



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: Thursday, 27th February, 2020

Time: 10.00 am

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Item

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.

Damian Allen
Chief Executive

Issued on: Wednesday, 19th February 2020

Governance Officer for this meeting

Doncaster Metropolitan Borough Council
www.doncaster.gov.uk

Andrew Sercombe
Tel. 01302 735682

4. Public Statements.

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

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

5. DMBC 2019-20 Quarter 3 Finance and Performance Improvement Report & 'Delivering for Doncaster' Booklet (*Pages 1 - 42*)
6. St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2019/20 Quarter Three (Q3) (*Pages 43 - 62*)
7. Performance Challenge of Doncaster Children's Services Trust: Quarter 3, 2019/20 (*Pages 63 - 78*)
8. Overview and Scrutiny Work Plan and the Council's Forward Plan and Key Decisions. (*Pages 79 - 92*)

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

Education Co-optees*

Bernadette Nesbit
John Hoare

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



Doncaster Council

Report

Date: 27th February 2020

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

2019-20 Quarter 3 Finance and Performance Improvement Report & ‘Delivering for Doncaster’ Booklet

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

EXECUTIVE SUMMARY

1. This report focuses on quarter 3 of the 2019/20 financial year. It indicates our current financial forecasts position against our 2019/20 budget and our performance against key Service Standards.

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

Financial Position: £1.3m underspend

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

Performance

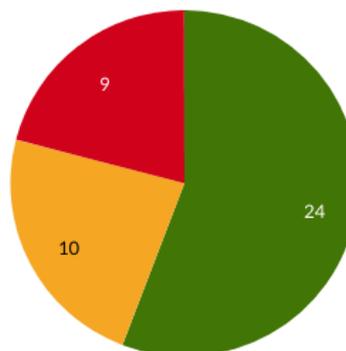
3. There are two kinds of indicators we use to monitor performance:

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

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

Performance Position:

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



■ Green (55.81%) ■ Amber (23.26%) ■ Red (20.93%)

4. Key Performance elements include –

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

EXEMPT REPORT

6. This report is not exempt

RECOMMENDATIONS

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

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

Improvement	Same as last time	getting worse
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LIVING:



Service Standards				
4	2	1	-	-

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

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

WORKING:



Service Standards				
3	1	-	-	-

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

paying late or hitting financial difficulties can make forecasting the year end position very difficult to predict. Efforts continue to keep accounts up to date in a timely manner and rigorous pursuit of outstanding debt remains ongoing.

CARING:

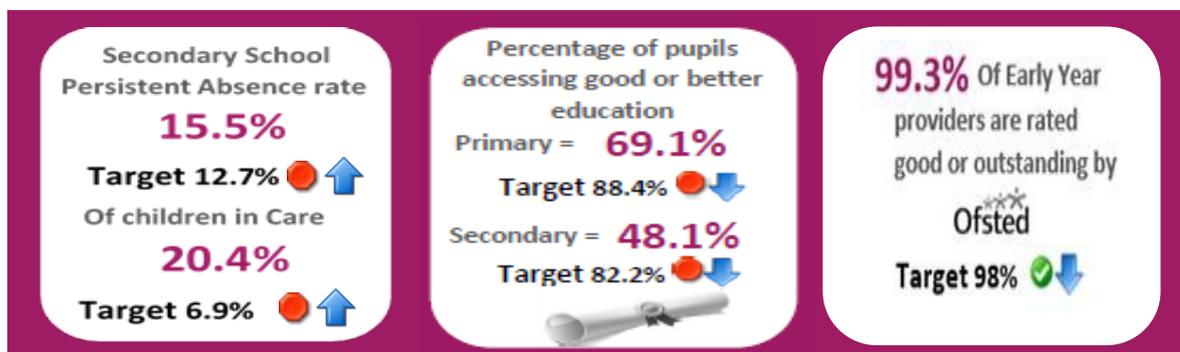


Service Standards				
5	1	1	0	0

15. 'The current 'Your Life Doncaster' programme is entering its final phase and will be finalised by the end of March 2020. Adults Health and Wellbeing will then move to a more service driven and community focused practice development approach and any significant projects will be supported by the newly established programme and projects team.
16. This Quarter's performance headlines demonstrate that there is continued and sustained service improvement across a number of indicators and supports the organisations confidence to mainstream change to service management.
17. The Number of People living in Residential Care has reduced again this quarter from 1,150 to 1,143 and in the past 12 months this figure has reduced by 92 people in total. More people are now in the right care setting and are able to remain in their own homes independently, creating a better balance between residential care and other forms of long-term support, such as homecare and supported living.
18. The latest Delayed Transfers of Care (DTC) rate for the Doncaster health and care system was 5.6 days per 100,000 population per day, which is better than the Better Care Fund (BCF) target of 7. The council and its health colleagues are working closely together to make sure that the flow of people into and out of hospital is proactively managed for the benefit of Doncaster people and for the more effective use of the available resources. This is particularly important during the winter approaches and the pressure on services consequently increases.
19. The number of Doncaster veterans being helped in quarter 3 was 89. Helped by wider awareness and training across front line teams, this remained above the target of 75 veterans, however resource pressures following the flooding in November 2019 presented some challenges.
20. More people are directing their own support through the use of direct payments. 941 people now access their care and support using a direct payment. This gives them much more control and choice of the services they receive and helps to maintain or increase their independence.
21. The average time taken to complete a social care assessment dropped in Q3 from 49.6 days to 47.9 days, and represented a year-on-year reduction and a positive

direction of travel over the last four years. The intention is to build on these successes and continue to focus on this area as we move forward.

LEARNING:



Service Standards				
4	2	3	-	-

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

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

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

CONNECTED COUNCIL:



Service Standards				
4	2	1	1	-

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

Organisational Development team, in conjunction with Public Health, with a number of actions in place to address this upward trend as follows:

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

FINANCIAL POSITION:

Revenue Budget

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

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

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

Care Ladder		Budgeted Position at Month 9	Actual / Projected Position at Month 9	Variance
Older People Residential	Client numbers at current month	781	760	-21
	Forecasted clients by year end	784	775	-9
	Net Expenditure (£'000)	14,883	14,404	-479
Working Age Adults Residential	Client numbers at current month	179	201	22
	Forecasted clients by year end	180	205	25
	Net Expenditure (£'000)	8,937	9,981	1,044
Short Stay Residential	Net Expenditure (£'000)	1,814	1,213	-601

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

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

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

Housing Revenue Budget (HRA)

50. The outturn projection at quarter 3 is an underspend of £0.7m. The revised budget assumes a contribution of £0.7m from balances; the £0.7m underspend means that the contribution from balances is reduced to zero. The variances are £0.5m underspend on expenditure which is due to a reduction in the management fee to St Leger Homes and expenditure from the tenancy sustainment fund. There is a positive variance of £0.2m on income. A decision was made to waive rents for tenants affected by the November floods and this is expected to cost £0.09m and is built into the above figures.
51. Housing Revenue Budget balances are estimated to be £8.3m as at 31st March 2020, this is an increase of £0.7m from the position at quarter 2. There is a considerable amount of work which is ongoing to understand the revised investment and compliance needs for all properties following the publication of the Hackitt report and the consultation paper "Building a safer future: proposals for reform of the building safety regulatory system" the consultation period ended on 31st July 2019. It is likely that there will be implications for both revenue and capital budgets in future years.

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

Capital Budget

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

Collection Fund

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

a. Council Tax:

	Budget £m	Projection £m	Variance £m	Opening Balance £m	Planned Use £m	Closing Balance* £m
Collection Fund	-136.34	-136.62	-0.28	-3.66	3.39	-0.55
Doncaster Council	-111.87	-112.10	-0.23	-3.10	2.86	-0.46

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

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

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

b. Business Rates:

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

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

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

The target for business rates arrears is £3.8m and they currently stand at £4.7m. The actual net position has not changed from period 2 due to a number new

assessment being backdated to previous years and increasing the arrears value. The arrears from these new assessments will be paid through instalment plans during the remainder of the year.

STRATEGIC RISKS

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

OPTIONS CONSIDERED

57. Not applicable

REASONS FOR RECOMMENDED OPTION

58. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

RISKS & ASSUMPTIONS

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

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

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

FINANCIAL IMPLICATIONS [Officer Initials: RLI Date: 17/01/20]

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

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

62. Key performance indicator outcomes that are specific to the workforce are detailed within the body of the report and appendix A along with other key areas of performance worth noting. Failure to achieve targets for sickness absence can impact on service delivery to customers and increase costs particularly where cover has to be arranged. The HR & OD team work with managers in service areas to ensure appropriate action is being taken to manage staff absence in an effective and timely way which should have a positive impact on performance. Individuals that do not have a Performance and Development Review (PDR) will not necessarily have clear targets and therefore may not be appropriately contributing to corporate, directorate and service targets or not having access to learning and development opportunities. An appropriate induction is an important part of the on

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

TECHNOLOGY IMPLICATIONS [Officer Initial: PW Date: 27/01/20]

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

HEALTH IMPLICATIONS [Officer Initials: RS Date: 28/01/2020]

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

EQUALITY IMPLICATIONS [Officer Initial: SWr Date: 17/01/20]

