



Doncaster Council

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: Monday, 16th December, 2019

Time: 1.00 pm

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Items for Discussion:

1. Apologies for absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Declarations of Interest, if any.
4. Minutes from the Meeting of the Overview and Scrutiny Management Committee held on the 12th September and 3rd October 2019 (*Pages 1 - 18*)

Damian Allen
Chief Executive

Issued on: Friday, 6th December 2019

Governance Officer for this meeting

Doncaster Metropolitan Borough Council
www.doncaster.gov.uk

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. Items where the public and press may not be excluded.

6. 2019-20 Quarter 2 Finance and Performance Improvement Report & 'Delivering for Doncaster' Booklet (*Pages 19 - 54*)
7. Performance Challenge of Doncaster Children's Services Trust: Quarter 2, 2019/20 (*Pages 55 - 70*)
8. St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2019/20 Quarter Two (Q2) (*Pages 71 - 90*)
9. Overview and Scrutiny Work Plan and the Council's Forward Plan of Key Decisions (*Pages 91 - 106*)

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*

John Hoare
Bernadette Nesbit

*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.

Public Document Pack Agenda Item 4

DONCASTER METROPOLITAN BOROUGH COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 12TH SEPTEMBER, 2019

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER, CIVIC OFFICE, DONCASTER on THURSDAY, 12TH SEPTEMBER, 2019 at 10.00 AM

PRESENT:

Chair - Councillor Jane Kidd

Councillors Neil Gethin, Mark Houlbrook and Andrea Robinson

Co-optees –

Invitee: - Paul O'Brien – workforce representative

ALSO IN ATTENDANCE:

Deputy Mayor, Councillor Glyn Jones (for agenda item 1 to ?)

Councillor Nuala Fennelly (for agenda item 1 to ?)

Councillor David Nevett

OFFICERS IN ATTENDANCE

Debbie Hogg, Director of Corporate Resources

Peter Dale, Director of Regeneration and Environment

Phil Holmes, Director of Adults, Health and Wellbeing

Rupert Suckling, Director of Public Health

James Thomas, Director of Performance & Improvement, Doncaster Children's Service Trust

Julie Mepham, Director of Children's Social Care, Doncaster Children's Services Trust

Julie Crook, Director of Corporate Services, St Leger Homes Doncaster

Leanne Hornsby, Assistant Director, Commissioning and Business Development

Julie Grant, Assistant Director of Customers, Digital & ICT

Louise Parker, Head of Service Strategy and Performance Unit Manager

Dawn Jones, Customer Experience Manager, Doncaster Children's Services Trust

Clare Rosser, Finance Manager, Doncaster Children's Services Trust

Michaela Rowlands, Principal Street Scene Manager

APOLOGIES:

Apologies for absence were received from Councillors John Healy and Richard A Jones and Bernadette Nesbitt

		<u>ACTION</u>
1	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations reported at the meeting.	
2	<u>MINUTES FROM THE MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 27TH JUNE, 2019</u>	
	<u>RESOLVED</u> that the minutes of the meeting held on 27th June, 2019 were approved as a correct record and signed by the Chair.	All to note
3	<u>PUBLIC STATEMENTS.</u>	
	There were no public statements.	
4	<u>ST LEGER HOMES OF DONCASTER LTD (SLHD) PERFORMANCE & DELIVERY UPDATE: 2019/20 QUARTER ONE (Q1)</u>	
	<p>The Chair welcomed the Deputy Mayor Glyn Jones, James Thomas and Julie Mepham to the meeting. Members of the Committee were provided an opportunity to ask questions on the report and the following issues were raised.</p> <p>Members sought clarity on the effectiveness of SLHD's partnership arrangements including its relationship with the Doncaster Children's Services Trust (DCST).</p> <p>The Committee was informed that SLHD took a wide partnership approach to support individuals in retaining their tenancy and reduce homelessness and rough sleeping. As a member of Team Doncaster SLHD worked closely with the Council, the Police, Health services, the prison and probation service and numerous support services.</p> <p>In respect of young people SLHD works with the DCST to resolve specific housing solutions for 16 to 18 year old care leavers, including identifying suitable properties, ensuring young people understand their duties as tenants, assisting with obtaining white goods and undertaking follow up visits to monitor progress. SLHD also work to help identify eligibility for personal grants, access to food banks and where appropriate issue food vouchers. Whilst the primary focus was on housing, SLHD also offered work experience and apprenticeships to young people who were in or had experience of the care system.</p> <p>It was agreed that further information would be provided to the Committee regarding any work undertaken by SLHD with the Social Isolation and Loneliness Alliance.</p>	Julie Crook

<p>The Committee was informed that whilst overall partnership working was effective, there were areas of challenge including receiving timely feedback following mental health referrals. Due to confidentiality issues SLHD were not present during these session but having the necessary information readily available to understand the impact on the individual as a tenant was important in helping the individual maintain their tenancy.</p> <p>It was reported that the Universal Credit (UC) system and particularly those individual's awaiting payment had led to a spike in the demand for foodbanks. It was considered that the demand caused by delays had reduced as advance payments could now be issued. Members requested information in respect of the number of people in the Borough accessing foodbanks. It was acknowledged that this was outside the scope of the report and whilst SLHD would be aware of tenants it referred to food banks, it would not have a complete picture. It was agreed investigations would be undertaken to identify if this information was available for circulation to Members outside of the meeting.</p> <p>The Committee asked if there was a link between an increase in UC claimants and the number of tenants in rent arrears and enquired how SLHD was effectively supporting tenants to improve personal financial management. Members were informed that assistance was given to tenants completing the online claim. Often support was given to help applicants understand the questions and information required. Support was also given where applicants lacked the necessary ICT skills. Members recognised that direct payments assisted with the regular collection of rent but this was personal choice and tenants on low incomes may have to prioritise how they spend their benefits.</p> <p>It was confirmed that SLHD work closely with tenants to assist them in effectively managing their finances to avoid going in to arrears. Reference was also made to support available for tenants in private sector accommodation. It was reported that individuals were informed of their responsibilities as a tenant and the Councils obligation as landlord in meeting decency standards.</p> <p>In response to a question about the safety of staff when visiting tenants it was reported that SLHD work closely with the Police to ensure staff are aware when going in to properties or areas where there may be potential threats of violence or personal injury.</p> <p>The Committee asked whether the Key Performance Indicators (KPIs) detailed in the report accurately describe the effectiveness of the services provided by SLHD. It was reported that the KPIs were benchmarked across other housing delivery organisations and identified critical business indicators including alignment with decent homes standards. KPIs were developed with the Board and the Mayor and Deputy Mayor and were regularly reviewed by Overview</p>	<p>Debbie Hogg</p>
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	<p>and Scrutiny and the Cabinet through the quarterly performance monitoring process. Indicators were reviewed annually to ensure they remained appropriate. The Committee was informed that following the annual review, the target for the average number of days to re-let standard properties was reduced from 23 days in 2018/19 to 20 calendar days for 2019/20. This was made to complement other void measures but also to ensure targets remained challenging and aspirational. The issues around the underperformance of this target were currently being addressed.</p> <p>In response to a question about the relevance of annual KPIs the Committee was informed these were where there was little change from each quarter or because of an annual satisfaction survey for example.</p> <p>The Chair thanked Councillor Jones and Julie Crook for their attendance.</p> <p style="text-align: center;"><u>RESOLVED</u> that the Committee note the progress of SLHD performance outcomes and the contribution SLHD makes to supporting strategic priorities.</p>	
5	<p><u>DONCASTER CHILDREN'S SERVICES TRUST (DCST) FINANCE & PERFORMANCE REPORT - QUARTER 1 2019/20</u></p>	
	<p>The Chair welcomed Councillor Nuala Fennelly, Cabinet Member for Children, Young People and Schools, James Thomas, Julie Mephram and Clare Rosser to the meeting.</p> <p>Members asked how Doncaster Children's Services Trust (DCST) worked to ensure children are at the centre of its service. It was reported that the views of young people are integrated into the service at a number of levels. Young Advisers who have had experience of the care system who understand the organisation and the experience of care are engaged and their views sought prior to any changes to policy and practice. The voice of young people is built into business planning and DCST is currently looking at co-opting a young person on to the Trust Board. The Children in Care Council is consulted prior to any changes to practices to ensure evidence of a child's lived experience is taken into account.</p> <p>The Committee enquired how effectively local safeguarding arrangements were meeting the needs of young people in Doncaster. It was reported that these were demonstrated through a robust quality assurance system, appropriate performance indicators, effective workforce development from a committed workforce and by strong advocates on safeguarding within senior leadership. The Trust has developed a strong role amongst partners but is also working to ensure safeguarding partners further develop their role to support</p>	

overall improvements.

The Committee sought assurance that the well-being of children was not impacted detrimentally due to a focus on targets and processes. It was reported that DCST chose a range of qualitative and quantitative measures to assess their performance. The current suite of indicators and targets were benchmarked and included stretch targets to ensure there was an aspiration to improve further. It was further reported that this was the first full quarter report following the change in management structure of the Trust to an ALMO. Performance and contract monitoring arrangements would further develop over time.

The Committee asked about the effectiveness of the Parent and Family Support Service (PFSS) and was informed that once engaged with clients, the service developed positive relationships. There was a focus on achieving a consistent approach, building a positive relationship and assessing each family on its own particular needs. Where parents had previously been involved with a statutory service or previously had a negative experience, time was taken to build a positive relationship. Parents were also encouraged to engage at an early stage and understand the risks and potential consequences of not engaging with the service.

Members also discussed the DCST's relationship with schools and whether they provided a consistent approach in supporting young people. It was reported that a consistent approach was identified through the early help strategy and a recognised protocol for identifying early thresholds.

Members enquired about the support available to unaccompanied children arriving in the Borough as asylum seekers. It was reported that the offer provided takes account of cultural and religious issues and helps to identify any specific needs or requirements including any health issues. The Committee was also advised that DCST was part of the Council's EU departure Group and had plans in place to identify any specific risks that may arise from this, including areas where there may be community tensions or where families may not understand the impact of the change on their residency.

In response to a question regarding partnership working, it was reported that whilst delivering acute services the Trust had a key role in embedding toolkits and encouraging better risk analysis and assessments with partners. It was reported that the Domestic Abuse Team currently worked with schools and teachers to enhance their skills and improve awareness of this issue.

Members enquired how out of authority placements were being effectively managed. It was reported that whilst the safety of children was paramount this was a key budget risk. There was a monthly meeting to review children in care and to identify those that could

	<p>come back to the Borough. Moving forward the Council would be developing a future placement strategy including identification of smaller two bedded children’s homes to develop a more family based model and reintegrate young people with complex needs. The Chaired thanked the officers for their attendance.</p> <p><u>RESOLVED</u> that the Overview and Scrutiny Management Committee receive the report and the contribution that the Trust makes to support the Council’s strategic priorities.</p>	
6	<p><u>2019-20 QUARTER 1 FINANCE AND PERFORMANCE IMPROVEMENT REPORT & ‘DELIVERING FOR DONCASTER’ BOOKLET</u></p>	
	<p>Debbie Hogg, Director of Corporate Resources presented the headline information from the report informing the Committee that 72% of performance indicators were Green or Amber and there was a projected £1.1m underspend. The style of the report had also been changed to provide a more succinct summary.</p> <p>Connected Council</p> <p>Members asked how effectively the Council was working with the Department for Works and Pensions as Council tax support could not be processed until Universal credit applications had been processed. It was confirmed regular meetings were taking place with the DWP to identify opportunities for improving the flow of information between the Council and DWP to ensure Council tax support applications can be processed as quickly as possible.</p> <p>Living</p> <p>Members enquired about the actions being taken to reduce instances of fly tipping. It was reported this had improved over the last quarter and was being addressed as a whole system issue that focused on prevention, education and enforcement. It was also reported that there had been an inconsistency in how the Household Waste Recycling Centres were accepting some items of waste. This had been addressed by managers going on site and speaking to staff to ensure a more consistent approach across the Borough.</p> <p>Members noted that whilst the target for grass cutting had been met there was a concern that this had not been sufficient over the summer months due to the weather conditions. It was reported that plans were in place to consider a more flexible approach that was more responsive to the needs of the communities.</p>	

	<p>Members sought clarification on access to the complaints system. Members raised the issues that service users should have the opportunity to register complaints using an easy system. It was reported that there were numerous ways in which complaints could be raised and complainants were responded to in the manner appropriate to them, this could include email or letter.</p> <p>In response to a query raised by a Member it was reported that the number of complaints received by the Council and DCST online had now levelled out and were now reducing.</p> <p>As there were no further questions the Chair thanked officers for their attendance and responding to Members' questions.</p> <p><u>RESOLVED</u> that:</p> <p>(1) the Committee receive the complaints and compliment reports for the period 1st April 2018 to 31st March 2019 and the comments detailed in the minutes be noted; and</p> <p>(2) the Committee note that:</p> <ul style="list-style-type: none"> • 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. 	
8	<u>OSMC WORKPLAN - SEPTEMBER 2019 UPDATE</u>	
	<p>Members received an update on the Overview and Scrutiny September work Programme and Panel Chairs provided a verbal update on progress and issues contained in the work programme.</p> <p>The Committee considered a request from a member of the public to undertake a review of the Council's arrangements for establishing 20mph zones. Members welcomed the suggestion and noted the</p>	

current issues around capacity and resources may mean that this would have to be undertaken later in the year.

The Governance & Member Services Manager updated the Committee on work that had taken place in respect of undertaking a review of Area based Governance including the allocation of a small ward budget to engage and assist local communities in delivering solutions and meeting local priorities. Reference was made to the draft terms of reference that had been circulated ahead of the meeting and these were presented for Members approval to enable the review to progress.

RESOLVED that:-

- (1) Members note the updated work programme and the verbal update provided by the Overview and Scrutiny chairs;
- (2) The work programme be updated to include a review of 20mph zones subject to capacity and resources available to undertake the review.
- (3) Members note the correspondence attached to the report; and.
- (4) Members agree the Terms of reference for the review Empowered, engaged communities, with devolved locality budgets.

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DONCASTER METROPOLITAN BOROUGH COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 3RD OCTOBER, 2019

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on THURSDAY, 3RD OCTOBER, 2019 at 10.00 AM

PRESENT:

Chair - Councillor Jane Kidd

Vice-Chair- Councillor John Healy, Neil Gethin, Majid Khan and Andrea Robinson

ALSO IN ATTENDANCE:

Councillor Frank Tyas

Debbie Hogg, Director of Corporate Resources

Phil Holmes, Director of Adults, Health and Wellbeing

Matt Smith, Directorate Finance Manager

Lee Golze, Head of Business Transformation and Strategic Commissioning

Rob Moore, Director of Corporate Resources & Company Secretary, DCST

Victor Joseph, Consultant in Public Health

Caroline Martin, Senior Governance Officer, Scrutiny

		<u>ACTION</u>
1	<u>APOLOGIES:</u>	
	Apologies for absence were received from Councillors Mark Houlbrook and Richard A Jones and Paul O'Brien (invitee).	
2	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	No declarations were reported at the meeting.	
2	<u>PUBLIC STATEMENTS.</u>	
	There were no public statements made at the meeting.	
3	<u>MEDIUM-TERM FINANCIAL STRATEGY (MTFS) FOR 2020/21 TO 2022/23</u>	
	The Committee received a report on the Medium-Term Financial Strategy (MTFS) 2020/21 – 2022/2023. The Director of Corporate Resources provided Members with an overview, stating that the Council had set a budget strategy for the next 3 years and the balance position for 19/20 was already known to be in deficit. It was stated that proposals had been developed in advance of the normal budget cycle	

to enable the Council to form a number of assumptions outlined within the report. This would ensure that appropriate consultation was undertaken with the public, staff and other groups so that the proposals would be ready for April 2020. An outline of the appendices to the report was provided to Members, highlighting the addition of Appendix G, which presented the level of service costs for each service area.

Following the brief overview, the Chair stated that the Panel had highlighted 4 areas to focus upon as follows:-

- (1) To what extent are the Mayor's proposals in line with central government policy, pressures and directives?
- (2) To what extent will the Mayor's proposal ensure that the Council is able to contribute to the outcomes detailed within Doncaster Growing Together & the Corporate Report bearing in mind the constraints detailed above?
- (3) To what extent do the Mayor's proposals take account of consultation or proposed consultation, research or other evidence?; and
- (4) To consider the challenges and risks to the delivery of these proposals.

The Committee sought Officers views on whether the proposals increased pressure on Adult Social Care budgets. Members were advised that improvements were possible although it was essential that Doncaster residents received the correct support when it was needed. It was stressed that it was important to get the basics right which would enable a shift towards improving prevention. It was considered that it was important to note the significant investments being made by the Council in community support and have the right conversations with Doncaster people to navigate them to the right support within their local communities.

Reference was made to the workforce as the authority's biggest asset and a need to provide greater clarity about the way they worked both within the Council and with partners across Doncaster, for example with the hospital and working early to intercept demand.

In reference to the Residential Short Breaks detailed with Appendix E, it was acknowledged that carers provided an invaluable role and the focus needed to be around how the short breaks facility could be made more appealing to the remaining 32% (of people who were not receiving the service of short breaks when there were facilities available). Further clarity was sought about the savings and whether the Council received payment if there was an increase to 100% occupied. It was explained that the cost in service would remain the same and it was about the cost of carer breakdown and people having to be accommodated elsewhere that was looking to be addressed.

Clarification was sought on the certainty or uncertainty with regard to

receiving grants such as the Better Care Fund. It was advised that assumptions were being made that the funding would continue and as part of the Chancellors spending round in December, additional resources had been identified nationally.

With the Authority moving towards a locality model and with social care services using Community Hubs to have early conversations, Officers were asked whether any unmet need had been uncovered that would place pressure on the budget. It had been identified that there was a significant degree of proactive, problem solving work being undertaken within the communities and Doncaster already had a good foundation to work on. It was advised that the NHS Clinical Commissioning Group worked together with the Council and other partners as part of the Place Plan to ensure positive joint working was taking place.

Regarding further funding opportunities, it was reported that in terms of this year's spending round, additional resources had been provided. Members were advised that there has been a commitment made for education, £700m for higher needs and the SEND block within the Dedicated Schools Grant, and additional £6m for Adult Social Care. There had also been additional resources above inflation for public health and £54m additional funding for homelessness. It was explained that the Government had targeted particular areas, which was pleasing but did not address core funding tied up with the change of business rates. It was noted that the consultation was due to commence again in readiness for next year but would take time to work through.

Regarding the Higher Needs Send Block, Members were advised that when the spending round was announced, the Council was not made aware of how this would affect spending at a local level. It was noted that from the £700m national figure quoted, the Council had worked out that Doncaster would receive an additional £2m for Year 1 to relieve the pressure on the Dedicated Schools Grant Higher Needs Block.

Concern was raised that the need was still required on a continuous basis and perhaps an increase in the Fairer Funding Level was required. It was highlighted that the Schools Forum was the dedicated body that provided the grant funding supporting the Higher Send Block in the short-term. It was acknowledged that there was significant work being carried out in partnership with Doncaster Children's Services Trust around a Future Placement Strategy with a proportion of that dealing with Out Of Authority Placements and working to bring those children back into the authority.

Further concern was raised in relation to how the Council ensured that schools and academies were spending the funding allocated on Higher Needs Block and was not being absorbed into the schools budget. It was reported that the Council had an Effectiveness and Standards Team and that a robust analysis was carried out on where the money was being spent. It was explained that this was also linked to

Education and Health Care Plans for each child and that resources were available to match the needs of those plans. It was advised that the Schools Forum oversee the operation and finances involved.

It was reported that each saving proposal was considered in line with the Corporate Plan and the Council's overall direction of travel. It was explained that any proposal not congruent with those areas had been largely discounted as part of an earlier process. It was emphasised that the proposed budget was dynamic and challenges were being considered to ensure that the resources were in place and to gradually shape the organisation.

It was recognised that the Council would in time be operating a smaller organisation. It was reported that the initial stages of the Doncaster Talks had concluded and feedback was being developed in order to refresh Doncaster Growing Together. It was acknowledged that these proposals would be further reflected upon once the Council had received the settlement in December.

With regard to staffing levels and reductions to posts, a query was made in relation to Appendix D, page 33 and the savings of £69k within the Children and Young People's directorate. It was clarified that in terms of the 7 fixed term posts identified within the report, the service had undertaken a large fundamental review on how the service best structures its' resources around its functions (and this particular element was part of that wider review). Assurances were provided that it was unlikely that those reductions in posts would have a negative impact on the services ability to deliver against its priorities.

On a generic point, in terms of staffing reductions overall, it was reported that they had been managed through vacancy management. It was reported that the next round of VR/VER Scheme had been circulated to staff. It was noted that it needed to be managed carefully to ensure there was continuity of service. Continuing on the issue of staffing, it was asked whether the amount of staff included those employed within schools and if some of the reduction was being offset due to staff being employed in academies. It was noted that this would be the case, as when schools become Academies staff employed would be removed from the Council's payroll.

In relation to the target for reducing the number of children in care, it was asked whether it would be more beneficial to have a target against more preventable measures. In response, Members were advised that the numbers quoted were made available to illustrate where the savings would be coming from. Members were advised that the service did not have targets to reduce caseloads. It was advised that the Trust was working on a Children in Care Reduction Strategy. Members were informed that there had been a reduction from 593 children in care to 534 with a potential further reduction down to 500. It was explained that this was connected to significant investment from

the Council in two new 2 bedroomed children's homes for independent living, for which capital funds had been set aside.

Members were also informed about the Future Needs Placement Strategy, which through partnership working would bring about the safe reduction of children in care particularly those out of authority. It was explained that this would reduce the pressure on the Dedicated Schools Grant budget, which currently sits at £3.3m with the aspiration that this would reduce by £1.1m by bringing children back home or within the Doncaster area.

