough sleepers in town centre▪ Car parking issues at Cusworth Hall▪ Broken gates and delays in repairing▪ Noisy Neighbours
LOCYPS: <ul style="list-style-type: none">▪ Schools Admission delays▪ School transport problems
Corporate Resources: <ul style="list-style-type: none">▪ Misunderstanding of Blue Badge application process▪ Incorrect information provided▪ Council Tax direct debit issues▪ Council Tax debt recovery process
Regeneration and Environment: <ul style="list-style-type: none">▪ Changes to bin collections days/ missed collections /charges for replacement bins or new bins at new developments▪ Blue bin collection rejections due to unsuitable items being put in the bins▪ New Yorkshire Wildlife Park entrance - objections▪ Lack of updates to tree enquiries / quality of grass cutting▪ Quality of street cleansing

5.7 Lessons Learned – Corporate Complaints

Here is a sample of upheld complaints and how these have been addressed to prevent similar occurrences going forward.

Case Study 1

Complaint: Complainant unhappy that a Doncaster Council marked vehicle was driving round with faulty brake lights. Customer provided vehicle registration for this to be investigated.

Action: Vehicle in question was promptly repaired and all staff reminded that it is their responsibility to check the vehicle before beginning their journey.

Case Study 2

Complaint: Customer unhappy that a glass bottle was left behind following her bins being emptied and she cut her finger when clearing it away.

Action: This was discussed with SUEZ Environment Ltd and staff were refreshed on the clearing away procedure and importance of ensuring no litter is left behind. An apology was provided to the customer on their behalf.

Case Study 3

Complaint: Customer notified us that the bank account that Housing Benefit needed paying to had changed. By the time she made us aware however the payment had been sent but the advisor confirmed that it would be returned and sent to her as a fast payment. However, when the payment was returned from customer's old account, it was then resent to an incorrect account number.

Action: An emergency payment was issued to the customer once the error had been identified to ensure she was not waiting any longer than necessary and she was provided with a formal apology.

Case Study 4:

Complaint: Customer unhappy that his bin is being left in the middle of his driveway so he has to park his car up when he gets home from work to move it before being able to get on his drive.

Action: Complaint upheld and all staff reminded that the bin needs putting back where it was collected from to avoid customer disruption and the area manager agreed to personally monitor collections on customer's street for an interim period

Case Study 5:

Complaint: Customer felt their child was being made an example of and the worker responsible for looking after their child was irresponsible when escorting to and from school

Action: Apology provided to customer and reassurances that not only will Doncaster council speak directly to the member of staff involved with the care of the customer's child but also implement training for this member of staff dependent on the conversation to ensure this behaviour is not repeated

Case Study 6:

Complaint A pupil's care funding was removed as the local authority had removed them from their current school as the funding was withdrawn.

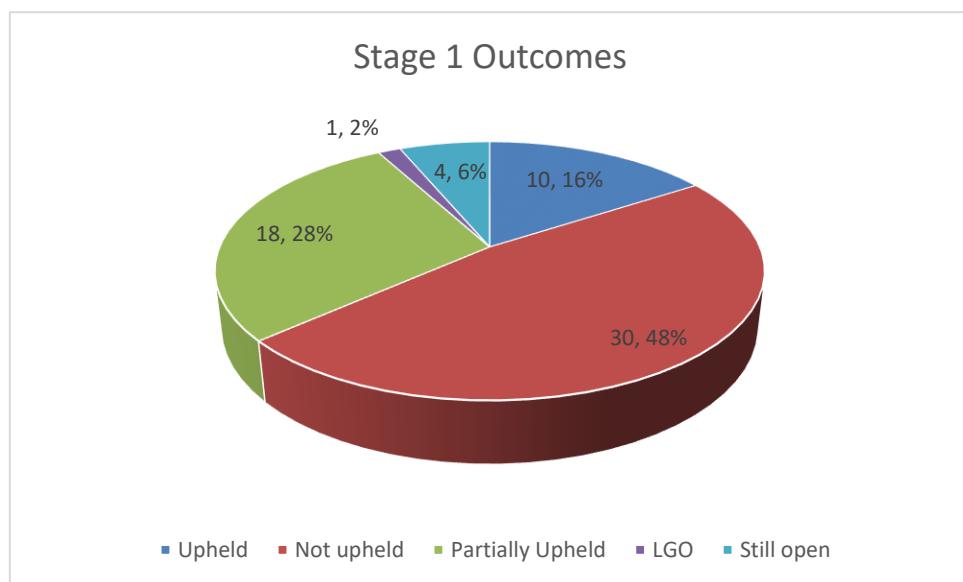
Action: Although the action was correct as per procedure, it is noted that there was limited communication between the local authority and the school in question. Due to the complaint being logged the local authority, whilst unconventional, have arranged for the child to attend an alternative school whilst permanent placement can be arranged. This has ensured the pupils access to learning has been maintained.

6. Annual Adult Social Care Complaint Data

During the reporting year, 1st April 2018 to 31st March 2019, 84 complaints have been received. This is an increase of just 1.64% from the previous year (in which 82 formal complaints were received).

6.1 Stage 1 Complaints

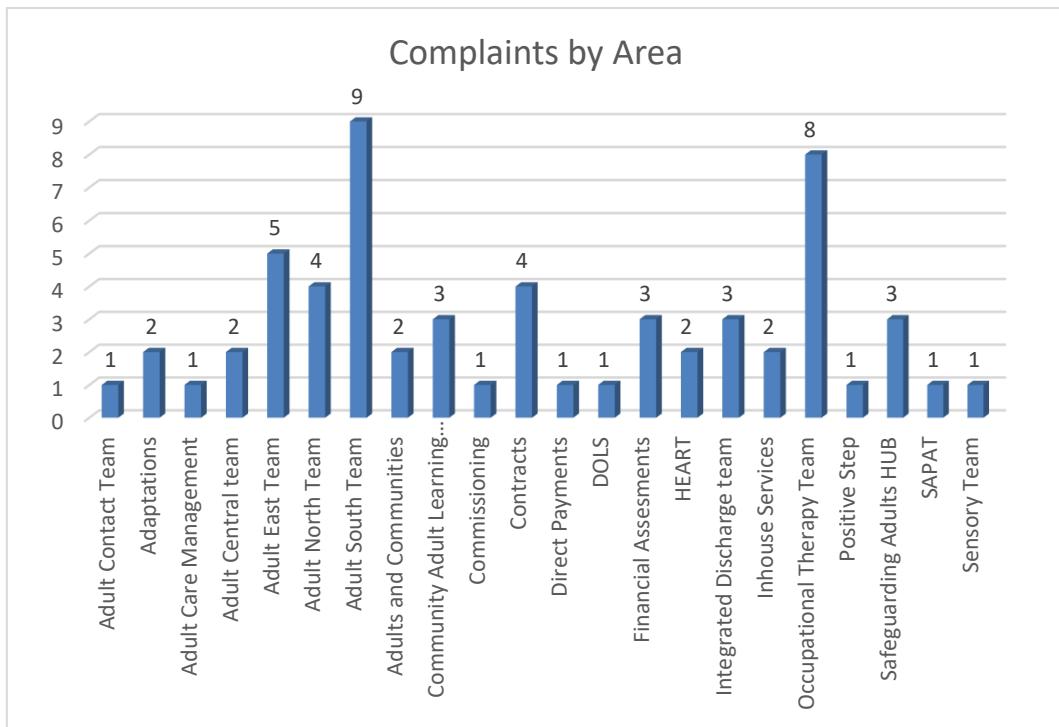
63 of the 84 complaints logged in this reporting year were Stage 1 complaints. They resulted in the outcomes below:



Year	No of formal (Stage 1) complaints	Upheld/Partially upheld %
2018/19	63	44%
2017/18	82	43%
2016/17	104	44%

Of the total number of Stage 1 cases recorded this year, 44% were upheld/partially upheld and 48% of cases were not upheld.

6.2 Breakdown of Stage 1 Adult Social Care Complaints by Area



Based on the complaint data above, the areas experiencing the highest number of complaints in 2018/19 is the Adult South Team and The Occupational Therapy Team.

The complaints reported regarding the Adult South Team related primarily to communication breakdowns between service users and social workers. Problems such as lack of call backs and not keeping customers up to date with service changes were reported. These problems were initially identified in the previous 2017/18 report and as the complaints received in this 2018/19 period were all within the first 6 months, this indicates that the suggested improvements have been successfully implemented as no complaints were received for this area from September 2018.

The main concern reported against the Occupational Therapy team was time taken to undertake assessments and fulfil adaptations requirements. As with the Adult South complaints, the complaints received for the OT area were between April 2018 and August 2018 suggesting these were only coming in whilst the improvement changes suggested in the previous year were being applied.

Currently there are no trends as complaints as a whole, for the above areas have decreased since the last financial year.

6.3 Responding to complaints and timescales

The complaints recorded for Adult Social Care follow the same procedures as those recorded for Corporate Complaints. Whilst adhering to the complaint timescales, it is always our aim to respond to complaints as swiftly as possible. In 2018/19 the average number of days to close a complaint was 9, in the previous reporting year this was 13.

6.4 Lessons Learned – Adult Social Care Complaints

Here is a sample of upheld complaints and how these have been addressed to prevent similar occurrences going forward.

Case Study 1

Complaint: Client unhappy with the environment her aunt was placed in and the condition of the room at the accommodation when she was on End of Life care.

Action: Letter of apology and complaint upheld, the room did need to be decorated but given that the clients aunt was on end of life care it was not deemed appropriate at that time to redecorate but it was agreed that the room should have been kept in a better condition.

Case Study 2:

Complaint: Unhappy with care provided to Mother – specifically serious medical concerns and unhappy that the Safeguarding Hub had not addressed her concerns in a more timely way given the nature of the concerns. It took 8 weeks to allocate a Social Worker.

Action: Case upheld, plans put in place to move mother to a different care home and assurance provided to complainant that special measures had been put in place with all staff involved in this case to ensure this service is not repeated.

Case Study 3:

Complaint: Unhappy with care charges issued to complainants Mother. Mrs X received a backdated invoice for care and support received following discharge from hospital 6 months prior.

Action: Apology provided for the financial assessment being carried out 5 months after discharge. There was also an error made with the invoice that was amended and reissued with an apology.

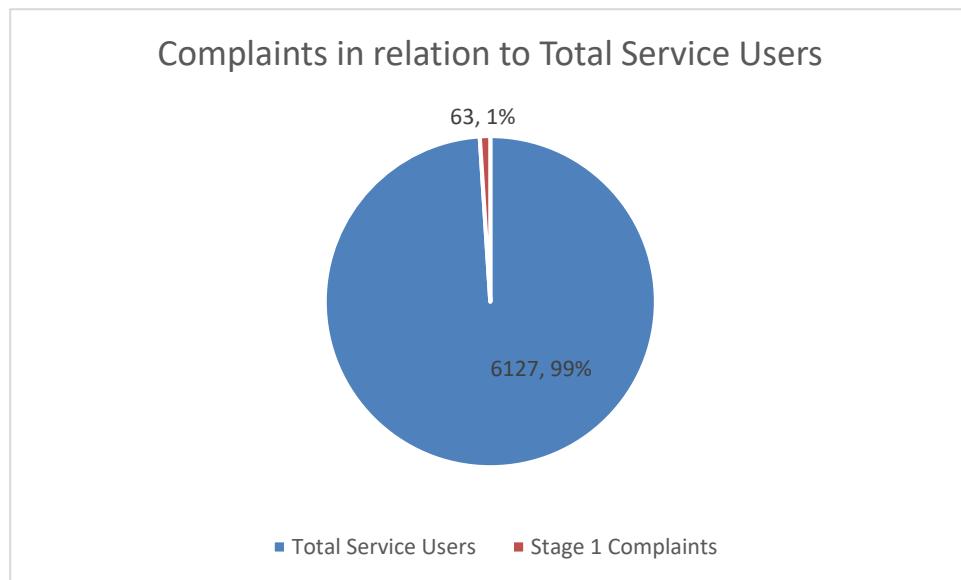
Case Study 4:

Complaint: Unhappy with attitude of an Older People's Mental Health Nurse. Unhappy with lack of motivation and cleanliness of the room at Positive Step Unit and that a staff member allegedly brought a relative of another resident in to her room to comment on the condition of the room.

Action: Meeting held with staff and service user to discuss issues with overall service which were upheld. Formal internal communication was sent to all parties involved in this case and reminded to ensure all records are kept clear and up to date. The PSU was inspected, and without more specific details regarding the staff member in question, an apology was provided but no further investigations could be carried out.

7. Breakdown of Complaint Themes and Outcomes

7.1 Proportion of Complaints vs Service Users



7.2 Breakdown of themes

Subject of Complaint	Complaints 2017/18	No. Upheld or Partially Upheld 17/18	Complain ts 2018/19	No. Upheld or Partially Upheld 18/19
Staff Attitude	4	2	3	0
Poor Communication	7	5	12	6
Lack of action by worker/team	0	0	1	0
Quality of service from worker/team	22	10	10	3
Incorrect/insufficient information given in respect of care/financial contributions	11	3	9	4
Lack of help from Adult Social Care	11	2	2	0
Outcome of Assessment	7	4	3	0
Time taken to undertake assessment	8	4	7	3
Time taken to supply equipment	1	0	1	0
Time taken to act on concerns	0	0	0	0
Time taken to undertake works	2	1	2	0
Handling of safeguarding investigation	1	1	3	3
Handling of discharge	2	1	0	0
Issues with Care Provider	4	1	6	3
Care provided by DMBC Care Home/day centre	0	0	3	1
Decisions made at Best Interest Meeting	1	0	1	0
Issues with Correspondence sent to service user/carer	2	1	0	0
Total	83	35	63	23

8. Lessons Learned from Complaints and Service Improvements

Complaints not only highlight areas that may require improvement, but capturing complaints is also a valuable tool for learning about our community and what they expect from the services we provide to residents.

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 and this is always followed up by the responding officer. The responding officer is sent a 'Lessons Learned Form' to complete and return, which will document any action that has been undertaken to rectify a situation 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 learned from complaints and improvements are fed back into services to avoid the same complaint issues being repeated.

9. Local Government and Social Care Ombudsman (LGSCO)

As a final stage to the complaints procedure, complainants have the right to approach the LGSCO following an unsatisfactory Stage 2 response. The LGSCO will direct the customer 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 request necessary information from us for review and then will contact the Council should they decide that the matter falls within their jurisdiction and wish to investigate further. The LGSCO investigate malpractice or poor service and are instructed to comment on or request changes council policies.

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. This will be received and subsequently added to this report in July 2019, as it progresses to the Executive Board and the Overview and Scrutiny Committee.

The tables below detail the closed complaints that the LGSCO received and investigated for Doncaster Council this year and details of the decisions made by the LGSCO.

Outcome	Directorate	Service Area	Number received
No action required complaint not upheld	Adults Health and Wellbeing	Adult Social Care	3
	Learning & Opportunities	Education	2
	Corporate Resources	Customer Services	1
		Electoral Services	1
	Regeneration and Environment	Environmental Health and Enforcement	1
		Highways and Street Lighting	1
		Parking Services	1
		Parks and Open spaces	1
		Planning and Development Control	7
		Private Sector Housing	1
		Waste - Household Waste Recycling Centre	1
Policy or procedure amended	Adults Health and Wellbeing	Adult Social Care	3
	Regeneration and Environment	Environmental Health and Enforcement	1
Work to address complaint arranged	Adults Health and Wellbeing	Adult Social Care	5
	Corporate Resources	Customer Services	1

The top areas for complaints investigated by the LGSCO last year has remained the same. Adult Social Care has received the highest amount of overturned complaints where action is required (and the complaint has been upheld), with Planning and Development having the highest number of cases approaching the LGSCO but of these, 3 were not upheld and 4 were not investigated. 19 of the 30 cases investigated were not upheld which is an indication that our 1st and 2nd level decisions and outcomes are becoming more aligned to the expectations of the LGSCO.

The number of investigations that the LGSCO are carrying out is steadily increasing. In 2016/17 there were 17 investigations, in 2017/18 there were 25 and in 2018/19 there were 30.

Following recommendations from the LGSCO in 2018/19 we have paid £4,700 in compensation compared to £6,400 paid in 2017/18. Of this total, £1,250 related to Corporate Resources, £3000 to Adult Social Care and £450 to Doncaster Children's Services Trust.

The council received a public maladministration report in August 2018, the details of which were included in the 2017/18 annual report. 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>

9.1 Examples of recommendations made by the LGSCO following investigations concluded in 2018/2019

Case Summary: The Council assessed Mrs Y for a Blue Badge and determined that she could walk 80 metres, without being in severe discomfort but had only been observed walking 63.8 metres at a normal pace. The application was refused.

LGSCO Recommendations: LGSCO have highlighted that the Occupational Therapist had a duty to observe Mrs Y walking for a full 80 metres and that the OT had therefore failed to meet this requirement (only observing 63.8 metres) the complaint was upheld and Mrs Y was awarded a Blue Badge

Case Summary: Mr W complained about approved planning permission for land next to his home. He made a number of complaints about his right to light and also, the pitched roof on the building. He also complained that the erected building was taller than the approved plans.

LGSCO Recommendations: The LGSCO decided not to investigate this complaint because the Council had the right to determine whether they would take enforcement action or not and, having sent our independent officers to the site who did measure the building as taller than on the plans, they decided not to take any further action.

Case Summary: Customer complaint in relation to neglect during safeguarding for a family member. There was also a delay in providing a second care option to the customer when family member left hospital

LGSCO Recommendations: Complaint upheld and recommended that the council put in place a procedure to keep in touch with all parties who make a safeguarding referral. This should be no less than every 4 weeks during the investigation

Case Summary: Customer claims council is at fault because they will not take enforcement action against breaches of planning control and the new property built next to his home

LGSCO Recommendations: The LGO will not investigate this complaint. This is because enforcement action is discretionary and the Council has decided it is not expedient to take action. This is a decision it is entitled to make. The LGO have not seen any evidence of fault in the way the Council came to its decision.

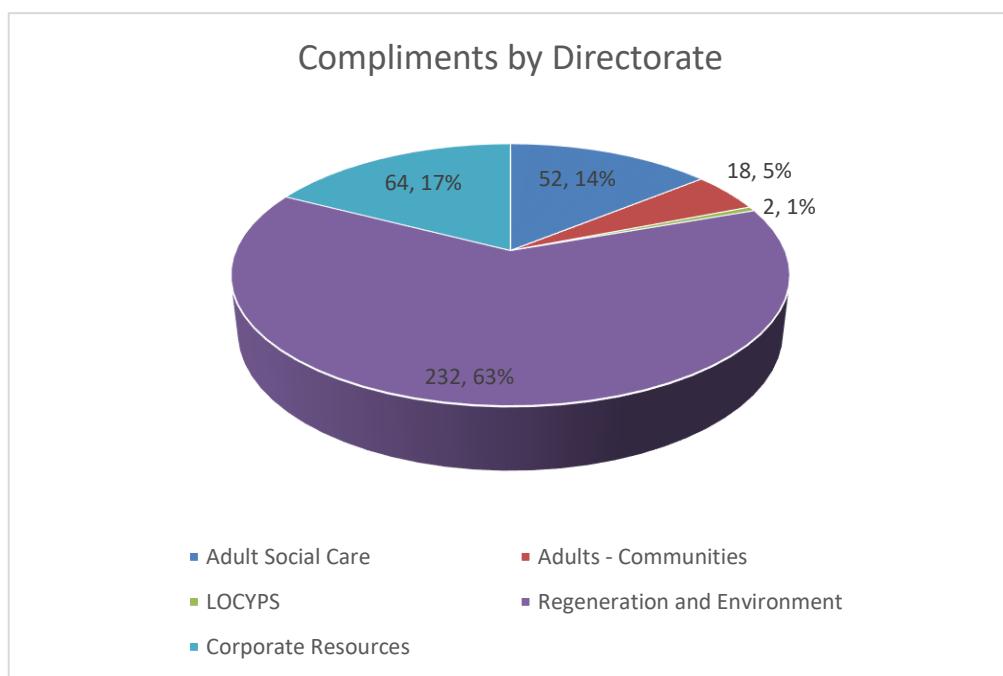
10. Compliments

10.1 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 2018/19 a total of 368 compliments were received across the Council, which is a 18.3% increase from 2017/2018. 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 2018/19



As evidenced above, whilst Regeneration and Environment receive the most compliments, they also receive the most complaints, again relative to the number of service users.

Compliments to Doncaster Council can be made through a number of access channels. This year, the access channels used to record compliments has reduced online and increased over the telephone. It is thought this is because compliments are likely to be given directly after human interaction and it can take more effort to go online for that purpose. That said we are continuing to actively promote our online

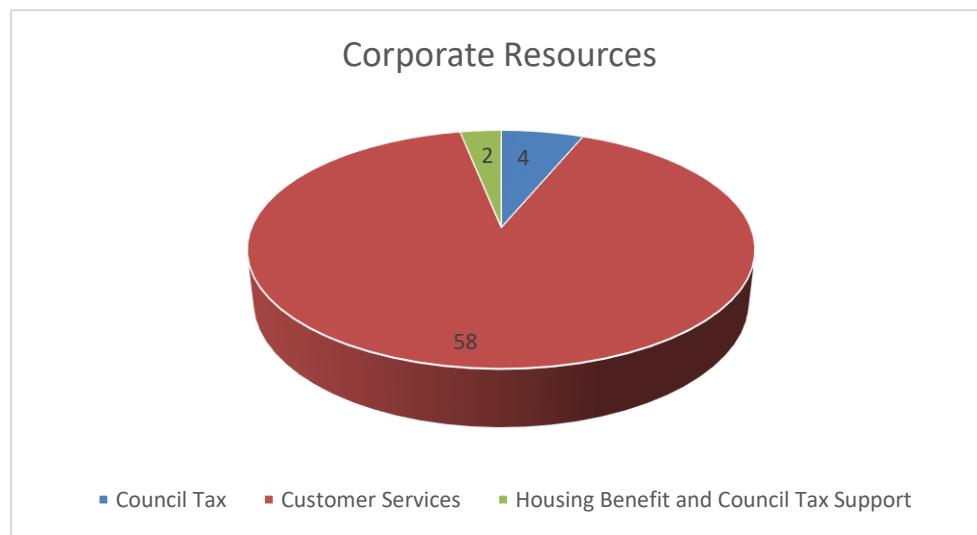
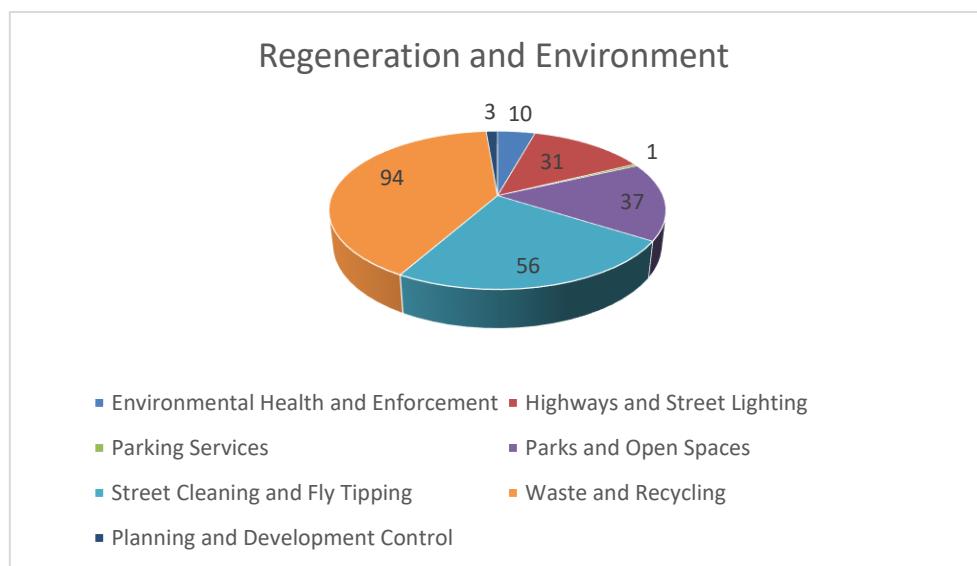
services and hope to see the percentage of complaints recorded via the website to increase over the next 12 months.