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

CONSULTATION

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

BACKGROUND PAPERS

66. Not applicable.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

64. N/A

REPORT AUTHORS AND CONTRIBUTIORS

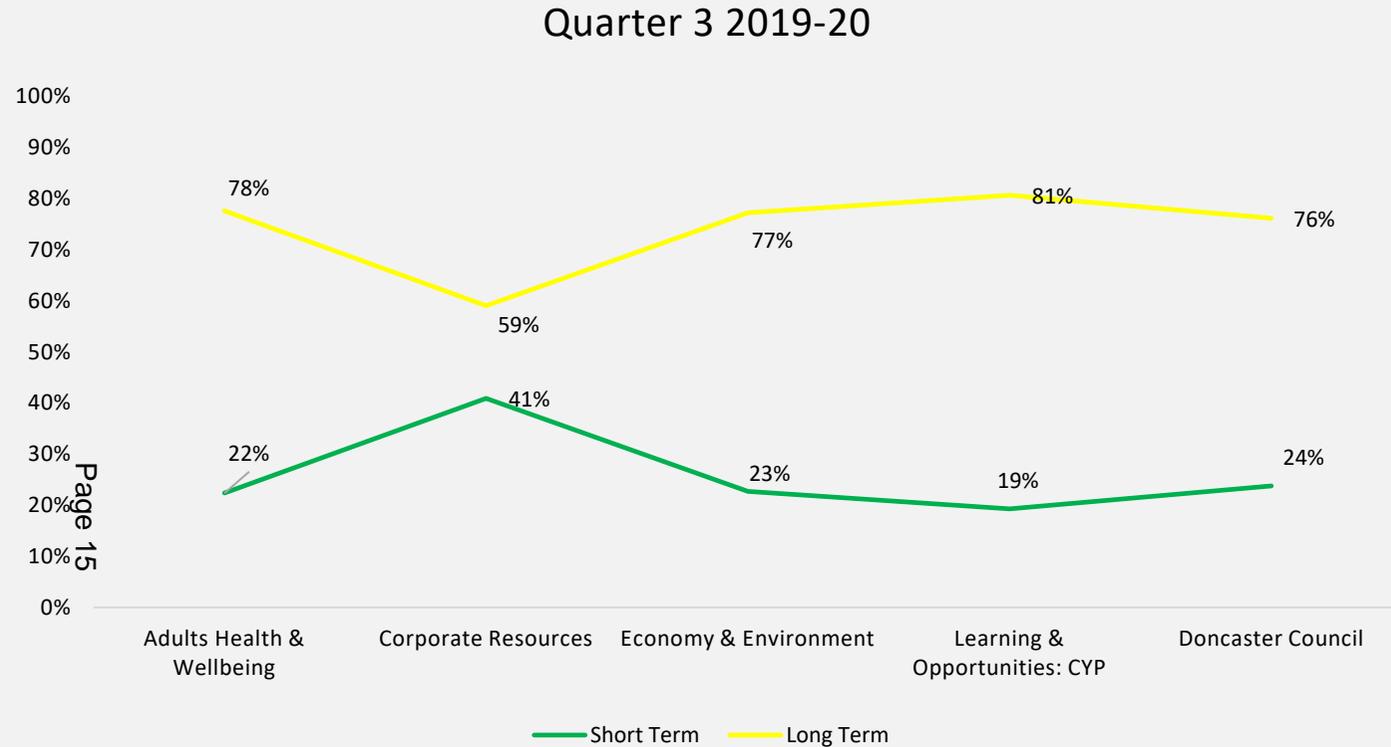
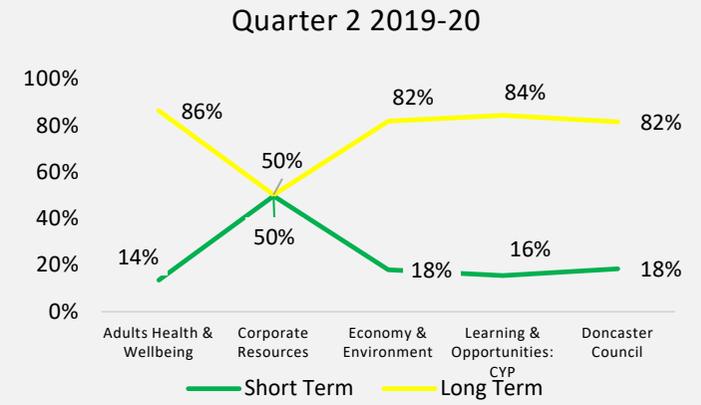
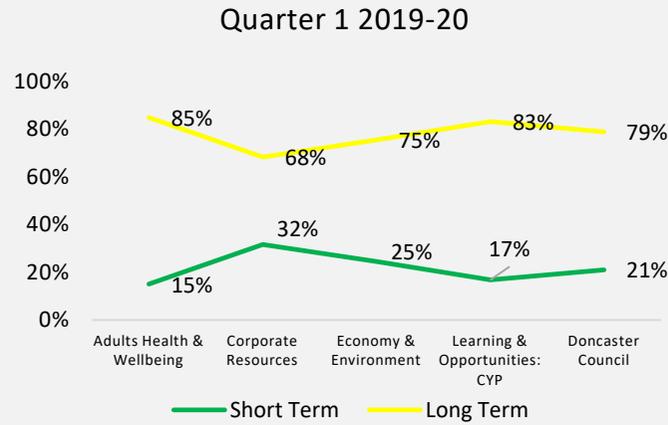
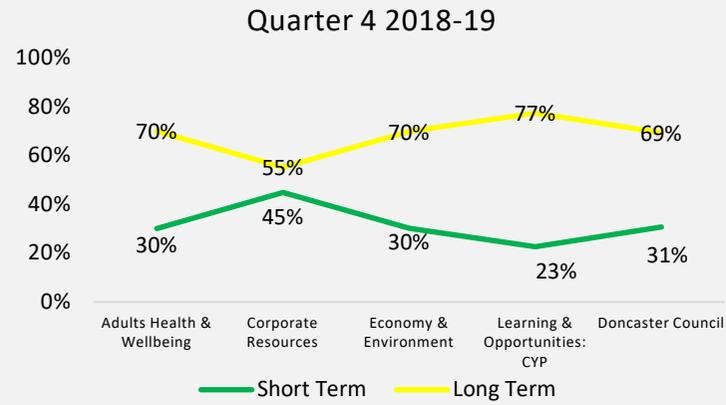
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Director of Corporate Resources

Absence Management

Long Term vs Short Term Trends



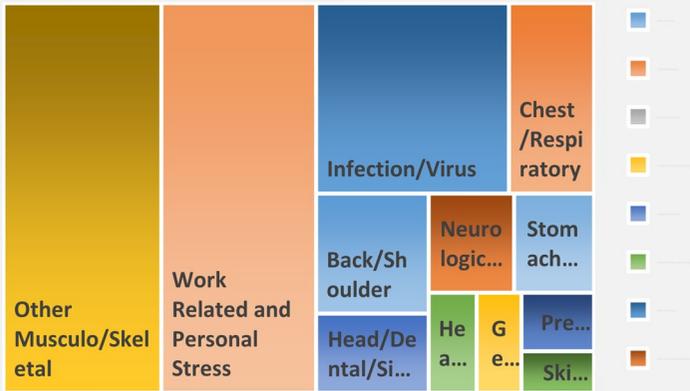
Quarter 3 has seen a continuation of the trend from the previous three quarters of long term absence being responsible for over 75% of all absences in Doncaster Council.

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

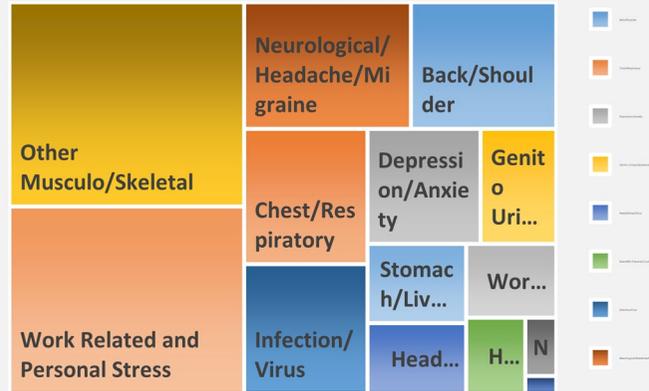
Reasons for Absence

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

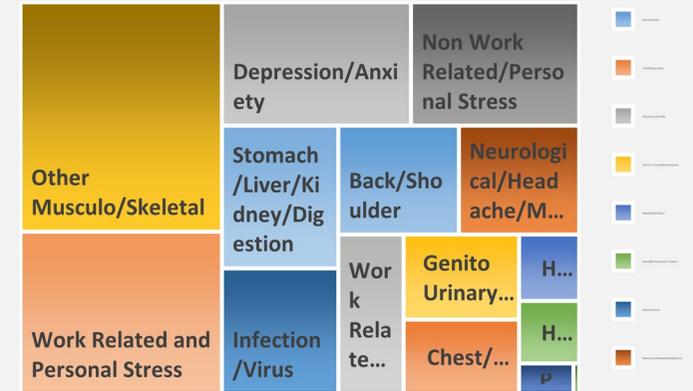
Quarter 4 2018-19



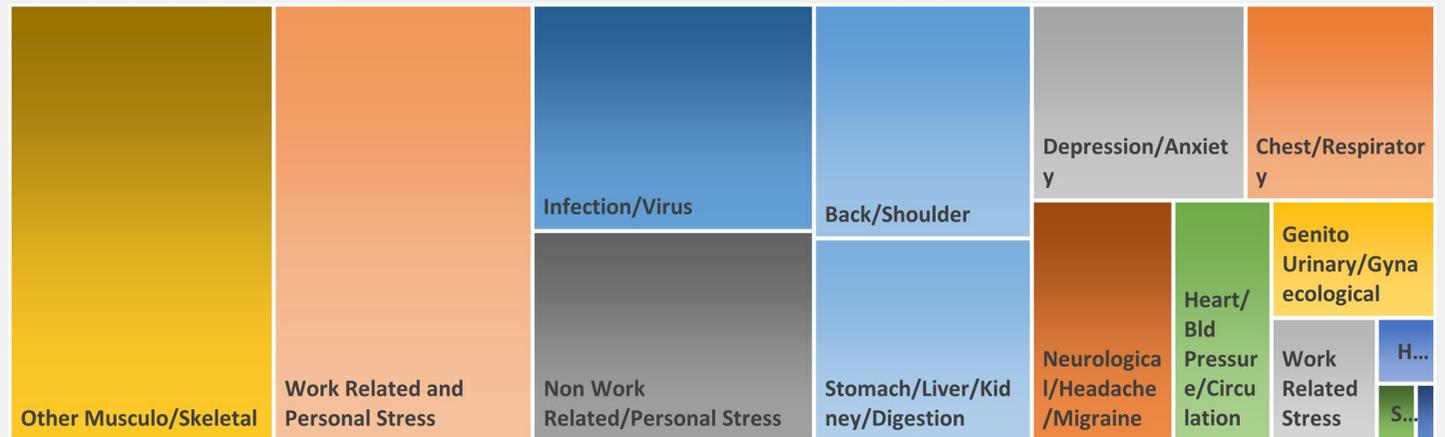
Quarter 1 2019-20



Quarter 2 2019-20



Quarter 3 2019-20



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

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

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



FINANCE PROFILE

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

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

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

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

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

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

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

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

Quarter 3 2019/20

Adults Health and Well-Being Capital

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

Quarter 3 2019/20

Corporate Resources Revenue

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

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

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

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

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

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

Quarter 3 2019/20

Corporate Resources Capital

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

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

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

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

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

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

Economy & Environment Revenue

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

- Period 9 overall underspend: -

Planning underspend -£251k mainly from: -

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

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

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

Business Doncaster underspend -£56k mainly from: -

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

Property Services -£103k underspend mainly from: -

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

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

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

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

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

Economy & Environment Capital		Quarter 3 2019/20			
		Budget	Projection	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Economy & Environment Total	82.4	75.7	148.7	214.2
<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	43.1	63.8	72.9
<ul style="list-style-type: none"> • Main areas of spend include Doncaster Culture & Learning Centre (£11.0m), DN7 Unity Link Road (£8.7m), CCQ Cinema (£7.0m), A630 West Moor Link (£5.9m), St. Sepulchre Gate/Station Forecourt (£3.9m) and Transforming Cities Fund Tranche 1 projects (£1.3m) plus a programme of planned maintenance to Council buildings (£1.4m). The projected spend at Quarter 3 is £4.6m less than at the Quarter 2 mainly due to: - <ul style="list-style-type: none"> a. DN7 Unity Link Road - £3.4m re-profiled to 2020/21 as a result of delayed earthworks due to recent adverse weather. Remaining external funding should still be drawn down this year. b. Strategic Acquisitions fund - £1.0m reduction. £0.2m allocated to purchase of leasehold interest in TH Motson premises and £0.8m re-profiled from 2019/20 to 2020/21 to reflect when future purchases are expected to be made. <p>£5.0m of SCRIF grant relating to West Moor Link is still un-ringfenced, with a final decision from the Combined Authority expected in January. To reflect the risk of the funding being allocated to other SCR projects West Moor Link is now shown as limited by the confirmed funding to the value of the bridge contract and associated works, £6.7m in total including sunk costs.</p> <p>The following risks are associated with the DN7 project but not included in the current profile pending further developments: -</p> <ul style="list-style-type: none"> a. £0.66m potential shortfall in funding over main contract cost. b. £0.30m additional works may be required relating to issues with culverts. c. £0.58m re. early warning notification from contractor, which is intended to be managed within programme. <p>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.</p> 					
	Strategic Housing	29.4	22.8	79.4	134.0
<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):- <ul style="list-style-type: none"> a) Council House build programme b) Council House improvement and maintenance programme. c) High rise fire safety improvements. d). Energy efficiency works. 					
	Environment	7.6	9.8	5.5	7.3
<ul style="list-style-type: none"> • The main areas of expenditure in Environment are, Highways Asset Maintenance £7.8m Street Scene £0.70m which includes Parks and Pathways £0.23m. Street Light Improvement programme £1.035m. The 19/20 Highways 					

