



Doncaster Council

Agenda

To all Members of the

CABINET

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

Venue: Room 007a and b, Civic Office, Waterdale, Doncaster, DN1 3BU

Date: Tuesday, 20th November, 2018

Time: 10.00 am

Items for discussion:

1. Apologies for Absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Public Questions and Statements.

(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it in writing or by e-mail to the Governance Team no later than 5.00 p.m. on Thursday, 15th November, 2018. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to Democratic.Services@doncaster.gov.uk).

Jo Miller
Chief Executive

Issued on: Monday, 12 November 2018

Governance Services Officer for this meeting:

Amber Torrington
01302 737462

Doncaster Metropolitan Borough Council

www.doncaster.gov.uk

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 6th November, 2018 for noting (previously circulated).

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

Key Decisions

- | | | |
|----|--|---------|
| 6. | 2018-19 Quarter 2 Finance and Performance Improvement Report and 'Delivering for Doncaster' Booklet. | 1 - 60 |
| 7. | Middle Tier Organisation Proposal. | 61 - 76 |

Non-key Decision

- | | | |
|----|---|---------|
| 8. | St. Leger Homes of Doncaster Performance and Delivery Update: 2018/19 Quarter Two (Q2). | 77 - 86 |
|----|---|---------|

Chair

Ros Jones, Mayor of Doncaster

Vice-Chair

Councillor Glyn Jones, Deputy Mayor

Portfolio Holder for:

Housing and Equalities

Councillor Nigel Ball

Public Health, Leisure and Culture

Councillor Joe Blackham

Highways, Street Scene and Trading Services

Councillor Rachael Blake

Adult Social Care

Councillor Nuala Fennelly

Children, Young People and Schools

Councillor Chris McGuinness

Communities, Voluntary Sector and the Environment

Councillor Bill Mordue

Business, Skills and Economic Development

Councillor Jane Nightingale

Customer and Corporate Services



Doncaster Council

Report

Date: 20th November 2018

To the Mayor and Members of Cabinet

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

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

EXECUTIVE SUMMARY

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

Financial Position: £0.4m overspend

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

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

Performance

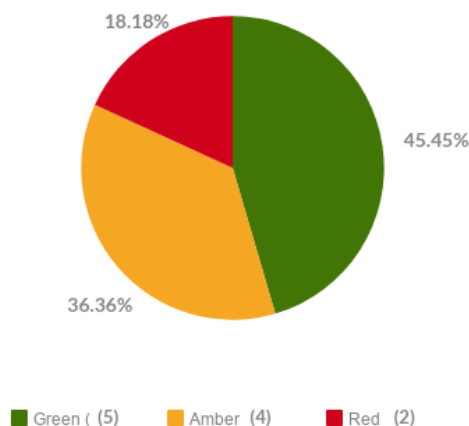
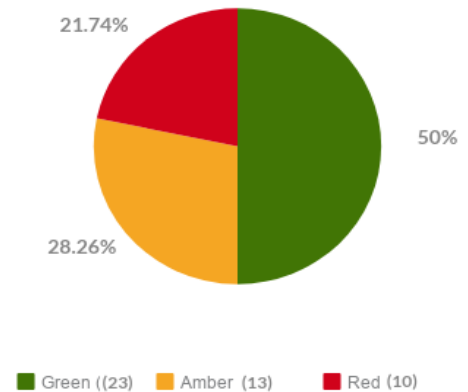
There are two kinds of indicators used to monitor performance - Service Performance Measures, which are a mixture of internal service standard measures that assess whether we are 'getting the basics right'. Performance measures - that are of interest to the citizens of Doncaster, and also Outcome Framework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

include contribution from Doncaster council services and the wider Team Doncaster partnership.

Performance Position:

46 service measures (profiled opposite)

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



Performance Position:

11 Outcome Framework measures (profiled opposite)

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

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

3. Key Performance elements include –

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

4. Further performance detail is contained in the accompanying **'Delivering for Doncaster' booklet**, which details the progress made in quarter 2 of our Doncaster Growing Together partnership transformation. This booklet also includes update on our key service standard measures, which give an overview of the services our residents receive, along with our position against borough wide key outcome framework measures to provide a balanced overview of our current performance position. Updates include:
- Agreement of a 10 point partnership plan which will also target anti-social behaviour in the town centre to ensure that Doncaster town centres remains a good place to visit and do business.
 - Our new Inclusive Growth Strategy is nearing its final stage of develop and consultation is underway with partners.
 - The Integrated Doncaster Care Record iDCR has gone live, this electronic record allows health and care professionals to quickly and securely access medical information about people while they are caring for them.