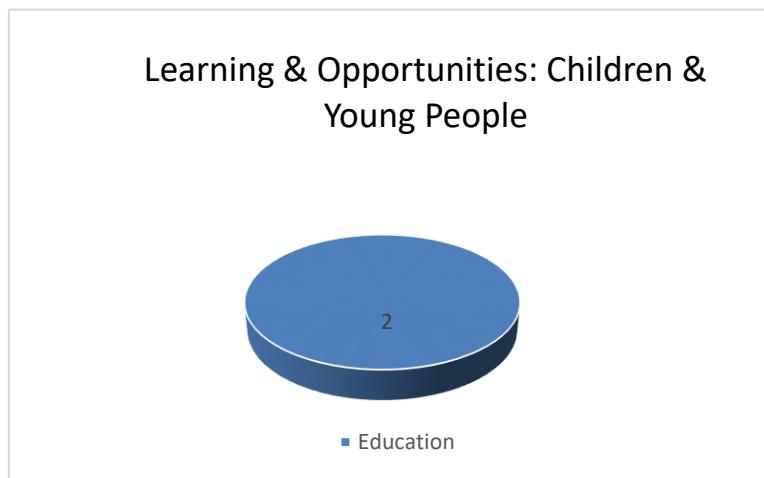
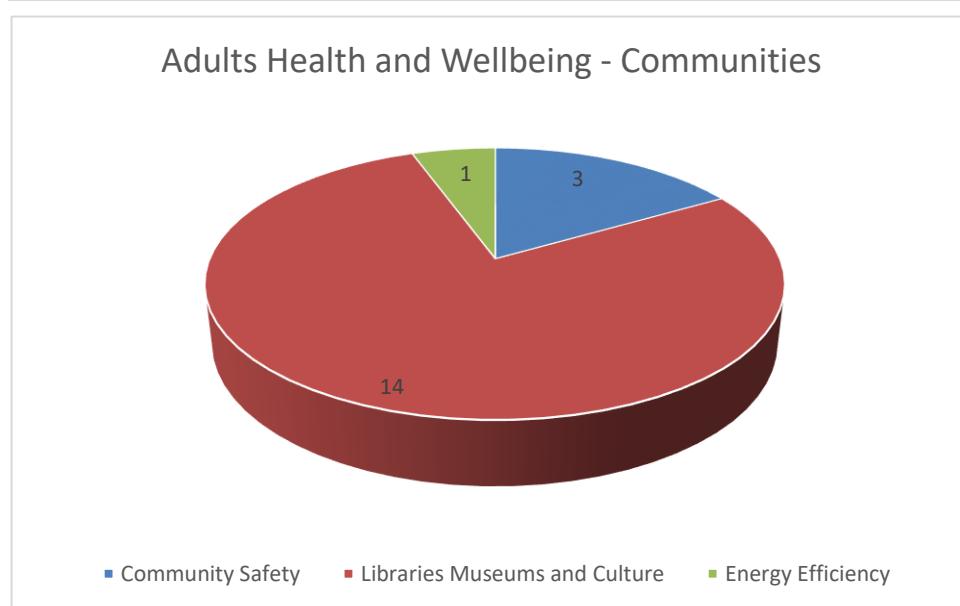
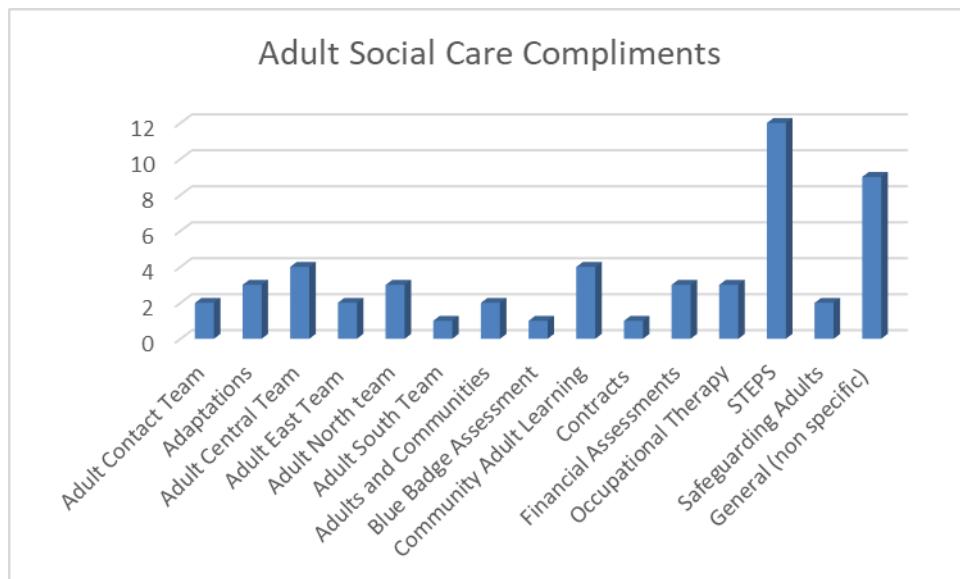
11. Compliments received by access channel

11.1

Access Channel	% Received in 2016/17	% Received in 2017/18	% Received in 2018/19
Website	37%	56%	45%
Telephone	60%	40%	51%
Face to Face	3%	4%	4%

11.2 Compliments by Directorate & Service Areas





11.3 Examples of compliments received

As mentioned above, in total DMBC received 368 Compliments between 1st April 2018 and 31st March 2019, below are some examples.

Adult Social Care

"Would like to thank adult social care for the help and support they have given her since her fall, the STEPS team was very helpful and she says they were all friendly and she doesn't have a bad word to say about them."

"To all the many carers who helped me when I broke my wrist in two places. Special thanks to XXX who visited and helped me quite a lot and a very special thanks to XXX who noticed a lump in my breast enabling me to get diagnosed with breast cancer quite early. I will be having an operation shortly, so thanks again"

Customer services

"Customer would like to thank XXX for giving her support on the computers, she ordered a birth certificate and wouldn't have been able to do it without his help. he was absolutely marvellous."

"Wanted to thank XXX for the great customer service she gave her - someone had dumped a sofa outside her house and XXX chased it until it was resolved. It's taken her a few weeks to find her name on a piece of paper. Thank You"

Highways and Street Lighting

"Road sign placed outside of the customer's house has been damaged for a while and customer just wanted to give the team a big thank you for repairing it and he advised that the two gentlemen who repaired it were fantastic."

"Would like to thank the gully cleansing team as they came out within 5 days of his report and cleaned the gully's and he said they did a very good job"

Housing Benefit and Council Tax Support

"I wanted to give a compliment for XXX on desk 10, Benefits team, she was a real pleasure to deal with today and extremely helpful, she definitely went the extra mile. If this can be passed on please I would much appreciate it."

Libraries, Museums and Culture

"This review of the Museum & Art Gallery -It's bigger on the inside than it is on the outside. What a great and well-presented set of collections, charting the story of Doncaster from prehistory to its railways and its racecourse. Well laid out and much to see. The current Home Front exhibition is fascinating, with detail on individuals from the town. Like the art gallery too. Very friendly staff. Well worth a visit."

Street Cleaning and Fly Tipping

“Customer called to say what a wonderful job street scene have done cleaning up for the Tour de Yorkshire in the Denaby and Conisbrough area. She said they have worked so hard and the villages have never looked so beautiful. She said they deserve a big pat on the back and a cake!”

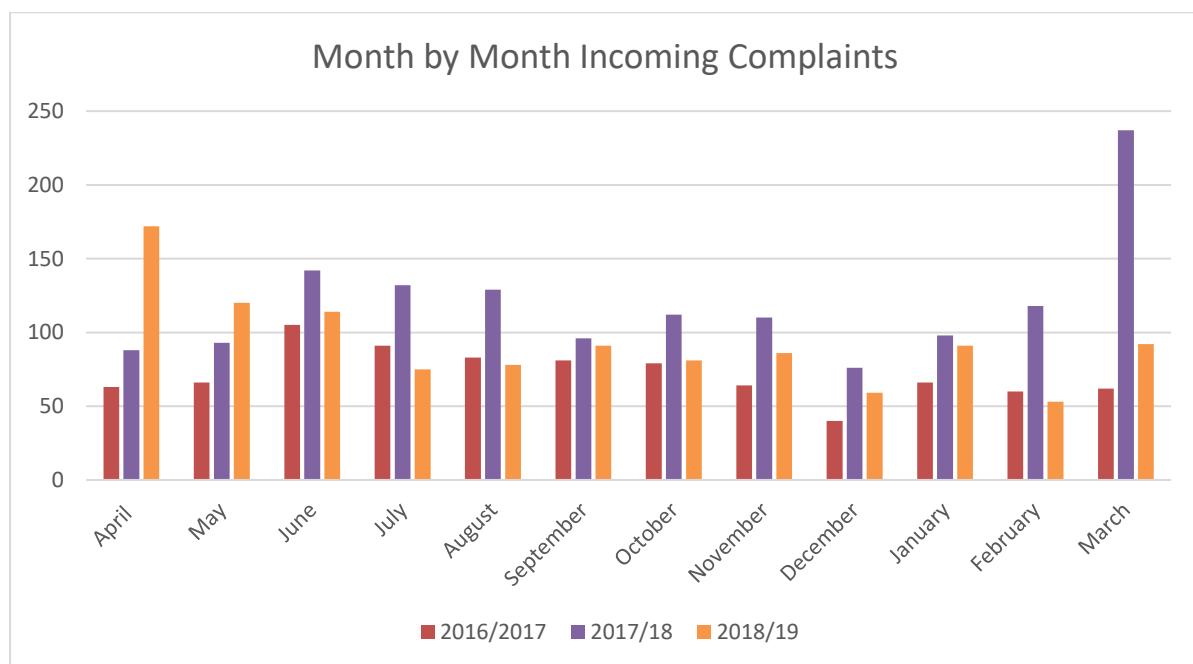
“Street cleaner and lady with black bag and picker has been out this morning and cleaned the area, and with road sweeper. He would like to say how lovely and clean it looks, Thank you”

Waste and Recycling

“Customer struggled to lift blue bin lid and a woman out of waste and recycling sorted this for her and replaced the bin for a smaller one. The customer cannot remember her name but wants to say thank you!”

“Customer called to pass on her thanks for delivering her new bin, she was without one for her commercial collections, but she has had a new one delivered this morning and she is very grateful. She would like to say thank you to the team, Thanks!”

12. Summary



Above shows the overall number of all complaints into the Authority month by month for the last three years.

As you can see, March 2018 saw a large number of complaints into the authority which continued into April 2018 and then began to slowly decrease. This was primarily a result of changes to the Waste and Recycling service implemented in Spring 2018.

Throughout 2018/19 the Customer Experience Team continued to support all Council services in delivering complaints and compliments procedures as robustly as possible.

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 the area receiving the highest number of corporate complaints but as evidenced within this report, this was unsurprising given the number of users of this service. The Adult South Team closely followed by Occupational Therapy (OT) Team have received the highest number of Adult Social Care complaints in this reporting year.

In 2017/18 the majority of Regeneration and Environment complaints were upheld/partially upheld, and this remains the same this year with a total of 64% of incoming complaints to this area being upheld or partially upheld. 35% of complaints in this Directorate were not upheld. These figures are not highlighting a long term issue with the service, but again are closely linked to the number of service users in comparison to other service areas. There are also a large number of complaints being reported that would be more appropriately logged as service requests (stolen bins, faulty street lights, dumped rubbish) and again are not identifications or overall poor service or inadequate practice.

It remains promising that we are continuing to see an increase in electronic communication both for complaints and compliments and less face to face or telephone. We are keen to drive this forward and continue promoting the use of the website and My Doncaster Council accounts which provides both the customer and the Council with a much smoother journey.

13. Priorities for 2019/20

The key priorities for the Customer Experience Team in 2019/20 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.

We are committed to improving the way that information is captured and will strive to make the reporting processes easier and quicker for the month by month updates in key service areas.

The Customer Experience Team will be working with service areas to ensure that complaints are reallocated if a formal and managerial response is not appropriate as we need to continue to identify true complaints from service requests.

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.

We will continue promoting the important of positive feedback as well as negative and hope to see an increase in compliments received into the Authority in time for next year's report.

Charlotte Buckley, Steven Jones
Customer Experience Officers



Complaints and Compliments

Annual Report for 2018/19

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

Dawn Jones
Customer Experience Manager
28 June 2019

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1.0 Background

Every local authority with a responsibility for children's social care services is required to produce an annual report outlining the statutory complaints activity for the service. This report covers the period 1 April 2018 to 31 March 2019. The statutory complaints function transferred from Doncaster Council (DC) 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. Complaints that do not fall under the statutory complaints procedure are generally those matters that do not relate to children's social care involvement or services that are not provided directly by children's social workers.

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 statutory Stage 1 complaint it is either dealt with as a “representation” or a “corporate complaint”. Details of how corporate complaints are handled are provided below. When a matter is dealt with as “representation” the person is responded to and advised how their contact has been handled and they in the majority of cases they are written to. If they are not written to they are spoken to and it is confirmed that they are in agreement that the matter that they have raised has been addressed to their satisfaction.

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 that the Customer Experience Manager escalates their complaint to a statutory Stage 2 investigation. The Customer Experience Manager will then make a decision on whether or not to escalate the complaint to Stage 2 based on the evidence provided by the complainant.

If the Customer Experience Manager does not agree to escalate the complaint to Stage 2 they write to the complainant and explain why they have made this decision. The complainant is advised of their right to contact the Local Government Ombudsman if they are unhappy with the decision made by the Customer Experience Manager.

If it is possible to resolve the complaint pre-stage 2 by undertaking further work to provide the complainant with resolution on the matters that they remain unhappy with then this will happen. The focus of the Customer Experience Manager is to support resolution at the earliest stage possible as this is in the best interests of all parties.

If the complaint is escalated to Stage 2 of the statutory complaints procedure an investigation is undertaken. 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 does not have management responsibility for the service area that has been complained about.

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 (Stage 3). The Customer Experience Manager will then make a decision on whether or not to escalate the complaint to Stage 3 based on the evidence provided by the complainant.

If the Customer Experience Manager does not agree to escalate the complaint to Stage 3 they write to the complainant and explain why they have made this decision. The complainant is advised of their right to contact the Local Government Ombudsman if they are unhappy with the decision made by the Customer Experience Manager.

As with Stage 2, if it is possible to resolve the complaint pre-stage 3 by undertaking further work to provide the complainant with resolution on the matters that they remain unhappy with then this will happen. The Customer Experience Manager's aim continues to be supporting resolution at the earliest stage possible.

If the complaint escalates to Stage 3 the Customer Experience Manager appoints a Stage 3 panel. The panel consists of two independent persons, plus an independent chair. After the panel has considered the complaint the Chair makes recommendations to the Chief Executive. A copy of the panel's letter is also sent to the complainant. The Chief Executive then makes a decision on the findings of the Stage 3 panel and sends the 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 An outline of the corporate complaints procedure

Complaints accepted by the Customer Experience Manager that fall outside the remit of the statutory complaints procedure may be dealt with under the Trust's corporate complaints procedure.

The corporate complaints procedure has two stages once a representation has been accepted as a corporate complaint.

3.1 Stage 1 - Local Resolution

As with statutory complaints, the aim is to resolve as many complaints as possible by the local team at this early stage. The local 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. If longer is required the complainant will be advised when to expect a response.

3.2 Stage 2 – Investigation

When a complainant is not satisfied with the outcome of Stage 1, they may request that the Customer Experience Manager escalates their complaint to a Stage 2 investigation. The investigation is conducted by a manager who has not had previous involvement with the complaint. The manager will investigate the complaint and respond directly to the complainant. The manager will aim to respond within 20 working days but if longer is required the complainant will be advised when to expect a response.

4.0 Local Government Ombudsman (LGO)

At the conclusion of the three stages of the statutory complaints procedure or two stages of the corporate complaints procedure, the complainant has the right to escalate their concerns to the Local Government Ombudsman for consideration.

The complainant can also contact the Local Government Ombudsman if the Customer Experience Manager has refused to accept their complaint or escalate it to the next stage of the relevant procedure.

The Customer Experience Manager can also make an early referral to the Local Government Ombudsman at any stage of either complaints procedure if they feel that the matter cannot be resolved through a complaints procedure.

5.0 The Complaints Service

The Customer Experience Team is located within the Safeguarding and Standards Unit. The Customer Experience Manager is responsible for dealing with representations and complaints received by the Trust. The Customer Experience Manager is supported by a Customer Experience Support Officer (0.8 FTE).

5.1 How contacts have been received

The majority of contacts were received directly by the Trust (91%) from a number of sources. Contacts have also been logged onto DC's on line services (7% - 2017/18 4%) or passed through DC's contact centre (2% - 2017/18 1%). This shows 2018/19 is comparable to 2016/17 when DC was the first point of contact for 9% of contacts to The Trust.

The Customer Experience Team received 31% of contacts directly on the telephone. The Customer Experience Manager has met with 31 (12%) complainants directly to capture their complaints (28% more than in 2017/18). On occasion, the Customer Experience Manager and the Team Manager have met with the complainant together in order to seek early resolution.

The Customer Experience Team has also dealt with a number of enquiries by signposting them through to the correct department. This has included matters such a safeguarding concerns and data protection matters.

The other sources of contact have remained similar to 2017/18 with the exception of e-mail which has decreased to 24% in 2018/19 (29% in 2017/18). Table 1 below shows how contact has been made with the Trust.

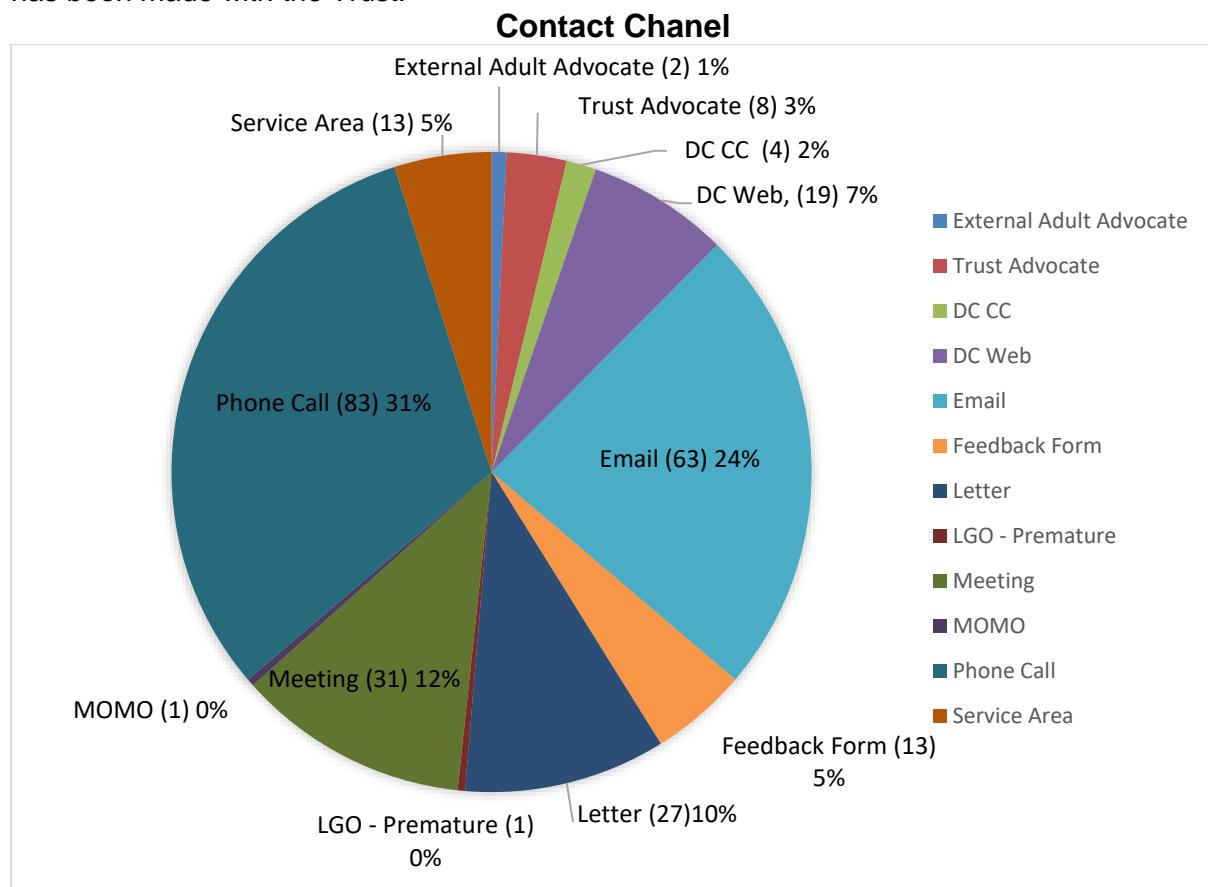


Table 1 – Contact Channel

5.2 Total number of individual complaints received

During the reporting year 265 contacts were logged which were received from 205 different people. This is a reduction of 11% from 228 people who made contact in 2016/17 and 2017/18. Table 2 shows a comparison of how these contacts were handled:

	2018/19	2017/18	2016/17
Stage 1	145 (55%)	229 (74%)	187 (60%)
Representations (informal)	30 (11%)	14 (5%)	65 (21%)
Withdrawn	36 (14%)	43 (14%)	44 (14%)
Corporate Complaint	54 (20%)	23 (7%)	14 (5%)
Total Contacts	265	309	310

Table 2 – Individual number of contacts received

The level of contacts has reduced by 14% since 2017/18. One reason for this reduction is the lower number of repeat complaints since 2017/18. In 2017/18 there were two people who had a high level of contact with the Trust. One of them made 8% of all contacts and was dealt with through the persistent complaints procedure.

Of the 265 contacts 145 were accepted at Stage 1 of the statutory complaints procedure which is a 37% decrease in the number of complaints that were accepted at Stage 1 in 2017/18.

There has been an increase in the number of complaints that were dealt with through the corporate complaints procedure (54 in 2018/19 in comparison to 23 in 2017/18). Following previous feedback from the Local Government Ombudsman more consideration is given to which procedure a complaint should be handled under. Another reason for this increase is the number of complaints that were received from 3rd parties who do not receive a statutory service from the Trust.

Contacts Received – 1 April 2018 – 31 March 2019

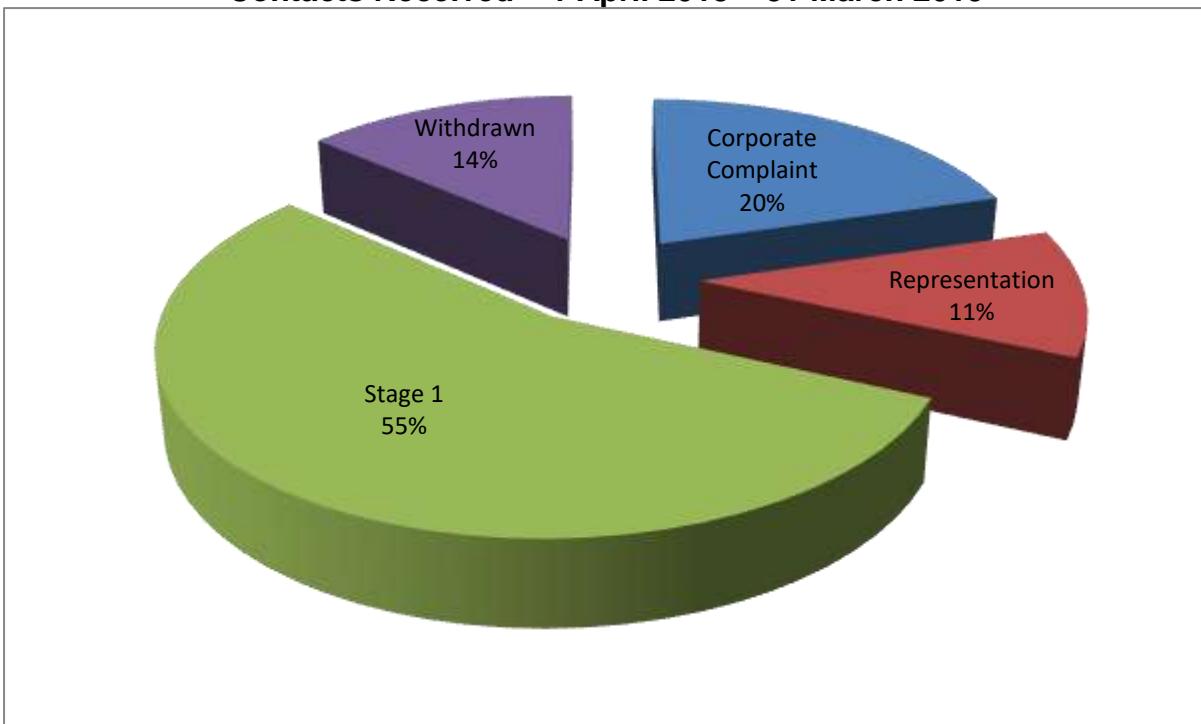


Table 3 – Breakdown of contacts received

5.3 Who made complaints/representations?

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

There were 26 contacts received from young people during 2018/19 (one young person contacted the Trust twice). This is a reduction from the 33 contacts received during 2017/18 and 28 contacts received in 2016/17.