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

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

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

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

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

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

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

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

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

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

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

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

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

Treasury Management Update – Quarter 3 2019-20

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

Borrowing

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

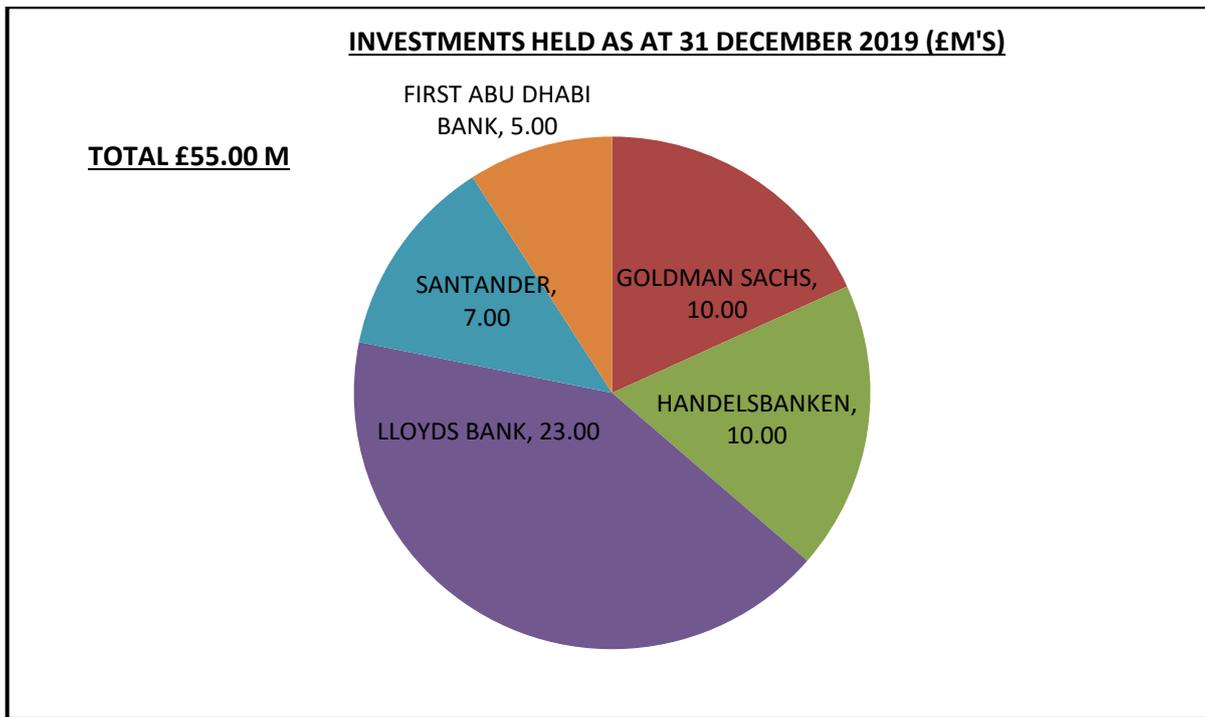
Doncaster Council Debt Portfolio and Maturity Profile as at 31st December 2019				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	18.37	94.728
12 to 24 Months	50	0	5.50	28.350
24 Months to 5 Years	50	0	8.20	42.288
5 Years to 10 Years	75	0	4.49	23.160
10 Years to 20 Years	95	10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

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

Investment

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

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



Risks

11. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 4th March, 2019. Key risks relate to our investment portfolio: -
- a. The risk of reduced investment interest rates is considered low, the markets indicate that there is a 50% chance that rates could fall by 0.25% by next December.
 - b. Counterparty risks are reviewed weekly and action taken to minimise the risk that any investments placed are returned on the due date. Creditworthiness data is received on a daily basis from our Treasury Consultants and action will be taken to reduce exposure or remove institutions from the list if negative indicators deem it appropriate.
 - c. The low interest rate environment will make it difficult to place surplus funds without a cost of carry to the council and it is therefore appropriate at this time to remain under borrowed and minimise the cost of holding funds until they are required.

Capital Programme Block Budget Allocations Quarter 3 2019-20

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

Virements for Elected Mayor / Cabinet / Portfolio Holder Approval

2019/2020 Quarter 3

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

The following virements are proposed for approval: -

	Reason	Directorate	£
	None this quarter		

Key:

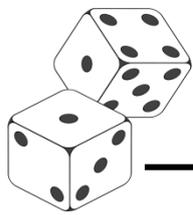
E&E – Economy and Environment

CWB – Council Wide Budget

AH&WB – Adults Health & Wellbeing

L&OCYP – Learning and Opportunities

CR – Corporate Resources



STRATEGIC RISK PROFILE

The agreed standards and policies are not adequately understood and implemented by practitioners who work with vulnerable adults increasing the risk of vulnerable people experiencing harm or abuse	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19
	5	10	-	5	10	10	10
<p>Current Position</p> <p>There has been no incidents where the policies and standards have not been followed in the last quarter.</p> <p>Mitigating Actions</p> <p>The safeguarding team has now moved out to work on enquiries alongside colleagues in the Locality Teams.</p> <p>The Safeguarding procedures continued to be revised and refreshed with colleagues from across Adult Social Care.</p> <p>I alongside colleagues have attended a series of national workshops on best practice in terms of response to safeguarding concerns.</p> <p>Work is progressing on co-locating Children's and Adults safeguarding triage teams</p>							

Workforce issues in AH&Wb and support services, including vacancies, recruitment, staff development and sickness, reduce the ability to transform at the pace required in current plans	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19
	12	8	-	12	12	12	20
<p>Current Position</p> <p>Due to the demand for and pressure on AHWb services the overall risk score was increased from 12 to 20 in Q2 (18/19) this was reduced back to 12 in Q4 (18/19) and presently has remained static through 19/20 (Q1, Q2 & Q3). Although this is positive - this is still approaching the limit of risk appetite.</p> <p>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.</p> <p>Following successful BCF bids a number of critical operational posts have now been recruited to..</p> <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Workforce development activity to continue to focus on cultural and transformational change. • Continued progression of Frontline Engagement Group. • Continuing to build the culture of collaborative working. • Progress the Practice Development Project to ensure that staff are trained and retained 							

An underdeveloped local market and ineffective management affects the ability to change services, leading to market instability and difficulty in meeting the needs of vulnerable people	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19
	8	8	-	8	8	8	4
<p>Current Position</p> <p>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.</p> <p>Mitigating actions</p> <p>Market management continues to be supported through contract management and monitoring meetings. Currently services are being delivered within the terms of the contracts in place.</p>							

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

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

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

Current position

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

Mitigating Actions

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

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

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

Current Position: No Change Risk Remains the same. We have in place all programme boards and a portfolio board to oversee the priorities and their delivery. Doncaster Growing Together is now delivering for the most part, but some programmes still need to develop and agree benefits. A piece of work to look at the volume and quality of meetings and reports across the partnership will run in parallel with the development of a new Borough Strategy.

Mitigating Action:

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

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

Failure to maintain and improve the management of health and safety may impact on the councils reputation and it's ability to mitigate risk to both colleagues and members of the public.	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 8/19
		8	8		8	8	8

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

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

There has been no successful cyber attacks this quarter. The scoring for this risk will stay the same due to the nature of it - Critical Impact 5 and Likelihood 3 Possible. It will always be possible to suffer from a cyber attack and it would always have a critical impact on the Council, SLHD and DCST. What is important is how we deal with this threat through mitigating actions. Actions achieved in this quarter are:

- Implementation of new Threat Management Gateway.
- Continuation of the required upgrades of servers and systems to maintain security compliance - all due to be complete by 17th January.
- The upgrade of all desktops to Windows 10 is 99% complete and will be complete soon after the holiday period.
- The upgrade of all telephony and mobiles continues to progress.

An independent security health check is also due to occur in January as part of the annual accreditation process set by the Cabinet Office.

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

Current situation
Quarter 3 information shows a shortfall of £1.4m against the savings targets.

Mitigating actions
The above shortfall is mitigated by underspends in other areas with the Council projected to underspend by £1.3m at Quarter 3

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

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

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

Current Position: No change Risk remains the same.

The Anti Poverty group continues to meet and work towards the activity in the Anti Poverty commitment Statement. The focus of the group has been on welfare reform but will be reviewed in early January. In addition there is a focus to create a better understanding of Poverty across the borough and work towards a poverty data dashboard has begun to help the work of the group.