In relation to the two new children's homes known as Cantley 2 and 3, a query was raised with regard to how advanced the plans were for education provision for those children. It was stated that these were supported independent living provision of young people who were now leaving care and it was understood that the majority of those children would already be in the education system or in some form of training. Members were assured that if this was not the case, there was a wraparound service provision, which will support those young people.

Members were informed about the Winter Pressures Grant provided by the Department of Health to Social Care to provide for the winter but usually to respond to the increase in referrals from hospital to home. It was explained that the monies were not for environmental issues as there were no resources from central government for this and it was expected that this would be covered under the Council's normal resources through the Revenue Support Grant. It was added that the Council expected the Green Paper to be published, which would provide clarity on the long term funding and although it was anticipated that at that time this money will drop out.

It was questioned as the Council was moving more towards becoming a commissioning Council, to what extent its commissioning processes were fit for purpose. It was reported that as part of the top management review a few areas had been identified as requiring strengthening and commissioning is one of them. It was noted that the Director of Public Health was now the lead for commissioning across the Council and that work was currently being undertaken to consolidate all the commissioning arrangements for Children's and Adults to ensure that the resources were operating in a similar approach.

It was suggested that as this issue was such a crossing-cutting topic, this may be something for OSMC to look at for the future.

It was asked how much of the consultation had been taken into account and evidence gathered for supporting the Mayor's Budget proposals, as the process was not yet complete. It was reported that the Council was only at the beginning of the consultation process. Reference was made to the charging for Adult Social Care, which

required extensive consultation and once that consultation was completed, the outcomes would be then considered. It was noted that whilst this was in the proposal, more detail was required.

It was suggested that in relation to the more challenging proposals, that these be brought back to OSMC to provide Members with an update and outcomes of the consultation.

Reference was made to Out of Area Placements and it was asked what support had been provided to the new model called 'Demand Management-Local Solutions' considered at the Children and Young People Overview and Scrutiny Panel recently. It was reported that the pilot scheme looked at how partners worked together to provide better support to children and young people. It had been found that initial findings had been supportive although an evaluation was to be undertaken and once that was completed then the Council would be able to see how the scheme can be deployed across the borough and what benefits had been created. It was recognised that this was only one element of the Council's renewed focus on early intervention that stemmed across Health, Education and Social Care

A discussion took place with regard to the challenges and risks to the proposals in general. Members were advised that Officers had taken a balanced approach despite the significant savings having to be made alongside the £8.9m of additional pressures. In addition to the work around Children and Young People and Adult Social Care as discussed, reference was made with regard to the new Appendix G which provided information on spend in each service area which presented the other pressure for the Council to be cleaner and greener. It was explained that there were some changes to be made with regard to service delivery, although the Council was in a good place in terms of resourcing those service pressures whilst making the right changes to get the Council to where it wants to be in the future.

In light of the forthcoming deadline of the 31st October for Brexit, comments were sought as to whether Officers had anticipated any affects that may have on the pension scheme if there was to be a 'no deal Brexit'.

In relation to pensions, it was reported that because the equity had increased, this in turn had strengthened how the Council dealt with the pension scheme (of which it pays a contribution year on year). It was stated that even if there was a downturn in terms of a 'no deal Brexit', this would not immediately impact back on the Council. In terms of the general preparation for Brexit, it was reported that the Lead Officer for Brexit was the Director of Corporate Resources and the Council had established a cross team Doncaster approach to addressing the concerns.

Concern was raised about how a 'no deal Brexit' would affect

businesses and what impact it may have on the Housing Revenue Account in terms of the collection fund. Members were advised that in terms of the collections, this was managed through the collection fund which was process of buffering cash flow. It was advised that Doncaster Chamber of Commerce held a seat at the Brexit talks. Members were reminded that the Council had considered through scrutiny, the implications around Brexit and funding received from Government (of which majority of that monies the Council gave to the Chamber). It was added that the Chamber had recruited new staff and supplied new forms for businesses ready to complete with indications showing that Chamber business numbers were increasing.

A comment was made with regard to infrastructure and whether there were any potential liabilities in terms of unfinished projects where EU funding had been provided and in terms of any projects that may be on the horizon that may not go ahead because of Brexit. It was reported that most of the money the Council had received had been through the Sheffield City Region (SCR) and the Local Growth Fund which should not be affected, after which there would be another round of funding to bid into. In terms of the comment regarding the possibility of EU funding being cut on the 31st October 2019, it was stated that this would not happen as there was a programme in place over a period of years and funding would not cease. It was reported that the Council did not have a great deal of EU projects at present and the small projects that were in progress would continue to be funding until the project ceased.

Members attention was brought to Shared Prosperity Fund, which the Council were still waiting for guidance on how this may look like and how that will provide additional resources going forward post Brexit.

RESOLVED that:-

- (1) the Committee considered and noted the Cabinet report detailing the Medium-Term Financial Strategy (MTFS) for 2020/21 to 2022/23 attached at Appendix A;
- (2) the Committee commented on the savings proposals and budget framework detailed at paragraphs 28 to 34 of the Cabinet report setting out the Medium-Term Financial Strategy (attached at Appendix A), in accordance with the line of enquiry identified at paragraph 9; and
- (3) the Committee noted that there be further opportunities to consider and provide comments on the budget proposals, when these are formally announced by the Mayor in January 2020.
- (4) the Committee consider the outcomes of extensive consultation exercises as part of their ongoing consideration of the budget proposals.

	the Committee consider the proposed new commissioning arrangements as part of their future workplan	
4	<u>OVERVIEW AND SCRUTINY WORK PLAN OCTOBER 2019</u>	
	<p>The Committee considered the Overview and Scrutiny work programme for 2019/20.</p> <p>Each of the Panel Chair's provided the Committee with an update of areas their Panel was focussing on since the last meeting.</p> <p>A brief update was provided to Members on the work carried out in relation to the engaged and empowered communities and devolved locality budgets. It was explained that a review was being undertaken and that OSMC had agreed the Terms of Reference. Members were informed that further benchmarking had taken place through visits to other Councils and work had been undertaken on the LTP and Ward Alliance. It was noted that there would be further meetings being arranged as part of the review and updates would be circulated in due course.</p> <p>The Chair wished to thank all those who attended Barnsley Council and informed Members that its' intended for a further visit to take place to Nottingham for evidence gathering and would encourage Members attendance.</p> <p><u>RESOLVED</u> that:-</p> <ul style="list-style-type: none"> i. Consideration was given to the Overview and Scrutiny Work Plan for 2019/20 at Appendix A and noted that it is a living document and will be reviewed and updated at each meeting of the Panel to include any relevant correspondence, updates, new issues and resources available to meet additional requests; and i. Considered and noted the Council's Forward Plan of Key Decisions attached at Appendix B 	



Doncaster Council

Report

Date: 16th December 2019

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

2019-20 Quarter 2 Finance and Performance Improvement Report & ‘Delivering for Doncaster’ Booklet

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

EXECUTIVE SUMMARY

1. This report focuses on quarter 2 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.

Financial Position: £2.0m underspend

2. At quarter 2, the Council is forecasting a year-end underspend of £2.0m. 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 £17.8m expected to be delivered, leaving a projected shortfall of £1.0m and this will continued to be monitored throughout the year. Full details on the main variances are provided in paragraphs 35 to 46.

Performance

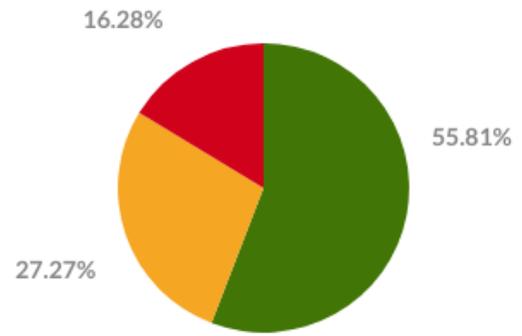
3. There are two kinds of indicators we use to monitor performance:

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

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

**Performance Position:
43 service measures (profiled opposite).**

There are an additional 10 service measures, which are recorded as information only as these do not have targets. A selection of service measures can be found within the booklet against each theme.



4. Key Performance elements include –

■ Green (24) ■ Amber (12) ■ Red (7)

- A further 289 new homes were delivered in quarter 2, bringing the total so far to 699 against our annual need of 920 homes per year. This is higher than the 628 homes delivered by the same time last year.
- The number of people living in residential care reduced again this quarter from 1,190 to 1,150 and over the last 12 months we have seen a reduction of 90 people in total.
- 73 % of our local authority spend is with local based suppliers and further work is being undertaken to promote local spend
- Additional spend outside of main employment contracts remains high, however agency worker spend has continued to positively reduce again in this quarter by 14.5%, a reduction of £84k reducing from £578k in quarter 1 to £494k at the end of quarter 2. In addition the number of assignments continuing for more than 6 months has reduced by 17% from 57% to 35% and from 24% to 2% for more than 1 year.

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

6. Updates include:

- A refreshed Place Plan that will commission services according to the needs of different neighbourhoods and be outcomes focused
- Doncaster hosted a start for the prestigious UCI Road World Championships cycling event from our new closed Cycle Circuit at the Dome.
- Our Vibrant Town Centres saw a number of events being held over the summer which included the DN1 Festival and at its peak, had around 3500 in attendance at the Market Square.
- Exciting developments are underway in the expanding Civic and Cultural Quarter with the new cinema and restaurant complex starting to take shape and the approval of plans for the University Technical College (UTC).
- The development of the Education and Skills 2030 Strategy, which sets out how we intend to improve education and skills for residents of all ages over the next decade.

EXEMPT REPORT

7. This report is not exempt

RECOMMENDATIONS

8. The Chair and Members of the Overview & Scrutiny Management Panel asked to note and comment on the quarter 2 performance and financial information; including;
- note the allocations of block budgets in the Capital Programme, detailed in the Appendix A - Finance Profile in accordance with Financial Procedure Rules; and
 - note the earmarked reserves creation approval, detailed in paragraph 45;
 - note the virements for approval per the Financial Procedure Rules, detailed in the Appendix A - Finance Profile ; and
 - note the changes to the Strategic Risks that are detailed in paragraph 52 and in the Appendix B – Strategic Risk Profile

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

Improvement	Same as last time	getting worse
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LIVING:



Service Standards				
5	2	-	-	-

9. Overall housing delivery this year has seen an additional 699 homes (286 in quarter 2) against our annual need of 920 homes. This is higher the 628 homes delivered by the end of Quarter 2 last year – a year which ended with a record delivery total. Doncaster has exceeded 1,000 net homes for the past 4 years and is on track to do so again this year. This is a significant achievement against 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. The percentage of fly-tipping incidents investigated and removed within seven days remains has recovered from 51% at the end of

Quarter 4 last year to a target-exceeding 91% (target 85%). Household waste recycling is slightly above target at 51% (target 50%).

11. A couple of measures are marginally off track like land/highways cleanliness (91% vs 95% target) and programmed grass cutting which had one scheduled cut delayed by 1 week into the beginning of Quarter 3. A service review of the Streetscene service is underway to identify any means by which our response to littering, street cleanliness and fly-tipping can be improved.
12. Doncaster council has undertaken an exercise with One Carbon World to understand the levels of carbon we use in our operations, for example how much electricity, gas and water we use. We have established our baseline and we are now activity monitoring our energy and water use with a specific aim to reduce our consumption and therefore reduce the amount of carbon we use in the future. This is will now be included in our regular performance monitoring.

WORKING:



Service Standards				
3	1	-	-	-

13. Doncaster's Planning service has maintained very high standards of performance with respect to the processing of major planning application within 13 weeks. Performance has been 90%+ against the national target (70%) for many years, and Quarter 2 performance (97%) remains above the locally set target of 94%. The percentage of residents in highly skilled occupations has reduced by 0.9 percentage points to 33.5% compared to last year; and remains much lower than Yorkshire and Humber (43%) and National Average (47%).
14. Non-domestic rates collected at the end of quarter 2 remains slightly below target at 97.02%. It is hoped that this position will improve in the second half of the year and efforts continue to keep accounts up to date in a timely manner and rigorous pursuits of outstanding debt remains ongoing
15. Our 'Working' strand of the Doncaster Growing Together programme saw a hive of activity in quarter 2, with the developments in Civic and Cultural Quarter including the continued work on the new Central Library and Museum, which is due to be open in Summer 2020.

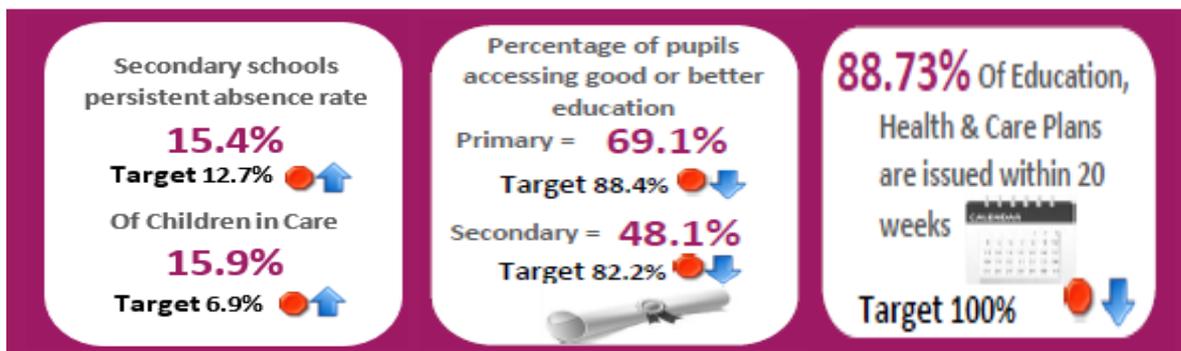
CARING:



Service Standards				
5	1	1	0	0

16. 'The current 'Your Life Doncaster' programme is entering its final phase and will be finalised by the end of March 2020. Adults Health and Wellbeing will then move to a more service driven and community focused approach. During the past 3 months there has been an increase in the number of people being helped at the first point of contact, through better information, advice and guidance. This has led to more people being independent and therefore fewer people needing to be assessed and moving on to formal social care support.
17. The Number of People living in Residential Care has reduced again this quarter from 1,190 to 1,150 and in the past 12 months this figure has reduced by 90 people in total. More people are now in the right care setting and are able to remain in their own homes independently, creating a better balance between residential care and other forms of long-term support, such as homecare and supported living.
18. The latest Delayed Transfers of Care (DTC) rate for the Doncaster health and care system was 6.5 days per 100,000 population per day, which is better than the Better Care Fund (BCF) target of 7. The council and its health colleagues are working closely together to make sure that the flow of people into and out of hospital is proactively managed for the benefit of Doncaster people and for the more effective use of the available resources. This is particularly important as Winter approaches and the pressure on services consequently increases.
19. The number of Doncaster veterans being helped has increased significantly in quarter 2 to 143. This has followed on from a successful Armed Forces Week at the end of July, boosted by wider awareness and training across front line practise and coinciding with a dedicated communication and engagement campaign for self-identification of veterans.
20. More people are directing their own support through the use of direct payments. 907 people now access their care and support using a direct payment. This gives them much more control and choice of the services they receive and helps to maintain or increase their independence.
21. Despite the slight increase this quarter, data indicates that overall there has been a reduction in the time taken to complete adult social care assessment year on year over past 4 years within locality teams. A greater proportion of completed assessments are being completed within 28 days year on year with 44% in 2016 compared with 61% so far in 2019. This area of work still continues to be a priority.

LEARNING:



Service Standards				
3	3	3	-	-

22. The percentage of pupils accessing ‘good or better’ Ofsted rated schools remains comparable to previous quarter at both Primary and Secondary level with one school moving from ‘requires improvement’ to ‘good’ at primary level. There were no secondary schools inspected during Quarter 2. Our Learning Standards and Effectiveness Service provides support to schools, particularly with regard to their preparation for the new Ofsted Inspection framework and works with schools to develop their action plan. Academies are offered support but often prefer their own support from within the academy trust.
23. At 88.7% Special Education Needs, Education, Health and Care Plans issued with the 20 week timescale saw a drop in performance this quarter. This reduction was attributed to seasonal issues as the 6 week summer holiday period fell in this quarter, and a number of parental change requests to plans delaying plans being finalised. It is anticipated that performance will recover to usual level next quarter.
24. Persistent absence at secondary level shows a 3% improved position over a 3 year period with a reported 15.4% of pupils missing 19 days or more. This reduction is due to improvements in many of our targeted schools. These targeted schools received coaching and advice along with access to training and support through networks and Continued Professional Development events. Further targeted work with outlier schools will involve full audits of policy and practice in relation to leadership of attendance and inclusion. Doncaster has improved its national ranking when compared to the same period last year and is narrowing the gap towards the national level. Persistent absence for Children in Care at secondary level has also improved and we are working with schools to help identify trends as well as training sessions for Foster Carers. Securing secondary education places following placement moves remains a challenge, and is a priority for the virtual school which is also working alongside the Inclusion Service to deliver the secondary school inclusion charter which is making schools more accountable for exclusion decisions.
25. Early indications from provisional attainment results show improvements are expected at both Key Stage 2 and GCSE progress 8 and attainment 8 levels. Validated attainment data will be available in quarter 3.

CONNECTED COUNCIL:



Service Standards				
4	2	1	1	-

26. Service performance and some governance indicators continue to improve this quarter, specifically Performance and Development Review (PDR) completion and agency spend, with others requiring improvement.
27. The Skills Framework has been further embedded into our ways of working through the Performance and Development Review (PDR) scheme. Performance and Development Review completion rates currently stand at 97% for all staff against a target of 95%. However, completion rates for mandatory training covering various policies and procedures remains sporadic and requires improvement to ensure any potential risks to the council are kept to a minimum.
28. Spend outside of main employment contracts remains a risk, including agency worker spend. However agency worker spend has continued to positively reduce again in this quarter by 14.5%, a reduction of £84k reducing from £578k in quarter 1 to £494k at the end of quarter 2. Agency assignments should be used as a short-term solution to staff capacity or skills issues, and although the number of assignments has increased by 10 since the last quarter, the number of assignments continuing for more than 6 months has reduced by 17% from 57% to 35% and from 24% to 2% for more than 1 year. Performance management of assignments and spend will continue to be a focus throughout 2019-20.
29. The sickness absence rate for the quarter was 9.38 days per full time equivalent employee, which is slightly above the outturn for quarter 1 of 9.34 days and remains slightly above the corporate target of 8.50 days. The number of referrals to occupational health have increased by 20 this quarter from 179 to 199 with 76 (38%) related to absence from work and 123 (62%) related to health concerns at work referrals. However, the number of Occupational Health appointments missed has increased by 27 from 66 last quarter to 93 this quarter. This increase in missed appointments needs to improve to avoid the adverse impact on sickness absence levels as well as the service delivery and capacity.
30. During the quarter, a range of succession planning initiatives have taken place across all directorates. Where skills shortages have been identified, traineeships and career progression posts have been established. To help address the age profile a number of flexible retirements have taken place, allowing the creation of apprenticeship posts so knowledge can be transferred and career pathways introduced. Apprenticeship starts reached 76 by the end of quarter 2, against an overall target of 164 for the year, offering 73 different apprenticeships across the organisation, with 40% at higher/degree level.

31. The average number of days to process a new housing benefit claim for the year is 19.06, this continues to be above the 21 days target. The processing of new applications for Council Tax Support (CTS) is 20.85 days, just above the target of 21 days and an improvement on the 23.3 days reported in quarter 1. This is down to improved automation of Universal Credit notifications and gives confidence that the target will be achieved for the year
32. Local authority spend with local businesses is stable at 73% against a 66% target with spend equating to approximately £38.2m from a £52.3m total spend. Further work is being undertaken to promote local spend. The Council have set up a Doncaster Procurement Anchors Institution Group (DAIPG) that consists of major public sector anchors across Doncaster such as the local NHS Trusts, St Leger Homes, Doncaster Children's Services Trust (DCST) and Doncaster College. One of the objectives for the group is for the council to share best practices around local purchasing to allow these organisations to pursue local purchasing wherever possible
33. The 3 minute 33 seconds wait time in the One Stop Shop for the specialist teams for quarter 2 has improved dramatically on the 8 minutes 59 seconds reported in quarter 1 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.
34. 72% of services are available online, just short the 80% target. Phone calls answered within 150 seconds remains at 78% against the target of 90%. 7 new customer service advisors started at the beginning of October and we have commenced a rolling programme of recruitment to manage staff turnover within customer services.