The age of young people who contacted the Trust ranged between 11 and 20 years old.

There were contacts from 5 young people who were of a black and minority ethnic (BME) group. This is an increase from 2017/18 where only 1 young person was from a BME group.

There have been 11 complaints/contacts from children in care which is a 52% drop from 2017/18 when 23 children in care made contact. There has been a increase in complaints/contacts from care leavers (8 in 2018/19 compared to 3 in 2017/18).

In 2017/18 the Trust produced a new information pack which included an information pack for children and young people which gave advice on how to complain or provide feedback. For the first time complaints/contacts have been received from young people on a child in need plan (5) and a young person receiving support from non-statutory services from the Trust (1). One possible reason for this increase in the range of contacts from children and young people could be as a result of the introduction of the new information pack.

Table 4 below shows how contacts have been received from young people and what area of support they were receiving at the time contact was made.

Route	Child In Care	Care Leaver	Child Protection	Child In Need	Young Person
Feedback Form	1	3	1		
Meeting with Customer Experience Manager	3	2		2	
MOMO*				1	
Phone Call with Customer Experience Manager		2		1	1
Service Area		1			
Trust Advocate	7			1	
Total	11	8	1	5	1

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

* MOMO is an app used by young people receiving a service from the Trust to keep in touch with social workers and others.

6.0 Statutory Stage 1 Complaints

Table 5 below shows a breakdown of the outcome of statutory Stage 1 complaint investigations. There was a 56% reduction in the number of Stage 1 complaints that were upheld in 2018/19.

Year	No. of Stage 1 complaints	Upheld	Partly Upheld
2018/19	145	27 (19%)	26 (18%)
2017/18	229	61 (27%)	40 (17%)

Year	No. of Stage 1 complaints	Upheld/Partly Upheld
2016/17	187	97 (52%)

Table 5 – Outcome of Stage 1 investigations

In 2018/19 there were 16947 contacts with The Trust of which 4718 became open cases. The number of complaints accepted at Stage 1 of the statutory complaints procedure was 0.9% of all contacts with the Trust. This is a reduction from 1.25% in 2017/18.

6.1 Breakdown of Statutory Stage 1 Complaints by Area

Below is a breakdown of the 145 statutory Stage 1 complaints received by service area:

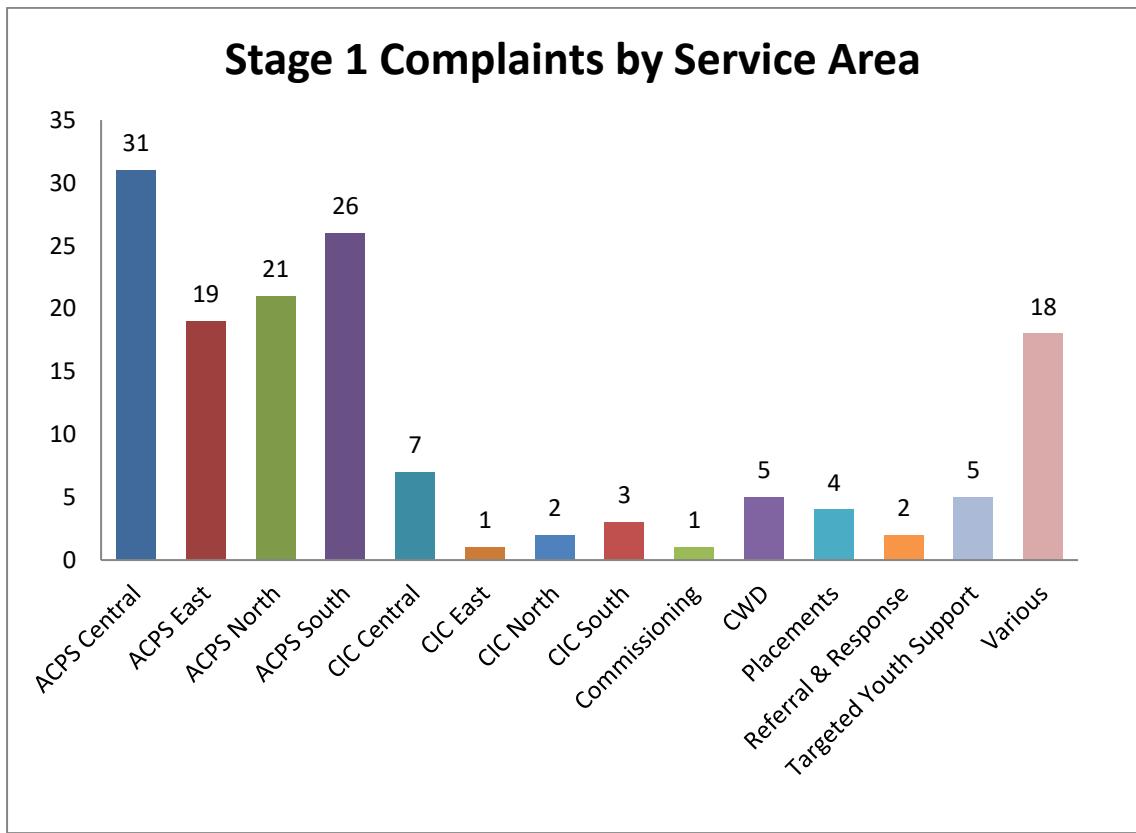


Table 6 – Complaints by service area (Various relates to more than one service area)

As in 2017/18 the majority of complaints have been received by the Area Child Protection Service teams (ACPS). As these areas deal with child protection matters which is an emotive subject and will involve the need for difficult conversations with families it is expected that this will result in complaints. These teams also hold the highest proportion of cases (75%) as shown in Table 7 below by they received only 67% of Stage 1 complaints.

Proportion of complaints against cases held

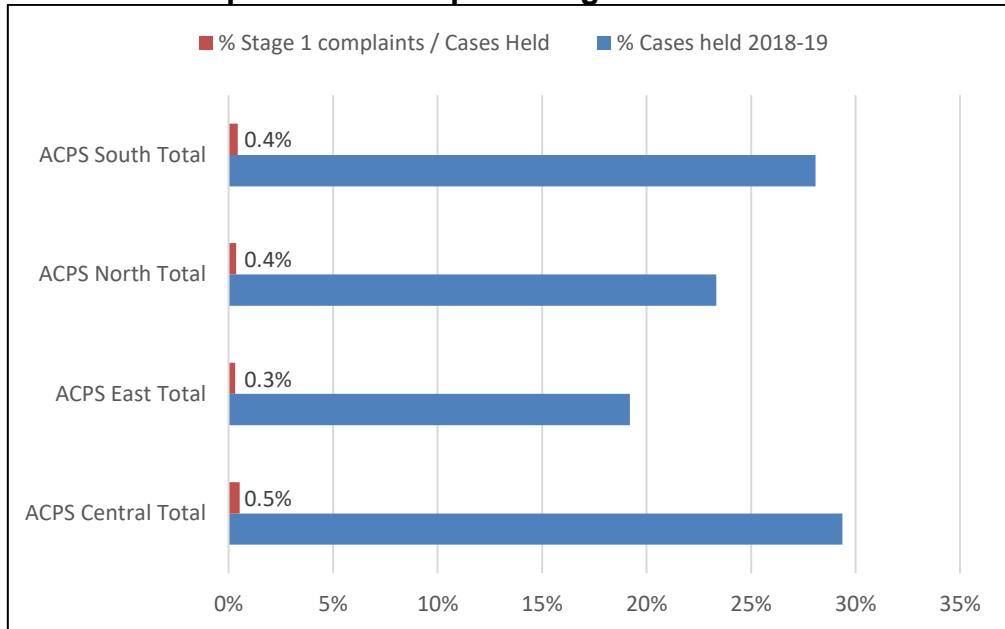


Table 7 – Proportion of complaints against cases held

6.2 Monthly trend for receiving statutory complaints

Upon analysing the total complaints accepted at statutory Stage 1 per month for 2016/17, 2017/18 and 2018/19 there still seems to be no clear trend in regards to whether complaints peak during certain months although there are more similarities for the trend in receiving complaints in 2018/19 against 2016/17.

2016/2017 - 2017/2018 - 2018/2019 Stage 1 Comparisons

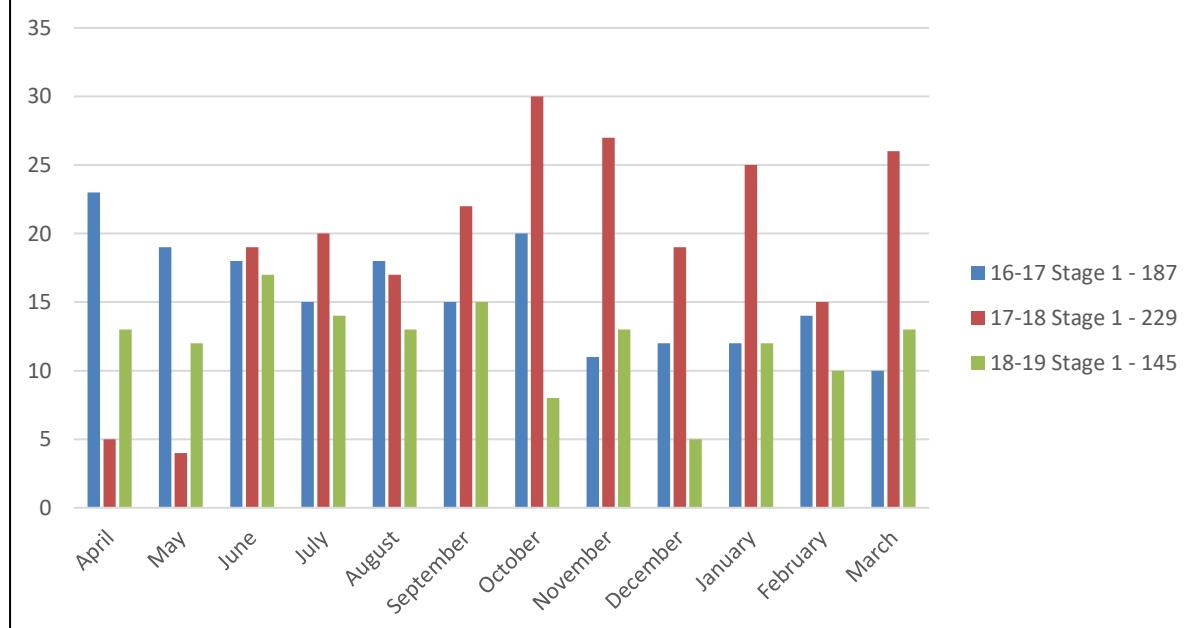


Table 8 – Number of Stage 1 complaints received 2016/17, 2017/18 and 2018/19 by month

6.3 Repeat statutory complainants

The Trust received 2 or more complaints from 24 people during 2018/19 (see Table 9 below). Out of these 65 repeat contacts 48 (74%) were accepted at Stage 1 of the Trust's statutory complaints procedure. This is a 3% decrease from 2017/18 when 85 (77%) of 110 contacts were accepted at Stage 1.

No. of Contacts	No. of people 2018/19	No. of people 2017/18
2	14	15
3	5	6
4	5	5
5		1
12		1
25		1
Total	24	29

Table 9 – Repeat complainants

There has not been a requirement in 2018/19 to treat any complainants who have raised a complaint under the Trust's Persistent Complaints Procedure. The Customer Experience Manager has worked with two managers around putting communication agreements in place and these have been managed in the area teams.

Three of the four people who made four contacts with the Trust requested a Stage 2 complaint investigation and one of the three contacted the Local Government Ombudsman. No further action was taken as a result of these requests

6.4 Compliance with timescales – Statutory Stage 1

Table 10 below is a breakdown of the timescales to deal with the 145 statutory Stage 1 complaints received between 1 April 2018 and 31 March 2019:

	2018/2019	2017/2018	2016/2017
Within 10 working days	68 (47%)	69 (30%)	71 (38%)
Within 20 working days	52 (36%)	80 (35%)	54 (29%)
Over 20 working days	25 (17%)	80 (35%)	62 (33%)
Total Stage 1 complaints	145	229	187

Table 10 – Response timescales

Table 10 shows that 83% of statutory Stage 1 complaints were dealt with within 20 working days. This is a significant improvement in performance for 2017/18 (65%) and 2016/17 (67%). Managers have responded positively to timescales for dealing with complaints with 100% of complaints responded to within statutory timescales in quarter 4 of 2018/19.

Breakdown of timescale to respond to Stage 1 complaints

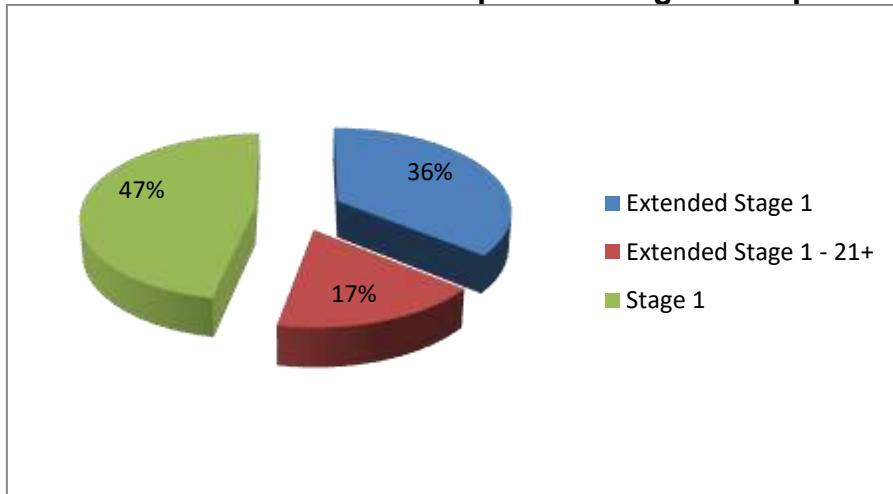


Table 11 – Breakdown of timescale to respond to Stage 1 complaints

7.0 Statutory Stage 2 complaints

There were 23 (16%) requests for Stage 1 complaints to be escalated to Stage 2 of the statutory complaints procedure during 2018/19. All of these 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 23 statutory Stage 2 complaint investigations could have potentially cost £92k (£4k average) which would have diverted money from delivering front line services to children and young people.

Of the 23 requests received 3 were received from 3 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

- Arranging for a specialist risk assessment to be undertaken
- Agreeing with managers for case notes to be added to case files which reflected the parent's views on information relating to them
- Verifying information with other agencies which resulted in assessments being updated.
- The Customer Experience Manager negotiated a young person being placed on a counselling waiting list at the same point they would have been if the referral had been sent through when this support had originally been identified.

Managers have continued to provide robust statutory Stage 1 responses which has meant it has been possible to decline so many Stage 2 requests. The Customer Experience Manager has continued to personally quality check 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. In 2018/19 external agencies have not confirmed that the information provided by the complainant was correct.

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

Managers have also sought guidance on how to manage communication with people before matters escalate to complaints. This has included meetings with Team Managers and Heads of Service to discuss ensuring resolution identified at Stage 1 is implemented. A meeting was also held between the Team Manager, Social Worker, Parent and Customer Experience Manager in order to put in place agreed levels of communication.

7.1 Cost of Statutory Stage 2 investigations

Table 12 below shows the continual decrease in annual costs for Stage 2 investigations between 1 April 2015 and 31 March 2019.

Year	No. of Stage 2 Investigations	Annual Stage 2 Spend	Average Cost	Reduction of spend against 2015/16	Average Timescale (Working Days)
2015/16	6	£42,374	£7062		120
2016/17	5	£20,090	£4018	£22,284	62
2017/18	2	£9,292	£4646	£33,082	88
2018/19	0	£0	£0	£42,374	n/a

Table 12 – Annual cost of Stage 2 investigations - 1 April 2015 – 31 March 2019.

8.0 Statutory Stage 3 Complaints

There were no statutory Stage 3 requests during 2018/19.

9.0 Analysis

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

Complaints have been received during 2018/19 with the main area of complaint relating to a number of different areas as shown in Table 13 below:

Breakdown of Overall Complaint Themes

Subject of Complaint	No. Received	Upheld	Partly Upheld	Not Upheld
Accuracy of Assessment/Reports	9		6	3
Actions of Worker	48	2	6	40
Decision Making	19	1		18
Delays in receiving services	20	3	2	15
Delays in sharing Minutes/Reports	3	3		0
Family Time arrangements	4	2	1	1
Financial assistance	2	1		1
Poor communication	38	14	11	13
Unhappy with placement	2	1		1
Total	145	27	26	92

Table 13 – Breakdown of complaint themes 2018/19

Table 14 below shows a comparison of the number of Stage 1 complaint themes from 1 April 2016 to 31 March 2019 and the overall findings of the complaint investigations.

Comparison of Overall Statutory Complaint Themes Received

Subject of Complaint	2018/19		2017/18		2016/17	
	No. Received	Upheld/Partly Upheld	No. Received	Upheld/Partly Upheld	No. Received	Upheld/Partly Upheld
Accuracy of Assessment/Reports	9	6	19	7	18	11
Actions of Worker	48	8	69	16	50	14
Changes in Social Worker	0	0	6	3	7	4
Decision Making	19	1	27	3	14	0
Delays in receiving services	20	5	23	13	23	16
Delays in sharing Minutes/Reports	3	3	7	6	0	0
Family Time arrangements	4	3	6	5	9	5
Financial assistance	2	1	15	9	11	8
Poor communication	38	25	49	35	46	36
Unhappy with placement	2	1	8	4	9	3
Total	145	53	229	101	187	97

Table 14 – Comparison of themes – 2016/17, 2017/18 and 2018/19

10.0 Lessons learnt from statutory complaints/representations

The Trust welcomes feedback and uses this as an opportunity to learn. Where applicable, in the statutory 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 2018/19 there has been a significant decrease (53%) in the number of complaints that have been received about the accuracy of assessments/reports.

The main issues have been that the complainants have felt that reports were biased against them or information within them was inaccurate. This is an ongoing theme with this type of complaint. On a number of occasions the information that they were complaining about related to information being provided by a third party.

Guidance was given to complainants on how to address the issue of incorrect third party information when this had been provided by another professional/agency. A complaint was received about incorrect information from the Trust in another agencies report and the agency was contacted and advised of this and asked to correct their records.

Team Managers have prevented a number of complaints by offering the complainants the opportunity to discuss what they are unhappy about and where appropriate attaching a case note reflecting the parent's views on information shared by third parties. This option is also offered to complainants when they contact the Customer Experience Team and on occasion, with agreement from the complaining, this has resulted in the matter being dealt with informally

The Customer Experience Manager met with one complainant and their advocate four times over a period of time to gather information on a significant number of issues including information in documents. Whilst not all aspects of the complaint were upheld there were a number of issues that needed addressing in order to support the case moving forward. The Customer Experience Manager, Team Manager and Head of Service met to discuss the way forward and an action plan was put in place by the Team Manager which had Head of Service oversight. This provided the complainant with reassurance and enabled the complaint to be dealt with at Stage 1 rather than Stage 2.

On a few occasions people have complained about information within a report/assessment and has not been possible to discuss the matter with the social worker as they are no longer with the Trust. When this has happened the Team Manager has brought the concerns to the attention of the new social worker so that the matter can be considered in the next assessment/report.

There have been a number of complaints that have not been accepted as these relate to court matters and these are outside the remit of the complaints procedure. However consideration has been given as to whether or not the matter being complained about would have impacted upon decision making. On one occasion an addendum was sent to the Court with the documents for the final hearing so that the Judge was made aware of the issues raised and the response to them so that they could make an informed decision.

Actions of Worker

As in previous years this category has received the most complaints. There has been a 30% decrease in the number of complaints received about the actions of workers since 2017/18. In 2018/19, 17% of complaints were upheld or partly upheld compared with 23% in 2017/18 and 28% in 2016/17. Eleven repeat complainants raised 16 complaints in this category (33%) of which 1 was upheld and 2 were partly upheld for three different complainants.

Complaints have covered a wide range of topics about social worker behaviour from allegations about the tone of voice or comments made by a social worker, feeling that a social worker was biased against them or had lied. A number of complaints were also received about a parent being questioned about people being present in the home that should not be in contact with their child/ren either due to a decision not yet being made due to an ongoing assessment or because the person was a known risk to children. Complaints were also received about social workers not attending meetings, not visiting when they said they would, not acting upon concerns, not providing parents with support or keeping them up to date. There have also been a few complaints from parents who have said they have felt judged as "bad" parents because they no longer wished to have their child in their home and felt that they should be in care. There were a number of requests for social workers to be changed because of these alleged behaviours.

In the majority of cases there was no evidence to support these allegations. On a number of occasions it has not been possible to reach a conclusion on the complaint because the

complainant and social worker had a different view about what had been said or the context of the conversation. There were occasions that apologies were offered by the social worker in relation to how the interaction had been handled. On the occasions that the parent had not felt supported the explanation provided was that the social worker had had to focus on the immediate needs of the child which was their priority at that time.

Where complaints were accepted managers confirmed that suitable guidance would be given and that the worker would reflect on their practice going forward. In relation to social workers not contacting the complainant there were a number of occasions where clear case recordings of efforts being made by the social worker to contact families by either visiting the home or leaving telephone messages for them, which were not returned, were used as evidence to respond to the complaint.

There were complaints about the actions of the social worker when the social worker has been limited in the information that could be shared due to an ongoing police investigation. The complaint response took the opportunity to explain again why the social worker was unable to discuss certain matters with them or undertake bespoke pieces of work with young people at that time.

Parents have complained that social workers have stopped them having contact with their child rather than the other parent exercising parental responsibility. It has been confirmed in the complaint response that it is evident from case records that both parents have been advised of their parental rights and also advised to seek legal advice if they are being stopped from seeing their child by the other parent.

On occasion parents have complained that the social worker has played a role when children have made the decision that they do not wish to see a parent. Responses have been sympathetic but reinforced that the wishes of the child was being respected by the person caring for the child/ren. Confirmation was given that the child/ren had been seen alone to enable them to share their views and that the matter would be regularly reviewed whilst social care was involved in case the child/ren changed their mind.

On two occasions two different children made complaints about the actions of the worker. When the Customer Experience Manager talked to them about what it was they were unhappy with it was apparent that the information had been shared with them by their parents rather than the child experiencing this directly.

In relation to complaints about social workers not attending meeting on occasion the social worker has either not been expected to be part of the meeting when it has been arranged by another agency or the social worker had intended to come in on their non-work day to attend the meeting.

On one occasion because a social worker had not dealt with an assessment or reviewed a safety plan in a timely way it impacted upon child care arrangements for the family. Suitable management guidance was given to the social worker by the Team Manager and they resolved the issue of child care arrangements straight away.

Another complaint response found evidence that the recording in assessments had not been balanced and that only one parent had been advised to undertake a specific course rather than both parents. The complainant investigation also found that both parents had not had minutes from meeting shared with them. The manager confirmed that suitable management guidance had been given to the social worker and steps were taken by the manager to monitor the case going forward to ensure that the same issues did not happen again.

Complaints were received on a number of occasions when the parent/carers had parental responsibility for their children and they were advised that they were able to obtain information directly themselves from other agencies. When people with parental responsibility said they no longer wished to care for children the complaint response advised them of their legal responsibility and also the need to explore all available options for a young person to be cared for within their extended family before coming into care was considered.

When complainants have advised that other professionals have been present and witnessed the behaviour of the social worker the Customer Experience Team has contacted the professionals and sought their views. The views of the professionals, after the wording has been agreed, have been included in the response to the complainant. Responses from other professionals have differed to the opinions shared by the complainant.