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

Mitigating actions:

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

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

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

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

Current Position

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

Mitigating Actions

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

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

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

Headline Figures:

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

Impact:

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

Service Offer:

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

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

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

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

Training:

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

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

National Recognition:

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

Keeping Children Safe on Line Achievements:

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

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



GOVERNANCE INDICATORS – Whole Authority

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



**Doncaster
Council**

Delivering for Doncaster 2019-20

Quarter 3

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Flood Recovery	Page 4
Service Standard	Page 5
Connected Council	Page 6

INTRODUCTION

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

The booklet is organised into the following sections

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

UNDERSTANDING THE PERFORMANCE SYMBOLS

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

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

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

  Improvement	  Same as last time	  getting worse
---	---	---

FLOOD RESPONSE

KEY FACTS:

1 Month
worth of rainfall in
24 hours



80,000
Sandbags were filled and
issued

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



51 Separate road
closures to keep our
residents safe

Dealt with nearly
2,000
calls to our
emergency helpline



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



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



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

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

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

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

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



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

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

FLOOD RECOVERY

KEY FACTS:

Over 700

Residential properties were flooded or unliveable



£354,000

Total value of residential claims paid out from the Recovery Grant



Around 200

Businesses were affected by the floods



£352,500

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



Operation Christmas Delivered:

30 Trees and Decorations

85 Christmas Hampers

40 Christmas Gift Bags



73 Dehumidifier were distributed to help with the clean up



262 Tonnes of waste removed



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



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

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



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

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

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

SERVICE STANDARDS

CARING

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


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

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

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

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

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

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

LEARNING

Percentage of pupils accessing good or better education
 Primary = **69.1%** Target 87.7% 
 Secondary = **48.1%** Target 79.2% 

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

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

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

Percentage of children accessing their entitlement to free childcare:
 Of 2 year olds **80%** Target 82% 
 Of 3 & 4 year olds **95%** Target 95% 

Percentage of children with first choice school placement

Reception = **95.7%** Target 94% 
 Secondary = **90.3%** Target 95% 

LIVING

52.2% Of household domestic waste is recycled
 Target 50% 

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

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

Maintained road surfaces:
97% Of Non-Principal classified road surfaces
 Target 96% 
98% Of Principal classified roads
 Target 98% 

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

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

WORKING

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

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

96.05% Of non-domestic rates collected
 Target 97.50% 

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

CONNECTED COUNCIL

SERVICE STANDARDS

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



9.96 days

Target 8.50 

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



19.44 days

Target 21 days 

Customer Services Initial contact



37,017

Online



10,583

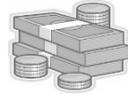
Face to Face

Phone



49,482

Our Council Tax collection rate is



94.85%

Target 95% 

Freedom of Information



81% Of requests are responded to within timescale

Target 95% 

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

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



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

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

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

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

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



Doncaster Council

Report

Date: 27th February 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 Three (Q3)

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

EXECUTIVE SUMMARY

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

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATIONS

4. That 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?

- 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

- 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.
- This report provides an opportunity to feedback on performance successes and challenges against the 2019/20 Key Performance Indicators (KPIs).

8. 2019/20 QUARTER 3 PERFORMANCE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The table below summarises activity over the past 21 months:

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

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

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

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

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

B&B is only used as a last resort where no other suitable property is available. To reduce the use of B&B, we have increased the use of general needs stock for temporary accommodation.

At the end of Q3, there were 80 properties in use for temporary accommodation and is higher than the 60 budgeted for 2019/20.

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

Target YTD 99
Q3 YTD Performance 142 ABOVE TARGET – RED

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

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

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

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

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

8.12. KPI 6: Number of homeless preventions :

Target YTD **458**
Q3 YTD Performance **725** **EXCEEDING TARGET – GREEN**

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

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

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

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

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

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

The target for the year is to be below 0.075%

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

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

Complaints in Q3 and those upheld were at similar levels to Q1 and Q2. The general trend is of improving performance but work is on-going to understand the reasons for the number of complaints and prevent similar complaints in the future. Whilst complaints are received in a variety of service areas, the main areas are repairs and maintenance, and tenancy and estate management. This is expected given that these areas of the business have the highest levels of visibility to tenants and the highest volume of interactions.

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

Target **85.00%**
Q3 YTD Performance **91.11%** **EXCEEDING TARGET – GREEN**

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

Period	Cases closed 6 months previously	No. of tenancies sustained after 6 months	% of tenancies active 6 months after support ended	% Target
Q1 19/20	214	197	92.06%	85.00%
Q2 19/20	207	193	93.24%	85.00%
Q3 19/20	254	225	88.58%	85.00%
2019/20 YTD	675	615	91.11%	85.00%

At the end of Q3, 675 tenancies have been closed for 6 months following their period of support. Of these, 615 are still being sustained, representing a year to date success rate to 91.11% against a target of 85.00%.

8.15. KPI 9: Number of repairs complete on first visit :

Target **92.00%**
Q3 YTD Performance **89.89%** **WITHIN TOLERANCE – AMBER**

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

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

Performance overall as at the end of Q3 was 89.89%, therefore below target but within tolerances.

The table below shows that volumes increased in Q3 and performance is generally consistent around 89% to 90% levels. Further analysis is on-going to understand the reasons and ensure this improves.

Period	No. of repairs completed	No. of repairs completed first visit	% repairs completed first visit	% Target
Q1 19/20	10,444	9,421	90.20%	92.00%
Q2 19/20	10,892	9,790	89.88%	92.00%
Q3 19/20	12,625	11,316	89.63%	92.00%
2019/20 YTD	33,961	30,527	89.89%	92.00%

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

Target	100.00%	
Q3 YTD Performance	100.00%	MEETING TARGET – GREEN

The target for the nine months to end of December was to attend 19,017 properties and we visited all these properties on the set appointment date, therefore gas servicing appointments made and kept remains at 100%.

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

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

Target YTD	5.80	
Q3 YTD Performance	6.18	WITHIN TOLERANCE LEVELS – AMBER

The number of days lost to sickness absence peaked in July and has improved in the period since, making year to date performance within target tolerances. As at end of Q3, 6.18 days per Full Time Equivalent (FTE) have been lost. At the same point last year the comparative figure was 6.68 days per FTE.

Quarter	Cumulative days lost to sickness	Cumulative days lost per FTE	Profiled target
Q1 18/19	1,361	1.87	1.92
Q2 18/19	2,983	4.04	3.75
Q3 18/19	4,852	6.68	5.79
Q4 18/19	6,451	8.90	7.89
Q1 19/20	1,471	2.01	1.92
Q2 19/20	2,965	4.05	3.75
Q3 19/20	4,501	6.18	5.80

The cumulative 6.18 days per FTE is made up of 2.62 days per FTE of long term sickness and 3.56 days per FTE of short term sickness absence. Cases are being managed through the Managing Attendance Policy.

The top five most common reasons for sickness absence are:

Sickness Reason	Days Lost
Other Musculo/Skeletal	1,116
Infection/Virus	663
Back/Shoulder	461
Stress/Depression/Anxiety	376
Stomach/Liver/Kidney/Digestion	350

8.18. KPI 12: Percentage of Local Expenditure :

Target 66.00%
Q3 YTD Performance 60.16% WITHIN TOLERANCE LEVELS – AMBER

In the nine months to end of December 2019/20, cumulative local spend was £4.023m (60.16%) of the overall £6.688m contracted spend, with a target of 66%. In monetary terms this under performance is £382k.

Local spend in December was lower than the previous month, out turning at 51%, against the 66% target.

The cumulative under performance and down turn in the month is mainly down to the responsive works contract, which when procured was awarded to a Doncaster based organisation, however during the term of the contract they have relocated and their nearest office is now in Rotherham. So far this year we have paid just over £653k to Engie, which is now not classed as Doncaster spend.

Although it is acknowledged that cumulatively we are currently slightly below target, it should be recognised that this is a challenging target to achieve.

SLHD has to comply with legislation, where contract opportunities cannot be ring-fenced to organisations in the Borough of Doncaster. The Procurement Strategy and Contract Standing Orders have been developed to try and optimise local spend and social value. SLHD’s Financial Regulations and Contract Standing Orders were updated and approved by Board in November 2019. The Procurement strategy will be reviewed in 2020/21.

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

Target 90.00%
Q3 YTD Performance 96.43% EXCEEDING TARGET – GREEN

This was a new key performance indicator for 2018/19. The table below summarises the year to date performances throughout 2018/19 and year to date to end of Q3 2019/20.

Quarter	YTD % ASB cases resolved	% target
Q1 18/19	86.75%	90.00%
Q2 18/19	91.37%	90.00%
Q3 18/19	92.22%	90.00%
Q4 18/19	92.99%	90.00%
Q1 19/20	96.49%	90.00%
Q2 19/20	95.51%	90.00%
Q3 19/20	96.43%	90.00%

Case volumes are slightly higher this year compared to last and have ranged between 120 and 160 per month, although cases fell to 87 in December 2019. Data continues to be monitored closely.

Performance has been generally consistent over the year to date and reflects strong performance in dealing with ASB cases.

8.20. KPI 14 – Number of tenants and residents helped in to training and/or employment

During Q2 2019/20, this KPI was split into two to separate training and employment elements and we now measure :

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

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

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

Target YTD	33	
Q3 YTD Performance	30	WITHIN TOLERANCE LEVELS – AMBER

The outturn of 30 at the end of December is slightly under the YTD target of 33, due to a reduction in those applying for the cleaning course during Q2. We allocate 10-12 places, but only had 7 applicants during Q2. If this becomes a pattern when we next advertise the course to start in Q4, we will investigate further.

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

Target YTD	15	
Q3 YTD Performance	23	EXCEEDING TARGET – GREEN

The outturn of 23 at the end of December has exceeded the target of 15, as a result of CV and Interview Skills Training being provided by the WoW Co-ordinator.

9. ANNUAL KPIs

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

9.2. KPI 15: Tenant satisfaction levels :

Target	89.00%
Performance	88.80%

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

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

Target	100.00%
Performance	100.00%

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

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

Target	89.00%
Performance	89.20%

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

9.5. KPI 18: Energy efficiency ANNUAL KPI :

Target	92.00%
Performance	88.00%

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

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

Target	Upper quartile
Performance	Median / Upper quartile

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

OPTIONS CONSIDERED

10. Not applicable

REASONS FOR RECOMMENDED OPTION

11. Not applicable

IMPACT ON THE COUNCIL’S KEY OUTCOMES

12.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Work of St. Leger Homes of Doncaster impacts on Council key priorities, with implications on the quality of life for Doncaster Council’s tenants and other residents and the communities they live in.</p>
	<p>Doncaster Living: Our vision is for Doncaster’s people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	

	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	

RISKS AND ASSUMPTIONS

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

LEGAL IMPLICATIONS

Scott Fawcus, Asst. Director Legal & Democratic Services, 11/02/20

14. There are no legal implications for this report.

FINANCIAL IMPLICATIONS

Nigel Feirn, SLHD Head of Finance and Business Assurance, 30.01.20

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

HUMAN RESOURCES IMPLICATIONS

Angela Cotton, HR & OD Business Manager, 06.02.20

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

TECHNOLOGY IMPLICATIONS

Peter Ward, Technology Governance & Support Manager 07.02.20

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

HEALTH IMPLICATIONS

Karen Horrocks, Public Health Improvement Coordinator, 11.02.20

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

It is encouraging to see that work to support tenants to maintain their tenancy, gain employment and access training and development continues to take place (**KPIs 8 & 14**). This type of support can lead to improvements in the financial situations of the tenants involved and to the health and wellbeing of their families. Homes should protect and promote good mental health: they should provide security of tenure, and a sense of safety and comfort. Having a secure tenancy can impact positively on health and wellbeing, thus it is good to see this preventative approach continue.

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

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

It is encouraging to see that work has taken place to utilise general needs stock, increase preventions and interventions and provide alternatives to temporary accommodation and that this is reducing the number of placements in B&B. We recommend that work to place people elsewhere is continued and preventative work is undertaken to understand current systems of support and to prevent placements in B&B accommodation wherever possible. We also recommend that wherever the private rented sector is accessed as an alternative, that property quality, suitability and security of tenure is also prioritised.