FINANCIAL POSITION:

Revenue Budget

35. The Council is currently forecasting a year-end underspend of £2.0m for 2019/20 as at quarter 2. Planned savings for 2019/20 are largely on track with £17.8m expected to be delivered leaving a projected shortfall of £1.0m. A summary of the £2.0m underspend by service areas for 2019/20 is provided below:-

	Quarter 2				Quarter 1 Variance
	Gross Budget	Net Budget	Variance		
	£m	£m	£m	%	£m
Adults Health and Wellbeing	164.4	79.3	0.1	0.1%	0.0
Learning & Opportunities - Children & Young People	53.5	12.1	0.4	0.7%	0.5
Doncaster Children's Services Trust (DCST)	54.9	50.1	-1.1	-2.0%	-0.7
Corporate Resources	115.1	20.3	0.3	0.3%	0.1
Economy & Environment	92.4	38.4	-1.1	-1.2%	-1.0
Services Budgets	480.3	200.2	-1.4	-0.3%	-1.1
General Financing	6.8	6.2	-0.4	-5.9%	-0.3
Other Council-Wide budgets	12.4	-78.1	-0.2	-1.6%	0.3
Council Wide	19.2	-71.9	-0.6	-3.1%	0.0
Grand Total	499.5	128.3	-2.0	-0.4%	-1.1

36. Adults, Health and Well-Being is forecasting an overspend of £0.08m which reflects the costs to clean, transfer and store the Archives of £0.43m which has been offset by a review of grant usage within the service releasing (£0.35m). Across the remainder of Adults, Health and Well-Being there is an underlying pressure of £0.49m being funded from the one-off integrated Better Care Fund (iBCF) balance during 2019/20. This situation is chiefly driven by financial pressures in

- a. Working age adult residential placements (where an underspend on short stays is exceeded by an overspend on long term placements);
 - b. Homecare, direct payments and supported living;
 - c. Integrated Community Equipment;
 - d. A shortfall in income from fees and charges.
37. By contrast there has been a significant decrease in the projected spend for older people's residential placements. This is because of success in keeping a greater number of older people safely supported at home. In addition, staffing vacancies are being carefully managed to support the overall financial position while ensuring that service continue to run safely.
38. The detailed position of the Care Ladder is shown in the table below: -

Care Ladder		Budgeted Position at Month 6	Actual / Projected Position at Month 6	Variance at Month 6
Older People Residential	Client numbers at current month	777	763	-14
	Forecasted clients by year end	784	791	7
	Net Expenditure (£'000)	14,883	14,492	-391
Working Age Adults Residential	Client numbers at current month	179	198	19
	Forecasted clients by year end	180	206	26
	Net Expenditure (£'000)	8,937	9,948	1,011
Short Stay Residential	Net Expenditure (£'000)	1,814	1,084	-730
Direct Payments	Client numbers at current month	976	882	-94
	Forecasted clients by year end	1,051	906	-145
Home Care	Client numbers at current month	1,086	1,087	1
	Forecasted clients by year end	1,067	1,105	38
Total Non-Residential	Net Expenditure (£'000)	15,455	16,098	643
Extra Care	Client numbers at current month	117	120	3
	Forecasted clients by year end	120	120	0
	Net Expenditure (£'000)	1,864	1,751	-113
Supported Living	Client numbers at current month	329	322	-7
	Forecasted clients by year end	329	322	-7
	Net Expenditure (£'000)	16,879	16,938	59
Care Ladder Grand Total	Client numbers at current month	3,463	3,372	-91
	Forecasted clients by year end	3,582	3,450	-82
	Net Expenditure (£'000)	59,832	60,310	478

39. Learning & Opportunities - CYP projected outturn is a £0.437m over spend, excluding DCST. The main overspends are Dolly Parton Imagination Library one off pressure of £0.123m, Travel Assistance £0.337m and Learning Provision £0.217m, which are being offset by staffing under spends due to vacant posts in Partnerships & Operational Development and Commissioning and Business Development (£0.270m). The Dolly Parton Imagination Library ended in August 2019, and going forward we are promoting the use of bookstart 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 a Transport Assessment Officer has been appointed to offer alternative travel arrangements to single use taxis. The group is also looking at further ways the budget pressure can be reduced. Learning and Opportunities is currently developing and market testing a single offer for an integrated personalised Learning Provision (*Buy Doncaster, Learning Futures*). This new single offer is anticipating to become live for April 2020 as a chargeable service and as a tapered offer during the autumn term, in particular for an integrated training offer.
40. The Children's Services Trust (DCST) are reporting an under spend of £1.106m against the contract value for 2019/20. The underspend is a combination of reduced net costs to the Trust of £774k mainly due to under spends on the Care Ladder and how the Trust is funded for 'Out of Area children' who have educational costs within their placement. This means there is additional income of £332k that needs to be funded from the Dedicated Schools Grant (DSG) High Needs Block.

This will result in an additional pressure on the Dedicated Schools Grant High Needs Block for 2019/20 which is managed by the Council in consultation with Schools Forum. Further details in relation to Children's Services Trust (DCST) finance and performance will be provided in a separate report on the agenda.

41. Corporate Resources is forecast to overspend by £0.35m at quarter 2. The overspend mainly relates to £0.60m of on-going loss in the Customers, Digital and ICT section arising from housing benefits transferring over to Universal Credit (this results in a loss of housing benefit subsidy and housing benefit recovery) and £0.32m from the Traded Services, which transferred from Economy and Environment into the Finance section. These costs are mainly off-set by one-off salary underspends across the directorate of £0.42m.
42. Outside of the housing benefit overpayments issue (for which a proposal is included in the 2020/21 budget setting proposals) the Directorate is managing its resources effectively and has absorbed the £0.16m cost of the Communications Strategy. The performance of the Trading Services will be closely reviewed over the up-coming periods
43. Economy & Environment is projected to underspend by £1.17m. This is a result of Highways Operations £0.30m underspend due to over-recovery of overheads; Parking Development & Enforcement £0.56m underspend mainly from bus gate enforcement; Property Services £0.24m underspend across a number of services; Network Management £0.14m underspend mainly due to income from road closures; and Waste £0.17m underspend mainly due to lower tonnages than budgeted. These underspends are reduced by £0.37m of budgets transferred to Corporate Resources.
44. Council Wide budgets is forecast to underspend by £0.61m. This mainly relates to Treasury Management savings of £0.36m; lower than expected severance costs of £0.22m and an underspend in the levels of Minimum Revenue Provision required £0.15m. These are off-set in part by an overspend in Other Centrally Funded budgets £0.10m resulting mainly from the unavailability of capital receipts.
45. The healthy financial position of a projected £2.0m underspend means funding of £0.81m can be allocated to enable regeneration to move forward at a greater pace. The use of the underspend in these ways will be facilitated through the creation of earmarked reserves.
46. The balance of the underspend (£1.1m) will improve uncommitted reserves to an estimated £15.0m at year-end. The uncommitted reserves are not excessive for a Council of our size, which spends £499m a year; £15.0m would only run the Council for 11 days. This level of reserves is considered adequate to meet known risks and contingencies. Careful consideration should continue to be given before funding any unexpected costs from reserves and where possible unused funds should be transferred to the uncommitted reserves thereby increasing the balance available.

Housing Revenue Budget (HRA)

47. The outturn projection at quarter 2 is an underspend of £0.6m. The revised budget assumes a contribution of £1.3m from balances; the £0.6m underspend means that the contribution from balances is reduced to £0.7m. The variances are £0.4m underspend on expenditure which is due to a reduction in the management fee to St Leger Homes and expenditure from the tenancy sustainment fund. There is a positive variance of £0.2m on income.
48. Housing Revenue Budget balances are estimated to be £7.6m as at 31st March 2020, this is an increase of £0.6m from the position at quarter 1. There is a considerable amount of work which is ongoing to understand the revised investment and compliance needs for all properties following the publication of the Hackitt report and the consultation paper "Building a safer future: proposals for reform of the building safety regulatory system" the consultation period ended on

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

49. Current rent arrears at quarter 2 are £2.2m (2.95% of the rent debit); this is an increase of £140k from £2.0m (2.77%) at quarter 1. This performance is on track and is being monitored very closely due to the rollout of full service for universal credit (from 11th October 2017). A provision was included in the Housing Revenue budget therefore it is not expected to negatively impact on the monitoring position. As at 30th September, the amount of former tenants' arrears was £1.1m a decrease of £0.1m from quarter 1, there have been write offs of £153k during the second quarter.

Capital Budget

50. The capital spend projection for 2019/20 at quarter 2 is £127.5m (£137.2m at quarter 1) with a further £265m projected to be spent in future years (£259m at quarter 1). Actual expenditure incurred so far this year is £27.7m. It is currently estimated that there will be a £13.2m shortfall in the required level of capital receipts. This is again due to sales that were expected to be completed in 2019/20 are now expected to complete in 2020/21. This position will continue to be closely monitored. For every £1m of the shortfall not recovered in 2020/21 there will be an additional revenue pressure of £52k for MRP and interest charges based on an asset with a 40 year life. The full £13.2m shortfall would mean an additional revenue pressure of £0.7m in 2020/21.

Collection Fund

51. 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	-137.17	-0.83	-3.66	3.39	-1.10
Doncaster Council	-111.87	-112.55	-0.68	-3.10	2.86	-0.92

* 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 and additional growth £-0.13m. The surplus has reduced by £0.28m from quarter 1 due to higher levels of relief being awarded than previously forecast.

Council tax arrears currently stand at £17.6m, compared to £18.1m target. The target for the reduction of Council Tax arrears was £1.7m for quarter 2 and this was achieved. 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	-94.50	-1.88	2.08	-2.15	-1.95
Doncaster Council	-45.39	-46.31	-0.92	1.02	-1.06	-0.96

* 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 £-1.23m and lower than estimated levels of retail relief being issued £-0.58m. There has been minimal change from quarter 1.

The target for business rates arrears is £4.4m and they currently stand at £4.7m. A reduction of arrears in the quarter of more than £1.32m, which is well above the projected target of £0.6m. The total level of outstanding arrears is now almost £0.2m less than the same time last year, which shows the continued commitment to pursue all debt irrespective of age.

STRATEGIC RISKS

52. We have reviewed the strategic risk register to ensure they remain aligned to the council's priorities. The register contains 13 risks, all have been profiled for Q2. Full detail is provided in Appendix B – Strategic Risk Profile.

OPTIONS CONSIDERED

53. Not applicable

REASONS FOR RECOMMENDED OPTION

54. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

RISKS & ASSUMPTIONS

55. 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: 23/10/19]

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

FINANCIAL IMPLICATIONS [Officer Initials: RLI Date: 17/10/19]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initial: KM Date: 29/10/2019]

58. 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 Performance and Development Reviews (PDR) will not necessarily have clear targets and therefore may not be appropriately contributing to corporate, directorate and service targets or not having access to learning and development opportunities. An appropriate induction is an important part of the on boarding experience for new starters to the organisation and can influence staff retention

rates thereby reducing recruitment costs. Increasing completion of training deemed mandatory ensures that staff are provided with the appropriate knowledge in certain areas, which should help to mitigate risks, reducing possible breaches and other potential consequences such as financial penalties. Creation of more opportunities for apprentices at all levels is an effective tool in succession planning particularly in services where an ageing workforce is a factor.

TECHNOLOGY IMPLICATIONS [Officer Initial: PW Date: 24/10/19]

59. 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: SH Date: 24/10/2019]

60. 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: 10/10/19]

61. 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

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

BACKGROUND PAPERS

63. Not applicable.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

64. N/A

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FINANCE PROFILE

		Quarter 2 2019/20		
Adult Health and Well-Being Revenue		Gross Budget	Net Budget	Variance
		(£m)	(£m)	(£m)
✔	Adults Health & Wellbeing Total	164.407	79.341	0.081
✔	Adult Social Care&Safeguarding Total	102.778	70.171	-0.010
•	<p>Care Ladder £478k overspend due to increased demand over budgeted projections (mainly under achieved savings). Primarily this is in WAA Resi £1.011m which represents an increase of circa 19 placements above budgeted numbers and non resi-care £643k. Homecare numbers and average costs of delivered packages are holding steady despite expected demographic changes. Direct Payment numbers have increased which is a positive but also average costs have increased (mainly on review rather than new Direct Payments) indicating that people's needs are increasing following a review of their care. This is offset by underspends within Short Stay Resi where a significant focus was given to sourcing more appropriate placements (a likely reason for the increase in WAA residential), OP Resi, and Extra Care placements. Senior Management continue to work with Finance and Performance colleagues to refine forecasts for the main Care Ladder areas. Overall assumptions as agreed at the various ASC management meetings reflect the anticipated activity predicted until year-end (36 additional Resi placements, no additional Homecare, and 24 additional Direct Payments). The forecast also assumes significant progress around specific savings projects and future transformation (also detailed in the Care Ladder). A deep dive is taking place around WAA residential numbers to understand the recent increase and to look at the correlation between the underspend in short stay and increase in residential. We are also looking at patterns and trends in direct payments to understand whether there are gaps in provision that should be commissioned and also why average costs have increased.</p> <p>Non-Care Ladder (£487k) This underspend is predominantly unclaimed income from RDASH to fund NROT posts (£217k), an unbudgeted spend of £53k on DOLS RPR which isn't included in the contract with Voicability and vacancies and backfill for people progressing to development posts, delays in recruitment and some staff on lower grades pending social work qualification (£323k).</p>			
▲	Communities Total	25.218	13.819	0.218
•	<p>The projected outturn for Qrt 2 is showing an overall overspend of £136k, which is in line with period 5. The pressures are largely attributed to Community Provision with an overspend of £105k, arising from the new income target of £600k in HEART, which is aligned to the revised Fees and Charges project due to be implemented in quarter 4. However this income pressure is largely being offset by a -£173k underspend in Day Services of which (£87k) is associated with staffing vacancies, (£95k) of transport efficiencies. Noting that the overall Day Services saving target for 2019/20 has been achieved. Residential Services are showing an underspend of (£22k) with (-£12k) arising from Amersall Courts staff vacancies, however, there is a £71k shortfall in income which is being offset by (-£78k) of staffing reductions. Short Stay - Eden Lodge has a (-£10k) underspend due to staff vacancies which will be recruited to in Nov/Dec. Hamilton Court is showing an underspend of (-£12K) associated with staffing vacancies but it's expected that the budget will be spent on backfill by year end. There is a £63k pressure in Libraries and Culture which is a swing of £45k from period 5. Libraries are showing an underspend of (-£131k) which is contributing to offsetting a £178k overspend in Heritage Services, which is mainly attributed to increased staffing salary costs, £30k loss of income from the parking meters which have been vandalised, £10k loss of income associated with weddings and events and £15k overspend on equipment. Arts and culture are also overspending by £16k on events. A zero based budget review of resources to manage the new library and museum service will be undertaken over the next month. Community Safety are projecting an overall £54k overspend, attributed to a £83k overspend in the Alarm Receiving centre, of which - £35k staff pressures, £40k as a result in the delay in gaining TGB approval for the new video management system and £4k associated with the wireless transition in Hexthorpe. Some of the pressures are being offset by an underspend of (£23k) due to staffing vacancies in the School Crossing Service and (£13k) of staff savings in the NRT team, (£2k) aligned to the IDVA team. Town Centre - Remains in line with period 5, with a £10k pressure as a result of not having a salary for the Team Leader Post. The Stronger Community Area Teams are projecting an underspend of (-£71k) a swing from (-£55k) in period 5. These underspends are associated with staff vacancies mainly in Central (-£35k) and South (-£30k), it is anticipated that these vacancies will be recruited to in Nov/Dec.</p> <p>Communities is forecasting an additional overspend of £0.08m over & above the £136k identified in the note above, this reflects the costs to clean, transfer and store the Archives of £0.43m which has been offset by a review of grant usage within the service releasing (£0.35m).</p>			

	Director Of Adult Services Total	2.915	1.384	-0.905
	<ul style="list-style-type: none"> Underspend on Management of Change budget (£430k), with projected costs included for DP Lead £34k and projected cost of inflating DP support packages £350k. Underspend of (£491k) relating to the use of one-off iBCF to balance the overall position for AHWB to a projected break-even position. 			
	Commissioning & Contracts Total	11.737	7.559	0.316
	<ul style="list-style-type: none"> Current forecast is an overspend of £315k. This relates to an overspend on Community Equipment of £394k offset by an overachievement of 18/19 contract savings of £82k (£482k achieved against a target of £400k). A paper is due to be taken to DLT re: proposals to address the overspend and future need/reprocurement of the service. Further analysis is taking place on the spend associated with Childrens and their current level of contribution. 			
	Public Health Total	19.640	0.648	0.005
	<ul style="list-style-type: none"> Small overpend on staff salaries continues, planning underway to reset budget for 20/21. 			
	Director Of Improvement Total	2.120	-14.240	0.459
	<ul style="list-style-type: none"> Overspend of £459k relates to unmet staff saving target which is being managed in year and offset by temporary vacancies/underspends on staffing budgets within Adult Social Care and Communities. 			

Adults Health and Well-Being Capital

	Quarter 2 2019/20				
	Budget	Projection	Budget Future Years	Projection Future Years	
	£m	£m	£m	£m	
	Adult, Health & Well-Being Total	7.1	7.8	31.2	36.9
	<ul style="list-style-type: none"> There are no major concerns with the AHWB programme at Q2. The change from Q1 is mainly due to re-profiling of the Customer Journey & Leisure Facilities investments schemes into the next 2 years. 				
	Adult Social Care	4.7	4.9	18.4	23.4
	<ul style="list-style-type: none"> The main schemes in Adult Social Care are the Adaptations £2.2m and Disabled Facilities Grants (DFGs) £2.46m. Part of the DFG grant funding is currently allocated to the Eden Lodge lift scheme. 				
	Communities	0.3	0.8	0.1	0.1
	<ul style="list-style-type: none"> Schemes within Communities are mainly section 106 funded open space improvements/play area installations, grant funded Heritage Services projects and Library Service schemes. A new CCTV project at Bentley Park funded by section 106 monies has been added at Q2. 				
	Modernisation and Commissioning	0.3	0.1	2.0	2.4
	<ul style="list-style-type: none"> 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 £0.14m being made against the allocation in 19/20. The change from Q1 is due to the re-profiling of this scheme into future years. 				
	Public Health	1.8	2.0	10.7	11.0
	<ul style="list-style-type: none"> Within Public Health there are some schemes within Sport and Leisure, including the annual DCLT capital payment of £1m, the partially grant funded Closed Road Cycle Circuit scheme, and a scheme for Leisure Facilities investment which has a total investment of £10m expected by 2022/23. The change from Q1 is due to the re-profiling of this scheme into future years. 				

Corporate Resources Revenue

	Quarter 2 2019/20			
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)	
	Corporate Resources Total	115.095	20.333	0.348
	Customers, Digital & ICT Total	74.760	8.560	0.543
	<ul style="list-style-type: none"> This area is now forecast to overspend by £0.54m at period 6 following the move of the Revenues and Benefits section from Finance. This is mainly the on-going £0.60m under recovery of housing benefit over-payments as a result of a lower number of cases and less over-payments, and continues to be closely monitored (with a budget pressure recorded in the 20/21 budget setting process). This is off-set by one-off salary underspends of £0.06m from across the service. These are shown as one-off as they are expected to be used as savings in 20/21. There has been minimal change from period 5. 			
	Corporate Resources Director Total	0.694	0.337	-0.457

- This area is now forecast to underspend by £0.46m due mainly to changes following the transfer of a number of services from Economy and Environment (E&E). The services transferred had an accumulated overspend of £0.38m and these are showing in individual services, mainly Finance. Budget of equal value has been moved from E&E to off-set the overspend and has been moved to this area to allow services' actual performance to be reported without affecting Corporate Resources overall position. In addition, £0.06m for the former Assistant Director of Trading Services underspend has moved into this area to be used one-off in 19/20 and then the full £0.12m will be used to meet Senior Management savings in the 20/21 budget. These two items account for the changes from period 5.

 **Finance Total** **25.503** **0.622** **0.206**

- This area is forecast to overspend by £0.21m at period 6. Bereavement Services is forecast to overspend by £0.37m (reduced services therefore reduced income), Schools Catering is forecast to overspend by £0.16m (loss of surplus making schools) and Inpress is forecast to overspend by £0.05m (reduced activity). This is offset by Fleet Services underspend of £0.25m mainly from delayed borrowing savings and salary underspends. Other areas of Finance are underspending due to vacancies. The main difference from period 5 is a reduction in the Fleet underspend of £0.12m as more accurate projections have been possible as the Tranman system upgrade has progressed.

 **HR, Comms & Exec Office Total** **5.330** **4.312** **0.089**

- No significant issues in the area at period 6, with a projected overspend of £0.09m following the transfer into this area of Corporate Health and Safety. The projected costs of implementing the revised Communications Strategy are £0.09m (with £0.06m being one-off) and accumulated overspend from Corporate Health and Safety £0.11m are mainly off-set by £0.08m from one-off income from schools for job adverts and HR strategy advice (but is forecast to reduce in future years). There has been minimal change from period 5.

 **Legal & Democratic Services Total** **5.948** **3.868** **0.037**

- No significant issues in the area at period 6. A number of low level items largely off-set each other and resulting in the £0.04m overspend projection. There has been minimal change from period 5.

 **Strategy And Performance Total** **2.860** **2.636** **-0.071**

- No significant issues in this area at period 6. There is a projected underspend of £0.07m one-off underspends from vacant posts. There has been minimal change from period 5.

Quarter 2 2019/20

Corporate Resources Capital

	Budget	Projection	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
 Corporate Resources Total	33.0	28.4	45.5	41.4

- The majority of schemes are progressing in 19/20 with no known significant issues. The Q1809 DIPS project's profile and timeframe continues to be reviewed (this is in the Customers, Digital and ICT element of the programme). The largest allocations are for the Q1202 Investment and Modernisation Fund £12.19m, Q2282 Fleet/Plant Replacement Programme £8.00m and Q2298 Capital Receipts Flexibility £3.00m and ICT related projects £4.03m. Spend is low against the projection, and while unnecessary spend is to be avoided, this will be reviewed for period 9.

- A number of schemes have transferred into the Finance element of the programme from the Economy and Environment programme after period 3 and a full update will be available for period 9.

- There main reason for the overall variance is as a result of moving allocations from the Investment and Modernisation Fund into the Regeneration and Environment capital programme

 **Customers, Digital and ICT** 4.4 4.0 1.4 1.8

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

- There are minor in year variances resulting from re-profiling from 19/20 into 20/21 and 21/22, the majority of which relates to Q1418 Council Wide Systems following a review of that allocation

 **Finance** 28.4 24.1 44.1 39.6

- The Trading Services schemes have been transferred into this programme from the Economy and Environment programme after period 3, and a full review will be completed and reported for period 9.