Changes in social worker

Changes in social worker has not been the main presenting issue for any complaints in 2018/19. One reason for this could be the result of a more stable workforce. Staff turnover, sickness levels and vacancy rate have fallen between 2016 and 2018.

Decision Making

There was a 30% decrease in complaints about decision making from 27 in 2017/18 to 19 in 2018/19. Of these 19 complaints 1 was 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.

Of these 19 complaints 10 were raised by 8 repeat complainants.

Delays in receiving services

Complaints regarding the delays in receiving services have been at a similar level to previous years. However there has been a 62% decrease in the number of complaints upheld or partly upheld in 2018/19.

A number of complaints were received regarding delays in receiving services from social care. This included assessments not being completed in timescale, decisions being made about unsupervised contact, undertaking direct work identified as part of the child protection process, referrals to other services, Child in Need meetings not happening, levels of respite provided and providing details of parenting courses.

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 young person about a delay in appropriate life skills support being put in place before they moved. This delay was due in parts to a change in working practice within the Trust, the allocated social worker and the unexpected unavailability of a provider. The young person was offered access to this support as part of the complaint resolution.

A complaint was upheld because referrals had not been made to other agencies and an assessment had not been completed in timescale. The complainant refused to allow the social worker access to the home because of these delays. The Team Manager took the decision to change the social worker given the strong views of the complainant and provided a timescale for the work to be undertaken in. This was accepted as a resolution by the complainant.

On one occasion there had been a delay in receiving services due to the request being sent to the wrong person the Team Manager advised all staff in the team that if they received a direct email regarding a case that they are not currently involved in they should forward it on to an email address which has management oversight. A manager would then deal with the email as appropriate.

On occasion Child in Need meetings were not taking place. Suitable management guidance was provided to the social workers involved and they were reminded to follow the Child in Need policy and procedure. On one occasion it was not possible to discuss the matter with the social worker as they were no longer with the Trust.

There has been a delay on occasion to services being delivered due to unplanned absence of staff.

On a number of occasions services provided by other agencies have been identified as the appropriate support in multi-agency meetings. The reason for the delay in receiving services has been due to the waiting lists of other agencies. On other occasions young people have refused to engage in the services offered. These circumstances are outside the control of the Trust.

Delays in sharing minutes/reports

In 2018/19 the Trust received 3 complaints and 3 were upheld. This is a reduction from the 7 complaints received in 2017/18.

Complaints were received about reports not being shared ahead of a meeting, minutes not being shared after meetings and a parenting assessment not being shared in a timely way. Each of these complaints related to a different team.

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

Family Time arrangements

There has been an ongoing decrease in the number of complaints regarding Family Time arrangements. One was partly upheld due to a parent's mobility and the delay in the time it took to move the location of Family Time closer to their home. A complaint was upheld in relation to a delay in sibling contact being arranged before court proceedings started. The third complaint was upheld as the social worker wrongly thought that the Family Time Centre would inform the parent of the change in time for Family Time and Family Time was missed. On each occasion suitable management action was taken to address these issues. When Family Time was missed the family was offered the opportunity to make up missed Family Time.

Financial assistance

There has been a significant 87% decrease in complaints received about financial assistance with 2 being received in 2018/19 against 15 received in 2017/18.

In 2017/18 the Finance Team updated the adoption allowance process and a specialist resource was identified with knowledge about entitlements for young people. This has impacted positively on the number of this type of complaint in 2018/19.

A complaint was upheld when there was a delay in communication with a parent for adoption allowance and a decision was made to reduce the allowance without taking into consideration all the factors. As a result of the complaint the allowance was reinstated.

Poor Communication

Poor communication has continued to be the category that has received the second largest amount of complaints. There has been a 22% decrease in the number of complaints received against 2017/18 and a 29% decrease in the number of complaints upheld/partly upheld.

Complaints were received about telephone calls not being returned, reports for meetings being received late, parents not being given details of meetings, delays in new social workers making initial contact, 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. On a number of occasions managers have challenged 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. On a number of occasions within the response to the complaint the complainant has been asked to provide more information in order to enable the complaint to be investigated further. This information has very rarely been provided but the Team Manager has still taken the opportunity to remind staff to ensure they make a note of all calls. Where there was evidence that communication was poor this was apologised for by the Team Manager and addressed with individual workers in supervision.

Complaints have been raised about wording used by social workers. In some cases the social worker has disputed that this wording has been used so the manager has been unable to reach a conclusion on the complaint. On other occasions the social worker has explained the context of what was said. Where the wording used has been emotive the Team Manager confirmed that this had been discussed with the social worker and guidance had been given on more appropriate wording to use. Where complaints have been upheld the social worker has apologised for any upset caused as this was not their intention.

A complaint was received that a translator had not been used. The manager advised that this was due to the urgency of the meeting but agreed in future that if it is not possible to source a translator in time then the telephone translation service would be used. The opportunity was taken to ensure that a translator had been arranged for the next scheduled meeting which was due to happen shortly.

One parent complained that they had not been consulted as part of the assessment process and they were not in agreement to the case closing. The Team Manager spoke to the complainant and arranged for them to be consulted and agreed that due to the information they had since provided to the assessment process support would be offered to the family through the Child in Need process. The Team Manager provided the social worker with suitable management guidance regarding consultation with the parent as part of the assessment process.

There have been complaints that information has not been shared from other agencies/third parties. On a number of occasions this has been because the information had not yet been received by the Trust. On one occasion this was because consent had not yet been provided for information to be shared but it was accepted that the complainant should have been advised of the delay and an apology was offered that they had not been kept updated.

Complaints have been received of calls not being returned when the number of calls have been disproportionate. On occasion calls were not being returned because the caller was abusive to staff and they had been advised that this was not acceptable. The complaint response addressed these issues with the complainant and advice was given on communication with the Trust going forward.

A complaint was received from siblings because they did not know what would be happening with them when they turned 18 and they were concerned about the future plans for where they would live. The Team Manager apologised that there had originally been a delay in sharing information with them which had been addressed with their social worker. The Team Manager provided them with another copy of their care plan and took the opportunity to provide them with reassurance that they would continue to be involved in planning for their future.

Unhappy with placement

There were 2 complaints received where the placement was the main presenting issue. This is a 75% reduction from 2017/18.

One complaint was received from a young person who had been required to move placement because of their behaviour. Although this complaint was not upheld reassurance was given on the plans to move them to a place where they would be happier.

The second complaint was received from an adult who was unhappy with the arrangements for their child. The reason that the placement had changed was outside the control of the Trust but lessons were learnt as a result of their complaint. Processes were put in place to ensure in future that when referrals were made for placements the referrer would be asked if they already have any views about a suitable placement so that this can be considered from the outset.

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. Benefits – When a child becomes classed as “looked after” the benefits agency are automatically notified. However, on occasion a child can be classed as “looked after” and remain in the care of their parent so benefits should not be stopped. As a lesson learnt from complaints staff across the Trust who deal with notifying the Benefits Agency were asked to check the living arrangements for the child before benefits are stopped.
2. Language – An adoptive parent had been upset that they had been referred to as a “carer” when contacting the office about payments. The Manager explained that this term is used by the team as a generic title for birth parents, foster carers, adoptive parents and other carers but accepted that the complainant had experienced this as hurtful. As a lesson learnt the team changed their practice to ask people how they would like to be referred to.
3. Referrals – The Referral and Response team have been provided with training and updates on ensuring that people making a referral are updated on the outcome of their referral. If this relates to a matter that is covered by data protection the referrer will be advised that the matter has been taken forward as appropriate.

4. Core Groups – Child Protection Conference Chairs were reminded of the importance of ensuring that details of core groups are recorded in Child Protection Conference Minutes so that their frequency are monitored.
5. Foster Carer - A carer had not taken a child to Family Time and this had not been agreed with the Trust as corporate parent. Guidance was given to the carer on their remit for decision making and to ensure that everyone's rights had been taken into consideration and appropriate support was put in place before a decision was made to cancel Family Time.
6. Family Time – The wording on the letter to confirm Family Time arrangements was amended so that it was clear to families that they needed to speak to the social worker directly about any changes to Family Time dates that had already been arranged.
7. External Services – The Customer Experience Team contacted Google Translate to advise them that their translation service for a specific language did not work correctly.
8. Adoption – as the result of a complaint working practices changed to ensure that when it is known that a social worker is leaving, time is scheduled to enable the newly allocated social worker to prepare and read reports for initial meetings with adopters. This also included a recommendation that the existing and new social worker meet to have a discussion about the adopter and child due to be matched.

11.0 Corporate Complaints

Out of the 265 contacts made during 2018/19 with the Customer Experience Team 54 (20%) were received from 44 different people and were dealt with under the Trust's Corporate Complaints Procedure. This is an increase from 2017/18 when 7% of contacts were dealt with through this procedure. The reason for this increase is a more robust process in dealing with complaints through the correct procedure, ie the corporate complaints procedure rather than the statutory complaints procedure.

Table 15 below shows a breakdown of the outcome of the investigations into these complaints.

Year	No. of Corporate complaints	Upeld	Partly Upeld
2018/19	54	14 (26%)	7 (13%)

Table 15 – Outcome of Corporate complaint investigations

11.1 Breakdown of Corporate Complaints by Area

Below is a breakdown of the 54 corporate complaints received by service area:

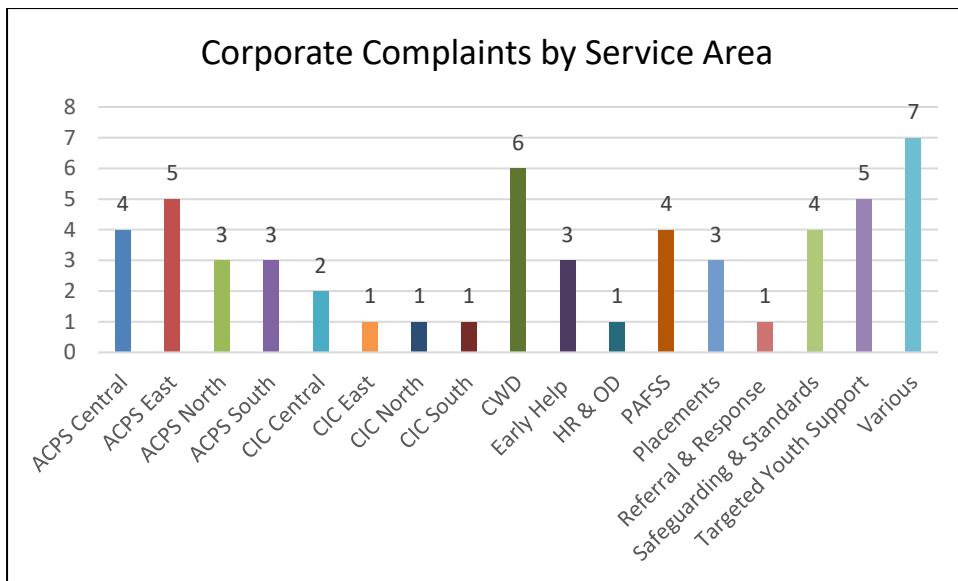


Table 16 – Corporate complaints by service area (Various relates to more than one service area)

Table 17 below shows the breakdown of who corporate complaints have been received from.

Relationship to Young Person/Child	No Received
Mother/Father	12
Grandparents	9
Children and Young People	4
Step Parent /Parents Partner	7
Sibling	2
Issues relating to Staff	3
Education Professional	2
Other 3 rd party	1
Foster Carers	4
Total	44

Table 17 – Originator of Corporate complaints

11.2 Repeat corporate complaints

The Trust received 2 or more complaints from 8 people during 2018/19 (see Table 18 below). Out of these 29 repeat contacts 15 (56%) were accepted at Stage 1 of the Trust's corporate complaints procedure.

No. of Contacts	No. of people 2018/19
2	4
3	1
4	1
6	1
8	1
Total	29

Table 18 – Repeat corporate complainants

11.3 Compliance with timescales – Corporate complaints

Below (Table 19) is a breakdown of the timescales to deal with the 54 corporate complaints received between 1 April 2018 and 31 March 2019.

2018/2019	
Within 10 working days	30 (55%)
Within 20 working days	15 (28%)
Over 20 working days	9 (17%)
Total Stage 1 complaints	54

Table 19 – Corporate response timescales

Table 19 above shows that 83% of corporate Stage 1 complaints were dealt with within timescales.

12.0 Corporate Stage 2 complaints

There were 8 (15%) requests for corporate Stage 1 complaints to be escalated to Stage 2 of the corporate complaints procedure during 2018/19. All of these 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. If a complaint had escalated to Stage 2 of the Corporate Complaints Procedure then it would have been undertaken by a manager in the Trust who had not been involved with the case and therefore been a resource cost. There were 5 requests received from 3 people who were repeat complainants.

Resolution was offered at Stage 1 to place a note on a file to reflect the complainant's position. On the basis that appropriate resolution was offered this did not escalate to Stage 2.

Two complaints related to information shared with Court in the same case. Although this is outside the remit of the complaints procedure the opportunity was taken to achieve resolution by providing an update to the Court as the proceedings had not yet concluded. This was accepted as resolution by both parties.

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

Subject of Complaint	No. Received	Upheld	Partly Upheld	Not Upheld
Accuracy of Assessment/Reports	5	1	2	2
Actions of Worker	16	1	1	14
Changes in Social Worker	1	1		
Decision making	3			3
Delays in receiving services	7	3		4
Family Time arrangements	1			1
Financial assistance	5	2		3
Poor communication	15	6	3	6
Unhappy with placement	1		1	
Total	54	14	7	33

Table 20 – Analysis of presenting themes for corporate complaints

14.0 Lessons learnt from corporate complaints/representations

As with statutory complaints the Trust welcomes feedback and uses this as an opportunity to learn. Where applicable the manager has used the opportunity when responding to advise what action has been taken, or will be taken as a result of the learning from the complainants' experience. Complaint Monitoring and Learning Forms are used to track actions that have not already been completed to reduce the risk of repeat complaints or escalation of complaints.

A number of complaints have been raised relating to people being unhappy with social care involvement with their partner. This has been for a number of reasons including being unhappy that their partner has been unable to stay overnight in the home, or contact with children has been stopped or supervised whilst risk assessments were being undertaken. These complaints have been raised by both parents and their partners when one party does not have parental responsibility for the child living in the family home. This has also related to decision making about contact with children following completion of the assessment.

One complaint regarding delays in receiving services was not upheld because the Trust was not responsible for providing the service and without a referral the individual was not eligible for a service. However in order to support complaint resolution, working together with the Council the Customer Experience Manager made a referral to the relevant service in order to enable the individual to access the service they needed.

One young person was unhappy with a placement because they said that personal items had been lost when they left them there. In order to reach resolution as a gesture of goodwill the service area contributed towards replacement items and introduced an inventory process of items left on the premises to address potential complaints of this matter in the future.

One complaint related to a dispute between two parents about who should provide refreshments for their children when Family Time took place over a period of time which included lunch. In order to resolve the complaint the Team Manager put an agreement in place. As a result of lessons learnt from this complaint the Family Time booking form was amended to remind social workers to think of food/refreshments for children when Family Time takes place over a meal time and/or for an extended period of time.

15.0 Local Government Ombudsman

The Local Government Ombudsman (LGO) raised six matters with the Trust during 2018/19. These were dealt with as follows:

15.1 Statutory Complaints

1. One person complained that the Trust had failed to notify them regarding an incident involving their child. This was dealt with at Stage 1 of the statutory complaints procedure and the Customer Experience Manager declined to escalate this to Stage 2. The LGO decided not to investigate the complaint on the basis that it was unlikely that the LGO could add anything significant to the Trust's investigation into the complaint.
2. One complainant has gone to the LGO prematurely. They were directed back to the Trust and their complaint was dealt with through the statutory complaints procedure at Stage 1 and the response was shared with the LGO. The Customer Experience Manager declined the request for this complaint to escalate to Stage 2 and informed the LGO of this decision. The LGO took no further action on this complaint.

3. A couple complained that the Trust had not provided support to a child in their care and refused to accept their complaint at Stage 1. The findings of the LGO was that there was no fault by the Trust.
4. One person complained that the Trust refused to change the child's social worker. This had been investigated at Stage 1 and a Stage 2 request was declined by the Customer Experience Manager. The LGO made the decision not to investigate the complaint on the basis that they could not achieve the results the complainant wanted.
5. The LGO investigated a complaint that a parent and their child had not been treated properly and that incorrect information had been shared with the court about the parent. The issue about incorrect information had been dealt with when it occurred in 2012 but the case file had not been corrected. The LGO found fault in the parent not being kept updated and distress caused by incorrect information on the file. A payment of £150 for time and trouble and £300 for distress was made. The Trust and the Council agreed to implement the recommendations made by the LGO in the timescale given. The LGO was provided with details of the actions taken to implement the recommendations and have responded to say that they had recorded a compliance outcome of "Remedy complete and satisfied."

15.2 Corporate Complaints

6. One person complained to the LGO regarding the decision making about the adoption plans for their grandchildren. The LGO decided that this was a premature complaint as it had not exhausted the complaints procedure. The Customer Experience Manager had not received a Stage 2 request but on the advice of the LGO contacted the complainant to obtain more information. The Customer Experience Manager declined to escalate the complaint to Stage 2 and advised the LGO of this decision. The LGO took no further action on this complaint.

15.3 Feedback and good practice

The LGO also asked the Trust if they could use an anonymised copy of a letter sent to a young person as an internal example of a good age appropriate apology to a child. The Trust agreed to this request.

16.0 Compliments

In line with the culture of the Trust throughout the year 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. This public acknowledgement of hard work and dedication to improving outcomes for children and young people continues to have a positive impact on staff. Compliments are received from colleagues in other departments as well as from partner agencies, professionals and the public. By gathering positive feedback it enables everyone to recognise the importance of each individual and the role that they play in improving services.

During the report year, 219 compliments were gathered from across the Trust from children and young people, their families, internal and external professionals, the local community and local businesses. 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

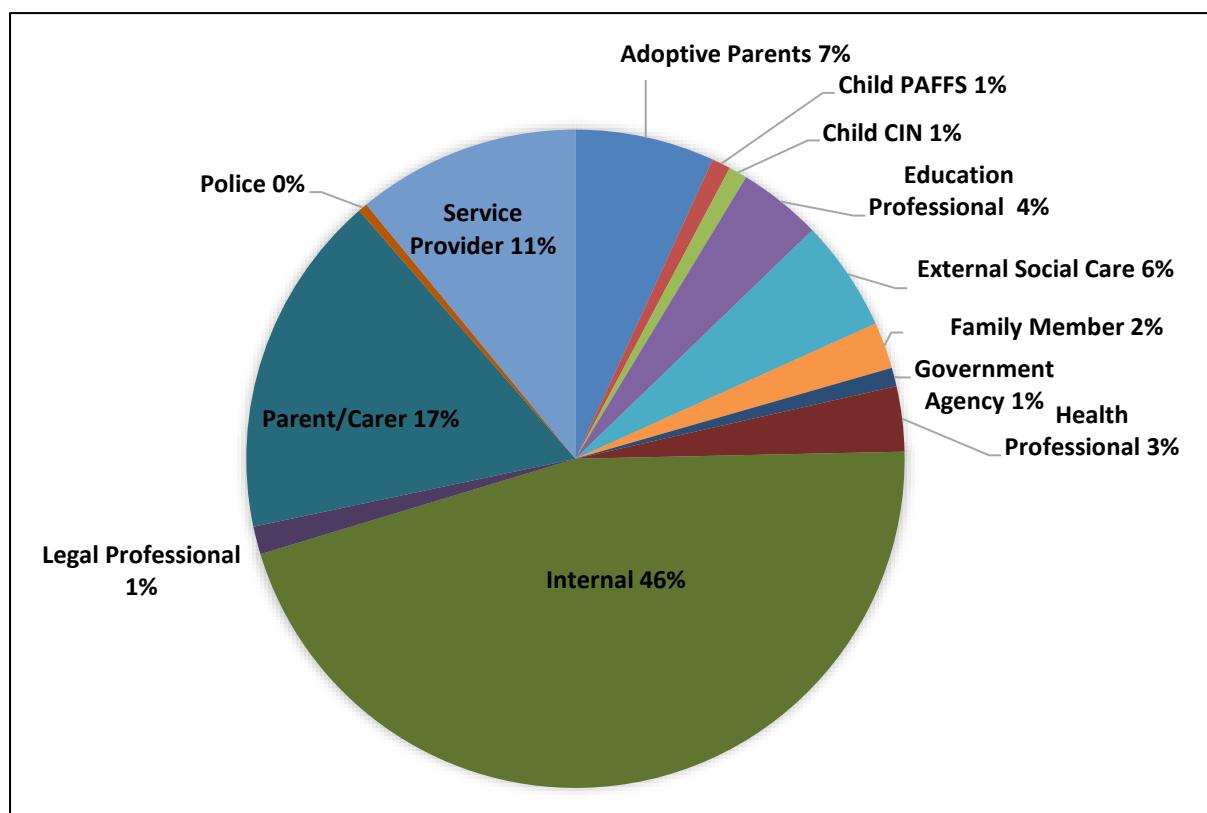


Table 21 – Sources of compliments

Compliments by Area

Area	Internal	External	Total
Central	9	14	23
North	6	2	8
East	10	1	11
South	11	13	24
Centre For Excellence	2	1	3
Corporate Resources / Support	6		6
Early Help & Front Door - MASH & CSE	4	15	19
HR & OD	1		1
Legal Services	1		1
Performance	11	4	15
Placements	6	38	44
Safeguarding & Standards	11	16	27
Senior Management Team	1		1
Young Peoples Services	21	15	36
Total	100	119	219

Table 22 – 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 23 below.

Area	No. of Stage 1 complaints	No. of internal compliments	No. of external compliments	Total Compliments Received
ACPS Central	31	7	12	19
ACPS East	19	6	1	7
ACPS North	21	1	1	2
ACPS South	26	7	11	18

Table 23 – ACPS - internal and external compliments

16.1 Examples of external compliments received

Below are some examples of the 119 compliments received from outside the Trust.

Children receiving support from Parenting and Family Support Service

*Your support has made my life better, you listened to me, I do not want you to leave
can you come for tea when I close because you won't be working with us then*

Children in Need

You are an amazing person and the best social worker in the world. I've been so lucky to be able to talk to someone like you. You've always listened to me even when I didn't realise it. Thank you for your help

You have listened to me and helped me a lot

Parents/Carers

Recently A became our social worker due to a horrific incident in the family. We would just like to say how lovely A has been throughout. Immediately putting us all at ease. A has been a great source of help and support. We can't thank A enough. Thank you so much for your help and support through these hard times.

Thank you very much B, you were fantastic

'I have never liked social workers much, I think they are scary but I really like C as my kids like C and I think C is a good person. For the first time I want us to work with a social worker and see if C can help us out'

...I'd just like to thank you for all you have done for me and the children. It is appreciated and you have always been fair with me and listened to what I've said. I'm sure your team often get a bad reputation from some sectors in the area but I can honestly say you have all been very good with me. I will definitely contradict anybody who says that social services just come in to take your children. Whilst I got frustrated at times and it took me a while to ensure the fuller picture was clear, I always thought we were working as a team overall

I'm wanting to give compliments to 2 members of staff for listening to what I had to say and taking the time. Its the first time I felt listened to and my views valued.

I would like to say a very big thank you. I know I'm not closed yet but you have been amazing social worker what you have done for me and my family has been amazing you don't get many that do what you do for us especially taking me to see my children. THANK YOU SO MUCH.

I am so pleased I swallowed my pride and asked for your help because if I didn't I don't think that my child would still be living with us.

I needed somebody to listen and talk to and tell me what to do to improve things and to be strong to cope with things and for help with my child. D was a star she was there for me and my child.

Adopters

We wanted to just take a moment to share a massive heartfelt thank you for all you have done for us and the children. Today was the biggest day of our lives and you made it comfortable and relaxed. Truly memorable. You really have made our journey, and we can't wait for you to see and be of what's to come next!

I cannot thank you enough for everything that you did to support us. I hope that the parents and carers that you are working with know how lucky they are to have such a lovely social worker supporting them.

We cannot praise the foster carers enough for their support and help from Life Appreciation day to date and also the love for the children and the care and preparation given prior to moving to their forever family....