It is positive to see that number homelessness preventions (**KPI 6**) has again exceeded its target and is working proactively through a number of initiatives with customers in relation to their housing options. Preventative work to tackle homelessness can have a positive impact on the health and wellbeing of the most vulnerable people in our communities. The health of people experiencing homelessness is significantly worse than that of the general population, and the cost of homelessness to the NHS and social care is considerable. Homelessness is more likely to affect those in society who are most at risk of experiencing other inequalities, including BME young people, LGBT young people, gypsies and travellers, and people with long-term illnesses or a disability (LGA, 2017). A preventative, upstream approach can not only have a positive effect on the health and wellbeing of people at risk of, or experiencing homelessness, but can also be more cost effective in the long term.

In reference to **KPIs 7: Complaints (Green) and 9: Repairs completed on first visit (Amber) (and annual performance indicators 16-18)**: The condition of a home can have a significant impact on the health and wellbeing of the people that live there. A healthy home is in good repair, warm, comfortable, and free from hazards. Poor quality housing is associated with a range of physical and mental health problems and the King's Fund suggest that £1 spent on improving homes saves the NHS £70 over 10 years. It is essential that social housing is well-maintained and kept in good repair in order to promote the health of the families living there.

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

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

EQUALITY IMPLICATIONS

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

CONSULTATION

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

BACKGROUND PAPERS

21. None

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

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

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BACKGROUND PAPERS

22. None

Appendix A - St. Leger Homes Key Performance Indicator Summary Q3 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%	3.29%		3.28% profiled	↓	🟡
2	Void rent loss (lettable voids) ytd	0.49%	0.72%	0.64%	0.59%		0.50%	↑	🔴
3	Average Days to Re-let Standard Properties ytd	20.92	26.18	23.83	22.30		20.00	↑	🔴
4	Number of Households Placed in B&B Accommodation ytd	274	28	46	50		No Target ↑		
5	Number of Full Duty Homelessness Acceptances ytd	130	40	106	142		99 ytd	↓	🔴
6	Number of homeless preventions ytd	New KPI	207	451	725		455 ytd	↑	🟢
7	Complaints upheld as a % of customer interactions ytd	0.070%	0.055%	0.057%	0.058%		0.075%	↓	🟢
8	Number of tenancies sustained post support ytd	New KPI	92.06%	92.79%	91.11%		85.00%	↓	🟢
9	Number of repairs first visit complete ytd	New KPI	90.20%	90.04%	89.89%		92.00%	↑	🟡
10	Gas servicing – % of properties attended against target	100.00%	100.00%	100.00%	100.00%		100.00%	↔	🟢
11	Days lost through sickness per FTE ytd	8.90	2.01	4.05	6.18		5.80 ytd	↑	🟡
12	Percentage of Local Expenditure ytd	57.94%	58.69%	59.46%	60.16%		66.00%	↑	🟡
13	ASB Cases Resolved as a % of All Cases Closed ytd	92.99%	96.49%	95.51%	96.43%		90.00%	↑	🟢
14a	Number of residents undertaking training or education ytd	New KPI	3	24	30		33 ytd	↑	🟡
14b	Number of residents supported into employment ytd	New KPI	6	14	23		15 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 🔴 🟡 🟢

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Doncaster Council

To the Members of the Overview and Scrutiny Management Committee

Performance Challenge of Doncaster Children's Services Trust: Quarter 3, 2019/20

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

EXECUTIVE SUMMARY

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

EXEMPT INFORMATION

4. Not exempt.

RECOMMENDATIONS

5. That Members of Overview and 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. In addition to these operational performance indicators, a monthly management accounts report is shared with officers in DMBC, including a financial forecast for the reporting year.
9. This report provides a summary overview of operational and financial performance, based on the reporting cycle set out above.
10. **Summary of Operational Performance and Management Information**
11. Of the 12 contractual indicators:
 - a. 7 are currently performing better than target,
 - b. 2 are reporting within target range, and
 - c. 3 are reporting outside target range for this quarter
12. These are covered in more detail later in the report
13. Of the 28 strategic partnership indicators:

Service Area	Performance			Unavailable Measures	
	Outside target range	Within target range	Better than target	Annual KPI not yet due	Target figure to be confirmed
Parent & Family Support		1	1		1
Child & Family Assessment	2	1			
Child Protection			3		2
Looked After Children	2	1			
Placements (Adoption, Fostering and SGO)		2	2		1
Care Leavers			2		1
Youth Offending		1	1		
Workforce			2		
Governance				2	
Total	4 14.3%	6 21.4%	11 39.3%	2 7.1%	5 17.9%

14. Of the 28 strategic partnership indicators, two are annual and are not yet due to be reported. A further five are newly developed indicators for 2019/20, and require three full quarter's performance before a reliable and meaningful target can be set. These will be reported after the third quarter. Of those reported in quarter 3, 17 out of 21 (81%) are within or better than target range. Four currently sit outside target range and are covered in more detail later in this report. Where set and available, each target is based upon national benchmarking data that sets an ambition for performance to be at least comparable to good and outstanding organisations. Some indicators are locally derived (10 of the 28), and therefore have no benchmark. In

these cases, targets use historical trends to set ambitious targets that would demonstrate improvement.

15. A summary of demand for services is set out below. Contacts to the children's social care front door have decreased, and referral numbers showed a slight increase, the latter being a seasonal trend due to the new school year beginning at the end of the previous quarter. Despite this increase, the forecast referral rate for the year is 14% below last year's outturn. There has been a three percent reduction in children in need numbers. The long term trend for reduction in children in care continues, with 41 fewer children in care compared to the same quarter last year.
16. These reductions have had a positive impact on social worker caseloads, which are monitored closely in terms of average, maximum caseload and the proportion of workers carrying high caseloads. For all three measures, there has been a reduction in the quarter.
17. The Children in Care strategic group continues to meet each month, and has been effective in reducing the number of children entering care, as well as increasing the numbers safely discharged from care. The group provides forum to review current placement options to make sure that they are carefully and safely matched to children's needs. The number of children cared for in Doncaster children's homes or by Doncaster foster carers has increased by 22 children since the start of the financial year.

Demand Measure	2018/19				2019/20			%Change against...	
	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Previous quarter	Same quarter last year
Contacts to CSC	5611	5694	6075	5750	5687	5590	5262	-6%	-14%
Referrals	1307	991	1181	1239	1200	924	949	+3%	-20%
Children in Need	2827	2549	2694	2638	2519	2289	2221	-3%	-18%
Looked After Children	582	593	560	534	523	537	519	-3%	-7%

18. **Operational performance against contractual KPIs indicators**
19. Commentary covering the performance against each indicator is provided below and summarised in the table at appendix one.
20. Contract KPIs better than target range
 - **Timeliness of single assessments.** Performance improved by five percentage points on the previous quarter, and is higher than latest national, regional and statistical neighbour performance, despite demand rates being higher than these comparator groups. Each assessment team has access to tracking reports to ensure that assessments are timely. All assessments are quality assured by Team Managers, ensuring that quality is not compromised by a drive for timeliness.
 - **Children in need with an appropriate and current plan in place:** The routine monitoring of plans through regular case supervision, case tracking, audit and six-monthly reassessment has stabilised performance at an average of 95% since quarter 2 2017/18. Regular dip samples of those where a plan does not appear up to date take place, these cases tend to relate to instances where plans

are in transition or at closure stage. Weekly tracking reports ensure that delayed plans do not drift.

- **Percentage of children subject to child protection plan seen within expected timescales.** The Trust sets an expectation that children subject to this plan are seen every two weeks, which is more frequent than other authorities. As with other measures, regular case tracking prevents the vast majority of visits falling outside timescale. If we were to use the national expectation of visits every four weeks, performance would be at 99%. The Trust is currently updating its practice standards, with the support of our Young Advisors. This is an opportunity to define “what makes a great visit,” and confirm our commitment to both strong compliance and building strong relationships.
- **Percentage of child protection conferences held within 15 working days of section 47 enquiry.** The Trust continues to hold a higher rate of child protection conferences than the latest national average. Despite this, no conferences were held outside timescales in the latest quarter. Our performance for the year to date is 99% on timescale, compared to the national figure of 77%. This requires robust processes to ensure partner attendance and contribution. These high rates mean that families that are taken through this process do not experience the anxiety of delay.
- **Proportion of children in care experiencing three or more placements in a 12 month period. This measure is known as the “short term stability measure.”** Performance is better than target at 8%. 42 children at the end of this quarter have experienced 3 or more moves in the last 12 months. This has been an improving trend over the last three quarters. The measure includes children with very challenging behaviours as well as planned moves early in a child’s care pathway where they may be moved to long term or adoptive placements and where placements moves are in the child’s best interests. The Trust’s Independent Reviewing Officer Manager monitors placement stability weekly and monthly, pre-placement breakdown meetings are in place chaired by IROs and all Looked after Children receive a review of their plan on a six monthly basis. A number of these moves have been due to the closure of provision or the placements were changed due to complex and challenging needs or to move into semi-independent living. There is currently work being undertaken to develop a tracker for all children who are subject to 2+ placements, to be reviewed at the Trusts CIC Strategic Group. This will monitor whether the child or young person is currently experiencing placement difficulties which could lead to a break down, and whether pre-disruption meetings and placement support meetings have been put in place.
- **Percentage of care leavers that the Trust remains in touch with.** Performance remains better than target. Continued use of the case tracking and management oversight means we are consistently in touch with 98% of care leavers in their 17th -21st year and work hard to maintain engagement. Performance over the previous six quarters demonstrates continued high in touch rates with care leavers, and continues to be better than 2018/19 outturns Nationally (93%) and Regionally (95%).
- **Proportion of cases audited graded as “Good” or better.** Performance at 83% for all audits completed within the last quarter graded good and outstanding. The audit methodology adopted in quarter 1 2018/19 aligns to the expectations of the social worker national accreditation process (NAAS). In addition to case file audits, thematic and deep dive audits continue to be undertaken, identifying key themes from performance information, JTAI thematic frameworks and the work carried out by Practice Development Social Workers.

21. Contract KPIs within target range

- **Proportion of Looked After reviews completed within timescale.** Performance of reviews completed this quarter has increased for the second successive quarter to 94%. In addition to this, 93% of children and young people made a meaningful contribution in their review and 99% of current care plans are in timescale. Young People are encouraged to take innovative and creative approaches to their reviews, such as videos, power-points and journals. The Trust are currently exploring video conferencing for distant reviews and for contribution.
- **Freedom of Information requested responded to within expected timescales.** Since April 2019, 91 requests have been received by the Trust, of which 82 (90%) were responded to within timescale. Of those out of timescale, seven were 1 day outside timescale and 2 were over. Where delays occurred, they were down to complexity of the request or where further advice was sought. Tracking is in place to ensure the majority of responses are within timescale, including escalation of those approaching deadline.