	<ul style="list-style-type: none"> The largest allocations for 19/20 are the Q1202 Investment and Modernisation Fund £12.19m, Q2282 Fleet/Plant Replacement Programme £8.00m and Q2298 Flexible Use of Capital Receipts £3.00m. Spend totals £1.64m and after removing the IMF element (as that is an allocation of funds that are moved to other schemes when approved), this equates to under 10% of the projection 				
	HR, Comms & Exec Office	0.1	0.2	0.0	0.0
	<ul style="list-style-type: none"> No significant issues in this area at period 6. This area of the programme contains the replacement HR/Payroll system that is being jointly procured with Rotherham MBC at an estimated £0.24m for 19/20. Scheme is progressing 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
	<ul style="list-style-type: none"> No significant issues in this area at period 6 with both the schemes progressing as expected. The Iken Case Management System Q2491 has been added to the programme after period 3, resulting in the variances 				

		Quarter 2 2019/20		
Learning and Opportunities; CYP Revenue		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning & Opportunities CYP Total	108.428	62.174	-0.669
	Centrally Managed	4.796	0.257	0.000
	Partnerships & Operational Del	9.427	2.660	-0.030
	<ul style="list-style-type: none"> Partnerships & Operational Development overall is due to under spend by (£0.030m) which is a decrease of £0.010m since month 5. There is a one off pressure from the Dolly Parton Imagination Library £0.123m, this service now withdrawn from August 2019, and going forward promoting the use of bookstart and community libraries, and Traded income shortfall of £0.142m within the Education Welfare Service. These pressures are offset by staffing under spends of (£0.145m) due to vacancies in Early Years, Locality Delivery, Partnerships & Engagement and Education Welfare Service, and additional Schools Fines income of (£0.150m). Dedicated Schools Grant (DSG) for 2019-20 is predicted to overspent by £3.7m due to pressures within the High Needs Block which includes Out of Authority Placements and expenditure on SEN / Alternative Provision. It is expected that this overspend will be offset by savings in future years. 			
	Commissioning & Business Devel	39.282	9.151	0.467
	<ul style="list-style-type: none"> Commissioning & Business Development projected outturn is an over spend of £0.467m, which is a decrease of (£0.058m) since month five. The main areas of overspend are as follows: Travel Assistance costs £0.337m mainly due to the increased number of pupils and students accessing education outside of the authority due to provision and demand. 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 a Transport Assessment Officer has been appointed to offer alternative travel arrangements to single use taxis. In addition, all requests for resources, across health, education and social care must now include associated transport costs to make sure that the joint resource panel is fully aware of all costs and allows for greater grip and control. This is also aligned to Future Placement Strategy, which has the vision of keeping children at home, or as close to home as possible, meaning less future transport costs. The group is looking at further ways the budget pressure can be reduced. Learning Provision £0.217m above budget due to increased support provided by the Learning Standards and Effectiveness team as part of the challenge and support process and expected deficits where maintained schools are subject to a sponsored academy conversion; the team continue to work with schools to mitigate this pressure through financial recovery plans in advance of conversion. These costs are all expected to be temporary and not ongoing into 2020-21. LOCYP is currently developing and market testing a traded single offer for an integrated personalised Learning Provision (Buy Doncaster, Learning Futures) to become live in totality for April 2020 as a chargeable service and as a tapered offer during the autumn term, in particular for an integrated training offer. Projected traded income shortfalls to be closely monitored to consider if these are budget pressures that will carry forward into future financial years. The projected over spends are offset by staffing under spends in Educational Psychology (£0.125m) 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	54.923	50.106	-1.106
	<ul style="list-style-type: none"> At month six DCST are reporting an under spend of (£1.106m) against the contract value for 2019/20, an improvement of (£213k) since month five. The underspend is a combination of reduced net costs to the Trust 			

of (£774k) mainly due to under spends on the Care Ladder, and how the Trust is funded for Out of Area children who have educational costs within their placement which means there is additional income of (£332k) that needs to be funded from the Dedicated Schools Grant (DSG) High Needs Block. This will result in an additional pressure on the DSG High Needs Block for 2019/20, which is managed by the Council in consultation with Schools Forum.

Learning and Opportunities; CYP Capital	Quarter 2 2019/20			
	Budget	Projection	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
✓ Learning & Opportunities - CYP Total	12.7	8.5	20.4	22.0
<ul style="list-style-type: none"> Forecasts have been developed following meetings with the management team concerned and the forecasts reflect some slippage from the approved budget set at March. There are no major concerns regarding the overall programme but the new Bader school has some potential cost pressures which will need to be monitored over the coming months 				
✓ Centrally Managed	0.2	0.2	0.4	0.6
<ul style="list-style-type: none"> This budget is set aside for emerging schemes and to cover various possible over spends on other projects 				
✓ Commissioning & Business Development	10.8	6.9	18.8	19.7
<ul style="list-style-type: none"> Largest elements are £3.3m for the new Bader school, £1.6m for the school condition programme including roofs, £0.65m for additional school places, Safeguarding & Access £.5m and funding devolved to schools (DFC) £.5m. Some slippage here due to Bader school delayed start and delays to planned increases to school places into 2020-21 				
✓ Partnerships and Operational Delivery	1.2	0.9	0.1	0.6
<ul style="list-style-type: none"> Largest element here is the new Inclusion development at East Dene at £.6m which should open in January 2020 and also includes work at Heatherwood school. The current year reflects some expected slippage on the original budget due to delays to plans to use the remaining Inclusion Services monies, these monies should be spent in 2020-21. 				
✓ Children's Services Trust	0.5	0.5	1.1	1.1
<ul style="list-style-type: none"> Plans for these developments are yet to be finalised so there is potential for slippage here 				

Economy & Environment Revenue	Quarter 2 2019/20		
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓ Economy & Environment Total	92.360	38.370	-1.174
✓ Economy & Development Total	27.509	6.893	-0.440
<ul style="list-style-type: none"> Period 6 overall underspend mainly from: - Planning underspend -£116k mainly from: - <ul style="list-style-type: none"> a. Overspend (one-off) £34k under recovery of planning fees. b. Underspend (on-going) -£21k legal and professional fees. c. Underspend (one-off) -£100k vacant posts. Major Projects and Infrastructure underspend -£14k mainly from: - <ul style="list-style-type: none"> a. Overspend (on-going) £72k developer contributions in Design. b. Underspend (one off) -£88k from vacant posts, over recovery of fees and small variances on other headings. Business Doncaster underspend -£64k mainly from: - <ul style="list-style-type: none"> a. Underspend (one-off) -£49k vacant posts. b. Underspend (one-off) -£24k provision for potential GHEP (ESIF) clawback now unlikely to be required. Property Services -£245k underspend mainly from: - <ul style="list-style-type: none"> a. Facilities Management underspend -£46k; includes overspends on Mary Woollett repairs, an additional temporary post and Civic Office electricity costs, plus underspends on business rates, utility costs and Mary Woollett income. b. Strategic Asset Management overspend £113k largely from asset savings not yet achieved. c. Energy underspend (one-off) -£121k mostly re. Carbon Reduction Commitment. d. Design underspend (one-off) -£51k vacant posts from delays in restructure. e. Public Buildings Maintenance Underspend (one-off) -£149k PBM over recovery of overheads and income from contract work in excess of target. 			

 Director Economy & Environment Total	0.046	0.003	0.375
<ul style="list-style-type: none"> Overspend (one-off) £375k due to budget transferred to Corporate Resources to balance overspends in Trading Services and the Health & Safety team. 			
 Environment Total	63.105	30.591	-1.132
<ul style="list-style-type: none"> Overspend (on-going) £75k Due to unachieved Digital Council savings in Regulation and Enforcement and £100k to cover the cost of stolen gully covers. Waste Trade income is £190k under achieving due to the loss of customers to competitors. Overspend (one-off) £40k Due to Overspends on the smart light scheme having to be met from the street lighting revenue budgets. Underspend (on-going) -£234k Network management due to the additional income being generated through the street works and permit schemes (identified as new saving in 20/21) and Waste PFI Disposal and associated costs is £333k underspent. Underspend (one-off) -£462k Due to income generated through the Bus Gate schemes and £300k Highways Operations additional income generation which won't reoccur once the overheads have been realigned. Further underspends include additional car parking income £110k, selective licensing income £78k and Vacancies in PBS £39k. Additional Comments - There is £1m of savings due to be taken in 20/21 from highways £500k, Waste £300k and Network Management £200k. This is as well as working towards further savings of up to £3m for 20/21 onwards. 			
 Strategic Housing Total	1.700	0.883	0.023
<ul style="list-style-type: none"> Overspend (one-off) £73k SLHD Management Fee mainly from additional premises costs and supplies and services. Overspend (one-off) £5k under recovery of G&T rents (voids) Underspend (one-off) -£55k mainly for LIP Team staffing vacancies. 			

Economy & Environment Capital	Quarter 2 2019/20			
	Budget	Projection	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
 Economy & Environment Total	82.4	82.7	148.7	164.8
<ul style="list-style-type: none"> The key projects in the programme are progressing well. Risks and changes in forecast expenditure are referred to below. 				
 Economy & Development	45.4	47.9	63.8	74.8
<ul style="list-style-type: none"> Main areas of spend include DN7 Unity Link Road (£12.0m), Doncaster Culture & Learning Centre (£11.0m), CCQ Cinema (£7.0m), A630 West Moor Link (£6.3m), St. Sepulchre Gate/Station Forecourt (£3.9m) and Strategic Acquisitions £1m plus a programme of planned maintenance to Council buildings of £1.4m. The projected spend at Quarter 2 is £4.6m less than at the Quarter 1 mainly due to: - <ul style="list-style-type: none"> a). CCQ Cinema Infrastructure - £0.7m re-profiled to 2020/21. The original profile was to complete by March 2020 but due to issues with the first procurement process the contractor appointment was delayed and works did not commence on site until 5 months after intended. The construction programme has been reduced as much as possible but some expenditure will take place in April 2020. b). Enterprise Market Place Phase 2 - £1.5m reduction. The SCRIF grant has been deferred so the project has been moved to later years pending further developments. c). Transforming Cities Fund Tranche 1 - £1.3m increase as the five projects funded from the grant have now been added to the programme. d). West Moor Link - £0.7m has been re-profiled to 2020/21. e). Strategic Acquisitions Fund - £3.0m moved into 2020/21 due to the shortfall on capital receipt position. Strategic Acquisitions Fund - £3.0m moved into 2020/21 due to the shortfall on capital receipt position. The £1.0m will be spent on repairing pot holes. SCRIF grant has also been deferred in relation to St Sepulchre Gate phase 3. This was originally profiled in 2020/21 but the project has now been moved to later years pending further developments. £5.0m of SCRIF grant relating to West Moor link is still un-ringfenced. Whilst this remains the case there is the risk that SCR allocate the funding to other projects. A decision from the Combined Authority is expected in January. 				

- The following risks are associated with the DN7 project but not included in the current profile pending further developments: -

£0.66m potential shortfall in funding over main contract cost.

£0.30m additional works may be required relating to issues with culverts.

£0.58m re. early warning notification from contractor, which is intended to be managed within programme.

- The Major Projects Team are working on resolving these issues but in the meantime the likelihood of the first two occurring has meant that a capital bid for contingent resources has been made as part of the 2020/21 budget setting process.

	Strategic Housing	29.4	24.1	79.4	84.5
	<ul style="list-style-type: none"> The main areas of spend include: Works to HRA properties £17.0m and Council House New Build £4.5m. The main variances from the budgeted spend relate to works to HRA properties The forecast spend on thermal efficiency works has been revised due to ongoing contractual negotiations (£1.0m) along with a revision against structural works due to contractor capacity issues (£0.2m) The areas align to the priorities of the housing capital programme (Four year programme approved by Council 4 March 2019):- a). Council House build programme b) Council House improvement and maintenance programme. c). High rise fire safety improvements. d). Energy efficiency works. 				
	Environment	7.6	10.7	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 £1.19m. The 19/20 capital allocation is supported by a carry forward of the unspent element of 18/19 LTP Funding which has a full schedule of work profiled against it. 				

Council Wide Budgets Revenue		Quarter 2 2019/20		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Council Wide Budget Total	19.172	-71.888	-0.610
	Change Programme Total	0.000	-0.150	0.000
	<ul style="list-style-type: none"> P6 - No significant issues in this area at period 6. The savings have been identified and no change from period 5 			
	General Financing/Treasury Management Total	6.798	6.172	-0.361
	<ul style="list-style-type: none"> P6 - this area is projecting to underspend by £0.36m at period 6. No real change to P5. 			
	Levying Bodies/Parish Precepts Total	16.348	16.348	0.000
	Other Centrally Funded Total	11.733	1.799	0.103
	<ul style="list-style-type: none"> P6 - No significant issues in this area at period 6, with a projected overspend of £0.10m. This is mainly due to the unavailability of capital receipts meaning the £0.17m contribution to revenue will not be possible, off-set in part to an increase in the levels of leave being bought back £0.07m. There has been minimal change from period 5. 			
	Revenue Costs Ex Capital Programme Total	-26.154	0.000	0.000
	Technical Accounting Total	4.990	4.990	-0.154
	<ul style="list-style-type: none"> P6 - No significant issues in this area at period 6, with a projected underspend of £0.15m due a reduction in the charge in Minimum Revenue Provision. This has not changed from period 5. 			
	Business Rate Retention Total	0.000	-106.324	0.024
	<ul style="list-style-type: none"> P6 - No significant issues in this area at period 6. There is a one-off overspend of £24k resulting from revised estimate of grants receivable compared to be budget estimates. Variance results mainly from over estimation of retail relief claimed £291k off-set by under estimation of small business rate relief claimed -£236k for retail relief. This is a decrease in the projected overspend of £0.13m. 			
	Severance Costs Total	5.456	5.277	-0.222
	<ul style="list-style-type: none"> P6 - No significant issues in this area at period 6. There is a one-off underspend of £0.22m now projected after reviewing the available in year information. This is a newly reported underspend in period 6 			

Treasury Management Update – Quarter 2 2019-20

1. The estimated outturn for Treasury Management is an underspend of £361k (increase of £50k from quarter 1), 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. As an authority we remain under borrowed by £77m which is 13% of our Capital Financing Requirement (borrowing need). Remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt. This minimises interest paid on external debt but is not a permanent solution and does carry some interest rate risk.
3. Interest rate risk (risk of paying higher rates when borrowing is taken) has been reduced as borrowing rates have fallen over the first 6 months of this year, due to global growth uncertainty, trade disputes and the uncertainty of Brexit.
4. On 9th October 2019, the Public Works Loans Board (PWLB) increased the margin they charge as interest from 0.8% to 1.8%. This should not impact on our interest costs for this year, as we are focussed on borrowing short term from other local authorities. Any impact would come in the next financial year, as it may increase the rates offered within the local authority market, if demand starts to outstrip supply. The rates will continue to be closely monitored.

Borrowing

Figure 1: The following table summarises the Councils forecast Debt Portfolio as at 30th September 2019.

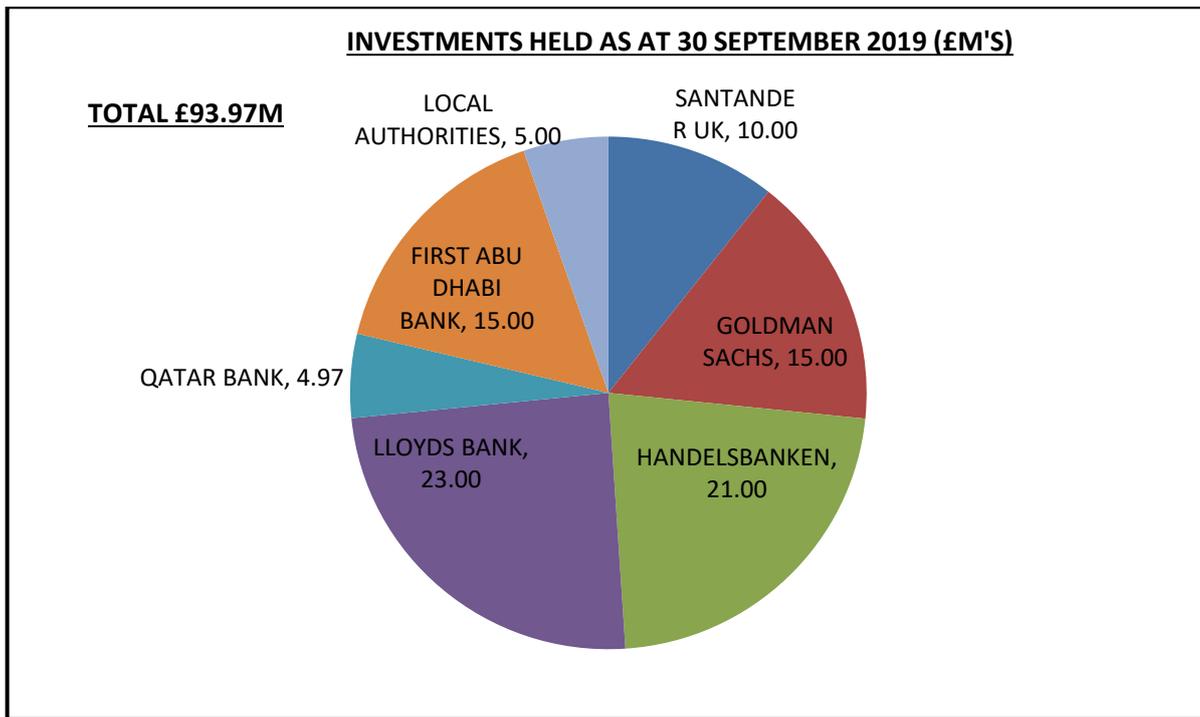
Doncaster Council Debt Portfolio and Maturity Profile as at 30th September 2019				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	10.57	54.728
12 to 24 Months	50	0	13.61	70.503
24 Months to 5 Years	50	0	8.17	42.288
5 Years to 10 Years	75	0	4.47	23.160
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			63.18	327.215
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-term interest rates remain low and offer opportunities. The recent increase in rates by PWLB has removed the opportunity to take long-term loans at value for money rates. We expect that this will lead to new lenders looking to fill the gap. We expect increased interest to lend from banks; pension funds and even the UK Municipal Bonds Agency may now be able to issue a competitive bond. Borrowing by issuing bonds will also become more popular, but bring additional scrutiny, are more complex than PWLB and have a much longer lead in time. We should still be able to operate within our target maximum borrowing rate of 1.5% for all new lending taken out during this financial year.
7. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 4th March 2019, have been breached during this financial year.

Investment

8. The investment portfolio can be seen in Figure 2. The investments are a mixture of call accounts for liquidity, fixed rate bank investments, local authority loans and Certificates of Deposit.
9. The current average investment rate is a creditable 0.94%, against a benchmark rate of 0.57%, primarily because of using strong credit-quality UK Banks such as Lloyds Banking Group and Goldman Sachs International Bank, combined with accessing strong non-UK counterparties via the Certificates of Deposit market and making use of the Handelsbanken call account facility.
10. Officers can report that no investment limits have been breached during the financial year 2019/20.

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



Risks

11. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 4th March, 2019. Key risks relate to our investment portfolio: -
- a. The risk of reduced interest rates is considered high, due to Brexit uncertainty.
 - 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 2 2019-20

	Funding Source	Allocation of block budget 2019/20 £m	Allocation of block budget Total £m
Economy & Environment			
Economy & Development			
Allocation of Retained Public Buildings Investment Programme block budget to the following schemes: -		-0.211	-0.211
Bereavement Services new boiler		0.020	0.020
Denaby CC flood protection works		0.022	0.022
Mansion House kitchen floor(1st)		0.005	0.005
Rossington CC conservatory roof		0.020	0.020
Stirling Centre lighting/alarms		0.012	0.012
Tom Hill YC external repairs		0.005	0.005
Warmsworth Library frontage		0.010	0.010
Sprotbrough Library frontage		0.014	0.014
Stainforth Youth Centre electrical works		0.015	0.015
Mansion House upgrade fire alarm		0.030	0.030
Redmond Centre replace light fittings		0.013	0.013
Hatfield Library upgrade heating		0.045	0.045

Virements for Elected Mayor / Cabinet / Portfolio Holder Approval - 2019/2020 Quarter 2

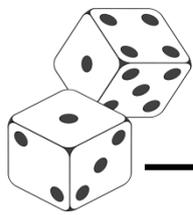
Financial Procedure Rule B.14 – Proposals for virement between Directorates must be approved by the Chief Financial Officer, up to £250,000 and key decision approval is required for virements greater than £250,000 i.e. by Elected Mayor and/or Cabinet and/or Portfolio Holder. The value of the virement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

The following virements are proposed for approval: -

	Reason	Directorate	£
1	Return of inflation from Doncaster Schools Catering to central budgets	E&E CWB	-268,830 268,830
2	Allocation of apprenticeship levy from central budgets to Directorates	CWB AHWB CR LOCYP E&E	-440,200 123,230 89,610 57,890 169,470
3	Transfer of Trading Services from Economy and Environment to Corporate Resources following Senior Management review	E&E CR	-20,840,400 20,840,400
4	Transfer to off-set budget pressure from transfer of services from Economy and Environment to Corporate Resources	E&E CR	-375,000 375,000

Key:

E&E – Economy and Environment
 CWB – Council Wide Budget
 AH&WB – Adults Health & Wellbeing
 L&OCYP – Learning and Opportunities
 CR – Corporate Resources



STRATEGIC RISK PROFILE

Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk, which in-turn puts the partnership at significant reputational risk	Current	Target	Trend	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19
		15	12		New Risk		

Recent inspections have evidenced the significant improvements made across the partnership other the past five years, in safeguarding children and young people, in-particular improvements made by the Children's Trust.
Recent Ofsted inspections have been rated as good or above. RDaSH children safeguarding services were good and the Care Quality Commission have recently inspected the Acute hospital and findings are to be shared soon.
Actions to mitigate: The children and adult safeguarding boards have recently merged to ensure connectivity and there are systems and processes in place for serious case reviews and lessons learnt.
Monthly and Quarterly monitoring meetings also take place to review performance and quality measures

Failure to deliver the Medium Term Financial Strategy (including the £16.5m of savings proposals) will result in significant budget overspends causing in an urgent need to identify further savings proposals with potentially significant on service delivery and the achievement of Council priorities	Current	Target	Trend	Q1 19/20	Q4 18/19	Q3 8/19	Q2 18/19
		10	10		NEW RISK		

Current situation: Quarter 2 information shows a shortfall of £1m against the savings targets.
Mitigating actions: The above shortfall is mitigated by underspends in other areas with the Council projected to underspend by £2.0m at Quarter

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

Current position: The current Adults Health and Wellbeing Transformation Programme has entered its final 6 months and will conclude at the end of March 2020. Demand for social care is not reducing and Doncaster health and social care partners need to work together effectively to optimise health and wellbeing, so that fewer people need formal care and that they are able to regain their independence quickly after care.
Mitigating Actions: A programme of change will be introduced from April 2020 which will be much more service driven and better integrated with front line social care, communities and health.
This will focus on wellbeing, prevention and safeguarding, driven through communities and adult social care services, to provide better outcomes for people and staff and make best use of the resources available. There will be greater focus on early intervention, helping people to stay at home with independence and dignity and increasing quality and value.