Community

From our perspective we had a highly successful summer feedback from the participants of the events on offer had the same thoughts and feelings. overall we feel the set up was outstanding and the idea of a booklet which included all activities and venues, details etc was genius and it allowed families to plan ahead and keep children and young people occupied throughout the full duration of the school holidays at an extremely low cost for themselves.

Overall we are happy and proud to have been a part of said project and all parties involved went above and beyond to make the events successful and beneficial for all young persons involved in offered events

Health professional

I was impressed by the person centred approach by all staff and the knowledge they had supporting the young people. Furthermore I am very grateful for welcoming me and making my observations more thorough.

Police

I wish to thank you for allowing D to attend South Yorkshire Police Training Centre in order to deliver training to new recruits to the organisation around Signs of Safety and Case Conference. D's subject knowledge and delivery was excellent and was of great assistance to SYP, as we continue to work in partnership to address the challenges before us. The students also gave positive feedback stating that the sessions were very useful and they gained valuable knowledge around the abuse subjects but more importantly, they knew what a chair of a case conference expected from them. D was a positive and very helpful influence, promoting the key messages of Working Together to Safeguard Children, which was one of the main aims of the course.

Once again thank you for allowing this to take place. Not only was D very pleasant to work alongside, D provided invaluable insight into the world of child protection to SYP staff.

Judges

I don't do youth court very often however I have to say that the reports I receive are excellent and thorough

The Judge spoke highly of E's Social Work practice, quality of assessments and recommendations for the children. The Judge has also written this in their paperwork for the case.

Education

I can't thank you and F enough for the support that you both provided during our bereavement. I was very impressed at the quick and timely response of yourself and F to meet our school needs. This was invaluable to our pupils as they were managing a whole array of emotions that the majority have never felt before. It is not often I come across a service that you need and they respond as quickly as you did - thank you. ... if children needed your support, you ensured that they were seen. Doncaster should feel very proud ... - please keep up the excellent work that you both do.

"Can I just say how thorough you were and how professional towards colleagues who hadn't done as much work as they should. I thought you were very good with mum too, giving her the right amount of support but also making it very clear when she overstepped the mark. I felt the meeting was very child focused and you kept them at the heart of all discussions".

... You and your staff have very challenging jobs and unfortunately, due to the nature of the work, are rarely thanked by the families and children they work with. I personally get to see the long term, positive impact that you all have on those families and I cannot thank you enough for it. Your teams are full of exceptional people who all work extremely hard. I know that the communities we work with are challenging and it can at times, feel like there are too many concerns to have an impact, but the picture would be far from what it is now, if you didn't all work as hard as you do. ...

17.0 Summary

The complaints and compliments has continued to be an integral part of the Trust during the reporting year. In order to ensure that practice in this area continues meetings continue to be 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/Senior Manager 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.

In 2018/19 there has been a reduction in all areas in relation to the type of complaints that have been received. There has also been a reduction in the number of complaints that have been upheld or partly upheld since 2017/18 in all areas.

Timescales for dealing with complaints has improved with 83% of statutory and corporate complaints responded to in timescale.

Poor communication has continued 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 (66%). The Customer Experience Manager plans to target poor communication as part of training provided directly to service areas. The impact of this will be measured in 2019/20's annual complaints report for both statutory and corporate complaints.

It is encouraging that there have been complaints received directly from our young people receiving support from a wider range of services. Also that these has been received from a more diverse range of young people. However there has been a significant decrease in the number of young people contacting the Trust. This was 33 young people in 2017/18 and 26 young people in 2018/19. In 2017/18 the Trust logged 40 compliments from young people as opposed to 4 logged in 2018/19. In 2019/20 the Customer Experience Manager will work with managers across the Trust to ensure that there are clear lines of communication with young people so that reassurance can be given that young people are confident in contacting the Trust and know the different ways that they can do this. Managers will also be asked to remind staff to ensure they share the positive feedback they receive so that compliments can be logged.

It is also positive that there has been a reduction in complaints that directly affect young people such as changes in social worker and unhappiness with placement.

A number of matters have been raised with the Local Government Ombudsman and the decision making not to accept or escalate complaints has been accepted.

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.
- Working practice was changed so referrers requesting a placement for a child are asked if they have any views on suitable placements so they can be considered from the outset.
- Living arrangements are checked for “looked after” children before benefits are stopped to ensure parents do not experience unnecessary financial hardship.
- The team dealing with payments ask people how they wished to be referred to so upset is not accidentally caused.
- Staff have been reminded to ensure people making referrals are updated on the outcome of the referral.
- Child Protection Chairs will ensure details of core group are recorded in Conference minutes so that the frequency is monitored.
- Family Time letters have been reworded so families know to speak to social workers directly when they wish to change arranged Family Times.
- An inventory process was introduced to ensure there was clarity around any possessions that may have been left by young people in a home.
- Working practices changed in the Adoption Team to ensure time is scheduled, when it is known a worker is leave, for the newly allocated social worker to prepare and read reports before meeting the adopters for the first time. Where possible this would also include the existing and new social worker meeting to discuss the adopter and the child due to be matched.
- Family Time booking forms were amended to remind social workers to consider refreshments for children/young people when Family Time took place over lunch or an extended period.

Compliments have continued to be 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 2019/20

The focus for 2019/20 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 senior managers.

We have seen an overall ongoing reduction in the number of complaints received and upheld or partly upheld in 2018/19 in comparison to previous years. 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.

Performance has improved in the timescale taken to deal with complaints with 100% of statutory complaints dealt with in timescale in quarter 4 of 2018/19. The focus will be to ensure that this high level of performance continues.

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.

The Customer Experience Manager will continue to build on relationships within the Trust using experience from complaints to:

- Design and deliver bespoke training for staff at all levels on how to manage potential complaints and deal with complainants with the focus on dispute resolution.
- Proactively elicit customer feedback and use this information to inform managers, support practice and impact on service delivery.

The aim of this approach is to continue give practical support to service areas with the objective of reducing the level of complaints.

Dawn Jones
Customer Experience Manager

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End of Year Customer Feedback 2018/19

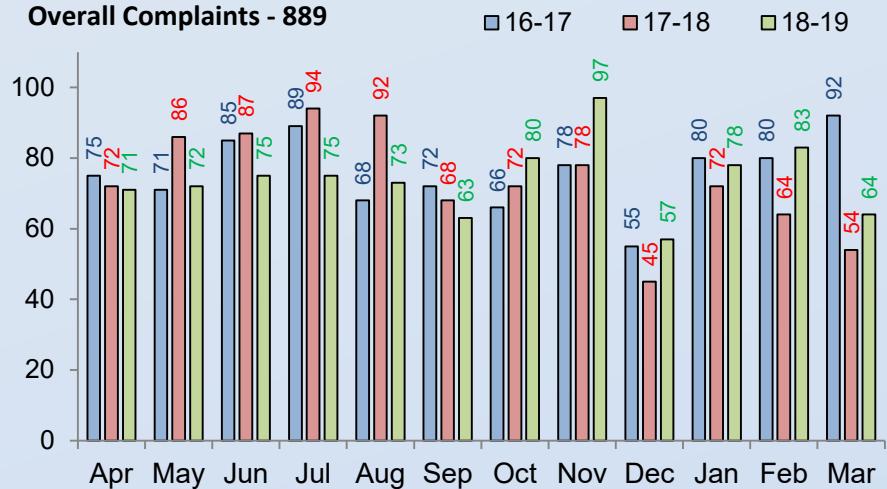
St Leger Homes of Doncaster

Presented by Louise Robson,
Customer and Communications Service Manager

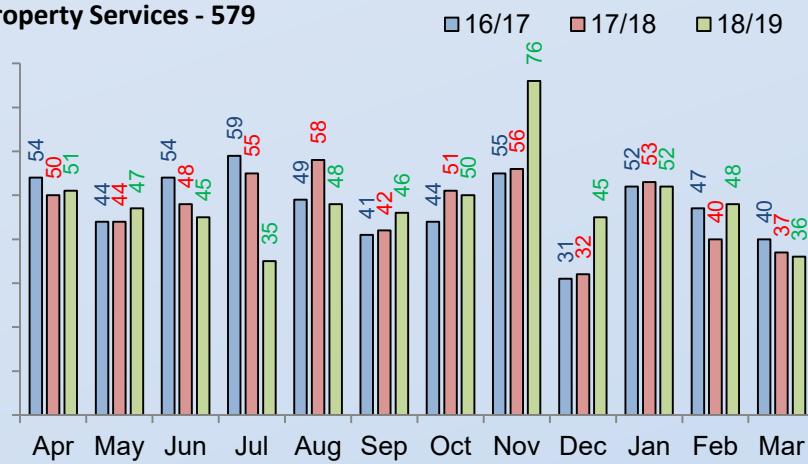
2018/19 Overall Complaints Volumes

There has been a 1% increase in cumulative complaints compared to 2017/18
(889 received this year end compared to 884 received last year.)

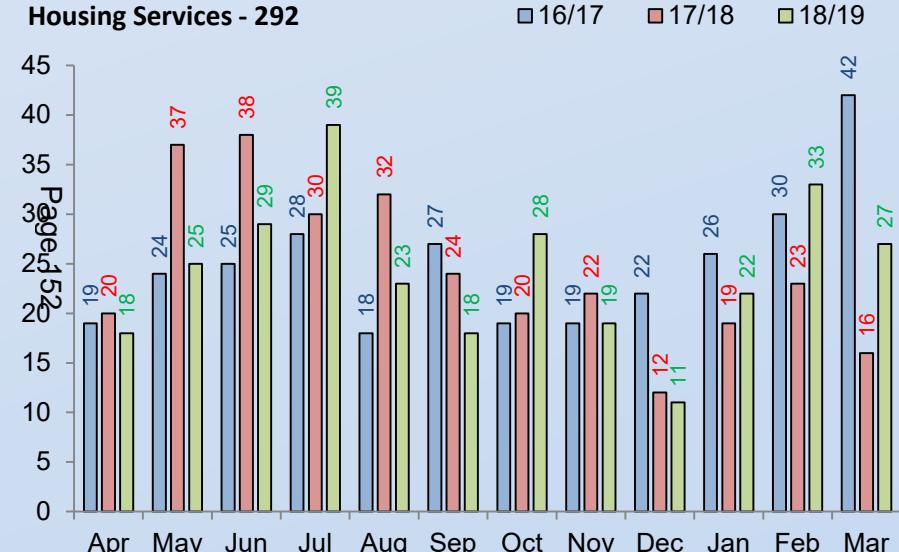
Overall Complaints - 889



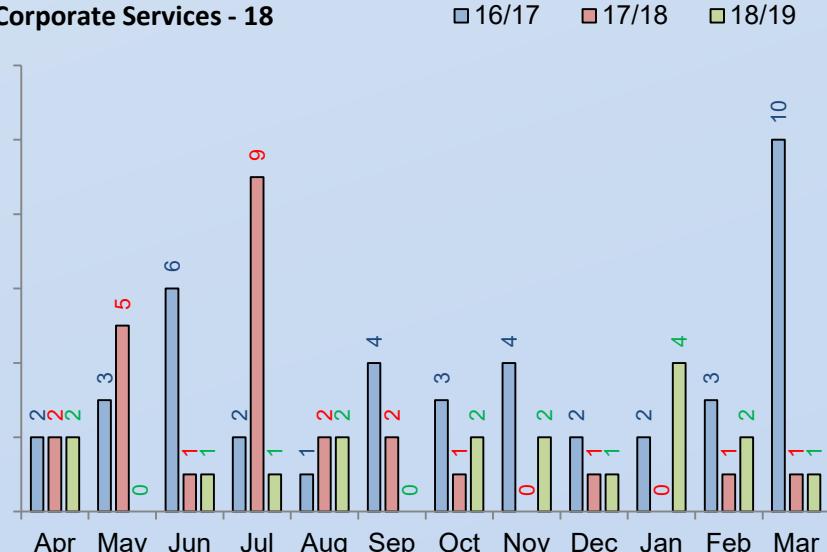
Property Services - 579



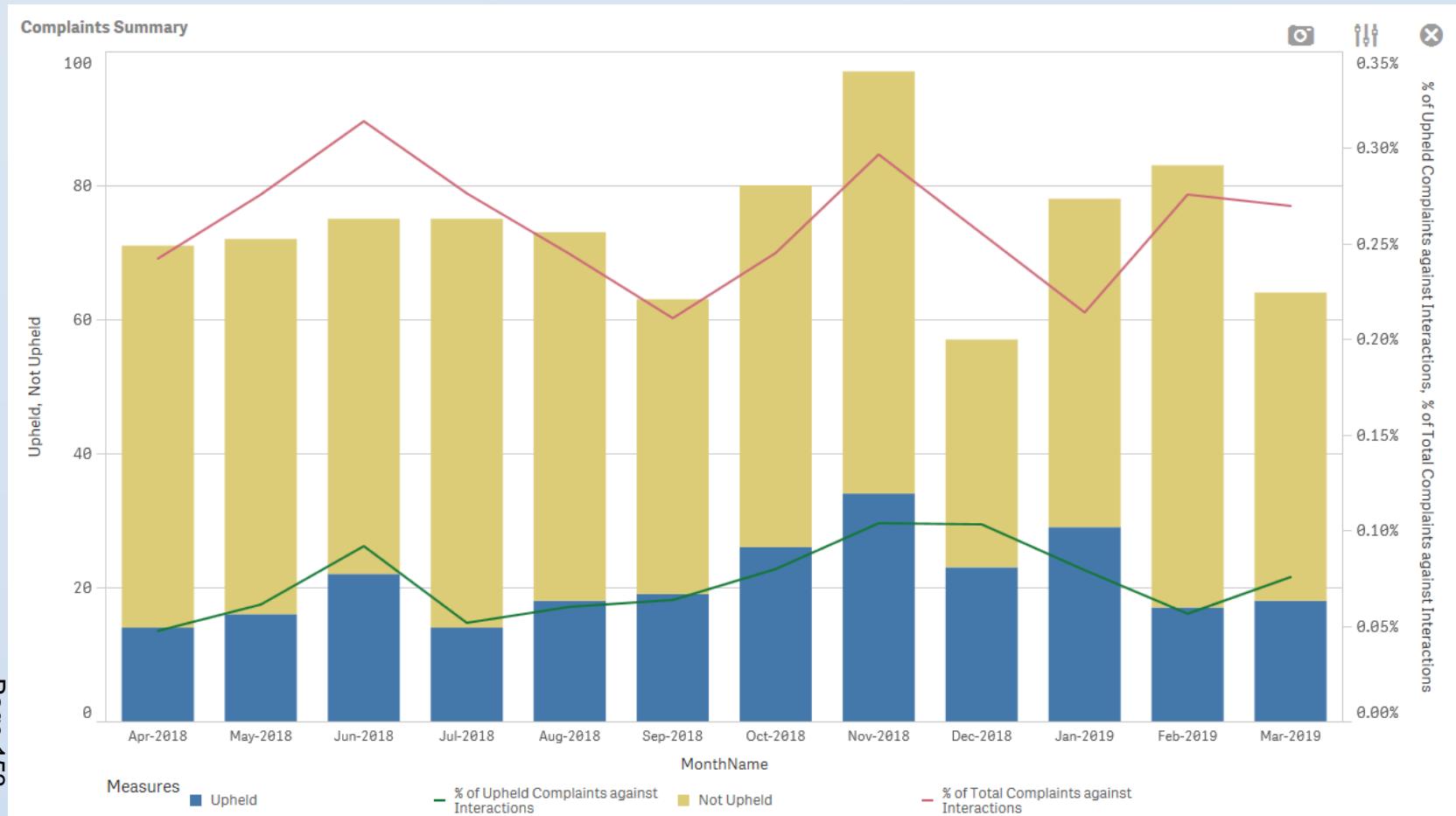
Housing Services - 292



Corporate Services - 18



2018/19 Overall Complaints - KPI

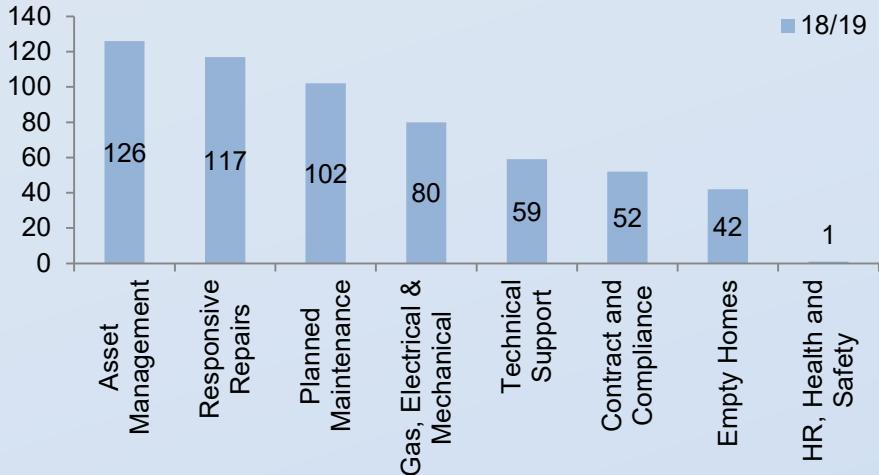


Please see the above graph for the monthly breakdown of our KPI. Our overall cumulative end of year KPI figure is 0.07% of complaints upheld against transactions, which is below our 0.08% target.

End of Year Property Services Analysis – 2018/19

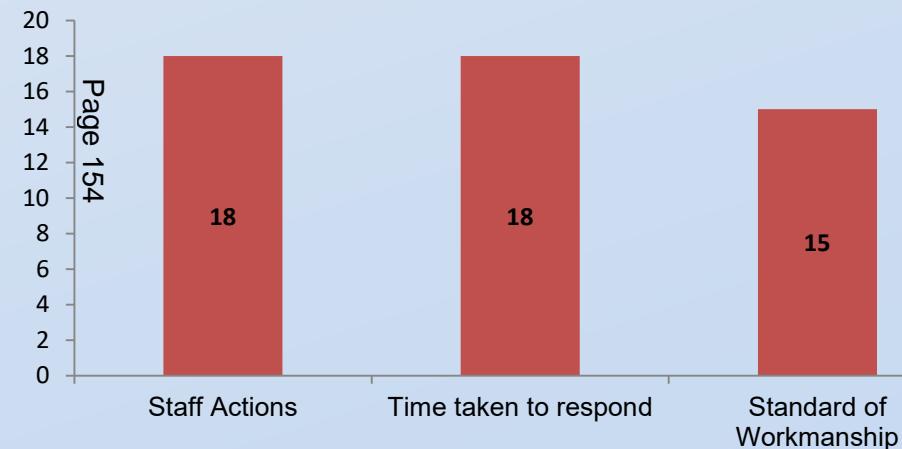
Compared to 2017/18

579 complaints have been received. This is an increase of 13 (2%) from Q4 2017/18

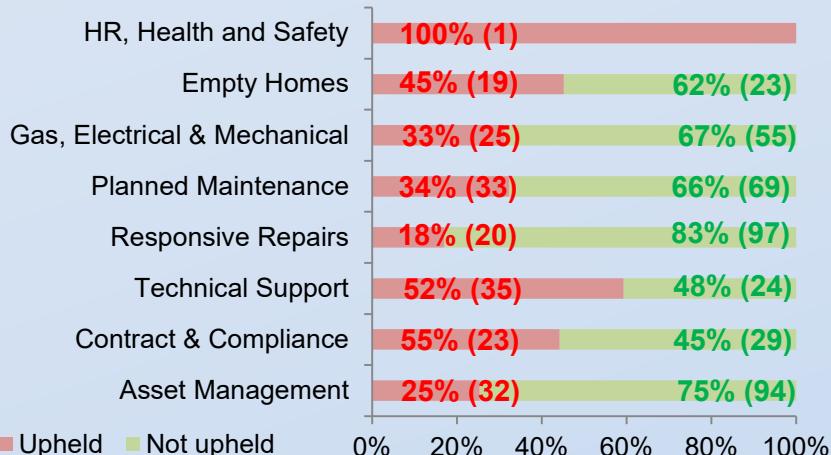


Upheld complaints Top 3 Themes

Upheld

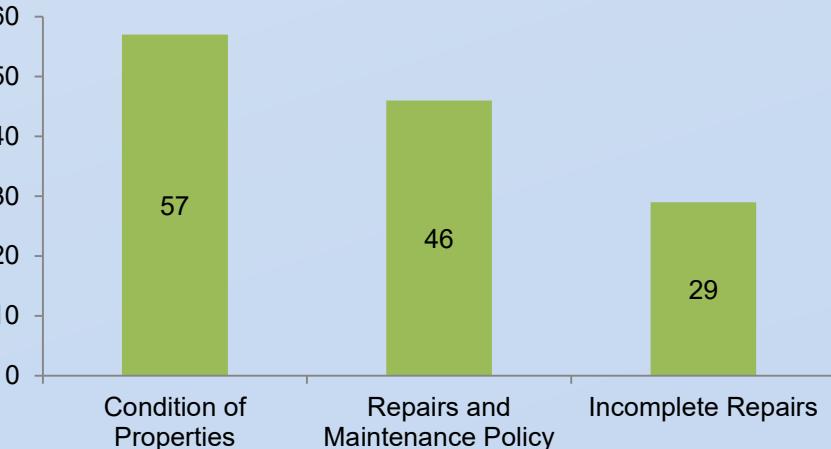


There has been an increase in upheld complaints from 30% in 17/18 to 32% in 18/19



Not upheld complaints Top 3 Themes

Not upheld



(Please note, more than one theme can be recorded for one complaint)

End of Year Property Services Analysis – 2018/19



Summary

- 65% of the complaints generated into SLHD were from Property Services (579).
- Of the 579 complaints received, 188 (32%) were upheld.
- Out of the 188 upheld complaints, 161 service improvements have been identified.
- The asset management team generated the most complaints (126 out of 579).
- Whilst the Human Resources team had the highest % of upheld complaints (100%), the highest number of upheld complaints came from the technical support team (35).
- ⁹⁵The main themes to focus on to reduce complaints across all areas are:
 - Staff actions
 - Time taken to respond
 - Standard of workmanship

Service Improvements

188 upheld complaints received, 161 service improvements identified to date. Some of the service improvements identified are listed below:

Going forward the voids team are to ensure a comprehensive final check is completed on void properties to avoid customer dissatisfaction.

This was a break down in communication between the inspector and the agent. We will raise at team meeting the importance of taking responsibility to ensure that customers are kept informed.

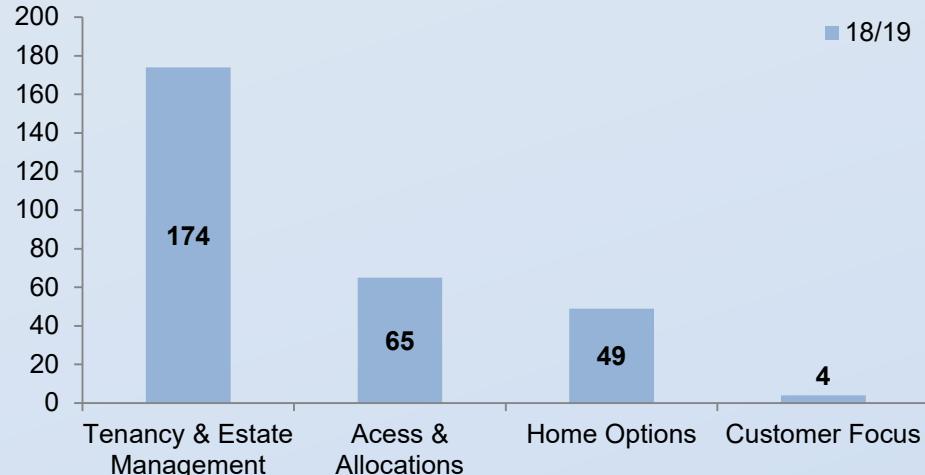
Due to the changes in the scope of works, the tenants had not been kept updated on the progress in completing the works to their home. Process review to ensure that when customers have been given a timeline for works to be completed, if this changes need to be informed to ensure they are fully aware and not left wondering what is happening.

Spoken to the planner, more attempts should have been made to make contact with the tenant and arrange the repair earlier rather than just leaving it to chance they would be in.