22. Contract Measures currently outside target range

- **Percentage of children who wait less than 14 months between entering care and moving in with their adoptive family.** Caution needs to be taken with this measure, as it can be based on relatively low numbers of children adopted within the quarter. Performance has dropped this quarter. These are provisional figures due to the timing of the statutory return to DfE so may improve when finalised, currently the year to date figure is 63% for overall adoption. Of note is that However, on average, we are taking almost 100 fewer days to place children within their adoptive families than the national rate: for the year to date, the average time taken from a child entering care to moving in with its adoptive family in Doncaster is currently 337 days (11 months), against a national threshold of 426 days and a national average of 433 days.
- **Care Leavers with pathway plans that have been reviewed in timescale:** Performance is below target and on a downward trajectory at traditionally a difficult time of year, with regard to engaging young people in planning activity. Overall this continues to remain a challenging target, but as Inspiring Futures are continuing to embed the new Pathway Plan App the Trust is starting to see an increase in the timeliness and the participation of plans being completed online and reviewed in timescale, which then need to be translated to the case management system. The Inspiring futures team has recruited 3 additional personal advisors to manage this caseload and to return performance to tolerance.
- **Front line Staff Receiving Supervisions in Timescale.** Supervision of Front Line Staff is outside tolerance by one percentage point which amounts to four members of staff. Performance was within tolerance for 2 of the 3 months within the quarter, with December's performance bringing the percentage down. Whilst, this may be due to availability of staff during the Christmas holiday period, and office closures, it should be possible to arrange supervisions and therefore it is expected that performance returns to tolerance in January. Attention is also focusing on the quality of supervision, as well as ensuring clear evidence of reflective case supervision notes are being recorded against case files.

24. **Strategic Partnership Indicators**

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

- not entirely within the Trust’s direct control, but continue to demonstrate that the strategic commissioning arrangement between DMBC, DCST and partners is effective and delivering outcomes for children and young people, or
- closely linked to an existing contractual indicator, so reported in addition.

26. The table at paragraph 14 provides a summary breakdown of these indicators, reporting that 61 percent are within or better than target range, with a further 25 percent yet to be reported. These will be reported by exception – those better than target and those outside target tolerance.

27. The 11 measures currently reported as better than target are

- Rate of improved outcomes for families that have received family support on closure.
- Percentage of children becoming subject of a child protection plan for a second or subsequent time within a two year period.
- Percentage of monthly case file audits rated as ‘requires improvement’ or better
- Percentage of Child Protection Plans lasting two years.
- Youth Offending Services – Reoffending Rate after 12 Months.
- Average time in days between a child entering care and moving in with their adoptive family
- Children ceasing to be looked after due to a Special Guardianship Order (SGO).
- Percentage of Care Leavers in suitable accommodation.
- Percentage of Care Leavers in employment, education and training (EET).
- Percentage of permanent posts covered by Agency Staff.
- Staff turnover rates.

28. The four measures that are currently outside target tolerance are

- **Assessments completed within 20 working days:** The statutory expectation is that assessments are completed within 45 working days, where our performance is at 96%, well above national, regional and comparator authority averages. The additional target to complete more in a shorter timescale is in place in order to manage caseloads, and ensure families’ lives are intervened with for as short a time as reasonable. However, there are many occasions whereby a longer intervention/assessment puts families in a position where they are more resilient, and therefore a full 45 days is appropriate. There are also occasions when it takes time to negotiate a safe “step down” of cases to non-statutory services, which makes this shorter timescale harder to achieve. The Trust is currently exploring a different model for the assessment teams, with the intention of being able to “front load” assessment work to bring the average time spent down.
- **Percentage of children in need for two or more years.**

There are currently 2221 open cases, of which 727 (33%) have been open over 2 years. The majority of these cases (616, 85%) are open long term cases, as children in care or care leavers, where a length of two years or more would be typical. The remaining cases are those open as a child in need case, or where the plan is complete and it is awaiting transfer. Regular case tracking continues to ensure all cases are re-assessed every six months and plans are reviewed in timescale to match the Trusts expectation. Although higher than the current target this is close to the latest National average (Doncaster 33%, National 32%).

- **Care Proceedings on Track to be completed within 26 weeks.** Timeliness has remained consistent previous two quarters but remains below target and tolerance. 105 of the 162 cases currently in proceedings are on track to complete in 26 weeks. The proportion of care proceedings cases on track to meeting the national expectation of 26 weeks remains a challenge for the Trust as well as other authorities. The number of care proceedings increased by over 25% between 2018 and 2019, and in response to this the Legal Services recruited to a number of additional posts to meet demand. Latest comparable data shows that the average time taken to complete proceedings in South Yorkshire (our designated family judge area) is above the national average (38.5 vs 33 weeks), however Doncaster is the best performing authority across this region at 37 weeks. A comprehensive action plan put in place by the Head of Service for the Legal department. This action plan is driving improvements in timeliness, quality of performance and the completion of proceedings. However, it must be noted that timeliness is impacted by court session availability, court directions and the contribution of children's guardians.
- **Long-term placement stability children in care.** This measure will include planned moves that were in the best interests of the child, including young people moving into independent living arrangements as they prepare for adulthood. As the Trust continues to manage placement costs and develops the placement offer, some young people in care will change placement, which will in turn impact on this measure. Placement changes are tracked weekly, including reason for placement breakdown and placement type ending. The Independent Reviewing Officer Manager monitors placement stability weekly and monthly, pre-placement breakdown meetings are in place chaired by IROs and all Looked after Children receive a review of their plan on a six monthly basis. The five Mockingbird Clusters offer good support to our in-house foster carers aiming to improve stability and reduce placement breakdown. Performance information for quarter 3 demonstrates that the children placed within the Mockingbird Cluster continues to improve the long term stability at 75%, 13% better in comparison to our In-House Foster Carers not within the Mockingbird cluster and 20% better in comparison overall. The placement strategy includes the establishment of a further Mockingbird cluster, with appointments currently being made. Of those children in long term care, an additional 30 have now been in the same placement for a year. This measure needs to be considered alongside the "short term" placement change measure, which identifies those children experiencing 3 or more moves in a year. Performance is improving for this measure, demonstrating that strategies early into care are stabilising placements, and these now need to be applied to longer term care cases.

	Quarter 3				Quarter 2
	Gross Budget	Net Budget	Variance		Variance
	£m	£m	£m	%	£m
Doncaster Children's Services Trust (DCST)	54.8	50.1	-1.0	-1.8%	-1.1

30. The 2019/20 contract value is £54.8m. The Children's Trust forecast outturn as at the end of Quarter 3 is an underspend of £1.0m, which is a decrease of £0.1m since Quarter 2.
31. The underspend is a combination of reduced net costs to the Trust of £630k and how the Trust is funded for Out of Area children who have educational costs within their placement which means there is additional income of £395k that needs to be funded from the Dedicated Schools Grant (DSG) High Needs Block, which was approved at the September 2019 Schools Forum.
32. Out of Area (OOA) Placements and Safeguarding Children (due to increased agency staff costs) are both forecasting overspends but these have been offset by underspends on most headings in the Care Ladder, notably allowances, asylum seekers and Independent Fostering Agency costs.
33. A summary of the December 2019 position is as follows:

Overall Heading	2019/20 Budget			2019/20 Forecast Outturn			2019/20 Variance		
	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's
Children Looked After	32,483	-3,458	29,024	32,030	-3,810	28,219	453	352	805
Other Children and Family Services	1,876	0	1,876	1,743	0	1,743	133	0	133
Family Support Services	2,984	0	2,984	2,856	-3	2,853	128	3	131
Youth Justice	1,790	0	1,790	1,697	0	1,697	92	0	92
Safeguarding Children and Young People's Services	12,841	-115	12,726	13,196	-100	13,095	-355	-15	-370
Services for Young People	560	0	560	430	0	430	131	0	131
Contract Value	0	-51,642	-51,642	0	-51,765	-51,765	0	123	123
Support Services and Management Costs	4,747	-2,066	2,681	4,648	-1,946	2,702	100	-120	-20
Grand Total	57,281	-57,281	0	56,599	-57,625	-1,025	682	343	1,025

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

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

Looked After Children - £805k underspent: Actual activity overall is less than budgeted activity and the overall figure for Looked After Children is an underspend of £805k, of which £395k is due to the way the OOA placements are funded via the DSG High Needs Block. Within the overall underspend of £805k there are several areas with underspends and overspends greater than £100k with further detail given below. There are underspends less than £100k, including, Oaklands, Fostering team, SGO team, Adoption Allowances and Independent Adoption Agencies that totals **£491k**.

- **In-house Residential £152k overspent offset by Satellite Homes £246k underspend – overall £94k underspent.** Following the closure of Tickhill Square in August there are now 16 In-house residential beds, which are fully occupied. The displaced staff have filled existing vacancies within the remaining homes but there is a overspend due to additional non budgeted posts and the cost of improvements required to the infrastructure of the four remaining homes.

As mentioned in the previous report, to offset the overspend on the in-house Residential homes there is a £246k underspend on the Satellite Homes as it is now assumed the first two bed children's home will now open in the new financial year. The two bed children's home model is part of the Future Placements Strategy which has moved into the implementation planning stage.

- **Out of Area Placements - £840k overspent (but note additional DSG income of £395k).** There are 38 OOA placements at the end of December, an increase of 6 since the end of September. Please note that with the closure of Tickhill Square there are 5 fewer in house residential beds than previously and it could be assumed that up to 5 OOA children would have been located within the Borough.

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

The forecast for OOA placements indicates that an additional £395k compared to budget will need to be funded from the DSG High Needs Block – taking the total DSG funding forecast for 2019-20 to £3.1m.

- **Independent Fostering Agencies - £306k underspent.** The cost of children placed with Independent Fostering Agencies (IFAs) is under budget, as the numbers have reduced whereas the number of children placed with in-house foster carers, which is a significant cost saving, have increased.
- **Child Arrangement Orders and Special Guardianship Orders - £265k underspent.** There are projected underspends of £140k for Child Arrangement Orders and £125k Special Guardianship Orders due to growth being less than expected.
- **Asylum Seekers - £143k underspent.** The forecast for asylum seekers continues to be under budget as we are currently supporting less young people with this status than the budget which was based on previous years when this was a lot higher. The funding for these young people is from the Home Office and is included in the Contract Sum. The potential shortfall in income as a result of

the decreased activity in 2019/20 is offset by additional income of £69k from the final claim for 2018/19.

Safeguarding Children - £371k overspent. The main reasons for the overspend are the Trust has had to increase its hourly rate for agency social workers in order to remain competitive against neighbouring authorities (cost c. £200k), and the continuing cost of preventative measures, forecast to be £224k, that are being put in place by the locality teams, such as child care costs over the summer when funding isn't available to families and temporary support / therapy packages to support children and prevent them from becoming looked after.

Other Children & Family Services - £133k underspent: Legal Services is projected to under spend by £112k due to incurring less Court Fees and Solicitors Fee than budgeted due to the Children in Care numbers being less than in 2018/19.

Family Support Services - £131k underspent: The Family Support Service, which includes Beechfield Family Time and Parenting & Family Support Service, is projecting an underspend due to less staff costs in the first half of this financial year.