Failure to successfully prevent a major cyber attack	Current	Target	Trend	Q1 19/20	Q4 18/19	Q3 8/19	Q2 18/19
		15	6	▬	15	15	15

The scoring for this risk will stay the same due to the nature of it - Critical Impact 5 and Likelihood 3 Possible. It will always be possible to suffer from a cyber attack and it would always have a critical impact on the Council, SLHD and DCST. What is important is how we deal with this threat through mitigating actions. Actions being taken for reporting this quarter are:
- Procurement of new Threat Management Gateway to replace the current arrangements which will soon be at end of contract.
- Continuation of the required upgrades of servers and systems to maintain security compliance.

- The upgrade of all desktops to Windows 10.
- The upgrade of all telephony and mobiles.

This is all going to plan. We have also recruited a cyber security university placement to increase our expertise and capacity.

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	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19
	12	12		12	12	16	16

The risk level continues to be maintained at the same level; regular dialogue with senior personnel at SCR continues, especially on the contents of the proposed SCR industrial strategy.

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	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19
	12	8		12	12	20	20

Current Position: Due to the demand for and pressure on AH&Wb 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 in Q3 (18/19) continue to have a positive impact - including the YLD Programme review, Projects & Transformation resource allocation plan and continued focus on collaborative working across all services involved. Following successful BCF bids a number of critical operational posts have now been recruited to..

Mitigating Actions:

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

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

Current Position: The current Team Doncaster inspection profile is the best in more than a decade. individual agencies are also performing well, for example South Yorkshire Police, National Probation Service (2019 inspections) Inspection of local Authority Children's Services rating = good; Special educational Needs and Disabilities inspection (ungraded) but no Written Statement of Action (Improvement plan) required; Five of the six children's homes are rated 'Good' or better; Initial Teacher education rated 'Good' . The next major inspections will be that for Children's Services in or around October 2020 and the Joint Targeted Area Inspection which is impossible to schedule as this is not a risk based inspection.

Mitigating Actions: The latter is a significant challenge for which to prepare, however, strenuous efforts are being made via the Council's inspection sub group and the Joint Strategic Improvement group to ensure that there is the optimum level of assurance. There is a higher degree of risk in the state of preparedness for the legacy themes attached to the Joint Targeted Area Inspection (Neglect and Domestic Abuse) which will be addressed following completion of preparation for the new current theme of children's mental health. Shortcomings in compliance are rigorously challenged in the inspection group and via escalation to the Joint Strategic Improvement Group and ultimately, the Chief Officers' Group.

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

Current Position:No Change Risk Remains the same. We have in place all programme boards and a portfolio board to oversee the priorities and their delivery. Doncaster Growing Together is now delivering for the most part, but some programmes still need to develop and agree benefits. A piece of work to look at the volume and quality of meetings and reports across the partnership 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 the development of a new Borough Strategy for Doncaster that would be presented in Spring 2020. This would incorporate Doncaster Talks and other insight right across the partnership.

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

The gap to national standards is closing across all key stages and therefore there is less risk of this measure not being achieved

Failure to maintain and improve the management of health and safety may impact on the councils reputation and it's ability to mitigate risk to both colleagues and members of the public.	Current	Target	Trend	Q1 19/20	Q4 18/19	Q3 8/19	Q2 18/19
		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 Councils Fire Safety Advisor.
- The new Health and Safety Incident Reporting System SHE Assure software has had a recent significant upgrade which has improved functionality and gives managers more tools to interrogate incidents and trends across service areas. A new training package for managers is being implemented across Directorates to ensure Managers have the skills to utilise the new functionality.

An underdeveloped local market and ineffective management affects the ability to change services, leading to market instability and difficulty in meeting the needs of vulnerable people	Current	Target	Trend	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19
		8	8		8	8	4

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

Mitigating Actions: Market management continues to be supported through contract management and monitoring meetings. Currently 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/SROs
- 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
- Specialist accommodation needs analysis currently being undertaken to inform the Council's housing development planning programme
- LGA self assessment undertaken jointly by AHWb & LOCYP and PMO to assess capability and readiness to effectively shape the market/produce a MPS. Mitigating actions identified and implemented include:
 - Convening of MDT one council MPS task and finish group established, core membership identified, meetings commence
 - Dedicated SME staff resources secured from AHWb & LOCYP
 - Workstreams scoped (including data/intel, Coms, stakeholder engagement) and associated leads identified
 - PMO facilitated internal workshop planned to be held on 15th Oct
 - Interdependencies with other YLD Transformation Programme projects mapped and work packages developed and agreed to feed into MPS project.

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

Current Position: No change Risk remains the same. The Anti Poverty group continues to meet and work towards the activity in the Anti Poverty commitment Statement. The focus of the group 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.

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

Mitigating Actions: Regular meetings and monitoring of locally devised actions plans will help drive our support, more specifically around welfare reform which remains the biggest issue in relation to poverty for the next year and the primary work of the Anti-Poverty Steering Group (APSG) is focused on this area in 2019 which is an approach which has been endorsed by Team Doncaster and the financial inclusion group (FIG).

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	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19
		5	10		10	10	10

Current Position: There has been no incidents where staff have not complied with safeguarding policy and procedure

Mitigating Actions: During this quarter, a formal consultation was launched with staff around the Future Operating Model with the two key changes being moving part of the safeguarding service out to the four locality teams to both promote better joint working and to link in with community assets as part of safety planning. In addition, we are proposing Adult Social Care Teams complete enquiries where a person is either open to a worker or open to review.

In terms of the move to area based working this was well received and we have started to pilot this approach in the East Locality with initial positive feedback.

The move to enable Area teams to complete enquires has had a number of responses but we are not proposing to implement this until Mosaic goes live in March 2020.

We are in the process of revising our Safeguarding procedures following the launch of the South Yorkshire Safeguarding principles.

We are also working with partners to develop an All-Age Mash building on the joint working that is already taking place across the Borough



GOVERNANCE INDICATORS – Whole Authority

Whole Authority		Value	Target	DoT	Traffic Light
Sickness – Days per FTE		9.38	8.50	↓	🛑
PDR Completion - % of workforce with a PDR recorded		97%	95%	↑	✅
Internal Audit Recommendations - % completed that were due in period	4 out of 7	57%	100%	↑	🛑
% of Large Transactions (over £25k) that are under contract		100%	100%	↑	✅
% of Service Plans elements updated within timescale		89.9%	95%	↑	⚠️
% of Freedom of Information Requests responded to within timescale		96%	95%	↑	✅



**Doncaster
Council**

Delivering for Doncaster 2019-20

Quarter 2

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INTRODUCTION

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

The report is organised by our Priority Themes: Living; Working; Learning; Caring; Connected Council

Each Theme is structured to show:

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

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

Target 85%



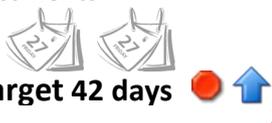
86.5% Of adults with learning disabilities who live in their own home

Target 80.9%



49.6 Days is the waiting time for completion of assessments

Target 42 days



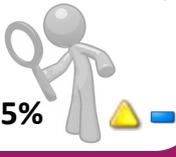
36.4% of people using social care receive a direct payment

Target 30.7%



62.6% Say information about our services is easy to find

Target 65.5%



6.1% Of eligible population aged 40-74 received an NHS Health Check

Target 2.5%



1,150 Of Doncaster adults currently live in residential care

Target 1.170

(As at September 2019)



Doncaster's Place Plan has been refreshed. Since the Place Plan was introduced, three years ago, lots of changes have been put into place – shared geographical boundaries, joint commissioning, joint teams and a Provider Alliance.

Over the last few months, new models of care are being piloted. These are the new **integrated neighbourhood delivery** model of care for people living with frailty within 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.



The **Complex Lives Team** participated in the CEO Sleepout event at the Keepmoat Stadium on 7th October, supporting the charity that raises awareness and funding to address homelessness and poverty. The event raises funds by organising sleep-out events across the UK and encourages business leaders and the leadership community to sleep out for a night. This of course doesn't solve homelessness on its own but reinforces the message across all sectors that decisive action is needed to deal with deep rooted issues.

Funds raised at the event will be equally divided between Real Help Doncaster, Club Doncaster Foundation and CEO Sleepout Charity, enabling the money raised to be used to help Doncaster people

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. This quarter, the number of people accessing information relating to living independently on the Your Life Doncaster website rose by 15%. Our customers are using the website more consistently than ever before, with visitor numbers being comparable to heavily promoted periods across the last quarter.

The number of people in Doncaster being referred to the Integrated Support and Assessment Team (ISAT) upon calling the council has reduced over quarter 2. The implementation of strengths-based conversations at the Integrated Front Office has meant that a reduction of 13 requests for support has occurred between quarter 1 and quarter 2, whilst the number of customers being signposted to services in their community has risen by 5.82%, or around 40 people.

Doncaster residents are to be supported to **live independently** in their own homes for as long as possible, and this quarter the number of older people entering permanent residential care per month decreased by 35%. The numbers taking up direct payments has further increased, which is a significant ongoing improvement from this time last year.

SERVICE STANDARDS

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

99.5% Of Early Year providers are rated good or outstanding by **Ofsted** 
Target 98%  

88.73% Of Education, Health & Care Plans are issued within 20 weeks 
Target 100%  

Percentage of children accessing their entitlement to free childcare:
 Of 2 year olds **76.2%** 
Target 82%  
 Of 3 & 4 year olds **94%**
Target 95%  

Percentage of pupils accessing good or better education
 Primary = **69.1%**
Target 88.4%  
 Secondary = **48.1%**
Target 82.2%  

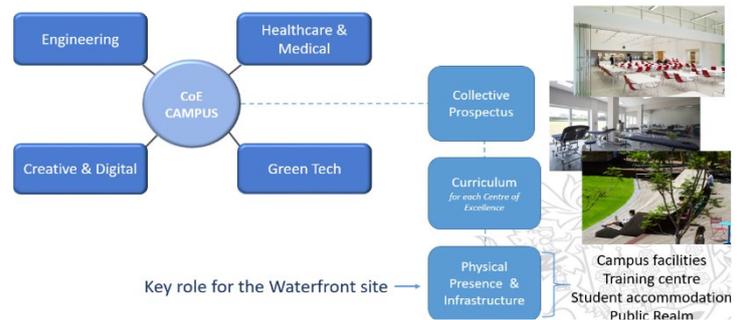

Percentage of children with first choice school placement
 Reception = **95.7%**
Target 94%  
 Secondary = **90.3%**
Target 95%  


Opportunities Doncaster The *'Building Solid Foundations'* priority is progressing well with 66% of all primary schools engaged in some form of opportunities area sponsored maths interventions. Additional tailored support to secondary schools has been provided under the *'Brilliant teaching'* approach following their curriculum reviews, with a key focus on disadvantaged pupils. The Careers Hub has made substantial progress in terms of schools engaging with the Gatsby benchmarks, with summer 2019 seeing Doncaster schools exceed the national average points score for the first time ever.

Education & Skills 2030 Strategy: We are currently developing a long-term strategy which sets out how we intend to improve education and skills for residents of all ages over the next decade. We have engaged in a wide programme of consultation to ask members of the public, educators, businesses, and other key stakeholders what our priorities should be. This feedback has been checked alongside the Doncaster Talks consultation and the final strategy, which includes 6 priorities and 19 aims will be published in spring 2020.

University City: Four joint Centres of Excellence are being developed as part of a collective prospectus, including Health & Medical, Engineering, Creative & Digital and Green technology. Work has now started on the Health & Medical offer, linked to the NHS Long Term Plan and Interim People Plan,

University City – Centres of Excellence



which shows the gap in training and apprenticeships that we need to help fill over the next 10 years. Work is underway to develop a new campus, student accommodation and training/teaching facility on the Waterfront site. Other Waterfront developments will also support University City and help create an effective learning community.

High Melton Academy: The new special effects equipment for the joint Doncaster Colleges and 360 Degrees Media venture was delivered in September. It will be used in Doncaster College until the High Melton development is up and running.



New Hybrid FE Model: Damian Allen delivered Doncaster Council's first ever TEDx lecture about how Doncaster can perform beyond expectation by developing a new approach to Higher Education. This is built on the idea that action should be socially-situated embedded. We all have a sense of origin, identity and belonging and we should harness this to

develop a place-based form of Higher Education which is accessible to all and meets the needs of a growing, inclusive economy. Doncaster is transforming economically and major investment in local skills and capabilities is critical to our success. This includes diversifying our economic industry mix to bring in more quality businesses and jobs to ensure the hybrid model works effectively.

Education Inclusion: Ash Hill received an Inclusion Quality Mark and was the first secondary to achieve this. The Premiere Advisory Group met with primary heads to agree a new process for devolving SEND early intervention funds to schools and devising a toolkit for SEND good practice. This will be piloted before Christmas. The development of the Communication and Interaction Free School (Bader School) contract has now been signed with Wilmott Dixon.

SERVICE STANDARDS

91.09% Of highways meet the required standard for cleanliness



Target 95%  



Get Doncaster Moving (GDM) Programme - In September, we hosted a start for the prestigious UCI Road World Championships cycling event from our new closed Cycle Circuit at the Dome. The races went through villages in the north east of the borough, where micro-grants to local community groups helped people of all ages to join in the fun & there was a best-dressed window competition for businesses along the route. Leeds Beckett University will be carrying out research to see if big sporting events encourage more people to become physically active.

90% Of grass cutting works completed against programme



Target 96%  

Housing (Homes for All) Programme - Even though we have record numbers of homes being built, we are promoting 'stalled' sites to private developers. We have been talking to local people, looking at our information & visiting other areas, to help us decide the best options for housing for people with disabilities or who are older. We have also started to consider how these and our social house building programmes can help transform local areas. The new Homelessness & Rough Sleeping Strategy will consider our approach to prevention and support.

Doncaster's **Draft Local Plan**, which details how future housing & employment sites will be developed, reached a significant milestone. It was published & technical comments on whether it is legally 'sound' requested, before it is submitted to Government for approval.

Maintained road surfaces:

96%

Of Non-Principal classified road surfaces

Target 96%  

98%

Of Principal classified roads

Target 98%  

Our **Complex Lives team** continues to help people into accommodation and supports those with addictions or mental health problems, offending background or suffer from family breakdown. The headline statistics include a 76% reduction in rough sleeping when comparing August 2018 to August 2019 which equates to a 52% reduction in rough sleeping nights in a year. The impact of criminal gangs supplying drugs to vulnerable people accessing Complex Lives Alliance continues to be a high risk. South Yorkshire Police have recently lead on a number of recent high profile operations to reduce the supply of drugs.

Our **Vibrant Town Centres** saw the culmination of the weekly Friday Night Live sessions, as the DN1 Festival got into full swing and, at its peak, had around 3500 in attendance at the Market Square all perfectly coinciding with the end of St Leger Festival and summer long celebrations. Cast hosted Rise – a free outdoor spectacular at Sir Nigel Gresley Square, *It's not every day you see a woman the size of a three-storey building walking down the streets of Doncaster and around 4000 people got to see it.* Nigel Gresley Square also saw the declaration of Climate Emergency, attended by schools and partners



 **50.8%** 

Of household domestic waste is recycled

Target 50%  

91% Of fly tips are investigated and removed within 7 days



Target 85%  

Through Arts and Culture work continues in Edlington, Askern and Mexbrough delivering creative and physical activity to improve loneliness, a sense of place and mental health. Activities include Dance On, which aims to reduce the risk of falls. Doncaster Talks teamed up with six local creatives to capture responses as they were on tour around the borough.

In response to our declaration of a **Climate and Biodiversity emergency** at Full Council in September we have convened a local commission on climate change that will advise the Council and partners on the most appropriate targets and activity we can take locally to mitigate and adapt to climate change. The group has broad representation across public agencies, young people, local businesses, Voluntary Community and faith sector and local activists. The commission met for the first time in September and will continue to meet until April 2020 receiving evidence and forming recommendations across a whole raft of topic areas culminating in a final public report in spring 2020. We will also be looking to hear local people's views in a listening exercise between November and February which will also inform the commission's final report

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

19.06 days

Target 21 days  

SERVICE STANDARDS

Processing of planning applications:
MAJOR APPLICATIONS



97.06%

Target 94% 



100%

Of Licensing Act (2003) applications processed within statutory timescales

Target 100% 



97.02%

Of non-domestic rates collected

Target 97.50% 



13.2%

Of people with a learning disability have been helped into work

Target 6.7% 

Delivering **Inclusive Growth** for the people of Doncaster remains our mission and delivering our six drivers is still at the heart of our efforts.

Transforming the town’s expanding **Civic and Cultural Quarter** is evidence of progress in the area of improving Doncaster as a place to live, work, visit and invest

Work has continued during the last quarter on several projects in this area of the town, including the new **Central Library and Museum**.

The impressive new building will provide space for a new central library, museum, art gallery, rail heritage centre and a range of other exceptional facilities.

The wonderful new creative and learning space will become another great attraction in the heart of Doncaster’s expanding Civic and Cultural Quarter when it is completed in summer 2020.



Adding to the transformation of this area, a **new cinema and restaurant complex** is beginning to take shape. The venue’s structure is almost complete on land next to CAST. The development will see the opening of an impressive six screen cinema complemented by 5 restaurant units. Ros Jones, Mayor of Doncaster, said: **“It’s great to see the cinema and restaurant complex starting to take shape. It is far more than just the skyline in Waterdale being transformed as we**

deliver high quality facilities and attractions across our town centre which will be a big draw for residents and visitors”.

The next development in this area will be the **University Technical College (UTC)** following approval of plans submitted. The development will comprise a five-storey teaching block and three-and-a-half-storey sports hall, with dining below, and a four-storey lecture theatre with a roof terrace. A multi-use games area (MUGA) is also planned for the western corner of the site.

Paul Stockhill, owner and managing director of Agemaspark Ltd, an employer partner of the UTC, said

“This bespoke building will be a fantastic environment that will attract students from across the region who are keen to develop the skills needed for a career in engineering or creative and digital design.”



Doncaster like many Local Authorities have been preparing and planning extensively for a potential increase in EU regulations and trade barriers as a result of **Brexit**. Our Inclusive Growth Strategy highlights the importance of internationalisation of our businesses, which presents significant opportunities for our economy, and we continue to drive and provide the framework to support all our businesses achieve their full growth potential.

SERVICE STANDARDS

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

9.38 days

Target 8.50 days

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

20.85 days



Target 21 days

Customer Services Initial contact

Online
52,563

Face to Face
12,128

Phone
40,569

Our Council Tax collection rate is



94.78%

Target 95%

Freedom of Information



96% Of requests are responded to within timescale

Target 95%

The Council and its partners continue on the journey of significant transformation; and to ensure our priorities are achieved and we deliver for Doncaster it is vital that we have the **right people, with the right skills and behaviours** in place to deliver the change required. To support this, a range of succession planning initiatives have taken place across the organisation. Where skills shortages have been identified, traineeships and career progression posts have been established. To help address the age profile a number of flexible retirements have taken place, allowing the creation of apprenticeship posts so knowledge can be transferred and career pathways introduced.



APPRENTICESHIPS

Apprenticeship starts reached 76 by the end of quarter 2, against an overall target of 164 for the year, offering 73 different apprenticeships across the organisation, with 40% at higher/degree level. In addition, bespoke recruitment campaigns have been undertaken and events held engaging over 1,300 residents to encourage them into local government careers and apprenticeships

The Performance and Development Reviews (PDR) Scheme continues to provide a useful mechanism to ensure staff are clear on their objectives, are performing well and have appropriate development to fulfil their roles effectively. PDR completion rates for this quarter achieved 97% for all staff against a target of 95%.

Managing staff health and wellbeing is also a key aspect of the Council's performance management framework. The sickness absence rate for the quarter was 9.38 days per full time equivalent employee, which is slightly above the outturn for quarter 1 of 9.34 days and remains slightly above the corporate target of 8.50 days.

As part of our commitment of promoting a culture of inclusion and diversity, the Council continues to raise awareness and provide help and support through a range of diversity and inclusion events to employees, which this quarter included the annual National Suicide Prevention Day and supporting the Pride procession of unity.



The **'Doncaster Talks'** listening exercise took place over the summer across the Borough with residents, businesses and local organisations. We had over 3,600 individual responses that will help shape the refresh of Doncaster's long term plan called 'Doncaster Growing Together'.



Inclusion & Fairness Forum

The **Inclusion & Fairness Forum (I&FF) Leadership Team** supports the Team Doncaster Strategic Partnership to increase understanding of the challenges related to inclusion and fairness of local people from all walks of life. The Inclusion & Fairness Forum Leadership Team consists of an independent Chair, Rev Dolly Agoro, and a Vice Chair, Akeela Mohammed DL. The Inclusion & Fairness Forum Leadership are in the process of producing an Action plan to highlight key areas of focus for the coming Year. Feedback from the 'Doncaster Talks' initiative will

help shape the action plan so look out for more information on the Team Doncaster website: www.teamdoncaster.org.uk.