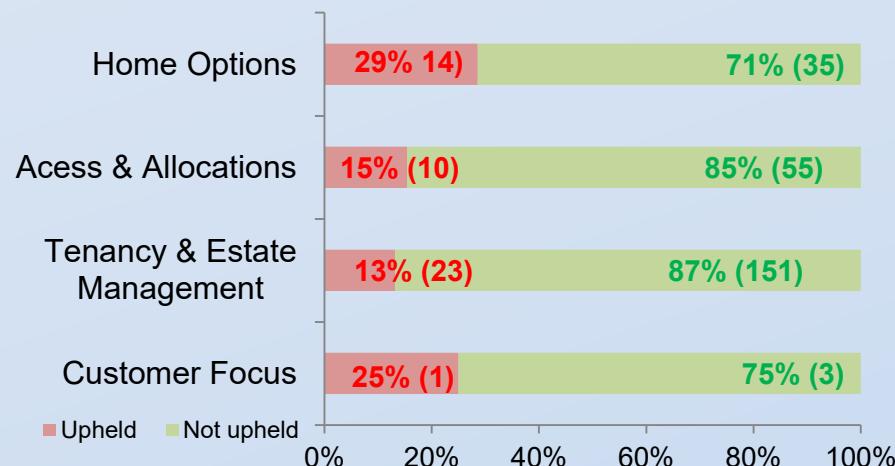
End of Year Housing Services Analysis – 2018/19 Compared to 2017/18



292 complaints have been received. This is equal to the number received in 2017/18

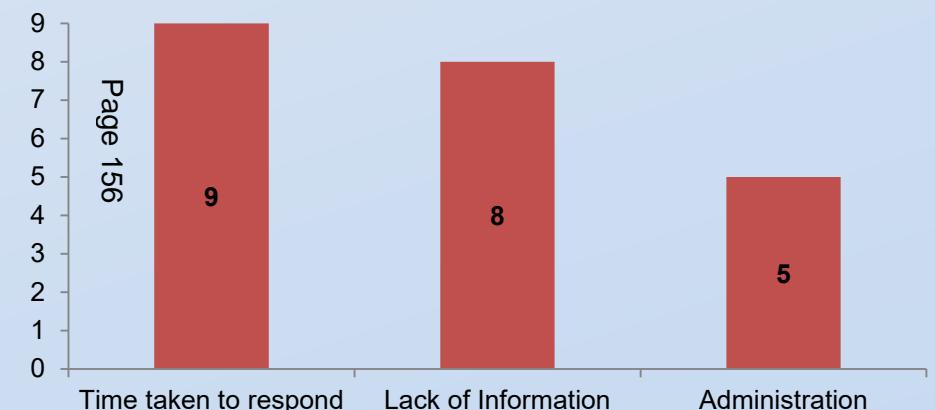


There has been no change in upheld complaints from 16% in 17/18 to 16% in 18/19



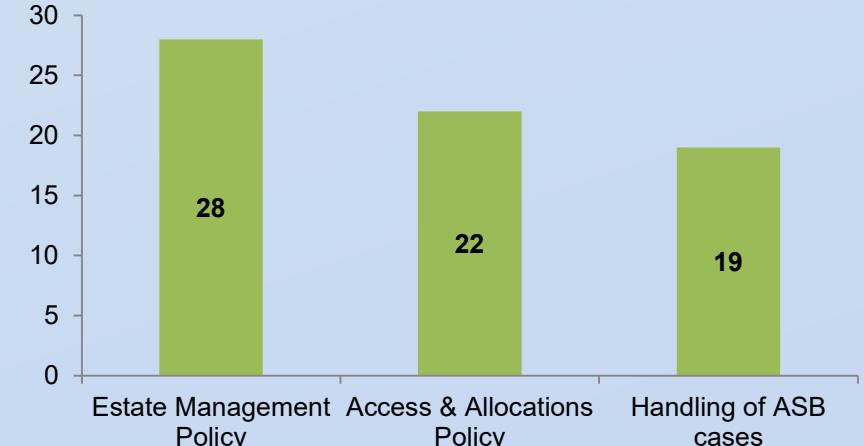
Upheld complaints Top 3 Themes

Upheld



Not upheld complaints Top 3 Themes

Not upheld



End of Year Housing Services Analysis – 2018/19

Summary

- 33% of the complaints generated into SLHD were from Housing Services (292).
- Of the 292 complaints received, 48 (16%) were upheld.
- Out of the 48 complaints that were upheld, 36 service improvements have been identified.
- Tenancy and estate management teams generated the most complaints (174 out of 292). The Central area generated the most with 55 complaints.
- The Home options team had the highest % of upheld complaints (29%), the highest number came from the estate management teams (23).
- The main themes to focus on to reduce complaints across all areas are:
 - Time taken to respond
 - Lack of information
 - Administration

Service Improvements

48 Upheld complaints received, 36 service improvements identified to date. Some of the service improvements identified are listed below:

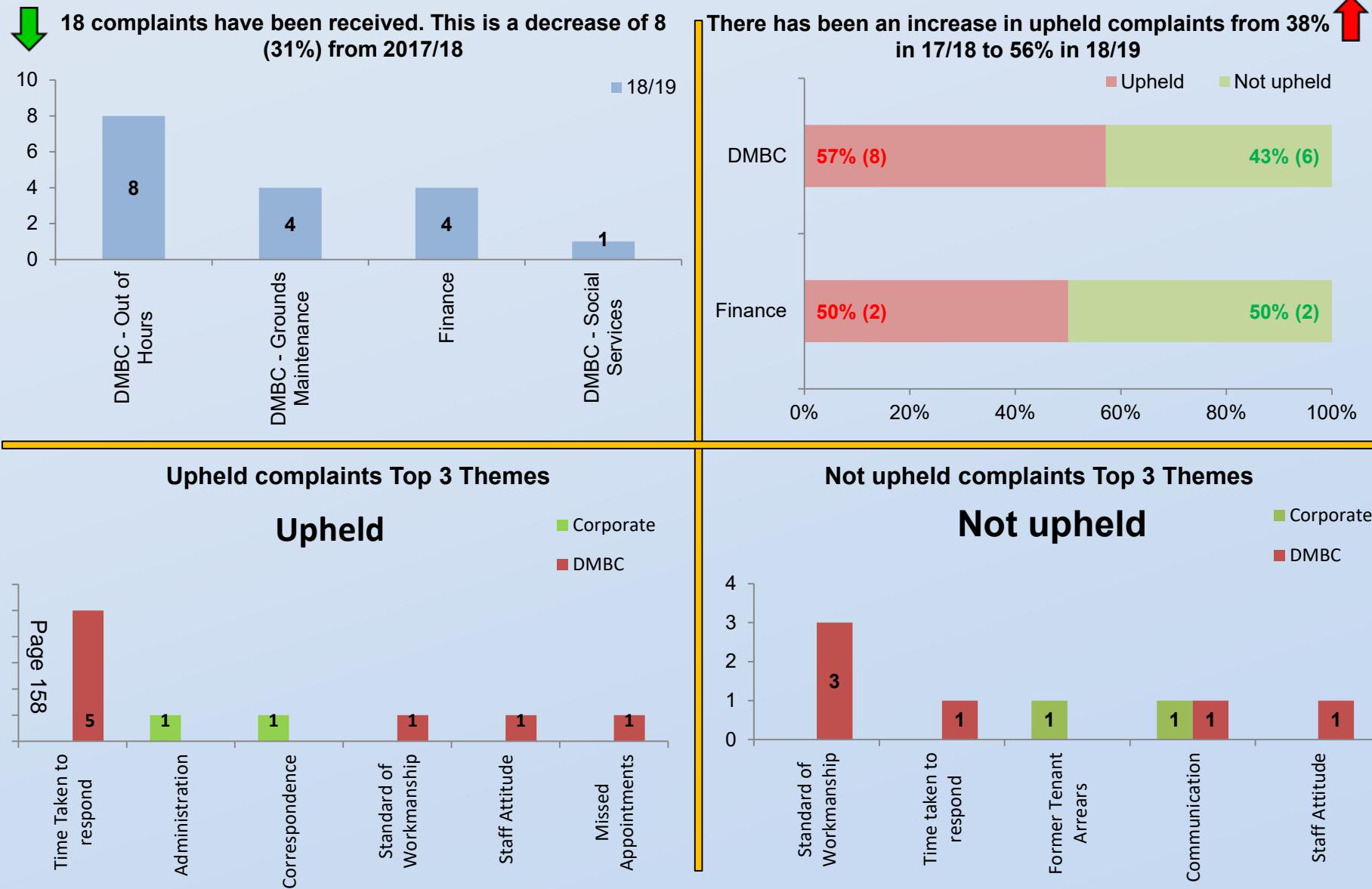
Discussed the issue with the content of the letter and how it is structured with the team to ensure that future responses are more informative and empathetic. Letter writing training also held on 12.3.19 to re emphasise importance of how to structure / write an emotive response.

We have ensured that paperwork is clear and that all correspondence refers to the correct address.

Staff spoken to and reminded that some conversations may be on speaker phone and to consider the volume of their conversation and the words chosen so the customer does not hear anything that can be misconstrued

End of Year Corporate Services Analysis –2018/19

Compared to 2017/18



End of Year Corporate Services Analysis – 2018/19



Summary

- 2% of the complaints generated into SLHD were from Corporate Services (18).
- Of the 18 complaints received, 10 (56%) were upheld.
- DMBC (Via Service Level Agreements) generated the most complaints (14 out of 18).
- DMBC also had the highest % and number of upheld complaints.
- The main themes to focus on to reduce complaints across all areas are:
 - Time taken to respond
 - Administration
 - Correspondence

Service Improvements

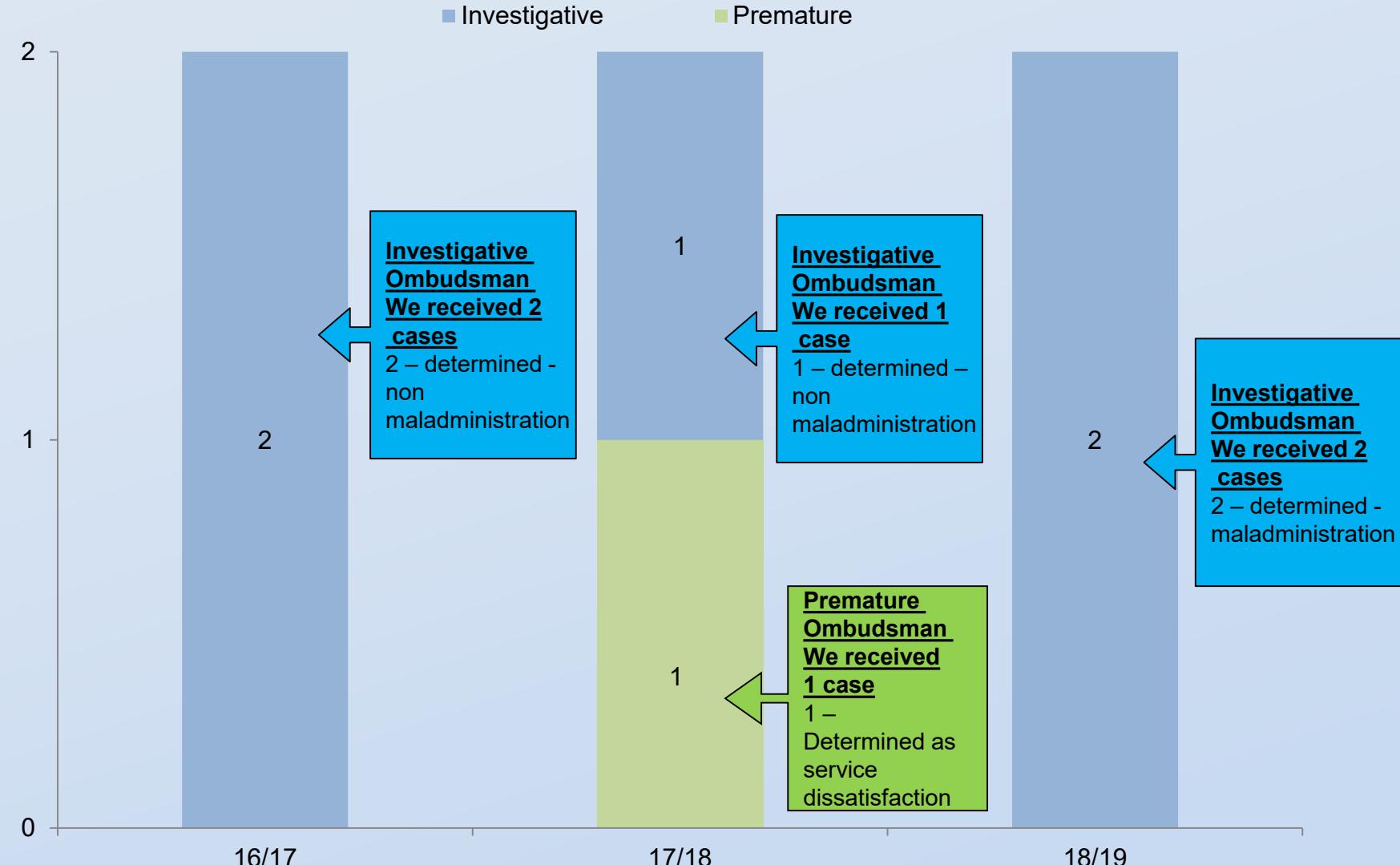
10 Upheld complaints received. Some of the service improvements are listed below:

Apologised and re sent the letter in large print as requested. Ensured all staff members know where to check for this information on the system.

Apologised and sent the forms to the customer as requested. Staff member spoken to about delivering promises.

Service Level Agreements (SLA) complaints have been fed back to the lead for the SLA within St Leger Homes and to DMBC

Ombudsman Complaints - 2018/19



During Q4 2018/19 we received no investigative ombudsman complaints. However cumulatively we have received a 50% increase in cases to the investigative ombudsman and 100% determined as maladministration.

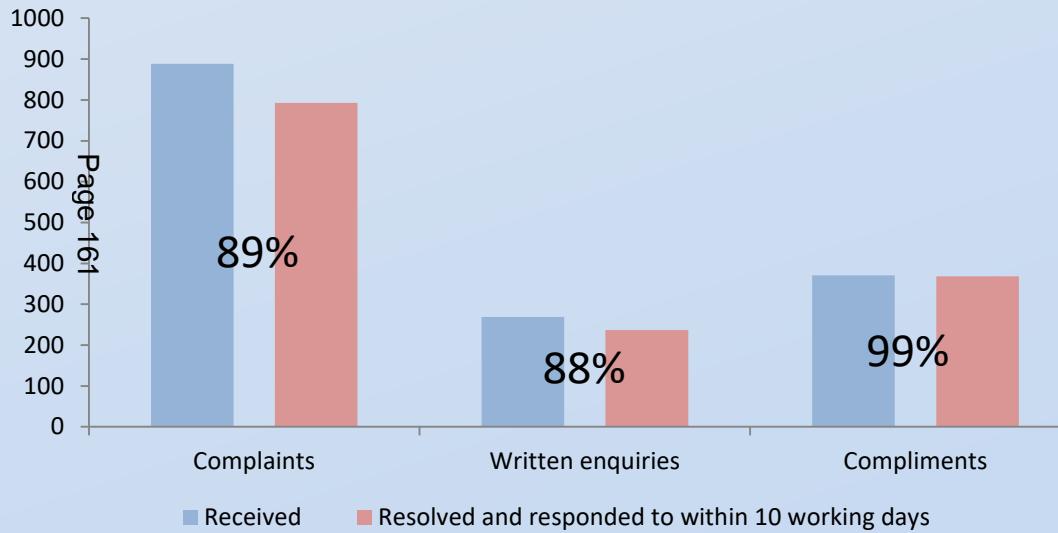
Timescales 2018/19

Acknowledged within 3 days



- 100% of complaints were acknowledged within our 3 day service standard timescale.
- 89% of complaints were responded to within our 10 day service standard timescale.
- 88% of written enquiries were responded to within our 10 day service standard timescale.
- 89% of compliments were responded to within our 10 day service standard timescale.

Resolved and responded within 10 days

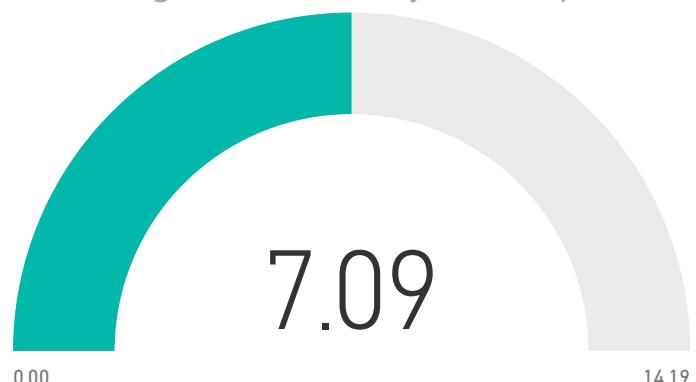


'So what'- End of Year - 2018/19

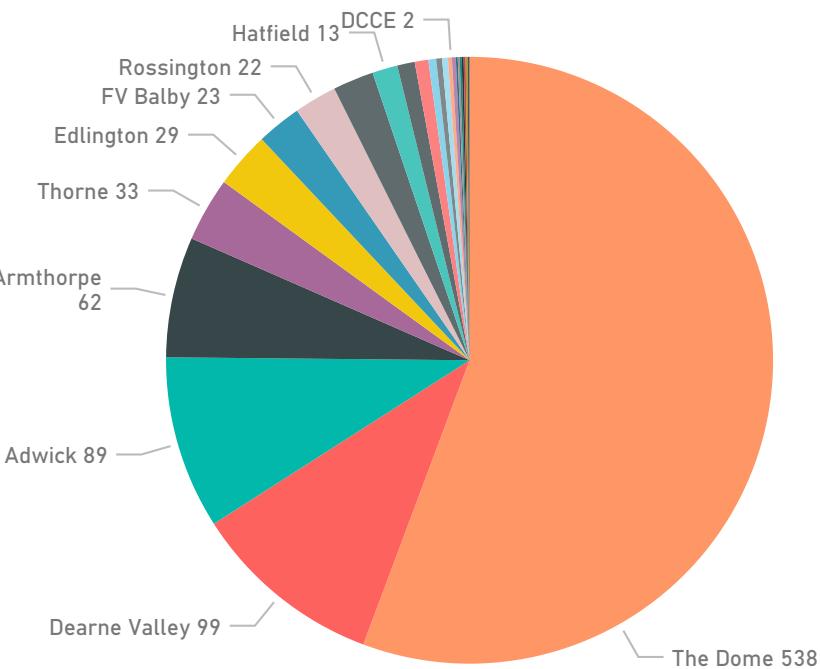
- Overall complaints have increased slightly compared to last year (1%).
- Upheld cumulative complaints levels have increased by 2% compared to the previous year. Q1 and Q2 mirror a seasonal trend to 2017/18, however Q3 is the highest quarter for number of complaints received and upheld complaints compared to previous year, with a significant spike in November 2018.
- Embedding of learning from upheld complaints still needs to improve as it still remains inconsistent and there is no consistent feedback loop from learning through to process improvements.
- Time taken to respond still remains to be a main theme for both property and housing services for upheld complaints. The main sub themes are still:
 - Not being contacted when requested or within a reasonable time
 - Not returning calls when requested
- Complaint handling / investigation training will be revisited and delivered throughout 2019/20 to ensure all complaints are thoroughly investigated and a full and timely response is received.
Page 162

Centre	Negative	Positive	Suggestion	Total
Advertising	1			1
Adwick	77	6	6	89
Armthorpe	56	5	1	62
Askern	8	1		9
Choose Fitness			1	1
Crookhill	2		1	3
DCCE	2			2
DCLT	2			2
Dearne Valley	95	3	1	99
Dome/Rossington	1			1
Edlington	27	2		29
FV Balby	20	1	2	23
FV Stadium	6	1		7
Hatfield	8	5		13
Marketing	1			1
Membership	1			1
Rossington	20	2		22
Rossington CSV	20		1	21
Show Venue general	4			4
The Counting House	1			1
The Dome	500	24	14	538
The Leopard	3			3
Thorne	31	1	1	33
Website	1			1
Total	887	51	28	966
Total	163			

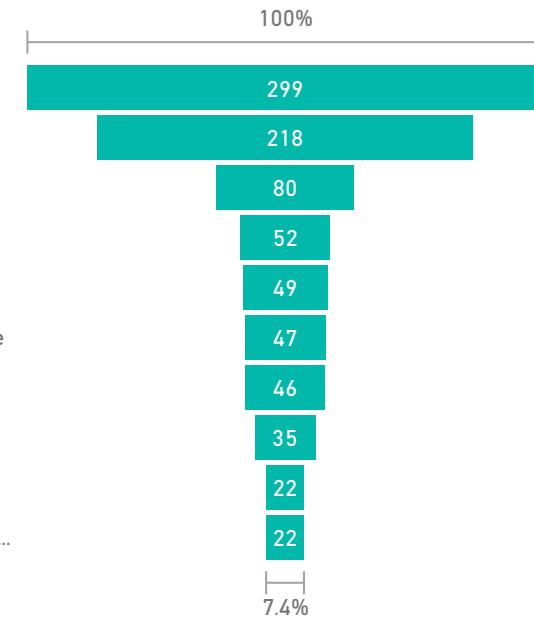
Average Number of Days to Complete



Total Feedback by Centre



Top 10 Feedback Categories



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Local Government & Social Care OMBUDSMAN

24 July 2019

By email

Damian Allen
Chief Executive
Doncaster Metropolitan Borough Council

Dear Mr Allen

Annual Review letter 2019

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2019. The enclosed tables present the number of complaints and enquiries received about your authority, the decisions we made, and your authority's compliance with recommendations during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

Complaint statistics

As ever, I would stress that the number of complaints, taken alone, is not necessarily a reliable indicator of an authority's performance. The volume of complaints should be considered alongside the uphold rate (how often we found fault when we investigated a complaint), and alongside statistics that indicate your authority's willingness to accept fault and put things right when they go wrong. We also provide a figure for the number of cases where your authority provided a satisfactory remedy before the complaint reached us, and new statistics about your authority's compliance with recommendations we have made; both of which offer a more comprehensive and insightful view of your authority's approach to complaint handling.

The new statistics on compliance are the result of a series of changes we have made to how we make and monitor our recommendations to remedy the fault we find. Our recommendations are specific and often include a time-frame for completion, allowing us to follow up with authorities and seek evidence that recommendations have been implemented. These changes mean we can provide these new statistics about your authority's compliance with our recommendations.

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 your 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 our annual review of local government complaints. For the first time, this includes data on authorities' compliance with our recommendations. This collated data further aids the scrutiny of local services and we encourage you to share learning from the report, which highlights key cases we have investigated during the year.

In July 2018, we issued a public report about your Council. We found the Council left a family with a severely disabled child in unsuitable accommodation for over three years and failed to progress adaptations for more than a year, causing the family significant distress. I welcome that the Council agreed to start building work immediately, provide a surfaced drive for the family vehicle and pay for a family break, up to the value of £1,500. The Council also agreed to review its policies and procedures to make sure decisions about disabled adaptations are made according to need, not the form of tenure. I am pleased the Council accepted fault at an early stage in this case and confirmed it would consider if other families had been similarly disadvantaged. I commend your Council for its constructive approach in remedying this complaint.

New interactive data map

In recent years we have been taking steps to move away from a simplistic focus on complaint volumes and instead focus on the lessons learned and the wider improvements we can achieve through our recommendations to improve services for the many. Our ambition is outlined in our [corporate strategy 2018-21](#) and commits us to publishing the outcomes of our investigations and the occasions our recommendations result in improvements for local services.

The result of this work is the launch of an interactive map of council performance on our website later this month. [Your Council's Performance](#) shows annual performance data for all councils in England, with links to our published decision statements, public interest reports, annual letters and information about service improvements that have been agreed by each council. It also highlights those instances where your authority offered a suitable remedy to resolve a complaint before the matter came to us, and your authority's compliance with the recommendations we have made to remedy complaints.

The intention of this new tool is to place a focus on your authority's compliance with investigations. It is a useful snapshot of the service improvement recommendations your authority has agreed to. It also highlights the wider outcomes of our investigations to the public, advocacy and advice organisations, and others who have a role in holding local councils to account.