Services for Young People - £131k underspent: The projected underspend for EPIC is due to the service having vacancies which are expected to continue for the remainder of the financial year.

36. **Innovation Funding Benefits Realisation – Year Three**

Of the £2.39m funding agreed by the Council £540k remains in 2019-20 for the continuation and mainstreaming of the Growing Futures, Pause and Mockingbird approaches to work. This funding profile also includes a DfE allocation for Mockingbird in 2019-20 but on a reduced scale to previous allocations.

37. **Cash flow forecasting**

38. There was a positive cash balance of £6.6m at the end of December 2019. Cash flow continues to be monitored and is not expected to be an issue for this financial year.

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

40. The Trust has previously reported initiatives to reduce costs such as annual leave salary sacrifice scheme, pool car usage, and taxis. Consideration is being made how to push for greater savings than those achieved thus far.

41. The Future Placements Strategy, which it is envisaged will bring about savings across the partnership from 2020-21 onwards and are included in the MTFs, has been approved by the Trust and Council and has moved into the implementation planning stage.

42. **Medium Term Financial Strategy (MTFS)**

43. The Trust's Medium Term Financial Strategy has been approved by Cabinet and reviewed by the Overview & Scrutiny Management Committee. The Trust has identified gross potential savings of £3.1m over the next three financial years, in-part facilitated by Council investment to develop the local estate which will deliver better

outcomes for Doncaster children and young people, at a reduced cost across the partnership; this work is included in the Future Placements Strategy.

44. External scrutiny and evaluation within Quarter 3 19/20

45. One children's home received an interim inspection in the last quarter. At the last full inspection this home was rated as "good." At the interim inspection, inspectors reported "improved effectiveness," quoting that "*children and young people are thriving and making continued progress towards their individual goals. They regularly attend school and college, and staff promote education and support the children and young people to be aspirational about their futures.*" The home received two procedural recommendations that will now form part of their improvement plan, as they aim to achieve an "outstanding" rating at the next full inspection.

46. Activity in Quarter 3 19/20

47. The Trust was involved in the following activities in Q3:

- World Mental Health Day – 10 October
- National Adoption Week – 14-20 October
- Restart a Heart Day – 16 October
- Carer Leavers Week – 28 October-3 November
- International Stress Awareness Week – 4-8 November
- Anti-Bullying Week – w/c 11 November
- Alcohol Awareness Week – w/c 11 November
- Armistice Day – 11 November
- International Men's Day – 19 November
- Trans Awareness Week – 13-19 November
- Universal Children's Day – 20 November
- Carers Day – 21 November
- Children's Take Over Day – 23 November
- Human Rights Day – 10 December
- Hosting the Trust Staff Summits, with attendance from DMBC colleagues – 16 and 17 December
- Toy Appeal – 18-19 December

48. The implementation plan of the Future Placement Strategy was signed off in quarter three.

49. Activity in Quarter 4 19/20

50. The Trust will continue to work with colleagues in DMBC on the delivery of the Integrated People's Solution (DIPS project), including secondment of DCST staff into the project team, and contributing business expertise in the form of subject matter experts.

51. The Trust has revised its Inspection readiness activity, renamed as "Pathway to Outstanding", and reporting into our partnership Joint Strategic Improvement Group.

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

52. The following events are scheduled or have taken place in quarter 4:

- 28 January – The Trusts Annual Staff Star Awards, attended by colleagues from DMBC. Over 200 nominations for awards were received.
- 3 to 9 February - Children’s Mental Health Week
- 13 February - Social Worker Open Day on 13 February at Thorne offices.
- 8 March 2020 - International Women’s Day
- 17 March 2020 World Social Work Day
- 18 March 2020 – National Child Exploitation Awareness Day – linking with partner colleagues.
- In March we will also be having a marketing campaign to promote our Trusted Mentor scheme and Fostering recruitment

53. **IMPACT ON COUNCIL’S KEY OBJECTIVES**

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

54. **RISKS AND ASSUMPTIONS [JT 27/01/2020]**

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

55. LEGAL IMPLICATIONS [RM 27/01/2020]

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

56. EQUALITY IMPLICATIONS [LE 27/01/2020]

There are no equality implications directly arising from this report.

57. HUMAN RESOURCE IMPLICATIONS [LE 27/01/2020]

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

58. TECHNOLOGY IMPLICATIONS [JT 27/01/2020]

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

59. HEALTH IMPLICATIONS [JM 27/01/2020]

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

60. FINANCIAL IMPLICATIONS [RM 27/1/2020]

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

61. CONSULTATION

Consultation has taken place with key managers and Directors.

ATTACHMENTS

- Appendix 1: summary of key performance indicators for quarter three 2019/20

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Contractual and Strategic Key Performance Indicators

MEASUREMENT DETAILS				TARGETS AND COMPARATORS			PERFORMANCE								
Measure Type	Measure	Reporting Frequency	Polarity	Target Range		Benchmarking data available	2018/19				2019/20				6 month Trend
				Target	Tolerance		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Position	
Contractual Key Performance Indicators	Assessments completed within <45 days	Quarterly	Bigger is better	90%	85%	Yes	89%	91%	89%	86%	87%	91%	96%	Better than target	Improving
	Children in need with an appropriate and current plan in place	Quarterly	Bigger is better	95%	90%	No	95%	94%	94%	93%	94%	96%	95%	Better than target	Stable
	Percentage of cases where the lead social worker has seen the child/young person in accordance with the timescales specified in the child protection plan. For all children who were the subject of a child protection plan during the year	Quarterly	Bigger is better	80%	75%	No	90%	84%	90%	82%	85%	95%	83%	Better than target	Volatile
	Initial Child Protection Conferences achieved within the statutory 15 day timescale	Quarterly	Bigger is better	95%	90%	Yes	96%	100%	97%	100%	100%	96%	100%	Better than target	Stable
	Short term stability of placements of children in care: % of children experiencing 3 or more placements in the year	Quarterly	Smaller is better	9%	12%	Yes	11%	9%	10%	12%	11.0%	10.0%	8.0%	Better than target	Improving
	Statutory Looked After reviews completed in time scale	Quarterly	Bigger is better	95%	90%	No	New contract measure for 2019/20				91%	92%	94%	In Tolerance	Improving
	Children who wait less than 14 months between entering care and moving in with their adoptive family.	Quarterly	Bigger is better	60%	56%	Yes	78%	71%	61%	71%	71%	60%	42%	Outside Tolerance	Declining
	Care leavers the Trust is in touch with	Quarterly	Bigger is better	95%	90%	Yes	99%	98%	99%	99%	98%	98%	98%	Better than target	Stable
	Care Leavers with pathway plans which have been reviewed in timescale	Quarterly	Bigger is better	95%	90%	No	New contract measure for 2019/20				74%	79%	67%	Outside Tolerance	Volatile
	Front line staff receiving Supervision in Timescale	Quarterly	Bigger is better	90%	80%	No	91%	90%	90%	87%	84%	86%	79%	Outside Tolerance	Volatile
	Freedom of Information Requests responded to within timescale	Quarterly	Bigger is better	95%	90%	No	New contract measure for 2019/20				89%	94%	92%	In Tolerance	Stable
	Case file audits graded good or better	Quarterly	Bigger is better	80%	60%	No	93%	82%	78%	80%	72%	82%	83%	Better than target	Improving
Strategic Partnership Indicators	Length of intervention for family support services (days)	Quarterly	Smaller is better	140 days	180 days	No	226	175	169	146	193	173	141	In Tolerance	Improving
	Families demonstrating improved outcomes at point of closure to Parenting and Family Support Team	Quarterly	Bigger is better	60%	40%	No	41%	68%	76%	81%	69%	82%	87%	Better than target	Improving
	Referrals that have previously referred where no statutory service was provided	Quarterly	Smaller is better	TBD*	TBD*	No	New contract measure for 2019/20				74%	56%	55%	TBD*	Improving
	Referrals that are re-referrals within 12 months	Quarterly	Smaller is better	22%	28%	Yes	26%	27%	28%	27%	27%	27%	26%	In Tolerance	Stable
	Assessments completed within 20 days	Quarterly	Smaller is better	25%	15%	Yes	New contract measure for 2019/20				19%	18%	12%	Outside Tolerance	Decreasing
	Percentage of Children in Need open for a) >6 months	Quarterly	In range is better	n/a**	n/a**	Yes	New contract measure for 2019/20				21%	14%	11%	No Target**	Improving
	b) >1 year			New contract measure for 2019/20				17%	15%	13%	No Target**	Improving			
	c) > 2 years			New contract measure for 2019/20				32%	32%	33%	Outside Tolerance	Stable			
	Children becoming the subject of Child Protection Plan for a second or subsequent time	Quarterly	Smaller is better	10%	16%	Yes	4%	7%	8%	3%	24%	3%	3%	Better than target	Improving
	Case file audits graded outstanding	Quarterly	Outstanding is better	RI+: 95% Good+ 80%	RI+: 90% Good+: 60%	No	37%	26%	27%	19%	13%	20%	17%	Better than target	Stable
Case file audits graded good	57%						56%	51%	61%	60%	61%	66%	Stable		
Case file audits graded requires improvement	7%						18%	19%	20%	26%	16%	15%	No Target**	Improving	
Case file audits graded inadequate	0%						0%	2%	2%	2%	2%	2%	No Target**	Stable	