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Doncaster Council

To the Members of the Overview & Scrutiny Management Committee

Performance Challenge of Doncaster Children's Services Trust: Quarter 2, 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 second under the new governance arrangements for the Trust becoming an arm's length management organisation (ALMO) from 1st April. There has been a further differentiation of the Trust's KPIs since quarter one, following recommendations from the DfE Advisor's visit and report of September 2019. However, this has not reduced the overall number of measures reported by the Trust.
3. This report provides an opportunity to feedback on performance successes and issues against the revised suite of 2019/20 key performance indicators and associated management information.

EXEMPT INFORMATION

4. Not exempt.

RECOMMENDATIONS

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

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

BACKGROUND AND CURRENT POSITION

7. As a result of the new governance arrangements, officers in DMBC and DCST have worked together to devise a new service specification, with associated metrics. This increased the number of Key Performance Indicators from 20 to 40, and the number

of management information indicators from 38 to 64. Following the visit and report from the DFE advisor in September, the 38 KPI's have been separated out into 12 contractual KPI's, and 28 strategic partnership indicators.

8. New KPIs that required development and were not available in quarter one, are now available to report.
9. In addition to these operational performance indicators, a monthly management accounts report is shared with officers in DMBC, including a financial forecast for the reporting year.
10. This report provides a summary overview of operational and financial performance, based on the reporting cycle set out above.
11. **Summary of Operational Performance and Management Information**
12. Of the 12 contractual indicators:
 - a. 7 are currently performing better than target,
 - b. 4 are reporting within target range, and
 - c. 1 is reporting outside target range, but showing an improving trend
13. These are covered in more detail later in the report
14. Of the strategic partnership indicators:

Service Area	Performance			Unavailable Measures	
	Outside target range	Within target range	Better than target	Annual KPI not yet due	Target figure to be confirmed
Parent & Family Support		1	1		1
Child & Family Assessment	1	2			
Child Protection			3		2
Looked After Children	2	1			
Placements (Adoption, Fostering and SGO)	1	1	2		1
Care Leavers			2		1
Youth Offending		1	1		
Workforce			2		
Governance				2	
Total	4 14.3%	6 21.4%	11 39.3%	2 7.1%	5 17.8%

15. Of the 28 strategic partnership indicators, two are annual and are not yet due to be reported. A further five are newly developed indicators for 2019/20, and require three full quarter's performance before a reliable and meaningful target can be set. These will be reported from quarter 3 onwards. Of those reported in quarter 2, 81 percent are within or better than target range. Four currently sit outside target range and are covered in more detail later in this report. Where set and available, each target is based upon national benchmarking data that sets an ambition for performance to be at least comparable to good and outstanding organisations. Some indicators are locally derived (10 of the 28), and therefore have no benchmark. In these cases, targets use historical trends to set ambitious targets that would demonstrate improvement.

16. A summary of demand for services is set out below. Contacts to the children’s social care front door have increased, along with referrals. This is due to this quarter including the school summer holiday period, which leads to an annual reduction for this period. However, even corrected for this seasonal trend, referrals are down by approximately seven percent. There has been a similar reduction in children in need numbers. Despite an increase in children in care on the previous quarter, the outturn remains almost ten percent below the same point last year.
17. These reductions have had a positive impact on social worker caseloads, which are monitored closely in terms of average, maximum caseload and the proportion of workers carrying high caseloads. For all three measures, there has been a reduction in the quarter.
18. The Children in Care strategic group continues to meet each month, and has been effective in reducing the number of children entering care, as well as increasing the numbers safely discharged from care. The group provides forum to review current placement options to make sure that they are carefully and safely matched to children’s needs. Although this approach has been able to safely achieve a substantial decrease in numbers of children in care, it is unsurprising that these rates of reduction will not be maintained, and numbers have recently settled closer to a range of 520 to 540. The proportion of children cared for in Doncaster children’s homes or by Doncaster foster carers has increased by ten percent (11 children) since the end of quarter one.

Demand Measure	2018/19				2019/20		%Change against...	
	Qtr1	Qtr2	Qtr3	Qtr4	Qtr 1	Qtr 2	Previous quarter	Same quarter last year
Contacts to CSC	5611	5694	6075	5750	5687	5590	-1.7%	-1.8%
Referrals	1307	991	1181	1239	1200	924	-23%	-7%
Children in Need	2827	2549	2694	2638	2519	2289	-9%	-10%
Looked After Children	582	593	560	534	523	537	+2.6%	-9.4%

19. **Operational performance against contractual KPIs indicators**
20. Commentary covering the performance against each indicator is provided below and summarised in the table at appendix one.
21. Contract KPIs better than target range
 - **Timeliness of single assessments.** Performance improved by four percentage points and is higher than latest national, regional and statistical neighbour performance, despite demand rates being higher than these comparator groups. Each assessment team has access to tracking reports to ensure that assessments are timely. All assessments are quality assured by Team Managers, ensuring that quality is not compromised by a drive for timeliness.
 - **Children in need with an appropriate and current plan in place:** The routine monitoring of plans through regular case supervision, case tracking, audit and six-monthly reassessment has stabilised performance at an average of 94% since quarter 2 2017/18. Regular dip samples of those where a plan does not appear up to date take place, these cases tend to relate to instances where plans are in transition or at closure stage. Weekly tracking reports ensure that delayed plans do not drift.

- **Percentage of children subject to child protection plan seen within expected timescales.** The Trust sets an expectation that children subject to this plan are seen every two weeks, which is more frequent than other authorities. As with other measures, regular case tracking prevents the vast majority of visits falling outside timescale. The Trust is currently updating its practice standards, with the support of our Young Advisors. This is an opportunity to define “what makes a great visit,” and confirm our commitment to both strong compliance and building strong relationships.
- **Percentage of child protection conferences held within 15 working days of section 47 enquiry.** The Trust continues to hold a higher rate of child protection conferences than the national average. Despite this, and as a result of strong systems management, rates of timeliness remain above 95%, compared to the national figure of 77%. This requires robust processes to ensure partner attendance and contribution. These high rates mean that families that are taken through this process do not experience the anxiety of delay.
- **Percentage of children who wait less than 14 months between entering care and moving in with their adoptive family.** The adoption process can be a lengthy one, due to it comprising several stages of assessment, approval and matching. Each of these steps is vital to ensuring a successful match of a child to their forever family. To prevent unnecessary delay, each stage is performance managed and reported separately in our adoption tracker. This means that there has been an improvement in adoption timeliness. It should be noted that the Trust will consider permanence through adoption for children, even if it will take longer to match or approve adopters. This will mean that some adoptions will take longer than others. The national expectation is that the full adoption process will take less than 426 days, which is proving to be a challenging threshold. Latest outturn for the Trust is 377 days
- **Proportion of cases audited graded as “Good” or better.** The audit methodology adopted in quarter 1 2018/19 aligns to the expectations of the social worker national accreditation process (NAAS). This means that, compared to audit tools observed in other areas, the audit tool is comprehensive supports worker development as well as assuring quality of case work. Twenty per cent of cases audited in the quarter were graded as outstanding. In addition to case file audits, thematic and deep dive audits continue to be undertaken, identifying key themes from performance information, thematic inspection frameworks and the work carried out by Practice Development Social Workers.

22. Contract KPIs within target range

- **Proportion of children in care experiencing three or more placements in a 12 month period.** Performance remains within tolerance at 9.5%. This amounts to 51 children experiencing three or more moves in the last 12 months. This is the lowest number of children experiencing three or more moves since April 2017. This cohort includes children with very challenging behaviours as well as planned moves early in a child’s care pathway where they may be moved to long term or adoptive placements and where placements moves are in the child's best interests. The Independent Reviewing Officer (IRO) Manager monitors placement stability weekly and monthly; pre-placement breakdown meetings are in place and all Looked after Children receive a review of their plan on a six monthly basis. In addition to this there is a mid-way review undertaken by the IRO between each of the six monthly reviews. All children who have experienced 3 or more placement moves in 12 months have been subject review by a Head of Service. A number of these moves have been due to the closure of provision or the

placements were changed due to complex and challenging needs or to move into semi-independent living. Work is underway to develop a tracker for all children who are subject to two or more placements, which will be reviewed by the Trust's children in care strategic group. This will monitor whether the child or young person is currently experiencing placement difficulties which could lead to a break down, and whether pre-disruption meetings and placement support meetings have been put in place. This information will be reported into the Trust's Looked After Children Strategy Group, in order to minimise the impact of planned placement moves.

- **Proportion of Looked After reviews completed within timescale.** Performance of reviews completed this quarter has increased slightly to 92% with a total of 1390 reviews undertaken in timescale. In addition to this, 97% of children and young people made a meaningful contribution in their review and 97% of current care plans are in timescale. Young People are encouraged to take innovative and creative approaches to their reviews, such as videos, power-points and journals. The Trust are currently exploring video conferencing for distant reviews and for contribution.
- **Front line Staff Receiving Supervisions in Timescale.** Supervision of Front Line Staff is within tolerance. This is continuing to be closely monitored through the supervision trackers and monthly performance meetings. Performance information demonstrates that the staff supervision recorded for each of the area teams who are case holding is at 90% or better for this quarter, however there are staff included as front line who are not directly case holding such as practice development social workers and children's homes staff. Future monitoring is to include these teams to ensure the supervision trackers are being completed each month to reflect the staff supervision that has been undertaken that month for these specific teams. Attention is also focusing on the quality of supervision, as well as ensuring clear evidence of reflective case supervision notes are being recorded against case files, in accordance with the Ofsted recommendation.
- **Freedom of Information requested responded to within expected timescales.** Since April 2019, 47 requests have been received by the Trust, of which 3 were not responded to in timescale. The 3 outside timescale were complex requests, requiring a response from a number of teams across the Trust. All three were responded to and out of timescale by one day.

23. Contract Measures currently outside target range

- **Care Leavers with pathway plans that have been reviewed in timescale:** Of the 229 care leavers supported by the Trust, 97% have an active pathway plan in place with 79% being reviewed within timescale. Overall this continues to remain a challenging target, but as Inspiring Futures are continuing to embed the new Pathway Plan App the Trust is starting to see an increase in the timeliness and the participation of plans being completed online and reviewed in timescale. Care Leavers really like the App, which gives them the means to contribute towards to a dynamic conversation in order to develop a meaningful and outcomes focussed pathway plan.

24. **Strategic Partnership Indicators**

25. The trust will continue to report on a further 28 "strategic partnership" indicators. These are differentiated from the contractual measures as they measure outcomes and activity that are either:

- not entirely within the Trust’s direct control, but continue to demonstrate that the strategic commissioning arrangement between DMBC, DCST and partners is effective and delivering outcomes for children and young people, or
 - closely linked to an existing contractual indicator, so reported in addition.
26. The table at paragraph 14 provides a summary breakdown of these indicators, reporting that 81 percent are within or better than target range. These will be reported by exception – those better than target and those outside target tolerance.
27. Each KPI and position against target and tolerance are reported in appendix 1. However, the 11 measures currently reported as better than target are summarised below.

Measure	2018/19 Year End	19/20 Target	Quarter 2 2019/20
Rated of improved outcomes for families that have received family support on closure	81%	>=60%	82%
Percentage of children becoming subject of a child protection plan for a second or subsequent time within a two year period	3%	<=10%	3%
Percentage of monthly case file audits rated as ‘requires improvement’ or better	98%	>=95%	98%
% of Child Protection Plans lasting two years	3%	<=3%	0%
Youth Offending Services – Reoffending Rate after 12 Months	39%	<=42%	30%
Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family	170	<=121	90
Average time in days between a child entering care and moving in with their adoptive family	398	<=426	378
Percentage of Care Leavers in suitable accommodation	91%	>=85%	94%
Percentage of Care Leavers in employment, education and training (EET)	47%	>=48%	51%
Percentage of permanent posts covered by Agency Staff	4%	<=8%	4% ¹
Staff turnover rates	15%	<=16%	15% ¹

1: using latest available data, due to current reporting issues from new HR management information system

28. The four measures that are currently outside target tolerance are
- Percentage of children in need for two or more years. There are currently 2,289 open cases, of which 742 (32%) have been open over 2 years. Of these cases, there are currently 17% in care, 0.5% on a child protection plan and 3% currently on a CIN Plan. Regular case tracking continues to ensure all cases are re-assessed every six months and plans are reviewed in timescale to match the Trusts expectation. 11% of these cases are Care Leavers open to the Inspiring Futures team, this also includes 31 young people who are being supported not in the DfE Cohort but up to their 25th Year. Although higher than the current target this is close to the latest National average.
 - **Care Proceedings on Track to be completed within 26 weeks.** Despite being outside tolerance, timeliness has increased in comparison to the previous three quarters. Data provides by CAF/CASS, shows that our performance to be line with that reported for the whole of South Yorkshire. Quarterly figures have frequently been distorted by a small number of care cases which have exceeded 12 months

in proceedings, which is further compounded by a lower number of cases concluding in any one month. The Local Family Justice Board (LFJB) has invited the four South Yorkshire Local Authority legal departments meet to discuss wider performance issues including the issue of timeliness. The first meeting of that group has taken place and an action plan has been agreed through that group which will feed into the LFJB 2019/2020 work plan to improve timeliness. The group are meeting again on the 16th October 2019. Over recent months the Trust has established a process that each care application will have a final evidence meeting chaired by a Head of Service with a legal representative present to discuss the evidence and care planning in readiness of the final evidence filing date. These dates are tracked through the legal tracker to ensure that our final evidence is filed on time.

- **Long-term placement stability children in care.** This measure will include planned moves that were in the best interests of the child. As the Trust continues to manage placement costs and develops the placement offer, some young people in care will change placement, which will in turn impact on this measure. Placement changes are tracked weekly, including reason for placement breakdown and placement type ending. The Independent Reviewing Officer (IRO) Manager monitors placement stability weekly and monthly, pre-placement breakdown meetings are in place chaired by IROs and all Looked after Children receive a review of their plan on a six monthly basis. In addition to this there is a mid-way review undertaken by the IRO between each of the six monthly reviews. Stability performance is better overall within our in-house foster placements, in comparison to independent fostering placements, and out of area residential placements. In addition, the five Mockingbird Clusters offer good support to our in-house foster carers aiming to improve stability and reduce placement breakdown.
- **Rates of adoption from care.** Performance against this measure will remain volatile due to the relatively low numbers of children adopted each quarter, which in the latest quarter was five. However, the rate for the 2019/20 year to date would place performance back into tolerance, and better than latest national performance. There are an additional 22 children awaiting a placement order to be granted, who will hopefully be complete the adoption process.

29. Financial performance

	Quarter 2				Quarter 1
	Gross Budget	Net Budget	Variance		Variance
	£m	£m	£m	%	£m
Doncaster Children's Services Trust (DCST)	54.6	50.1	-1.1	-2.0%	-0.7

30. The 2019/20 contract value is £54.6m. The Children's Trust forecast outturn as at the end of Quarter 2 is an underspend of £1.1m, which is an improvement of £0.4m since Quarter 1.

31. The underspend is a combination of reduced net costs to the Trust of £774k and how the Trust is funded for Out of Area (OOA) children who have educational costs within their placement which means there is additional income of £332k that needs to be

funded from the Dedicated Schools Grant (DSG) High Needs Block (this has been approved at the September 2019 Schools' Forum).

32. Out of Area placements and Safeguarding Children due to increased agency staff costs are both forecasting overspends but these have been offset by underspends on most headings in the Care Ladder, notably in-house residential provision, allowances, asylum seekers and Independent Fostering Agency costs.
33. A summary of the September 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	31,655	-3,704	27,951	827	246	1,073
Other Children and Family Services	1,876	0	1,876	1,795	0	1,795	81	0	81
Family Support Services	2,671	0	2,671	2,553	-3	2,550	118	3	121
Youth Justice	2,102	0	2,102	1,973	0	1,973	130	0	130
Safeguarding Children and Young People's Services	12,841	-115	12,726	13,337	-99	13,238	-496	-16	-512
Services for Young People	560	0	560	467	0	467	93	0	93
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	4,630	-1,946	2,684	118	-120	-2
Grand Total	57,281	-57,281	0	56,410	-57,517	-1,106	871	235	1,106

34. The forecast is based on the current cohort and mix of placements; the Trust has been successful in reducing its overall number of Looked After Children since 2018.
35. **Key Variances over/under £100k:**

As can be seen in the above table there are four (excluding the pending contract variance for ICT) significant (£100k+) variances - Looked after Children, Family Support Services, Youth Justice and Safeguarding. The explanations are given below:

36. Looked After Children - £1,073k underspent: Actual activity overall is less than budgeted activity and the overall figure for Looked After Children is an underspend of £1,073k, of which £332k is due to the way the Out of Authority placements are funded via the Dedicated Schools Grant High Needs Block. There are underspends less than £100k, including, Oaklands, Fostering team, Adoption Allowances and Independent Adoption Agencies that totals **£349k**.

- **In-house Residential including Satellite Homes - £110k underspent**

Following the closure of Tickhill Square in August there are now 16 In-house residential beds, which are fully occupied. The current forecast for the in-house residential provision doesn't yet include all the non-staffing savings arising from the closure of the home which are likely to be c. £50k. The provision for staff cover has been reduced as the displaced staff have filled existing vacancies.

The current overspend of £95k is as a result of the cost of the improvements required to the infrastructure of the four remaining homes which there is a £150k provision for and increased staffing costs for the first few months of the year. This overspend will be reviewed when the savings arising from closing Tickhill Square are finalised.

The overspend on the in-house residential homes is offset by a £205k underspend on the Satellite Homes; it is assumed the first two bed children's home will open in 2020/21 which are part of the Future Placements Strategy.

- **Out of Area Placements - £427k overspent (but note additional DSG income of £332k)**

There are 32 Out of Authority placements as at the end of September, an increase of 3 since June. It should be noted that with the closure of Tickhill Square there are 5 fewer in house residential beds than previously, and it could be assumed that up to 5 Out of Authority children would have been located within the Borough.

There is a shortfall of income against the income budget of £380k for Continuing Healthcare Contributions. The Trust has two children attracting funding from the Clinical Commissioning Group of £105k, a shortfall of £275k. The budget was set based on prior year trends when contributions and the number of children supported were higher.

The forecast for Out of Authority placements indicates that an additional £332k compared to budget will need to be funded from the Dedicated Schools Grant High Needs Block – taking the total Dedicated Schools Grant funding forecast for 2019-20 to £3.04m which is at 2018/19 actuals.

- **Independent Fostering Agencies - £310k underspent**

The cost of children placed with independent fostering agencies (IFAs) is under budget. Recent children entering care were nearly all placed with in-house foster carers rather than Independent which is a significant cost saving and has resulted in a further reduction in the projected spend.

- **Child Arrangement Orders and Special Guardianship Orders - £216k underspent**

There are projected underspends of £114k for Child Arrangement Orders (CAOs) and £102k Special Guardianship Orders (SGOs) due to growth being less than expected in the first 6 months of the financial year.

- **Leaving Care Support Services 16-17 Transition - £102k underspent**

16-17 Transitions are forecast to underspend by £102k due to fewer placements and anticipated exit dates.

- **Asylum Seekers - £123k underspent**

The forecast for asylum seekers is under budget as we are currently only supporting four young people with this status whereas the budget is based on previous years when this was higher. The funding for these young people is from the Home Office and is included in the Contract Sum. This year, as well as being under budget, income is forecast to exceed costs.

37. Family Support Services - £121k underspent: The Family Support Service, which includes Beechfield Family Time and Parenting & Family Support Service, is projecting an underspend due to lower staff costs in the first half of this financial year.

38. Youth Justice - £130k underspent: The projected underspend is due to the service having vacancies within the first half of this financial year.

39. **Safeguarding Children - £512k overspent:** In the first six months of the year, the Trust has on average had 24 agency workers. The Trust has had to increase its hourly rate to agency social workers in order to remain competitive against neighbouring authorities at a cost of £225k, as well as potential ofsted preparation of £50k via agency. The Trust has a good track record in retaining and developing trainee social workers but there is still forecast to be a need for some agency social workers.
40. Another reason for the overspend is the continuing cost of preventative measures that are being put in place by the locality teams, at a cost of c. £140k, such as child care costs over the summer when funding isn't available to families and temporary support / therapy packages to support children and prevent them from becoming looked after.
41. **Innovation Funding Benefits Realisation – Year Three**
42. 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 but on a reduced scale to previous allocations. The Trust have requested to draw down £229k of the funding from the Council to cover the costs incurred for the first 6 months of the financial year.
43. The fostering service are reviewing the “offer” made to foster carers of which Mockingbird will be part of with a view to ensuring this is sustainable going forwards. The allocation for Pause remains at three months with the remainder of the funding coming from the agreed carry forward in 2018-19 of £170k.
44. **Cash flow forecasting**
45. There was a positive cash balance at the end of September 2019. Cash flow continues to be monitored and is not expected to be an issue for this financial year.
46. **Management Action to Secure Further Efficiencies & Impact on 2019-20 Budget**
47. 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.
48. The Trust have completed a review of pool car utilisation which has been endorsed by senior management to ensure that the pool cars are in the most effective places and used wherever appropriate, saving £30-£40k in a full year.
49. Taxis continue to be monitored closely and from December 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. Part of the revised “offer” to foster carers will include a revision to mileage but this will be from April 2020.
50. Following on from the closure of Tickhill Square due to the need to refurbish, the plan is to open several smaller two bedroom homes for more complex children, both to bring back young people into the Borough 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 not expected that these will be operational until the next

financial year so the forecast under satellite homes has been reduced accordingly. The Trust is also working closely with the Council in relation to new independent living homes.

51. **Medium Term Financial Plan (MTFF)**

52. The Trust's Medium Term Financial Strategy has been approved by Cabinet and reviewed by the Overview & Scrutiny Management Committee. The Trust has identified gross potential savings of £3.1m over the next three financial years, in-part facilitated by Council investment to develop the local estate which will deliver better outcomes for Doncaster children and young people, at a reduced cost across the partnership; this work is included in the Future Placements Strategy that will be subject to approval by the Trust and Council (November and December respectively).