I hope you, and colleagues, find the map a useful addition to the data we publish. We are the first UK public sector ombudsman scheme to provide compliance data in such a way and believe the launch of this innovative work will lead to improved scrutiny of councils as well as providing increased recognition to the improvements councils have agreed to make following our interventions.

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 2018-19 we delivered 71 courses, training more than 900 people, including our first ‘open courses’ in Effective Complaint Handling for local authorities. Due to their popularity we are running six more open courses for local authorities in 2019-20, in York, Manchester, Coventry and London. To find out more visit www.lgo.org.uk/training.

We were pleased to deliver an adult social care complaint handling course to your staff during the year. I welcome your Council’s investment in good complaint handling training and trust the course was useful to you.

Finally, I am conscious of the resource pressures that many authorities are working within, and which are often the context for the problems that we investigate. In response to that situation we have published a significant piece of research this year looking at some of the common issues we are finding as a result of change and budget constraints. Called, [Under Pressure](#), this report provides a contribution to the debate about how local government can navigate the unprecedented changes affecting the sector. I commend this to you, along with our revised guidance on [Good Administrative Practice](#). I hope that together these are a timely reminder of the value of getting the basics right at a time of great change.

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: 31/03/2019

For further information on how to interpret our statistics, please visit our [website](#)

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
11	2	6	19	7	6	5	9	0	65

Decisions made

Detailed Investigations

Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate (%)	Total
2	1	27	21	10	8	44	69

Note: The uphold rate shows how often we found evidence of fault. It is expressed as a percentage of the total number of detailed investigations we completed.

Satisfactory remedy provided by authority

Upheld cases where the authority had provided a satisfactory remedy before the complaint reached the Ombudsman	% of upheld cases
1	13

Note: These are the cases in which we decided that, while the authority did get things wrong, it offered a satisfactory way to resolve it before the complaint came to us.

Compliance with Ombudsman recommendations

Complaints where compliance with the recommended remedy was recorded during the year*	Complaints where the authority complied with our recommendations on-time	Complaints where the authority complied with our recommendations late	Complaints where the authority has not complied with our recommendations	
7	7	0	0	Number
	100%			-
				Compliance rate**

Notes:

* This is the number of complaints where we have recorded a response (or failure to respond) to our recommendation for a remedy during the reporting year. This includes complaints that may have been decided in the preceding year but where the data for compliance falls within the current reporting year.

** The compliance rate is based on the number of complaints where the authority has provided evidence of their compliance with our recommendations to remedy a fault. This includes instances where an authority has accepted and implemented our recommendation but provided late evidence of that.

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12th September, 2019

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

OVERVIEW AND SCRUTINY WORK PLAN SEPTEMBER 2019

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

EXECUTIVE SUMMARY

1. The Committee is asked to consider and review the Overview and Scrutiny work programme for 2019/20.

EXEMPT REPORT

2. This report is not exempt.

RECOMMENDATIONS

3. The Committee is asked to:

- a) Consider the updated Overview and Scrutiny Work Plan for 2019/20, including the resources and capacity required to deliver the programme of work.
- b) Provide Overview and Scrutiny Chairs and Members an opportunity to update the Committee on the impact of activities on their work programmes.
- c) Consider the Council's Forward Plan of key decisions attached at Appendix B; and
- d) Note the correspondence in Appendices C to G.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. Regular review of the Overview and Scrutiny work plan enables the Committee to ensure it remains relevant and is responding to important

issues for citizens and the borough. The work plan update helps support openness, transparency and accountability as it summarises outcomes from overview and scrutiny activities. Citizens are able to contribute to the work of overview and scrutiny by attending meetings or contributing to reviews.

BACKGROUND

5. Overview and Scrutiny has a number of key roles, which focus on improving the delivery of local services, these include:
 - Holding decision makers to account
 - Policy development and review;
 - Supporting the Council's performance monitoring arrangements and;
 - Considering issues of wider public concern.
6. Overview and Scrutiny Management Committee (OSMC) agrees and monitors the overarching Overview and Scrutiny work programme. However, the Health and Adult Social Care Panel has statutory responsibilities relating to Health Scrutiny and therefore has more autonomy over the inclusion of health related issues on its work programme.

Monitoring the Work Programme

7. An updated version of the work plan is regularly presented to OSMC for consideration as this document can change regularly to incorporate urgent or priority issues as they arise. A key role for OSMC is to consider how its activities are having an impact and adding value to the delivery of local services. Members should therefore focus on maintain a deliverable work plan that is outcome rather than activity driven and focuses on the quality of those outcomes rather than the quantity. Consideration should also be given to the resources and capacity available to undertake these activities and deliver the outcomes.
8. The Committee is asked to consider the unresolved issues in Appendix A and agree when items should be programmed or removed from the list. It should be noted that the work plan highlights those items that have been considered and those that are planned at the time this agenda is published.

Council's Forward Plan of Key Decisions

9. Attached at Appendix B is the Council's Forward Plan of key decisions for consideration by the Committee.

Correspondence following the meeting held on 7th May, 2019

10. Attached for the Committee's attention in Appendices C to G is correspondence relating to Overview and Scrutiny's consideration of the Local Plan, Youth Justice Plan and the Flood review.

Links with Team Doncaster

11. The Committee and Panels are asked to continue maintaining an overview and understanding of partnership activities. As the delivery of Borough priorities relies on a partnership approach, the Panels are requested to make

the necessary arrangements to secure links with relevant partnership bodies. This could include regular updates from the partnership body or Council representative. Information on Team Doncaster is also accessible through Twitter and the Team Doncaster website <http://www.teamdoncaster.org.uk>. It is suggested that a flexible approach to working with the partnership will enable the identification of future work plan issues and help ensure Members gain a greater awareness of partnership activity.

OPTIONS CONSIDERED AND REASONS

12. There are no specific options to consider within this report as it provides an opportunity for the Committee to agree its work plan for 2019/20.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

- 13.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and policy development through robust recommendations, monitoring performance of the Council and external partners, services and reviewing issues outside the remit of the Council that have an impact on the residents of the Borough.</p>
	<p>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 	

	<p>better</p> <ul style="list-style-type: none"> • Learning in Doncaster prepares young people for the world of work 	
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes. 	
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	

RISKS AND ASSUMPTIONS

14. To maximise the effectiveness of the Overview and Scrutiny function it is important that the work plan is manageable and that it accurately reflects the broad range of issues within its remit. Failure to achieve this can reduce the overall impact of the function. National research has identified that over ambitious work plans that include too many items are a common cause of frustration for Scrutiny Members as they fail to achieve any outcomes. The work plan will continue to be reviewed at each ordinary meeting and officers will advise on the capacity available to undertake any additional work. This provides an opportunity to ensure work plans can be regularly monitored and reviewed.

LEGAL IMPLICATIONS (Officer: SRF Date: 14/8/19)

15. The Council's Constitution states that subject to matters being referred to it by the Full Council, or the Executive and any timetables laid down by those bodies, Overview and Scrutiny Management Committee (and its Panels) will determine its own Work Programme (Overview and Scrutiny Procedure Rule Page 84 6a). Specific legal implications and advice will be provided as required on matters brought to the Committee and Panels.

FINANCIAL IMPLICATIONS (PH Date: 20.08.19)

16. There are no specific financial implications attached to this report.

HUMAN RESOURCES (RH Date 22.08 2019)

17. There are no specific HR implications related to the contents of this report. There may be HR implications relating to specific elements on the work plan but these will be highlighted in the relevant reports at the appropriate time.

TECHNOLOGY IMPLICATIONS (PW 15/08/19)

18. There are no specific technology implications in relation to this report

HEALTH IMPLICATIONS (RS 14.08.2019)

19. The Overview and Scrutiny Management Committee can perform a key role in the council's adoption of a health in all policies approach. All areas of the Overview and Scrutiny work plan can impact on health and it is important that the health implications of each item are considered separately given that 20% of what contributes to health is from clinical care, 30% from healthy behaviours, 40% from socio-economic factors and 10% from the built environment.

EQUALITY IMPLICATIONS (CR 2.8.19)

20. This report provides an overview on the work programme and there are no significant equality implications associated with the report. Within its programme of work Overview and Scrutiny gives due consideration to the extent to which the Council has complied with its Public Equality Duty and given due regard to the need to eliminate discrimination, promote equality of opportunity and foster good relations between different communities.

CONSULTATION

21. During June 2019, OSMC and the standing Panels held work planning sessions to identify issues for consideration during 2019/20.

BACKGROUND PAPERS

22. Agenda, guidance and draft work plan produced following Overview and Scrutiny work planning events held during June 2019.

REPORT AUTHOR & CONTRIBUTORS

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**Debbie Hogg
Director of Corporate Resources**

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** Please note dates of meetings/rooms/support may change

OVERVIEW & SCRUTINY WORK PLAN 2019/20

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
May					
June	Wed, 5th June 2019, 1pm (AS/CR)	Mon 17th June 2019 1pm (CM)	Thurs 20th June, 2pm (CM)	Tues, 11th June 2019, 10am (CM)	Wed, 5th June 2019, 10am (CR)
	<ul style="list-style-type: none"> • OSMC Workplanning 	<ul style="list-style-type: none"> • H&ASC O&S Workplanning 	<ul style="list-style-type: none"> • CYP O&S Workplanning 	<ul style="list-style-type: none"> • R&H O&S Workplanning 	<ul style="list-style-type: none"> • C&E O&S Workplanning
July	Thurs, 27th June 2019, 10am (AS)				
	<ul style="list-style-type: none"> • Youth Justice Plan • Qtrly Finance & Performance Report – Qtr 4 <ul style="list-style-type: none"> • DMB • SLHD • Scrutiny Work Plan 				
Aug	Thurs, 11th July 2019, 10am (CANCELLED)	Thurs, 4th July 2019, 10am (CR)			Wed, 17th July 2019, 10am (CM)
		<ul style="list-style-type: none"> • JSNA State of Health/Workplan • Your Life Doncaster Update (Transformation) • The Care Quality Commission (CQC) Inspection and Regulation of Adult Social Care. • Scrutiny Workplan 			<ul style="list-style-type: none"> • Social Isolation & Loneliness Alliance Update • Scrutiny Workplan
Page 177		Thursday 8th August 2019 1.30pm (CR) (joint CYP)	Thurs 8th August 2019, 4pm (CM)		Monday 19th August 2019 10.30am (CR)

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Appendix A

** Please note dates of meetings/rooms/support may change

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
		<ul style="list-style-type: none"> • Autism & Learning Disability Strategy evidence gathering 	<ul style="list-style-type: none"> • Consultation of the Education & Skills Strategy 2030 • SEND and Inclusion Strategy/Attendance Strategy • Elective Home Education – Overview and Scoping • Scrutiny Workplan 		<ul style="list-style-type: none"> • South Yorkshire Fire and Rescue Service – Integrated Risk Management Plan
		Thursday 29th August 2019 3.30pm (joint CYP)			
		<ul style="list-style-type: none"> • Autism & Learning Disability Strategy evidence gathering 			
Sept	Fri, 6th Sept 2019, 11am	Thurs 26th Sept 2019, 1pm (CM)	Thurs 5th Sept 2019, 4:30pm (CR)		
	<ul style="list-style-type: none"> • Empowered, Engaged Communities, With Devolved Locality Budgets (1) - Overview 	<u>Starting Well Theme (invite to CYP O&S)</u> <ul style="list-style-type: none"> • Autism & Learning Disability Strategy– (DMBC/NHS CCG) • Hidden Harm • Childhood Obesity/Tooth Decay 	<ul style="list-style-type: none"> • Early Help Demand Management • Educational Attainment/Schools Performance Tables 		
	Thurs, 12th Sept 2019, 10am (AS)				
	<ul style="list-style-type: none"> • Qtrly Finance & Performance Report – Qtr 1 <ul style="list-style-type: none"> • DMBC • SLHD 				

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Appendix A

** Please note dates of meetings/rooms/support may change

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
	<ul style="list-style-type: none"> • DCST • Annual Complaints Report 				
	Mon 16th Sept 2019 (AS)				
	<ul style="list-style-type: none"> • Empowered, Engaged Communities, with Devolved Locality Budgets (2) Site Visit 				
Oct	Thurs, 3rd Oct 2019, 10am (CM)			Wed, 16th Oct 2019, 10am (CR)	
	<ul style="list-style-type: none"> • State of Borough Assessment • Universal Credit Update • Medium-term Financial Strategy (MTFS) for 2020/21 to 2022/23. 			<ul style="list-style-type: none"> • Delivery of the Management of Doncaster Markets 	
Nov	Thurs, 7th Nov 2019, 10am (CR)	Thurs, 28th Nov 2019, 10am (CM)		Fri 1st November 2019 10am	Mon 11th Nov 2019 10am
		<u>Living Well Theme</u> <ul style="list-style-type: none"> • DRI <ul style="list-style-type: none"> • HSR – Maternity • Cancer care waiting times • Other areas (TBC) • Suicide Prevention Update • Dental (TBC) 		<ul style="list-style-type: none"> • Homelessness and Rough Sleeping Strategy (SLHD) to include Complex Lives – (joint area with C&E O&S) 	<ul style="list-style-type: none"> • IMDB – update following 2018/19 Flood Review • Social Isolation Alliance
Dec	Thurs, 12th Dec 2019, 10 am (AS)		Thurs 5th Dec 2019, 4:30pm (CM)		

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Appendix A

** Please note dates of meetings/rooms/support may change

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
	<ul style="list-style-type: none"> • Qtrly Finance & Performance Report – Qtr 2 <ul style="list-style-type: none"> ◦ DMBC ◦ SLHD ◦ DCST 		<ul style="list-style-type: none"> • Children & Young People Plan • Placement Strategy • Universal Credit – impact on children • Youth Services • Doncaster Children's Safeguarding Board Annual Report 		
Jan	Wed 22nd Jan 2020, 10am (CR)	Thurs, 30th Jan 2020, 1pm (CM)			
		<u>Living Well Theme</u> <ul style="list-style-type: none"> • Adult Safeguarding Annual Report • Primary Care Networks (NHS CCG) • Integrated Area Based Working (invite to C&E O&S) • The Care Quality Commission (CQC) Inspection and Regulation of Adult Social Care. 			
Page Feb 080	Thurs, 6th Feb 2020, 10am (CR)				Wed, 12th Feb 2020, 10am (CM)
	<ul style="list-style-type: none"> • Budget (TBC) 				Specific areas from the list below to be confirmed: <ul style="list-style-type: none"> • Update on Safe Doncaster Partnership priorities and performance • Knife Crime • Long-term stabilisation of

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Appendix A

** Please note dates of meetings/rooms/support may change

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
					people with complex needs • Crime in prisons • Child criminal exploitation
	Thurs, 27th Feb 2020, 10am (AS)				
	• Qtrly Finance & Performance Report – Qtr 3 ○ DMBG ○ SLHD ○ DCST				
Mar	Thurs, 26th March 2020, 10am (CM)	Wed, 19th March 2020, 1pm (CR)	Thurs 12th March 2020, 4:30pm (CM)	Wed 4th March 2020, 10am (CR)	
		<u>Ageing Well Theme</u> • Frailty – (NHS CCG) • Other areas TBC <u>Other</u> • Public Health Protection	• Youth Council – Feedback on key issues • Early Help Demand Management		
Apr	(Date to be confirmed)				
	• DGT				
May					
18/05/20	POSSIBLE ISSUES FOR FUTURE CONSIDERATION OR TO BE SCHEDULED				
	• Consultation Strategy (Role of the Voluntary Sector)	• Well North-Well Doncaster Update – briefing note.	• Suicide Prevention – lessons learnt/support provided	• Urban Centre Masterplan	Meeting to consider the following updates:

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Appendix A

** Please note dates of meetings/rooms/support may change

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
			Education/Schools (H&ASC O&S update to be provided in Nov 2019)		<ul style="list-style-type: none"> • Waste; • Tree Policy and 5G installation; • Selective Licensing (possible invite to Edlington Community Groups)
	<ul style="list-style-type: none"> • Overview on Impact of Universal Credit – potential for further work to be considered at Panel level e.g. impact on children attending at primary level – Programmed 3rd October, 2019 	<ul style="list-style-type: none"> • Progress on new initiatives being undertaken to support people with gambling addiction and actions taken through Gambling and Financial Inclusion Group – briefing note. 	<ul style="list-style-type: none"> • Briefing notes (to be supplied asap) on; <ul style="list-style-type: none"> ◦ New governance arrangements of DCST ◦ Academies/Local Authority relationships – where are the statutory duties/challenges ◦ Working Together Safeguarding (new arrangements) 	<ul style="list-style-type: none"> • Large centres located outside Doncaster (work currently being undertaken for Mexborough and Thorne centres) - areas to be agreed for the Panel to consider 	<p>Environment Strategy theme – to be prioritised</p> <ul style="list-style-type: none"> • What does a Smart City look like; • Fly tipping update following the action week; • Rewilding – how do we use our green spaces; • Sustainability; • Climate change
Page 182	<ul style="list-style-type: none"> • Overview and Scrutiny – review/sharing best practice 	<ul style="list-style-type: none"> • Smoke Free Doncaster Action Plan 	<ul style="list-style-type: none"> • Engagement with Children in Care e.g. possible Member visit – to also focus discussions throughout the year, for example when addressing School Performance Tables/Attainment 	<ul style="list-style-type: none"> • Housing Needs Study findings and Housing Delivery Programme (potential for 2 sessions) – to include Affordable Housing/Older People's Housing (to reflect on previous review undertaken by the Panel on the Delivery of Affordable Housing) – October/November date to be confirmed 	<ul style="list-style-type: none"> • Invitation to Doncaster East Internal Drainage Board following a recommendation made at the Flood Review
			<ul style="list-style-type: none"> • Gaps in housing for Children in Care between 17 and 18 (Housing Needs Study) 	<ul style="list-style-type: none"> • Transport Infrastructure Strategy 	

Appendix A

** Please note dates of meetings/rooms/support may change

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
			<ul style="list-style-type: none">• Council's Response to Child Poverty	<ul style="list-style-type: none">• Focus on individuals faced with a number of barriers gaining employment(could form part of an update on Doncaster Inclusive Growth Strategy)	
				<ul style="list-style-type: none">• SY Bus Review – Feedback on consultation (TBC)	

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DONCASTER METROPOLITAN BOROUGH COUNCIL FORWARD PLAN FOR THE PERIOD 1ST OCTOBER, 2019 TO 31ST JANUARY, 2020

The Forward Plan sets out details of all Key Decisions expected to be taken during the next four months by either the Cabinet collectively, The Mayor, Deputy Mayor, Portfolio Holders or Officers and is updated and republished each month.

A Key Decision is an executive decision which is likely:-

- (a) to result in the Local Authority incurring expenditure which is, or the making of savings which are, significant having regard to the Local Authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the Local Authority;
- (c) any decision related to the approval or variation of the Policy and budget Framework that is reserved to the Full Council.

The level of expenditure/savings which this Authority has adopted as being financially significant are (a) in the case of the revenue budget, gross full-year effect of £250,000 or more b) in the case of capital budget, £1,000,000 or more in respect of a single project or otherwise across one financial year.

Please note in addition to the documents identified in the plan, other documents relevant to a decision may be submitted to the Decision Maker. Details of any additional documents submitted can be obtained from the Contact Officer listed against each decision identified in this plan.

In respect of exempt items, if you would like to make written representations as to why a report should be considered in public, please send these to the contact officer responsible for that particular decision. Unless otherwise stated, representations should be made at least 14 days before the expected date of the decision.

KEY

Those items in **BOLD** are **NEW**

Those items in **ITALICS** have been **RESCHEDULED** following issue
of the last plan

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Prepared on: Monday, 2 September, 2019 and superseding all previous Forward Plans with effect from the period identified above.

Damian Allen
Chief Executive

MEMBERS OF THE CABINET

Cabinet Member For:

Mayor - Ros Jones

Deputy Mayor - Councillor Glyn Jones

Councillor Nigel Ball

Councillor Joe Blackham

Councillor Rachael Blake

Councillor Nuala Fennelly

Councillor Chris McGuinness

Councillor Bill Mordue

Councillor Jane Nightingale

- Housing and Equalities
- Public Health, Leisure and Culture
- Highways, Street Scene and Trading Services
- Adult Social Care
- Children, Young People and Schools
- Communities, Voluntary Sector and the Environment
- Business, Skills and Economic Development
- Customer and Corporate Resources.

Some Decisions listed in the Forward Plan are to be taken by Full Council

Members of the Full Council are:-

Councillors Nick Allen, Duncan Anderson, Lani-Mae Ball, Nigel Ball, Iris Beech, Joe Blackham, Rachael Blake, Nigel Cannings, Bev Chapman, Phil Cole, John Cooke, Mick Cooper, Jane Cox, Steve Cox, Linda Curran, George Derx, Susan Durant, Nuala Fennelly, Neil Gethin, Sean Gibbons, John Gilliver, Martin Greenhalgh, Pat Haith, John Healy, Rachel Hodson, Charlie Hogarth, Mark Houlbrook, David Hughes, Eva Hughes, Glyn Jones, R. Allan Jones, Ros Jones, Ken Keegan, Majid Khan, Jane Kidd, Nikki McDonald, Tosh McDonald, Chris McGuinness, Sue McGuinness, Bill Mordue, John Mounsey, David Nevett, Jane Nightingale, Ian Pearson, Andy Pickering, Cynthia Ransome, Tina Reid, Andrea Robinson, Kevin Rodgers, Dave Shaw, Derek Smith, Frank Tyas, Austen White, Sue Wilkinson, Jonathan Wood, Paul Wray.

WHEN DECISION IS EXPECTED TO BE TAKEN	KEY DECISION TO BE TAKEN	RELEVANT CABINET MEMBER	DECISION TO BE TAKEN BY	CONTACT OFFICER(S)	DOCUMENTS TO BE CONSIDERED BY DECISION MAKER	REASON FOR EXEMPTION – LOCAL GOVERNMENT ACT 1972 SCHEDULE 12A
1 Oct 2019	To approve the Medium-term Financial Strategy (MTFS) for 2020/21 to 2022/23.	Mayor Ros Jones	Cabinet	Faye Tyas, Chief Financial Officer and Assistant Director of Finance faye.tyas@doncaster.gov.uk		Open
1 Oct 2019	Disposal of HRA land adjacent to Broadwater Drive, Dunscroft for the development of affordable housing via the Housing Association Programme.	Portfolio Holder for Housing and Equalities	Cabinet	Adam Goldsmith, Head of Local Investment Planning adam.goldsmith@doncaster.gov.uk		Open
15 Oct 2019	Transforming Cities Phase 2: Approval to submit Sheffield City Region bid for transport interventions in Doncaster, to the Department for Transport.	Councillor Joe Blackham, Portfolio Holder for Highways, Street Scene and Trading Services	Cabinet	Neil Firth, Head of Service Major Projects, Tel: 01302 735003, neil.firth@doncaster.gov.uk , Kerry Perruzza, Senior Transport Planner, Tel. 01302 735435, kerry.perruzza@doncaster.gov.uk		Open

15 Oct 2019	For the Council to make the transition from diesel fuel to electric powered vehicles (EVs), with an initial focus on the Council's pool car fleet & to apply a phased introduction through the purchase of EVs & associated battery charging infrastructure to supply key locations from which pool cars are collected & returned to.	Councillor Joe Blackham, Portfolio Holder for Highways, Street Scene and Trading Services	Cabinet	Richard J Smith, Energy Infrastructure Manager richardjames.smith@doncaster.gov.uk		Open
15 Oct 2019	To review the Council Tax long-term empty homes premium	Mayor Ros Jones	Cabinet	Marian Bolton, Head of Revenues and Benefits marian.bolton@doncaster.gov.uk		Open
5 Nov 2019	General Fund Capital Receipts - Programme Update Report.	Councillor Joe Blackham, Portfolio Holder for Highways, Street Scene and Trading Services	Cabinet	Dave Stimpson, Property Manager, Strategic Asset Management Tel: 01302 737363 david.stimpson@doncaster.gov.uk		Open

5 Nov 2019	To approve the Homelessness and Rough Sleeping Strategy	Portfolio Holder for Housing and Equalities	Cabinet	Allan Wiltshire, Head of Policy and Partnerships allan.wiltshire@doncaster.gov.uk , Mandy Preskey, Strategic and Performance Improvement Manager 01302 862054 mandy.preskey@doncaster.gov.uk		Open
19 Nov 2019	Finance and Performance Report and the 'Delivering for Doncaster' Booklet - Quarter 2 2019-20	Mayor Ros Jones	Cabinet	Louise Parker, Head of Service Strategy & Performance Unit Manager Louise.Parker@doncaster.gov.uk , Faye Tyas, Chief Financial Officer and Assistant Director of Finance faye.tyas@doncaster.gov.uk		Open
19 Nov 2019	DCST 2019-20 Quarter 2 Finance and Performance Report	Councillor Nuala Fennelly, Portfolio Holder for Children, Young People and Schools	Cabinet	Rob Moore, Director of Corporate Services and Company Secretary rob.moore@dcstrust.co.uk , James Thomas, Director of Performance and Improvement, DCST, James.Thomas@dcs-trust.co.uk		Open

19 Nov 2019	St Leger Homes Performance Report 2019/20 - Quarter 2 (Non-Key Decision)	Portfolio Holder for Housing and Equalities	Cabinet	Julie Crook Tel: 01302 862705		Open
17 Dec 2019	Adoption of the 'Get Doncaster Cycling' Strategy	Councillor Nigel Ball, Portfolio Holder for Public Health, Leisure and Culture, Councillor Joe Blackham, Portfolio Holder for Highways, Street Scene and Trading Services	Cabinet	Kerry Perruzza, Senior Transport Planner Kerry.Perruzza@doncaster.gov.uk	Get Doncaster Cycling	Open
17 Dec 2019	Leisure Facility Investment Options	Councillor Nigel Ball, Portfolio Holder for Public Health, Leisure and Culture	Cabinet	Andy Maddox, Business Development Manager andy.maddox@doncaster.gov.uk	Strategic Leisure Facility 'Accelerated Investment' Options Appraisal	Open

Councillor Jane Kidd
Wheatley Hills and Intake
E Mail: jane.kidd@doncaster.gov.uk

Wednesday, 3rd July 2019

Doncaster Council
Floor 4
Civic Office
Waterdale
Doncaster
DN13BU

Dear Ros

Youth Justice Plan

At its meeting on 27th June 2019, the Overview and Scrutiny Management Committee considered the Youth Justice Plan 2019/20. I have detailed below the key outcomes of the Committee's consideration and would be grateful if you could take account of this feedback when the Plan is considered by Cabinet on 9th July and presented to Council on 25th July 2019.