Contractual and Strategic Key Performance Indicators

MEASUREMENT DETAILS				TARGETS AND COMPARATORS			PERFORMANCE								
Measure Type	Measure	Reporting Frequency	Polarity	Target Range		Benchmarking data available	2018/19				2019/20			6 month Trend	
				Target	Tolerance		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3		Position
	Child Protection Plans lasting two years or more for child protection plans which have ended during the year	Quarterly	Smaller is better	3%	5%	Yes	New contract measure for 2019/20				0%	0%	0%	Better than target	Stable
Strategic Partnership Indicators	CiN cases that close within 6 months of the child protection plan end date	Quarterly	Bigger is better	TBD*	TBD*	No	New contract measure for 2019/20				57%	62%	56%	TBD*	New measure
	CiN cases that close within 6 months of the child leaving care	Quarterly	Bigger is better	TBD*	TBD*	No	New contract measure for 2019/20				32%	18%	36%	TBD*	New measure
	Young offenders aged 10-17 who reoffend	Quarterly	Smaller is better	42%	50%	Yes	30%	32%	35%	39%	41%	30%	30%	Better than target	Stable
	Rate of first time entrants to youth justice (per 100,000)	Quarterly	Smaller is better	170	210	Yes	229	218	165	165	190	200	190	In Tolerance	Stable
	Care proceedings on track to be completed within 26 weeks	Quarterly	Bigger is better	80%	70%	No	82%	70%	60%	49%	65%	66%	65%	Outside Tolerance	Stable
	Long term stability of placement of children in care: %of long term children in care in stable placements	Quarterly	Bigger is better	70%	60%	Yes	69%	72%	71%	67%	62%	58%	55%	Outside Tolerance	Decreasing
	Trust residential settings rated good or better	Quarterly	Bigger is better	100%	80%	Yes	New contract measure for 2019/20				83%	83%	80%	In Tolerance	Stable
	Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family	Quarterly	Smaller is better	121	200	Yes	169	237	129	170	55	90	154	In Tolerance	Increasing
	Average time in days between a child entering care and moving in with their adoptive family	Quarterly	Smaller is better	426	460	Yes	388	469	419	398	285	378	372	Better than target	Stable
	Children ceasing care to be looked after under a Special Guardianship Order (SGO)	Quarterly	Bigger is better	15%	10%	Yes	15%	12%	22%	21%	20%	11%	19%	Better than target	Volatile
	Children ceasing care to be looked after under a Child Arrangement Order (CAO)	Quarterly	Bigger is better	TBD*	TBD*	No	New contract measure for 2019/20				17%	17%	4%	TBD*	Stable
	Rate of children adopted from care	Quarterly	Bigger is better	19%	14%	Yes	14%	19%	11%	22%	17%	13%	17%	In Tolerance	Stable
	Rate of 19 & 20 year olds Staying Put with their foster carers after their 18th birthday	Quarterly	Bigger is better	TBD*	TBD*	Yes	New contract measure for 2019/20				7%	8%	TBD*	New measure	
	Care Leavers in suitable accommodation (age 19-21)	Quarterly	Bigger is better	85%	80%	Yes	95%	95%	93%	91%	96%	94%	95%	Better than target	Stable
	Care Leavers in Employment, Training and Education (age 19-21)	Quarterly	Bigger is better	48%	40%	Yes	49%	49%	47%	47%	52%	51%	50%	Better than target	Stable
	Full time equivalent posts covered by agency staff	Quarterly	Smaller is better	8%	12%	Yes	7%	5%	4%	4%	6%	5%	6%	Better than target	Stable
	Staff turnover rate	Quarterly	Smaller is better	16%	18%	No	15%	15%	17%	15%	12%	14%	12%	Better than target	Improving

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

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

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

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	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

Please note dates of meetings/rooms/support may change

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)			
Sept		<ul style="list-style-type: none"> Autism & Learning Disability Strategy evidence gathering 			
	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)				
Page 80	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 1 <ul style="list-style-type: none"> DMBC SLHD DCST Annual Complaints Report O&S Workplan – Sept Update 				

Please note dates of meetings/rooms/support may change

	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 81	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. 				
Mon, 21st Oct 2019, 10am (CM/AS)					
<ul style="list-style-type: none"> Scrutiny Review - Empowered, Engaged 					

Please note dates of meetings/rooms/support may change

	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) 				
	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)
Nov	<ul style="list-style-type: none"> Scrutiny Review - Empowered, Engaged Communities, with Devolved Locality Budgets 	<u>Living Well Theme</u> DRI <ul style="list-style-type: none"> Strategic issues and Challenges Cancer Care waiting times; and Maternity Care – HSR DMBC <ul style="list-style-type: none"> Strategic Issues and Challenges (Winter Planning in Partnership) Other areas TBC <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
Page 82					
	Mon 16th December 2019, 1pm (AS)		Thurs 5th Dec 2019, 4:30pm (CM)		Thurs 5th Dec 2019, 10:30am Briefing Session
Dec	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 2 <ul style="list-style-type: none"> DMBC 		<ul style="list-style-type: none"> Placement Strategy Youth Services 		<ul style="list-style-type: none"> Cycling Strategy

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Please note dates of meetings/rooms/support may change

	<ul style="list-style-type: none"> ○ SLHD ○ DCST 		<ul style="list-style-type: none"> • Doncaster Children's Safeguarding Board Annual Report (TBC) 		
Jan	Wed 22nd Jan 2020 11am Council Chamber (CR) Briefing session	Thurs, 30th Jan 2020, 1pm (CM)		Wed 15th January 2020, 10am (CM) Briefing Session	Mon 20th January 2020, 1pm (CM)
	<ul style="list-style-type: none"> • Adult Social Care Fees and Charges Briefing <p>Invite to H&ASC O&S</p>	<p><u>Living Well Theme</u></p> <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) • Yorkshire Ambulance Service 		<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 	<ul style="list-style-type: none"> • Climate Change Agenda And Strategy • Street Scene Rapid Improvement Plan
	Fri, 31st Jan 2020, 2pm Council Chamber (CR)				
	<ul style="list-style-type: none"> • Budget – Briefing 				
	Thurs, 6th Feb 2020, 10am (CR)				Wed, 12th Feb 2020, 10am (CM)
<ul style="list-style-type: none"> • Budget • Corporate Plan • Scrutiny Review Empowered, Engaged 				<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 	

Please note dates of meetings/rooms/support may change

	Communities with Devolved Localities Budget				<ul style="list-style-type: none"> • Knife Crime • Long-term stabilisation of people with complex needs • Crime in prisons • Child criminal exploitation
	21st February, 2020 (CR)				
	<ul style="list-style-type: none"> • 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 				
Mar		Mon 2nd March 2020 11am			
		Visit to Safe Space			
	Thurs, 26th March 2020, 10am (CM)	Wed, 19th March 2020, 1pm (CR)	Thurs 12th March 2020, 4:30pm (CM)	Mon, 2nd March 2020 – 1:30pm, Council Chamber (CR)	
	<ul style="list-style-type: none"> • Home to School Transport Policy (2021/25) Key decision 	<u>Ageing Well Theme</u> <ul style="list-style-type: none"> • Dementia – navigation around services, use of technology <u>Other</u> <ul style="list-style-type: none"> • Safe Space – invitation to address the Panel • Public Health Protection • Smoke Free Doncaster Action Plan 	<ul style="list-style-type: none"> • Youth Council – Feedback on key issues • Children & Young People Plan • Education And Skills 2030 Framework For Consultation Update 	<ul style="list-style-type: none"> • Members Briefing - Homelessness and Rough Sleeping Strategy 	

Please note dates of meetings/rooms/support may change

			Thurs 26th March 2020, 1:30pm (CM)	Mon 9th March 2020, 2pm (CR)	
			<ul style="list-style-type: none"> • Suicide Prevention – lessons learnt/support provided through Education/Schools 	<ul style="list-style-type: none"> • Update on Business Doncaster • Update on the delivery of the Management of Doncaster Markets. 	
Apr	(Date to be confirmed)		Thur 23rd April 2020 10am in Rm 210		
	<ul style="list-style-type: none"> • DGT 		<ul style="list-style-type: none"> • Members Briefing (invite to OSMC) - Academies (overview/ scoping) 		Extraordinary Meeting (Date to be confirmed)
May					Updates on;
					<ul style="list-style-type: none"> • Climate Change Agenda And Strategy • Street Scene Rapid Improvement Plan
POSSIBLE ISSUES FOR FUTURE CONSIDERATION OR TO BE SCHEDULED					
Page 85	<ul style="list-style-type: none"> • Consultation Strategy (Role of the Voluntary Sector) 	<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"> • Engagement with Children in Care e.g. possible Member visit – to also focus discussions throughout the year, for example when addressing School Performance Tables/Attainment • Gaps in housing for Children in Care between 17 and 18 	<ul style="list-style-type: none"> • Doncaster Inclusive Growth Strategy (with a focus on individuals faced with a number of barriers gaining employment) – to be considered during 2020/21 	Meeting to consider the following updates: <ul style="list-style-type: none"> • Waste; • Tree Policy and 5G installation;
	<ul style="list-style-type: none"> • Overview and Scrutiny – review/sharing best practice 		<ul style="list-style-type: none"> • Elective Home Education 		Environment Strategy theme – to be prioritised <ul style="list-style-type: none"> • What does a Smart City look like;

Please note dates of meetings/rooms/support may change

					<ul style="list-style-type: none"> • Fly tipping update following the action week; • Rewilding – how do we use our green spaces; • Sustainability; • Climate change
	<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"> • Child Poverty 		Deferred from 18 th November, 2019 <ul style="list-style-type: none"> • IMDB – update following 2018/19 Flood Review
	<ul style="list-style-type: none"> • Universal Credit Overview – first meeting 2020/2021 - 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"> • Youth Strategy 		<ul style="list-style-type: none"> • Social Isolation Alliance – First meeting 2020/2021
			<ul style="list-style-type: none"> • Demand Management – Update 2020 (TBC) Mid-June 20/21 		

DONCASTER METROPOLITAN BOROUGH COUNCIL
FORWARD PLAN FOR THE PERIOD 1ST MARCH TO 30TH JUNE, 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: 31st January, 2020 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
5 Mar 2020	To approve the 2020/21 Corporate Plan.	Mayor Ros Jones	Council	Allan Wiltshire, Head of Policy and Partnerships allan.wiltshire@doncaster.gov.uk		Open
5 Mar 2020	Annual Report of the Director of Public Health	Councillor Nigel Ball	Council	Dr Rupert Suckling, Director of Public Health rupert.suckling@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 Housing Revenue Account 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	HRA Budget 2019/20	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 Council Tax and Statutory Regulations 2020/21	Mayor Ros Jones	Council	Matthew, Smith, Head of Financial Management Tel: 01302-737663 matthew.smith@doncaster.gov.uk	Council Tax Setting Statutory Resolutions 2019/20	Open
10 Mar 2020	Retendering Adult Sexual Health Services		Cabinet			
10 Mar 2020	Smoke Free Public Spaces in Doncaster	Councillor Nigel Ball, Councillor Rachael Blake, Councillor Nuala Fennelly	Cabinet	Victor Joseph, Consultant in Public Health victor.joseph@doncaster.gov.uk		Open
10 Mar 2020	To review the Public Space Protection Order for Dog Fouling and Control.	Councillor Chris McGuinness	Cabinet	Robert Scarborough Tel: 01302 734654 robert.scarsborough@doncaster.gov.uk		Open

24 Mar 2020	Big Picture Learning	Councillor Nuala Fennelly	Cabinet	Riana Nelson, Director of Learning, Opportunities and Skills (DCS) riana.nelson@ doncaster.gov.uk		Open
24 Mar 2020	Joint Commissioning Agreement between Doncaster Council and the and the NHS Clinical Commissioning Group (CCG) for the period 1st April 2020 to 31st March 2022	Councillor Rachael Blake	Cabinet	Denise Bann, Strategic lead Commissioning denise.bann@ doncaster.gov.uk		Open
21 Apr 2020	To Agree a Revised Home to School Travel Assistance Policy as part of the Strategic Travel Assistance Review (STAR)	Councillor Nuala Fennelly	Cabinet	Anita Linsdell Anita.Linsdell@ doncaster.gov.uk	Home to School Transport Policy 2015 Travel Assistance Policy Consultation	Open
16 Jun 2020	DCST 2019-20 Quarter 4 Finance and Performance Report	Councillor Nuala Fennelly	Cabinet	James Thomas, Chief Executive of Doncaster Children's Services Trust James.Thomas@ dcstrust.co.uk, Rob Moore, Director of Corporate Services and Company Secretary rob.moore@ dcstrust.co.uk		Open