53. **External scrutiny and evaluation within Quarter 2 19/20**

54. There have been no inspections of children's homes managed by the Trust during this quarter.

55. The Trust and Council attended the Annual Engagement event with Ofsted on 24th June, where we submitted our joint self-evaluation and performance data. Ofsted provided a letter summarising this meeting, acknowledging the new working arrangements between DMBC and DCST since April 2019, and opportunities for closer strategic partnership. There is also an acknowledgement of the Trust's work as a Partner in Practice, and positive feedback. Our good performance, when compared to similar authorities, was also recognised. The letter provided a helpful indication of where future inspections will focus if we aspire to be outstanding.

56. In particular, any future inspection will explore what the Trust and DMBC are doing to ensure that partner agencies understand and are working to agreed multi-agency thresholds, and how we are strengthening our approach to Early Help. This challenge is in recognition of continued high levels of demand, and levels of attrition throughout the referral and assessment pathways, with large proportion of referrals not leading to a statutory service. This is a message that we need to share with our strategic partners, through the local safeguarding partnership and chief officer group. In partnership with DMBC, we are currently planning a mock Joint Targeted Area Inspection (JTAI), which will provide a further opportunity to test thresholds and strategic understanding.

57. There is also reference to timeliness of care proceedings and outcomes for care leavers, both of which were clearly articulated in our self-evaluation and this report. Nevertheless, it is a timely pointer towards key lines of enquiry and areas that we will have clear action plans to address.

58. Finally, Ofsted took interest in our joint future placement strategy, and will seek to see progress and impact on children and young people placed within our residential and fostering services.

59. **Activity in Quarter 3 19/20**

60. The Trust will continue to work with colleagues in DMBC on the delivery of the Integrated People's Solution (DIPS project), including secondment of DCST staff into

the project team, and contributing business expertise in the form of subject matter experts.

61. 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.
62. The Trust has been involved in a number of engagement activities in Q2 such as:
 - 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
 - Sound the alarm – 20 September
63. The Trust is involved in the following activities in Q3:
 - World Mental Health Day – 10 October
 - National Adoption Week – 14-20 October
 - Restart a Heart Day – 16 October
 - Carer Leavers Week – 28 October-3 November
 - International Stress Awareness Week – 4-8 November
 - Anti-Bullying Week – w/c 11 November
 - Alcohol Awareness Week – w/c 11 November
 - Armistice Day – 11 November
 - International Men’s Day – 19 November
 - Trans Awareness Week – 13-19 November
 - Universal Children’s Day – 20 November
 - Carers Day – 21 November
 - Children’s Take Over Day – 23 November
 - Human Rights Day – 10 December
 - Toy Appeal – 18-19 December
64. The implementation plan of the Future Placement Strategy has been approved, at Trust Board in November, and will go to DMBC cabinet in December.
65. **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.

Outcomes	Implications
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.

66. **RISKS AND ASSUMPTIONS [JT 17/10/2019]**

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

67. **LEGAL IMPLICATIONS [RM 17/10/2019]**

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

68. **EQUALITY IMPLICATIONS [LE 17/10/2019]**

There are no equality implications directly arising from this report.

69. **HUMAN RESOURCE IMPLICATIONS [LE 17/10/2019]**

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

70. **TECHNOLOGY IMPLICATIONS [JT 17/10/2019]**

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

71. **HEALTH IMPLICATIONS [JM 17/10/2019]**

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.

72. **FINANCIAL IMPLICATIONS [RM 27/11/2019]**

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

73. **CONSULTATION**

Consultation has taken place with key managers and Directors.

ATTACHMENTS

- Appendix 1: Summary of key performance indicators for quarter two 2019/20

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Contractual and Strategic Key Performance Indicators

MEASUREMENT DETAILS				TARGETS AND COMPARATORS			PERFORMANCE							
Measure Type	Measure	Reporting Frequency	Polarity	Target Range		Benchmarking data available	2018/19				2019/20			6 month Trend
				Target	Tolerance		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Position	
Contractual Key Performance Indicators	Assessments completed within <45 days	Quarterly	Bigger is better	90%	85%	Yes	89%	91%	89%	86%	87%	91%	Better than target	Improving
	Children in need with an appropriate and current plan in place	Quarterly	Bigger is better	95%	90%	No	95%	94%	94%	93%	94%	96%	Better than target	Improving
	Percentage of cases where the lead social worker has seen the child/young person in accordance with the timescales specified in the child protection plan. For all children who were the subject of a child protection plan during the year	Quarterly	Bigger is better	80%	75%	No	90%	84%	90%	82%	855%	95%	Better than target	Improving
	Initial Child Protection Conferences achieved within the statutory 15 day timescale	Quarterly	Bigger is better	95%	90%	Yes	96%	100%	97%	100%	100%	96%	Better than target	Stable
	Short term stability of placements of children in care: % of children experiencing 3 or more placements in the year	Quarterly	Smaller is better	9%	12%	Yes	11%	9%	10%	12%	11.0%	10.0%	In Tolerance	Improving
	Statutory Looked After reviews completed in time scale	Quarterly	Bigger is better	95%	90%	No	New contract measure for 2019/20				91%	92%	In Tolerance	Improving
	Children who wait less than 14 months between entering care and moving in with their adoptive family.	Quarterly	Bigger is better	60%	56%	Yes	78%	71%	61%	71%	71%	60%	Better than target	Stable
	Care leavers the Trust is in touch with	Quarterly	Bigger is better	95%	90%	Yes	99%	98%	99%	99%	98%	98%	Better than target	Stable
	Care Leavers with pathway plans which have been reviewed in timescale	Quarterly	Bigger is better	95%	90%	No	New contract measure for 2019/20				74%	79%	Outside Tolerance	Improving
	Front line staff receiving Supervision in Timescale	Quarterly	Bigger is better	90%	80%	No	91%	90%	90%	87%	84%	86%	In Tolerance	Stable
	Freedom of Information Requests responded to within timescale	Quarterly	Bigger is better	95%	90%	No	New contract measure for 2019/20				89%	94%	In Tolerance	Improving
Case file audits graded good or better	Quarterly	Bigger is better	80%	60%	No	93%	82%	78%	80%	72%	82%	Better than target	Improving	
Strategic Partnership Indicators	Length of intervention for family support services (days)	Quarterly	Smaller is better	140 days	180 days	No	226	175	169	146	193	141	In Tolerance	Volatile
	Families demonstrating improved outcomes at point of closure to Parenting and Family Support Team	Quarterly	Bigger is better	60%	40%	No	41%	68%	76%	81%	69%	82%	Better than target	Improving
	Referrals that have previously referred where no statutory service was provided	Quarterly	Smaller is better	TBD*	TBD*	No	New contract measure for 2019/20				74%	56%	TBD*	Improving
	Referrals that are re-referrals within 12 months	Quarterly	Smaller is better	22%	28%	Yes	26%	27%	28%	27%	27%	27%	In Tolerance	Stable
	Assessments completed within 20 days	Quarterly	Smaller is better	25%	15%	Yes	New contract measure for 2019/20				19%	18%	In Tolerance	Stable
	Percentage of Children in Need open for a) >6 months	Quarterly	In range is better	n/a**	n/a**	Yes	New contract measure for 2019/20				21%	14%	No Target**	Improving
	b) >1 year						New contract measure for 2019/20				17%	15%	No Target**	Improving
	c) > 2 years						New contract measure for 2019/20				32%	32%	Outside Tolerance	Stable
	Children becoming the subject of Child Protection Plan for a second or subsequent time	Quarterly	Smaller is better	10%	16%	Yes	4%	7%	8%	3%	24%	3%	Better than target	Improving
	Case file audits graded outstanding	Quarterly	Outstanding is better	RI+: 95% Good+ 80%	RI+: 90% Good+: 60%	No	37%	26%	27%	19%	13%	20%	Better than target	Improving
	Case file audits graded good						57%	56%	51%	61%	60%	61%	Stable	
Case file audits graded requires improvement	7%						18%	19%	20%	26%	16%	No Target**	Volatile	
Case file audits graded inadequate	0%						0%	2%	2%	2%	2%	No Target**	Stable	

Contractual and Strategic Key Performance Indicators

MEASUREMENT DETAILS				TARGETS AND COMPARATORS			PERFORMANCE							
Measure Type	Measure	Reporting Frequency	Polarity	Target Range		Benchmarking data available	2018/19				2019/20			
				Target	Tolerance		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Position	6 month Trend
	Child Protection Plans lasting two years or more for child protection plans which have ended during the year	Quarterly	Smaller is better	3%	5%	Yes	New contract measure for 2019/20				0%	0%	Better than target	Stable
Strategic Partnership Indicators	CiN cases that close within 6 months of the child protection plan end date	Quarterly	Bigger is better	TBD*	TBD*	No	New contract measure for 2019/20				57%	62%	TBD*	New measure
	CiN cases that close within 6 months of the child leaving care	Quarterly	Bigger is better	TBD*	TBD*	No	New contract measure for 2019/20				32%	18%	TBD*	New measure
	Young offenders aged 10-17 who reoffend	Quarterly	Smaller is better	42%	50%	Yes	30%	32%	35%	39%	41%	30%	Better than target	Increasing
	Rate of first time entrants to youth justice (per 100,000)	Quarterly	Smaller is better	170	210	Yes	229	218	165	165	190	200	In Tolerance	Increasing
	Care proceedings on track to be completed within 26 weeks	Quarterly	Bigger is better	80%	70%	No	82%	70%	60%	49%	65%	66%	Outside Tolerance	Improving
	Long term stability of placement of children in care: %of long term children in care in stable placements	Quarterly	Bigger is better	70%	60%	Yes	69%	72%	71%	67%	62%	58%	Outside Tolerance	Decreasing
	Trust residential settings rated good or better	Quarterly	Bigger is better	100%	80%	Yes	New contract measure for 2019/20				83%	83%	In Tolerance	Stable
	Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family	Quarterly	Smaller is better	121	200	Yes	169	237	129	170	55	90	Better than target	Improving
	Average time in days between a child entering care and moving in with their adoptive family	Quarterly	Smaller is better	426	460	Yes	388	469	419	398	285	378	Better than target	Improving
	Children ceasing care to be looked after under a Special Guardianship Order (SGO)	Quarterly	Bigger is better	15%	10%	Yes	15%	12%	22%	21%	20%	11%	In Tolerance	Volatile
	Children ceasing care to be looked after under a Child Arrangement Order (CAO)	Quarterly	Bigger is better	TBD*	TBD*	No	New contract measure for 2019/20				17%	17%	TBD*	Stable
	Rate of children adopted from care	Quarterly	Bigger is better	19%	14%	Yes	14%	19%	11%	22%	17%	13%	Outside Tolerance	Volatile
	Rate of 19 & 20 year olds Staying Put with their foster carers after their 18th birthday	Quarterly	Bigger is better	TBD*	TBD*	Yes	New contract measure for 2019/20				7%	TBD*	New measure	
	Care Leavers in suitable accommodation (age 19-21)	Quarterly	Bigger is better	85%	80%	Yes	95%	95%	93%	91%	96%	94%	Better than target	Stable
	Care Leavers in Employment, Training and Education (age 19-21)	Quarterly	Bigger is better	48%	40%	Yes	49%	49%	47%	47%	52%	51%	Better than target	Stable
Full time equivalent posts covered by agency staff	Quarterly	Smaller is better	8%	12%	Yes	7%	5%	4%	4%	Not available***	Not available***	Not available***	Not available***	
Staff turnover rate	Quarterly	Smaller is better	16%	18%	No	15%	15%	17%	15%	Not available***	Not available***	Not available***	Not available***	

* To be determined. Measure is new and therefore requires 3 quarters' data before a target and tolerance can be set

** not applicable. Measure is reported for note, but a target will not be set

*** Not available due to reporting issues from corporate HR system



Doncaster Council

Report

Date: 16th December 2020

To the Chair and Members of Overview and Scrutiny Management Committee

**St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update:
2019/20 Quarter One (Q2)**

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

EXECUTIVE SUMMARY

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

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATIONS

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

8. 2019/20 QUARTER 2 PERFORMANCE

- 8.1. **Appendix A** contains the SLHD 2019/20 Quarter 2 (April to September 2019) Performance Management summary. Commentary covering the performance against all indicators is provided below.
- 8.2. Targets and measures were reviewed with DC officers and elected members prior to the start of the financial year. Nineteen KPIs were agreed for 2019/20, although five of these are measured annually. During Q2 2019/20, KPI 14 was split in two - KPI14a KPI4b - to separately report performance on training and employment support, so there are now 20 KPIs for 2019/20 (see 4.18 below).

Elements to note as at the end of Quarter 2 are:

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

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

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

- 8.3. 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 (YTD) performance is now 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 improved

slightly.

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

Profiled Target	3.10% *	Year-end target 3.22% *
Q2 YTD Performance	2.95%	EXCEEDING TARGET – GREEN

* 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%

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

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

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

Focus continues on the Income Management Action plan and performance at the end of Q2 was 2.95% (£2.17m), which is better than the profiled target.

Approximately 7,500 tenants are expected to be affected by Universal Credit (UC) over a four year rollout period and there are now 4,116 UC claimants. Of these, 3,134 (76%) are in current rent arrears. This is an average of about 35 new UC claimants per week over the period to date, but there have been times where new claimants have been at around the 50 per week level.

The total rent arrears for those who are claiming UC is £1.38m, however, it should be noted that prior to claiming UC the total arrears for the same 4,116 claims was £908k, meaning the impact of UC on arrears levels is an increase of £470k.

At this point last year there were 2,304 UC claimants, of which 1,840 (80%) of customers were in rent arrears.

The number of UC cases has therefore nearly doubled over the past year, but, the total amount of customers who are in rent arrears and in receipt of UC has decreased by 4% (from 80% to 76%)

Currently, 31.4% 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), Doncaster Council (DC) to ensure all customers are supported to make and maintain their Universal Credit claim.

Referrals to our Tenancy Sustainability Service for intensive support continue to grow from commencement in 2018, and we have supported 2,602 customers and secured in total over £854k 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%
Q2 YTD Performance 0.64% ABOVE TARGET – RED

For 2019/20, a reduced target of 0.50% was set (2018/19 : 0.60%), and performance for Q1 and Q2 was above target. Cumulative year to date performance is 0.64% equivalent to £243k of rent loss. This is a deterioration compared to performance in in 2018/19, but an improvement from Q1 2019/20, as summarised below:

Quarter	% Void rent loss	% void rent loss target
Q1 18/19	0.53%	0.60%
Q2 18/19	0.50%	0.60%
Q3 18/19	0.48%	0.60%
Q4 18/19	0.49%	0.60%
Q1 19/20	0.71%	0.50%
Q2 19/20	0.64%	0.50%
Q3 19/20		0.50%
Q4 19/20		0.50%

Void Rent Loss (VRL) performance continues to show an improving trend in 2019/20. September's VRL shows a reduction at 0.52% when compared to August (0.56%) and July (0.63%).

The number of voids held is showing a reduction each month from April 2019 (143) to September 2019 (104).

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

8.7. KPI 3: AVERAGE NUMBER OF DAYS TO RE-LET STANDARD PROPERTIES :

Target 20.00 calendar days
Q2 YTD Performance 23.83 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 23.83 days to re-let a property during the period up to the end of Q2.

This is a deterioration compared to performance in 2018/19, but still considerably better than the time taken in 2017/18 (40 days). However, there has been improvement in performance since the end of Q1 2019/20, as summarised below:

Quarter	Void re-let time (days)	Void re-let time (days) target
Q1 18/19	25.50	23.00
Q2 18/19	21.89	23.00
Q3 18/19	20.80	23.00
Q4 18/19	20.92	23.00
Q1 19/20	26.65	20.00
Q2 19/20	23.83	20.00
Q3 19/20		20.00
Q4 19/20		20.00

Standard re-let Performance also shows an improving trend during this year. For September, standard re-lets show a reduction at 19.94 days when compared to August (20.74 days) and July (24.36 days).

Hard to let properties continue to have a negative impact on performance and when removing the oldest 3 standard re-lets the month end performance shows an improvement to 19.03 days. Additional repair work is completed in hard to let properties to improve the chance of re-let.

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

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

The number of Full Duty decisions averaged 15 per month for the first five months, however September saw an increase to 30 decisions. The target is 11 per month.

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

8.10. KPI 6: Number of homeless preventions :

Target YTD 305
Q2 YTD Performance 451 **EXCEEDING TARGET – GREEN**

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

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

With the Team almost at full capacity, applicants are receiving assessment on their first contact with the service. This is providing more opportunity to work more proactively with customers to explore a range of housing options.

This is being rewarded with an increase in successful interventions to both relieve and prevent homelessness and will exceed the target of 605. This is also reflected in the reduced number of placements into temporary accommodation

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

Target 0.08%
Q2 YTD 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	% Target
Feb, Mar, Apr 18	83,189	197	31	0.04%	0.08%
Jun, Jul, Aug 18	80,705	223	54	0.07%	0.08%
Sep, Oct, Nov 18	95,039	240	79	0.08%	0.08%
Dec18, Jan, Feb 19	88,713	218	69	0.08%	0.08%
Totals 2018/19	347,646	878	242	0.07%	0.08%
Mar, Apr, May 19	125,712	209	53	0.05%	0.08%
Jun, Jul, Aug 19	99,052	195	59	0.06%	0.08%
Totals 2019/20 YTD	225,095	304	112	0.05%	0.08%

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

Complaints in Q2 and those upheld were at similar levels to Q1. The general trend is of improving performance but work is on-going to understand the reasons for the number of complaints and prevent similar complaints in the future. Whilst complaints are received in a variety of service areas, the main areas are repairs and maintenance, and tenancy and estate management. This is expected given that these areas of the business have the highest levels of visibility to tenants and the highest volume of interactions.

8.12. KPI 8: Number of tenancies sustained post support :

Target 85.00%
Q2 YTD Performance 92.79% EXCEEDING TARGET – GREEN

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

Period	Cases closed 6 months previously	No. of tenancies sustained after 6 months	% of tenancies active 6 months after support ended	% Target
Q1 19/20	213	196	92.00%	85.00%
Q2 19/20	203	190	93.60%	85.00%
2019/20 YTD	416	386	92.79%	85.00%

At the end of Q2, 416 tenancies have been closed for 6 months following their period of support. Of these, 386 are still being sustained, representing a year to date success rate to 92.79% against a target of 85.00%.

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

Target 92.00%
Q2 YTD Performance 87.71% **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.

NB : In the period since Q1, figures for 2019/20 have been restated to exclude certain repairs where it would not be possible to complete at first visit, eg. some glazing repairs where measuring up is required for replacement parts.

Performance overall as at the end of Q2 was 87.71% and therefore below target. The table below shows that performance is almost identical for both quarters to date. Further analysis is on-going to understand the reasons and ensure this improves.

Period	No. of repairs completed	No. of repairs completed first visit	% repairs completed first visit	% Target
Q1 19/20	10,612	9,310	87.73%	92.00%
Q2 19/20	11,027	9,670	87.69%	92.00%
2019/20 YTD	21,639	18,980	87.71%	92.00%

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

Target 100.00%
Q2 YTD Performance 100.00% **MEETING TARGET – GREEN**

The target for the six months to end of September was to attend 15,873 properties and we visited all these properties on the set appointment date, therefore gas servicing appointments made and kept remains at 100%.

There has been an increase in the number of properties where access could not be gained at the first visit. These are 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 3.75
Q2 YTD Performance 4.00 **WITHIN TOLERANCE LEVELS – AMBER**

The number of days lost to sickness absence during quarter 2 is 4.00 days per Full Time Equivalent (FTE), this is higher than the YTD target for Q2

(3.75). At the same point last year the comparative figure was 4.04 days per FTE.

The number of days lost to sickness absence is showing an improving trend in quarter 2 with sickness levels falling in August and September. The month of September was better than target.

Quarter	Cumulative Long term days lost per FTE	Cumulative Short term days lost per FTE	Cumulative Total days lost per FTE	Profiled target
Q1 18/19	1.04	0.83	1.87	1.92
Q2 18/19	2.20	1.84	4.04	3.75
Q3 18/19	3.39	3.29	6.68	5.79
Q4 18/19	4.51	4.39	8.90	7.89
Q1 19/20	1.22	0.63	1.85	1.92
Q2 19/20	2.41	1.59	4.00	3.75

The cumulative 4.00 days per FTE is made up of 2.41 days per FTE of long term sickness and 1.59 days per FTE of short term sickness absence. Cases are being managed through the Managing Attendance Policy.

The top five most common reasons for sickness absence are:

Sickness Reason	Days Lost
Other Musculo/Skeletal	140.6
Infection/Virus	81.8
Stomach/Liver/Kidney/Digestion	56.0
Stress/Depression/Anxiety	51.9
Back/Shoulder	33.0

8.16. KPI 12: Percentage of Local Expenditure :

Target	66.00%	
Q2 YTD Performance	59.46%	WITHIN TOLERANCE LEVELS – AMBER

In the six months to end of September 2019/20, cumulative local spend was £2.586m (59%) of the overall £4.349m contracted spend, with a target of 66%. In monetary terms this under performance is £284k.

The cumulative under performance is mainly down to the Engie Responsive works contract, which when procured was a Doncaster based organisation, however during the term of the contract they have relocated and their nearest office is now in Rotherham. So far this year we have paid just over £413k to Engie, which is now not classed as Doncaster spend.

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%
Q2 YTD Performance 95.50% EXCEEDING TARGET – GREEN

This was a new key performance indicator for 2018/19. The table below summarises the year to date performances throughout 2018/19 and year to date to end of Q2 2019/20.