Recommendation 1: That the Committee support the report and the excellent progress made in a number of areas, including reducing the number of First Time Entrants (FTE's) into the Youth Justice system.

As well as acknowledging the improvements detailed in the report, Members were particularly supportive of the important assessment work undertaken by the Triage Panel and the creative intervention activities offered by the EPIC (Encouraging Potential Inspiring Change) Team in supporting an effective Youth Offending Service.

Recommendation 2: That further work be undertaken to improve early identification of speech, and language issues across the Borough.

In reviewing information on the issues and vulnerabilities of those young people who had been assessed by the Youth Offending Service over the past year, concern was raised over the number of children in the criminal justice system who had speech and language issues.

Page 2. Continued.

The Committee recognised the importance of early identification of these issues to positively assist and support young people in attending school and avoiding negative activities such as disruptive behaviour, non-attendance, exclusions and potentially becoming involved in the criminal justice system.

In reviewing the 2018-19 Quarter 4 Finance and Performance Improvement Report and 'Delivering for Doncaster' Booklet, which was also on the agenda for this meeting, the Committee considered the measures in place to improve attendance within Doncaster Schools. The Committee has requested further information on how schools are screening children to identify those with speech and language issues such as dyslexia and other learning difficulties.

Recommendation 3 That the Youth Offending Team continue to identify and review best practice across other Local authorities.

The Committee noted comparisons made with statistical neighbours in terms of reporting issues such as Binary re-offending rates and sought assurances that the YOS would continue to make comparisons with other authorities and in particular continue to identify areas of best practice that may be relevant for Doncaster.

On behalf of the Committee, I would wish to reaffirm support for the Youth Justice Plan and to thank Andy Hood for presenting the Plan and responding to the issues raised by Members of the Committee.

Kind regards,



Councillor Jane Kidd
Chair of the Overview and Scrutiny Management Committee

cc: Damian Allen, Chief Executive
Cabinet Members
OSMC
Debbie Hogg, Director of Corporate Resources
Riana Nelson, Director of Learning, Opportunities and Skills
Andy Hood, Senior Head of Service (Youth Offending Service) - Doncaster Children's Services Trust
Paul Moffat, Chief Executive of Doncaster Children's Services Trust



Councillor J Kidd
Chair
Overview & Scrutiny Management
Committee
c/o Floor 2
Civic Office

Contact: Mayor Ros Jones
Tel: 01302 862225
E-Mail: ros.jones@doncaster.gov.uk
Website: www.doncaster.gov.uk

Date: 29th July 2019

Dear Jane

Thank you for your letter dated 3rd July 2019, and for providing me with the Committee's feedback on the Youth Justice Plan. I would comment as follows.

Early diagnosis of learning difficulties:

Schools, and other settings and providers of education for children and young people aged 0–25, are required by the Children and Families Act 2014 to follow the statutory guidance contained in the Special Educational needs & Disabilities (SEND) Code of Practice 2015. This guidance outlines the key processes that are essential for identifying, assessing and meeting special educational needs effectively.

All schools and settings must ensure that all their young learners receive 'quality first teaching' that recognises the needs of the child and differentiates teaching approaches according to those needs. Where it is becoming clear that a child has a learning difficulty requiring special educational provision, the school or setting must inform the child's parents/carers, and set out what they will do to meet the child's needs. This includes setting out the changes in provision that will be additional to, and different from, the quality first teaching that the child will continue to receive. There should be a clear plan for the delivery of this enhanced approach, reviewed at least 3 times per year, and based on an 'assess, plan, do and review' (APDR) graduated approach to meeting the child's needs. This whole process starts with the child, parent, teacher and school Special Educational Needs Coordinator (SENCO) working together, and, if input from external agencies is required, this should be incorporated into the APDR planning process.

With regard to dyslexia or other specific learning difficulties, schools and settings should implement evidence-based quality first teaching approaches to meet identified needs, and, if impact is not seen over time, then advice could be sought from additional specialist services available to the school, for example, Educational Psychology.

There should be absolutely no need for a parent to pay for a private diagnosis of dyslexia or specific learning difficulties, because the needs and interventions required to meet these needs should be provided in school through the APDR process. A private diagnosis of dyslexia does not therefore bring access to additional resources in school.

With regard to ADHD and Autism, significant investment has been made in Doncaster in relation to our neurodevelopmental pathways, and in particular a redesign of our pre-diagnostic triage process, the General Development Assessment (GDA) pathway), to ensure that children are placed on the right diagnostic pathway, and to avoid any unnecessary delay in accessing services. This is a consultant-led pathway where detailed referrals are made from schools/school nurses in close liaison with the child/young person's family.

Since this redesign, the outcomes have been extremely positive. This process is fully NICE Compliant, and, as of the end of March 2019, we had diagnosed 100% of children under 5 within 18 weeks after their first face to face consultation; for over 5s, between 90-100% were similarly diagnosed, a position which has been sustained. Further to this, our positive diagnosis (conversion rates) following referral to the autism pathway are 96% and 86% for under 5's and over 5's respectively.

Anecdotal evidence from families has also been positive, and the services have been considered as 'very good' once the diagnostic process has begun. In terms of areas for improvement, parents have articulated that the waits to reach the diagnostic pathways are too long. This is something practitioners and leaders are aware of, and are working hard to source additional investment to reduce these waits. Additional resource has also been identified to develop a post-diagnostic support service for children/young people diagnosed with autism and their families. Work has begun and we are hopeful that a new service will be in place at the start of the next fiscal year.

All of the above is delivered within the APDR graduated framework of practice outlined within the SEND Code of Practice.

Provision for speech difficulties

Provision in schools for speech, language and communication difficulties is supported by the Speech and Language Therapy Service (SLT) in Doncaster. The referral route to SLT is open to any concerned parent, and schools make a referral via a form which requires a parental signature. At the recent SENCO network meeting, SLT launched guidance designed to help schools and settings decide whether a referral to SLT was required. Therapy for non-complex difficulties are usually seen in clinic. There are currently 3 satellite clinics, Edlington, Mexborough and Thorne, and the main out-patient centre based at Chequer Road. This provision is typically for delays in language development or speech disorders, such as stammering. Therapy for more complex difficulties usually takes place in the child's school.

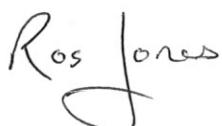
Again this whole approach is delivered within the APDR graduated framework of practice outlined within the SEND Code of Practice.

Big Picture Learning

We are currently delivering the *Big Picture Doncaster* (BPD) provision away from the Bentley campus. This is due to some ongoing matters that are being worked through currently with *Big Picture Doncaster* and other partners as well. Due to the complex nature of the young people attending BPD, it is essential to ensure that the environment and delivery method is suitable for the type of learning taking place. With this in mind, the decision was taken to find suitable alternative provision for the young people which will continue away from the Bentley site for the remainder of the term. We have taken the decision to pause referrals for any new children until further notice, and we will be deferring the formal process for this. We are continuing to work alongside Big Picture Doncaster and other partners to strengthen the BPD offer, and we will also ensure that there is effective provision for all young people that require it. We are also arranging opportunities and additional activities for the current cohort of students through the summer, based on their aspirations and goals.

I trust the above is helpful, and thank you once again for the Committee's feedback and support of the Plan.

Yours sincerely

A handwritten signature in black ink, appearing to read "Ros Jones".

Ros Jones
Mayor of Doncaster

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Councillor Jane Kidd
Chair
Communities & Environment
Overview & Scrutiny Panel
Floor 2
Civic Office

Councillor Chris McGuinness
**Cabinet Member for Communities, Voluntary
Sector and the Environment**
Date: 22nd May 2018
Call: 01302 734786
E-Mail: chris.mcguinness@doncaster.gov.uk

Dear Jane

Flooding in 2007 to the present day – Community and Environment Scrutiny Panel Review

Thank you for providing me with your Panel's findings of the recent scrutiny review which includes recommendations made by the Panel.

I accept the recommendation from the flood review and I have asked officers to deliver the specific DMBC recommendations. We will work with partners to deliver their allocated recommendations. I understand Overview and Scrutiny are in contact with partners, in particular the IDB's for updates on their actions.

I trust the above is helpful, and thank you once again for providing me with your Panel's findings and recommendations.

Yours sincerely

Chris McGuinness

Copy to: Mayor Ros Jones

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**Doncaster
Council**

Councillor Kevin Rodgers
Roman Ridge Ward

Tel: 01302 786331

E-Mail: kevin.rodgers@doncaster.gov.uk

Date: 14th May 2019

Mayor Ros Jones
Floor 4
Civic Office
Waterdale
Doncaster
DN1 3BU

Dear Ros,

PUBLICATION (REGULATION 19) OF THE DONCASTER LOCAL PLAN 2015-2035

I wish to inform you of the outcome of the Overview and Scrutiny Management Committee meeting held on 7th May to consider the draft Local plan.

In accordance with the Budget and Policy Framework Procedure Rules, the Committee undertook a strategic overview focussing on the extent to which the Plan:

- Was consistent with relevant legislation, guidance, locally agreed policies and relevant evidence;
- Would support the physical development of and meet the Borough's wider objectives and ambitions; and
- Had provided an opportunity to seek the views of all relevant groups and stakeholders and demonstrated that issues raised through consultation and engagement had been taken in to account.

The meeting did not set out to undertake a review of individual sites or allocations or provide a forum to repeat specific elements of the individual consultation exercises. However, prior to and during the meeting Members were reminded that any concerns, queries or issues relating to the Local Plan could be raised with officers for consideration before the Plan is considered by Cabinet or presented to Council. All Councillors were invited to attend the OSMC meeting and submit in advance of the meeting any questions they wished to raise. I have attached for your information a copy of both questions and responses.

Cont....

I have detailed below in bold text, the recommendations agreed at the meeting with relevant commentary underneath:

Consultation:

Recommendation 1: That the Local Plan consultation process be reviewed to identify how future consultation and engagement and the involvement of elected Members on major policies and Plans could be improved.

Recommendation 2: That further liaison be undertaken with the Communications Team to support future engagement processes and our duty to consult in respect of the Local Plan.

OSMC recognised the challenges of undertaking effective Borough wide consultation and engagement and receiving feedback on such a complex Plan. It was also recognised that as the Plan had been developed following a number of consultation exercises undertaken over the past 5 years, there was likely to be variations in effectiveness and engagement associated with each consultation exercise. In respect of widening the number of targeted groups of consultees, it was suggested that utilising contact deals and seeking advice from the Council's Communications Team would be beneficial.

Notwithstanding the difficulties of actively engaging residents in meaningful consultation it was recognised there were a number of examples where consultation had taken place where there was no statutory requirement to do so, e.g. Site Selection Methodologies, Homes and Settlements etc. and this was seen as a positive step.

Brexit:

Recommendation 3: That the Local Plan make reference, as best we know, to the potential impacts of Brexit particularly as a potential risk and/or impact this this may have on our economy and the Local Plan.

The Committee acknowledged the impact of Brexit on the Local Plan was an unknown. However, it recommended that this should be referred to and acknowledged in the Local Plan for completeness. The Committee recognised that flexibility existed to review the Plan to ensure it remained responsive to any significant changes that may arise from Brexit.

Cont...

Flood Risk:

Recommendation 4: That a report be presented to a future Overview and Scrutiny meeting updating on work being undertaken to improve flood infrastructure and to address flooding issues across the Borough.

Discussion took place in respect of the impact of flooding and how this restricted development in certain areas of the Borough. The Committee was informed that the Council's Drainage Team was working with the Portfolio Holder for Communities, Voluntary Sector and the Environment to identify the availability of Environment Agency funding to bring about improvements to strategic flooding infrastructure, which may ultimately affect the Borough's flood zone maps.

Public Health:

Recommendation 5: That the use of electoral ward as the defined area in relation to restriction of hot food take-aways and fast food outlets be amended to another more appropriate measure.

Policy 25: Food and Drink Uses paragraph 8.27 of the draft Local Plan states "Planning Permission will not be supported for A5 use in *Wards* where there is more than 10% of the Year 6 Pupils classed as obese."

Concern was raised that due to the differing size and diversity of many of our wards this geographical measure may not be consistent across the Borough or have the desired impact. It was recommended that an alternative measure be identified to take account of ward differentials.

The Committee also acknowledged the positive involvement of Public Health within the drafting of the Local Plan.

Reviewing & Monitoring:

Recommendation 6: That the Annual Monitoring Report be presented to Overview and Scrutiny to provide an opportunity for Members to consider the performance and effectiveness of the Local Plan and the extent to which it continues to meet the Borough's needs and objectives.

OSMC received examples of how the Plan had taken account of some of the Borough's key challenges e.g. balancing physical growth against environmental impacts, the need for effective transport and accessibility across the Borough to deliver jobs for our communities, etc. It also recognised the Plan was flexible and responsive to significant changes and could be reviewed to take account of these.

Cont....

To ensure elected Members remain engaged and have the opportunity to review how the Local Plan continues to meet the needs of the Borough, the Committee suggested the Annual Monitoring Report be considered at a future OSMC meeting.

On behalf of the Committee, I would like to take this opportunity to thank Scott Cardwell, Jane Stimpson, Jonathon Clarke and Roy Sykes for attending the meeting and responding to the questions and issues raised by Members.

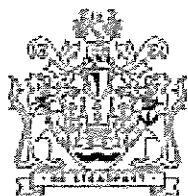
I would be grateful if you could consider OSMC's recommendations and provide the new Chair of OSMC with a written response to the issues raised by 15th June.

Kind regards,



**Councillor Kevin Rodgers
Chair of the Overview and Scrutiny Management Committee**

cc OSMC Members
 Cabinet Members
 Jo Miller, Directors and BAs.
 Scott Fawcus, Assistant Director - Legal & Democratic Services
 Scott Cardwell, Assistant Director of Development



Councillor Jane Kidd
Chair
Overview and Scrutiny Panel
c/o Scrutiny Office

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Date: 5th June 2019

Dear Jane

PUBLICATION (REGULATION 19) OF THE DONCASTER LOCAL PLAN 2015-2035

Please accept this letter as a response to the letter dated 14th May 2019, sent from Councillor Kevin Rodgers as former Chair of the Overview & Scrutiny Management Committee.

Firstly, please may I take this opportunity to thank Members of the Scrutiny Panel for looking into the process of this important emerging plan for the Borough at the session held on the 7th May 2019. May I also thank you for the number of recommendations that the Committee have put forward and which I have read with interest. I am now in a position to be able to respond to the recommendations as follows:

Consultation:

Recommendation 1: That the Local Plan consultation process be reviewed to identify how future consultation and engagement and the involvement of elected Members on major policies and Plans could be improved.

I am aware of the concerns that have been raised by some elected Members that they do not feel as engaged as they need to be with the draft Local Plan and the request of the Planning Committee to meet with myself and Cabinet, in respect of the process so far. The Committee's recommendation reinforces this position further.

Please therefore be assured that I took immediate steps to remedy this to allow for this meeting, and also offering several dates for further seminars. This therefore required the provisional date for it to go to Full Council to be altered, and so the draft Local Plan will not now go to the Extraordinary Meeting of Full Council on 6th June 2019. I have agreed a revised timescale, and the Local Plan will now be considered at Cabinet on the 2nd July and at Full Council on the 18th July.

The series of all Member seminars are to be held during June 2019, and invitations have already been sent out to these events where members of the Local Plan's Team will be available to provide further information on the Local Plan's process and progress to date. Officers at the seminars will be very happy to field any enquiries and follow-up on any outstanding issues that elected Members may have. The seminars have been arranged over a series of different days of the week, and include both daytime and evening sessions, to provide as much flexibility for attendance as possible. I trust you will agree with me that this should address the concerns raised about the lack of opportunity, and the short timescales, for elected Members to engage on the draft Local Plan document.

Recommendation 2: That further liaison be undertaken with the Communications Team to support future engagement processes and our duty to consult in respect of the Local Plan.

I am pleased that the Committee has recognised that consultation to date has far exceeded the bare minimum statutory requirements. Part of the logic for doing so has been to try and break down what is otherwise a large and complex process into more bite sized and accessible stages for our communities and stakeholders to engage with us on. Notwithstanding this, I acknowledge that we can always do more and learn lessons from the past when it comes to consultation.

For example, I specifically asked officers to invest significant resources into engaging with Town and Parish Councils throughout the preparation of the Local Plan, and in order to help them bring forward Neighbourhood Plans to have more of a say and control over how communities want to develop their areas in the future. This has generally been very well received, with the majority of Town and Parish Councils taking the opportunity to accept officer's invitations to attend meetings and actively engage with the Local Plan in return. There are also eleven Neighbourhood Plans being prepared by our Town and Parish Councils to date, with four already adopted. I would welcome and encourage more areas to follow suit with Planning officers being available and willing to continue to support the growing neighbourhood planning agenda in Doncaster.

That said, it has been acknowledged that the consultation to date could have done more to actively engage with certain hard to reach groups within our communities, and there will be expertise elsewhere within the Council that will be well placed to assist with such activity, such as the Communications Team, which you specifically reference. Letters and response forms for the statutory publication stage are already being worked up with colleagues in our Communications Team. We are going to great lengths to try and strike an appropriate balance between the technical requirements of this stage of the process, whilst making it as user friendly as possible, especially for our communities and residents who are less familiar with the process. The Local Plan Team will continue to engage with colleagues in Communications on all subsequent stages of the Local Plan, including in respect to press releases and whether documents can be provided with additional information for anybody who needs to request the plan in a different language/format.

Brexit:

Recommendation 3: That the Local Plan make reference, as best we know, to the potential impacts of Brexit particularly as a potential risk and/or impact this may have on our economy and the Local Plan.

As the Committee has identified, the Local Plan has, and will continue to be, prepared during a time of significant uncertainty around the potential risks and impacts to our economy from

Brexit. Although this matter is well documented in much of the evidence base that has informed the Local Plan, I accept that there has been no real direct recognition of this in the actual Local Plan document itself, which is perhaps an oversight.

Only time will tell what the actual long-term effects from Britain exiting the European Union will be, with much speculation and contradictory economic growth projections in the interim. However, I feel it would only be responsible to make it crystal clear that the Local Plan has been drawn up under this period of significant uncertainty and as the Committee has identified through this recommendation. To rectify this, I have instructed officers to provide additional text in the actual Local Plan document itself to cover this. The amended draft Local Plan that will be taken to Full Council will have the additional following text as part of the many reasons why there could be a need to review the Local Plan in the future when a fuller understanding is known.

"The Plan has been drafted in the uncertain climate following the Brexit referendum in 2016. Brexit has posed a number of challenges in undertaking forecasting of economic growth and there are hugely opposing views on what the impacts will be on economic growth, trade and investment decisions at the national, regional and local levels."

Flood Risk:

Recommendation 4: That a report be presented to a future Overview and Scrutiny meeting updating on work being undertaken to improve flood infrastructure and to address flooding issues across the Borough.

Members of the Local Plan Team have liaised with colleagues in the Council's Lead Local Flood Authority (LLFA) in respect of this recommendation, and officers will be happy to attend a future meeting of Overview & Scrutiny in due course to update on such matters. It is worth noting that officers from the Council (LLFA, Local Plans Team, Emergency Planning etc.) attended a number of Scrutiny sessions in 2018, alongside colleagues from the Environment Agency and other authorities involved in flood risk management, to specifically update on progress since the significant flood events of summer 2017 and 2018. Such a multi-disciplinary and cross-organisational approach to this important matter for the Borough could be replicated again for Scrutiny.

Public Health:

Recommendation 5: That the use of electoral ward as the defined area in relation to restriction of hot food takeaways and fast food outlets be amended to another more appropriate measure.

Improving the health of our borough, especially younger people, is one of my main priorities, and Planning has an increasing role to play in addressing these issues, so I welcome your observations that officers have worked closely with colleagues in Public Health on the drafting of this policy, as well as others in the Local Plan and its evidence base.

I understand the concern that using data at a ward level may, due to the averaging out effect, disguise pockets of obesity within a particular ward where there can be significant variations and diversity in levels of health between communities and Neighbourhoods. It is logical therefore to consider whether a smaller scale of geography, such as community profile area, would be a stronger policy approach to adopt through the Local Plan (Policy 25: Food & Drink Uses) rather than ward level data as drafted in the policy.

Using the ward data as per the draft Policy, then the data currently shows that the policy would apply to every ward in the borough as all wards are significantly above the 10% threshold. The policy would be that there is no support for further hot food takeaways anywhere in the Borough which is, of course, advocated by Public Health and has also been supported by me and my Cabinet as the appropriate policy approach to help combat our obesity challenges as part of a wider multi-disciplinary response.

Looking at the smaller spatial scale (e.g. community profile area), then the figures could allow hot food takeaways to be supported in some areas as the data has limitations in some instances, and in others the 10% threshold is more borderline. As such, changing the policy to a geography smaller than ward boundary would mean the policy approach would be more supportive and converse therefore to what is being asked for through this recommendation.

Reviewing & Monitoring:

Recommendation 6: That the Annual Monitoring Report be presented to Overview and Scrutiny to provide an opportunity for Members to consider the performance and effectiveness of the Local Plan and the extent to which it continues to meet the Borough's needs and objectives.

Following adoption of the Local Plan, an Annual Monitoring Report must be prepared each December. The Report will monitor the plan's progress using the comprehensive set of indicators as itemised at Appendix 10 of the draft Local Plan. This report will identify which of the plan's policies are working well/not so well, and is therefore one of the main mechanisms to establish if and when a review of the plan may be required. Examples of the monitoring indicators include the number of housing completions compared to annual target, take up of employment land, number of jobs created, how much development on brownfield land, progress in delivery of key infrastructure projects, health inequalities, amount of new greenspace delivered, and so forth.

An annual update/progress report can therefore be taken to OSMC each year, as soon as practicably possible after the monitoring is completed, with recommendations of whether the circumstances have arisen to justify a (part) review of the plan. Officers in the Local Plans Team will liaise with Democratic Services in due course to ensure this recommendation is embedded in OSMC's future work programme.

I trust the above is helpful, and thank you once again for the Panel's consideration.

Yours sincerely



**Ros Jones
Mayor of Doncaster**