Quarter	% ASB cases resolved	% target
Q1 18/19	86.75%	90.00%
Q2 18/19	91.37%	90.00%
Q3 18/19	92.22%	90.00%
Q4 18/19	92.99%	90.00%
Q1 19/20	96.47%	90.00%
Q2 19/20	95.50%	90.00%

Case volumes are slightly higher for Q1 and Q2 2019/20 compared to 2018/19, and this is being monitored closely.

Performance has been generally consistent over the first six months of 2019/20 and reflects strong performance in dealing with ASB cases.

8.18. KPI 14 – NUMBER OF TENANTS AND RESIDENTS HELPED IN TO TRAINING AND/OR EMPLOYMENT

During Q2, this KPI was separated into two to measure :

- **KPI14 a - Number of tenants and residents in to training and education; and**
- **KPI14 b - Number of tenants and residents in to employment**

This was to ensure clarity of reporting and prevent double counting and also time considerations. This will also enable more accurate benchmarking.

8.19. KPI 14 a : Number of tenants and residents helped in to training and education:

Target YTD 28
Q2 YTD Performance 24 WITHIN TOLERANCE LEVELS – AMBER

The outturn of 24 at the end of September is slightly under the YTD target of 28, due to a reduction in those applying for the cleaning course. We allocate 10-12 places, but only had 7 applicants.

If this becomes a pattern when we next advertise the course we will investigate further.

8.20. KPI 14 b : Number of tenants and residents helped in to employment:

Target YTD	8	
Q2 YTD Performance	14	EXCEEDING TARGET – GREEN

The outturn of 14 at the end of September has exceeded the YTD target of 8. This is due to the World of Work (WoW) Co-ordinator following up on those on our database and finding some have obtained employment but hadn't notified us.

9. ANNUAL KPIS

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

9.2. KPI 15: Tenant satisfaction levels :

Target	89.00%
Performance	88.80%

The main satisfaction level will be monitored through the bi-annual STAR Survey. A local, transactional, operational indicator 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%

This is a new KPI for 2019/20 and will be reported annually.

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

Target	89.00%
Performance	89.20%

This is a new KPI for 2019/20 and will be reported annually.

9.5. KPI 18: Energy efficiency ANNUAL KPI :

Target	92.00%
Performance	88.00%

This is a new KPI for 2019/20 and will be reported annually.

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

Target	Upper quartile
Performance	Median / Upper quartile

This is a new KPI for 2019/20 and will be reported annually

OPTIONS CONSIDERED

10. Not applicable

REASONS FOR RECOMMENDED OPTION

11. Not applicable

IMPACT ON THE COUNCIL’S KEY OUTCOMES

12.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Work of St. Leger Homes of Doncaster impacts on Council key priorities, with implications on the quality of life for Doncaster Council’s tenants and other residents and the communities they live in.</p>
	<p>Doncaster Living: Our vision is for Doncaster’s people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home 	

	<ul style="list-style-type: none"> • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	

RISKS AND ASSUMPTIONS

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

Neil Concannon, Head of Service Legal & Democratic Services, 11/11/19

14. There are no legal implications for this report.

FINANCIAL IMPLICATIONS

Nigel Feirn, SLHD Head of Finance and Business Assurance, 04.11.19

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

HUMAN RESOURCES IMPLICATIONS

Angela Cotton, HR & OD Business Manager, 04.11.19

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

TECHNOLOGY IMPLICATIONS

Peter Ward, Technology Governance & Support Manager 06.11.19

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

HEALTH IMPLICATIONS

Karen Horrocks, Public Health Improvement Coordinator, 06.11.19

18. The home environment is an important contributor to health and wellbeing and a healthy community supports residents to thrive, be independent and contribute. Access to decent and appropriate housing is critically important in terms of health and wellbeing and our social housing has the potential to provide safe, secure and healthy homes for some of our most vulnerable residents, who may also experience health inequalities.

It is encouraging to see that work undertaken to support tenants and address rent arrears (**KPI 1 & KPI 8**) as part of a partnership response to Universal Credit, has been having a positive impact and that the Tenancy Sustainability Service continues to grow, leading to improvements in the financial situations of the tenants involved. Homes should protect and promote good mental health: they should provide security of tenure, and a sense of safety and comfort. Having a secure tenancy can impact positively on health and wellbeing, thus it is good to see this preventative approach continue.

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

It is good to see a significant decrease in the numbers of households placed in B&B, especially in the numbers of families placed in B&B. 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. 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 and is working proactively with customers in relation to their housing options. Preventative work to tackle homelessness can have a positive impact on the health and wellbeing of the most vulnerable people in our communities. The health of people experiencing homelessness is significantly worse than that of the general population, and the cost of homelessness to the NHS and social care is considerable. Homelessness is more likely to affect those in society who are most at risk of experiencing other inequalities, including, BME young people, LGBT young people, gypsies and travellers, 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 (Green) and 9 (red) (and annual performance indicators 16-18)**: The condition of a home can have a significant impact on the health and wellbeing of the people that live there. A healthy home is in good repair, warm 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

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

CONSULTATION

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

BACKGROUND PAPERS

21. None

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

ADP	Annual Development Plan
APA	Alternative Payment Arrangement (for Universal Credit benefit)
ASB	Anti- Social Behaviour
DC	Doncaster Council
DWP	Department for Work and Pensions
FTE	Full Time Equivalent
HRA	Homelessness Reduction Act
KPI	Key Performance Indicator
MHCLG	Ministry of Housing, Communities and Local Government
SLHD	St Leger Homes of Doncaster
STAR	Survey of Tenants and Residents
UC	Universal Credit
VRL	Void rent loss
WOW	World of Work
YTD	Year to date

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Appendix A - St. Leger Homes Key Performance Indicator Summary Q2 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%	2.95%			3.10%	↓	🟢
2	Void rent loss (lettable voids)	0.49%	0.71%	0.64%			0.50%	↑	🔴
3	Average Days to Re-let Standard Properties	20.92	26.65	23.83			20	↑	🔴
4	Number of Households Placed in B&B Accommodation	12	9	1			No Target ↑		
5	Number of Full Duty Homelessness Acceptances	130	40	106			66 ytd	↓	🔴
6	Number of homeless preventions	New KPI	160	451			305 ytd	↑	🟢
7	Complaints upheld as a % of customer interactions	0.070%	0.050%	0.060%			0.075%	↓	🟢
8	Number of tenancies sustained post support	New KPI	86.26%	92.79%			85.00%	↑	🟢
9	Number of repairs first visit complete	New KPI	80.82%	87.71%			92.00%	↑	🟡
10	Gas servicing – % of properties attended against target	100%	100.00%	100.00%			100.00%	↔	🟢
11	Days lost through sickness per FTE	8.90	2.08	4.00			3.76 ytd	↑	🟡
12	Percentage of Local Expenditure	57.94%	58.69%	59.46%			66.00%	↑	🟡
13	ASB Cases Resolved as a % of All Cases Closed	92.99%	96.47%	95.50%			90.00%	↓	🟢
14a	Number of residents undertaking training or education	New KPI	3	24			28 ytd	↑	🟡
14b	Number of residents supported into employment	New KPI	6	14			8 ytd	↑	🟢
15	Tenant satisfaction levels	New KPI	Annual KPI	Annual KPI	Annual 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		100.00%		
18	Energy efficiency	New KPI	Annual KPI	Annual KPI	Annual KPI		92.00%		
19	Our performance against comparable organisations	New KPI	Annual KPI	Annual KPI	Annual KPI		No Target		

Notes :

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

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

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
	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"> DMBC SLHD Scrutiny Work Plan 				
July Page 91	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

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

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
Aug		Thursday 8th August 2019 1.30pm (CR) (joint CYP)	Thurs 8th August 2019, 4pm (CM)		Monday 19th August 2019 10.30am (CR)
		<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 Page 92	Fri, 6th Sept 2019, 11am	Thurs 26th Sept 2019, 1pm (CR)	Thurs 5th Sept 2019, 4:30pm (CM)		
	<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"> Hidden Harm Childhood Obesity/Tooth Decay Scrutiny Workplan 	<ul style="list-style-type: none"> Early Help Demand Management Educational Attainment/Schools Performance Tables Scrutiny Workplan 		
	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 DCST Annual Complaints Report 				

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

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"> O&S Workplan – Sept Update 				
	Mon 16th Sept 2019 (AS)				
	<ul style="list-style-type: none"> Scrutiny Review - Empowered, Engaged Communities, with Devolved Locality Budgets (2) Site Visit 				
Oct Page 93	Thurs, 3rd Oct 2019, 10am (CM)			Wed, 16th Oct 2019, 10am (CR)	
	<ul style="list-style-type: none"> Medium-term Financial Strategy (MTFS) for 2020/21 to 2022/23. Scrutiny Workplan 			<ul style="list-style-type: none"> Delivery of the Management of Doncaster Markets Scrutiny Work Plan 	
				Wed, 16th Oct 2019, to follow above meeting (CM)	
				<ul style="list-style-type: none"> Housing Needs Study – Panel Briefing meeting 	
	Thurs, 10th Oct 2019, 10am (AS)				
	<ul style="list-style-type: none"> Scrutiny Review - Empowered, Engaged Communities, with Devolved Locality Budgets (3) Meeting with Locality Working Leads 				
	17th October 2019				
<ul style="list-style-type: none"> Scrutiny Review - Empowered, Engaged Communities, with Devolved Locality Budgets (3) Best Practice review - Notts CC. 					

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
	Mon, 21st Oct 2019, 10am (CM/AS)				
	<ul style="list-style-type: none"> Scrutiny Review - Empowered, Engaged Communities, with Devolved Locality Budgets (5) 				
	Mon, 28th Oct 2019, (CR/AS)				
	<ul style="list-style-type: none"> Scrutiny Review - Empowered, Engaged Communities, with Devolved Locality Budgets (6) 				
Nov	Thurs, 7th Nov 2019, 10am (CR/CM/AS) - Informal	Thurs, 28th Nov 2019, 10am (CM)		Fri 1st November 2019 10am (CM)	Mon 18th Nov 2019 10am (CR)
	<ul style="list-style-type: none"> Scrutiny Review - Empowered, Engaged Communities, with Devolved Locality Budgets 	<p><u>Living Well Theme</u></p> <p>DRI</p> <ul style="list-style-type: none"> Strategic issues and Challenges Cancer Care waiting times; and Maternity Care – HSR <p>DMBC</p> <ul style="list-style-type: none"> Strategic Issues and Challenges (Winter Planning in Partnership) <p>Other areas TBC</p> <ul style="list-style-type: none"> Suicide Prevention Update 		<ul style="list-style-type: none"> Homelessness and Rough Sleeping Strategy (SLHD) to include Complex Lives – (joint area with C&E O&S) Scrutiny Workplan 	<ul style="list-style-type: none"> IMDB – update following 2018/19 Flood Review – item deferred at the meeting Social Isolation Alliance Update on Work of Climate Change Local Commission and Development of the Environment Strategy – item deferred at the meeting Street Scene Rapid Improvement Programme – item deferred at the meeting Scrutiny Workplan

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
Dec	Mon 16th December 2019, 1pm (AS)		Thurs 5th Dec 2019, 4:30pm (CM)		Thurs 5th Dec 2019, 10:30am Briefing Session
	<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"> • Placement Strategy • Youth Services • Doncaster Children's Safeguarding Board Annual Report (TBC) 		<ul style="list-style-type: none"> • Cycling Strategy
Jan	Wed 22nd Jan 2020, 10am (CR)	Thurs, 30th Jan 2020, 1pm (CM)		15th January 2020, 10am (CR/CM) Briefing Session	20th January 2020, 1pm (CR/CM)
	<ul style="list-style-type: none"> • Scrutiny Review - Empowered, Engaged Communities, with Devolved Locality Budgets (TBC) 	<u>Living Well Theme</u> <ul style="list-style-type: none"> • Adult Safeguarding Annual Report and the Care Quality Commission (CQC) Inspection and Regulation of Adult Social Care. • Primary Care Networks (NHS CCG) and Integrated Area Based Working (invite to C&E O&S) 		<ul style="list-style-type: none"> • Urban Centre Master Plan and Major Projects • Large centres located outside Doncaster - areas to be agreed for the Panel to consider • Transport Infrastructure Policy TBC 	<ul style="list-style-type: none"> • Climate Change Agenda And Strategy • Street Scene Rapid Improvement Plan
	Wed 22nd Jan 2020 (CR) briefing session to follow Panel				
	Adult Social Care Fees and Charges Briefing				
Feb	Thurs, 6th Feb 2020, 10am (CR)		Thu, 6th Feb 2019, 10am in Rm 210	Early Feb 2020 - TBC	Wed, 12th Feb 2020, 10am (CM)

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

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"> Budget (TBC) 		<ul style="list-style-type: none"> Members Briefing (invite to OSMC) - Academies (overview/ scoping) 	<ul style="list-style-type: none"> Homelessness and Rough Sleeping Strategy 	<p>Specific areas from the list below to be confirmed:</p> <ul style="list-style-type: none"> Update on Safer Doncaster Partnership priorities and performance Knife Crime Long-term stabilisation of people with complex needs Crime in prisons Child criminal exploitation Selective Licensing Hexthorpe (TBC)
	21st February, 2020				
	Adult Social Care Fees and Charges Consultation				
	Thurs, 27th Feb 2020, 10am (AS)				
	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 3 <ul style="list-style-type: none"> DMBC SLHD DCST 				
Page 96	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> <ul style="list-style-type: none"> Frailty – (NHS CCG) Other areas TBC <u>Other</u> <ul style="list-style-type: none"> Public Health Protection Smoke Free Doncaster Action Plan 	<ul style="list-style-type: none"> Youth Council – Feedback on key issues Children & Young People Plan Universal Credit – impact on children Education And Skills 2030 Framework For Consultation Update 	<ul style="list-style-type: none"> Doncaster Inclusive Growth Strategy (with a focus on individuals faced with a number of barriers gaining employment) Update on Business Doncaster Update on Markets. 	

ward Plan Decision

or AS – Officer Responsible

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
Apr	(Date to be confirmed)				
	• DGT				
May					

POSSIBLE ISSUES FOR FUTURE CONSIDERATION OR TO BE SCHEDULED

	<ul style="list-style-type: none"> • Consultation Strategy (Role of the Voluntary Sector) 	<ul style="list-style-type: none"> • All Age Learning Disability and Autism Strategy – (DMBC/NHS CCG) – date to be confirmed 	<ul style="list-style-type: none"> • Suicide Prevention – lessons learnt/support provided through Education/Schools (H&ASC O&S update to be provided following HASC on 28th November.) 	<ul style="list-style-type: none"> • SY Bus Review – Feedback on consultation (TBC) 	<p>Meeting to consider the following updates:</p> <ul style="list-style-type: none"> • Waste; • Tree Policy and 5G installation; • Selective Licensing (possible invite to Edington Community Groups)
Page 97	<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 	<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 – Academies 		<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 97	<ul style="list-style-type: none"> • Overview and Scrutiny – review/sharing best practice 		<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 		<p>Deferred from 18th November, 2019</p> <ul style="list-style-type: none"> • IMDB – update following 2018/19 Flood Review • Update on Work of Climate Change Local Commission

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

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
			addressing School Performance Tables/Attainment		and Development of the Environment Strategy <ul style="list-style-type: none"> • Street Scene Rapid Improvement Programme
	<ul style="list-style-type: none"> • 20mph zones date and Panel to be confirmed (possible roll over onto 2020/2021 workplan) 		<ul style="list-style-type: none"> • Gaps in housing for Children in Care between 17 and 18 (to be discussed when Regeneration and Housing address the Housing Needs Study) 		<ul style="list-style-type: none"> • Social Isolation Alliance – First meeting of the new civic year
	<ul style="list-style-type: none"> • Universal Credit Overview – first meeting 		<ul style="list-style-type: none"> • Demand Management – Update 2020 (TBC) Mid-June 20/21 		
			<ul style="list-style-type: none"> • Elective Home Education 		
			<ul style="list-style-type: none"> • Briefing Session - Suicide Prevention – lessons learnt/support provided through Education/Schools 		
			<ul style="list-style-type: none"> • Child Poverty 		

DONCASTER METROPOLITAN BOROUGH COUNCIL
FORWARD PLAN FOR THE PERIOD 1ST DECEMBER 2019 TO 31ST MARCH 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.or the decision has a significant impact on 2 or more wards.

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: 1 November 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
3 Dec 2019	To approve Doncaster's Affordable Housing Programme 2019-2025	Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Equalities.	Cabinet	Karen Kellett, Programme Manager, Strategic Housing Team Tel: 01302 736029 karen.kellett@doncaster.gov.uk		Part exempt
11 Dec 2019	To consider and approve proposals to introduce an Empty Homes Loan Scheme in Doncaster and approval of the Empty Homes Policy Framework, and updates made to the Financial Assistance Policy.	Portfolio Holder for Housing and Equalities	Portfolio Holder for Housing and Equalities	Christine Tolson, Head of Asset Management christine.tolson@stlegerhomes.co.uk		Open
17 Dec 2019	To review the change in services for the future placement of children and young people, including short breaks, residential provision and offer for young people to stay put in a foster care placement.	Councillor Nuala Fennelly, Portfolio Holder for Children, Young People and Schools	Cabinet	Lee Golze, Head of Service Business Transformation and Strategic Commissioning lee.golze@doncaster.gov.uk		Open

17 Dec 2019	Adoption of the new 'Get Doncaster Cycling' Strategy	Councillor Nigel Ball, Portfolio Holder for Public Health, Leisure and Culture, Councillor Bill Mordue, Portfolio Holder for Business, Skills and Economic Development	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
7 Jan 2020	To decide on the future operating model for the Aspire (substance misuse services) and financial envelope for the 2 year contract extension	Portfolio Holder for Public Health, Leisure and Culture	Portfolio Holder for Public Health, Leisure and Culture	Helen Conroy, Public Health Specialist Tel: 01302 734571 Helen.Conroy@doncaster.gov.uk		Open
14 Jan 2020	Approval of Council Tax Base for 2020/21	Mayor Ros Jones	Cabinet	Marian Bolton, Head of Revenues and Benefits marian.bolton@doncaster.gov.uk		Open

14 Jan 2020	Big Picture Learning	Councillor Nuala Fennelly, Portfolio Holder for Children, Young People and Schools	Cabinet	Riana Nelson, Director Learning, Opportunities and Skills. riana.nelson@doncaster.gov.uk		Open
11 Feb 2020	Review of the Selective Licensing Scheme in Hexthorpe	Councillor Chris McGuinness, Portfolio Holder for Communities, Voluntary Sector and the Environment, Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Equalities.	Cabinet	Tracey Harwood, Head of Service Regulation & Enforcement tracey.harwood@doncaster.gov.uk		Open
11 Feb 2020	Admission arrangements for Entrance to Schools for the 2021/22 Academic Year	Councillor Nuala Fennelly, Portfolio Holder for Children, Young People and Schools	Cabinet	Neil McAllister, School Organisation Manager neil.mcallister@doncaster.gov.uk		Open

25 Feb 2020	Finance and Performance Report and the 'Delivering for Doncaster' Booklet - Quarter 3 2019-20	Mayor Ros Jones	Cabinet	Faye Tyas, Chief Financial Officer and Assistant Director of Finance faye.tyas@doncaster.gov.uk, Louise Parker, Head of Service Strategy & Performance Unit Manager Louise.Parker@doncaster.gov.uk		Open
25 Feb 2020	DCST 2019-20 Quarter 3 Finance and Performance Report	Councillor Nuala Fennelly, Portfolio Holder for Children, Young People and Schools	Cabinet	James Thomas, Director of Performance and Improvement, DCST, James.Thomas@dcs-trust.co.uk, Rob Moore, Director of Corporate Services and Company Secretary rob.moore@dcstrust.co.uk		Open
25 Feb 2020	St Leger Homes Performance Report 2019/20 - Quarter 3 (Non-Key Decision)	Portfolio Holder for Housing and Equalities	Cabinet	Julie Crook Tel: 01302 862705		Open

25 Feb 2020	Adult Social Care Charges.	Councillor Rachael Blake, Portfolio Holder for Adult Social Care	Cabinet	Howard Monk Howard.Monk@doncaster.gov.uk, Debbie John-Lewis, Interim Assistant Director of Communities debbie.john-lewis@doncaster.gov.uk		Open
5 Mar 2020	Approval of the Revenue Budget 2020/21.	Mayor Ros Jones	Cabinet, Council Decision to take to Cabinet 11th February 2020 prior to Full Council approval	Matthew, Smith, Head of Financial Management Tel: 01302-737663 matthew.smith@doncaster.gov.uk		Open
5 Mar 2020	Approval of the Capital Strategy, Capital Programme and Treasury Management Strategy 2020/21 to 2023/24.	Mayor Ros Jones	Council, Cabinet Decision to take to Cabinet 11th February 2020 prior to Full Council approval	Matthew, Smith, Head of Financial Management Tel: 01302-737663 matthew.smith@doncaster.gov.uk	Revenue Budget 2019/20 - 2020/21 MTFS 2020/21 to 2022/23	Open
5 Mar 2020	Approval of the Housing Revenue Account budget 2020/21	Mayor Ros Jones	Council, Cabinet Decision to take to Cabinet 11th February 2020 prior to Full Council approval	Matthew, Smith, Head of Financial Management Tel: 01302-737663 matthew.smith@doncaster.gov.uk	HRA Budget 2019/20/	Open

<p>5 Mar 2020</p>	<p>Approval of the Council Tax and Statutory Regulations 2020/21.</p>	<p>Mayor Ros Jones</p>	<p>Cabinet, Council Decision to take to Cabinet 11th February 2020 prior to Full Council approval</p>	<p>Matthew, Smith, Head of Financial Management Tel: 01302-737663 matthew.smith@do ncaster.gov.uk</p>	<p>Council Tax Setting Statutory Resolutions 2019/20</p>	<p>Open</p>
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