EXEMPT REPORT






5. This report is not exempt

RECOMMENDATIONS

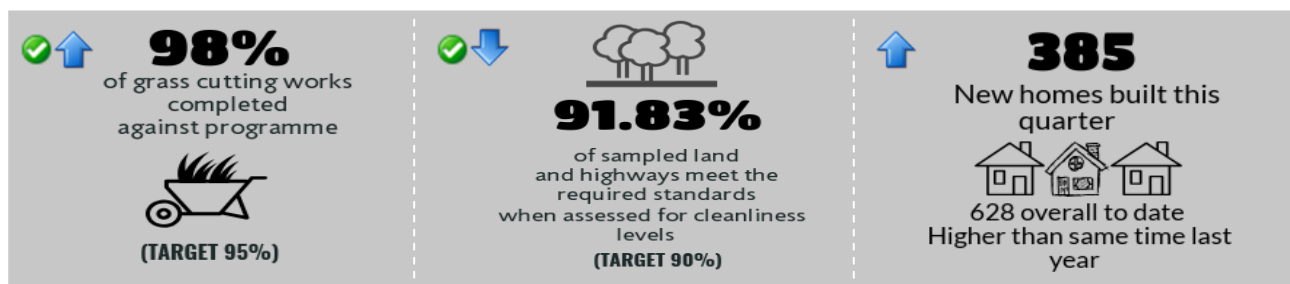
6. The Mayor and Members of Cabinet are asked to note and comment on the quarter 2 performance and financial information; including;
- changes to the Strategic Risks as detailed in paragraphs 48 to 50;
 - new additions to the Capital Programme, detailed in the Appendix A - Finance Profile; and
 - new fee/charge for approval by Cabinet, detailed in paragraph 45.











WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

Performance	Finance
 OK – Performance on target	An underspend of less than 3% or an overspend of less than 0.5%
 Warning – Performance mostly on target	An underspend of less than 5% or an overspend between 0.5% and 1%
 Alert – Performance below target	An underspend of more than 5% or an overspend of more than 1%
 Information Only – These performance indicators do not have targets	
 Unknown – These performance indicators are unable to assess a traffic light rating due to missing data.	

  Improvement
  Same as last time
   getting worse

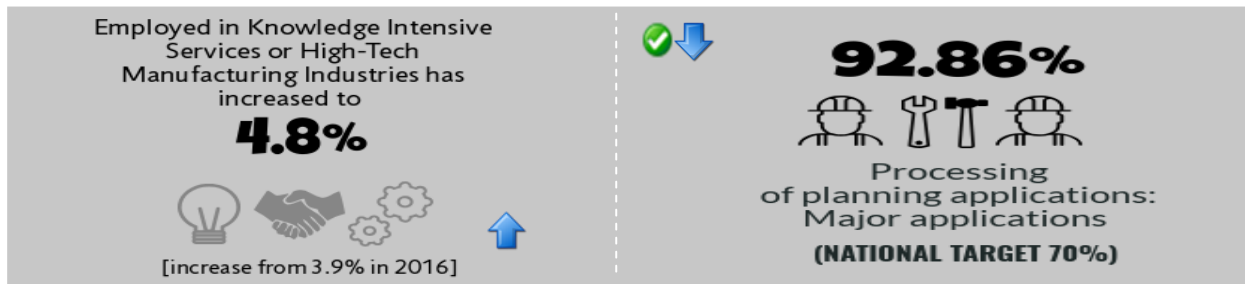
LIVING:



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

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

WORKING:



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

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

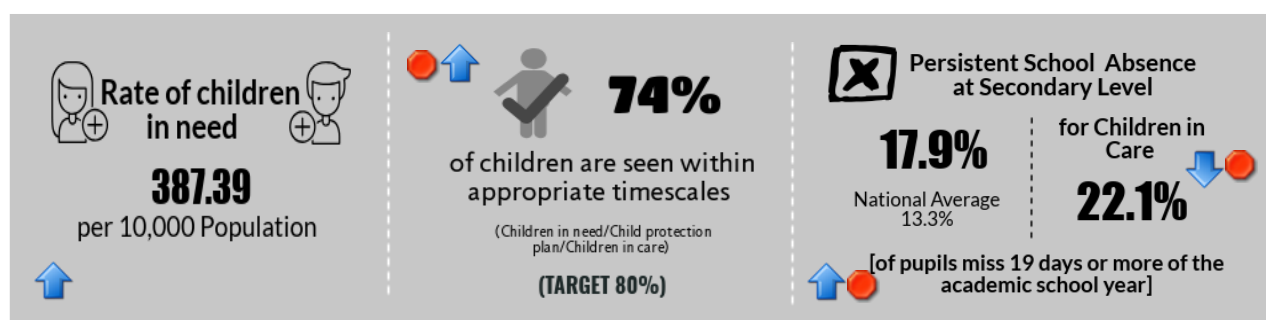
CARING:



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

17. We continue to focus on the transformation of Adult Social Care through the 'Your Life Doncaster' programme. This is focussing on immediate and rapid improvement activity in key areas of priority as well we focussing on medium and longer term transformation on ambitious outcomes for our communities and sustainable service models to drive this. Work is being undertaken to ensure the transformation programme is both well designed and well established in order to deliver the new approach.
18. The number of people living in Residential Care continues to fall with a total of 1,240 adults in residential care at the end of August 2018 against a target of 1244. Rate for Doncaster as at end of August was 5.7 days per 100,000 pop/day which presents a positive picture against a national target for Doncaster of 7.1 Delayed Transfer of Care data for September is not available until November.
19. Further to the performance reported in the previous quarter, concerns remain with performance against directorate service standards. There has been below target performance for 28-day completions for Adult Social Care assessments - the target has now been set at 6 weeks to complete an assessment with a view to ultimately reducing this to 4 weeks over time. Annual care reviews also remain a concern, and whilst activity is in place to secure improvement, performance has not yet improved to the target standard. Further work is required in these areas to drive continuous improvement underpinned by good data quality to understand progress.

LEARNING:

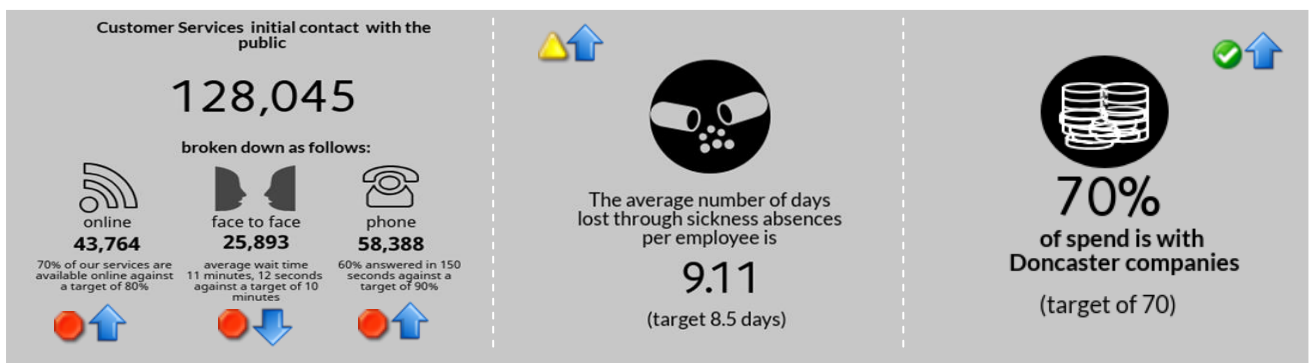


Service Standards					Outcome Framework				
4	5	3	-	-	-	3	2	1	-

20. Over the summer, provisional attainment results for Doncaster show an improved position on the previous year for key stage 1, key stage 2 and A-levels. Results will be officially confirmed later in the year.
21. Persistent Absence at secondary for the Autumn Term was 17.9% compared to the national average of 13.3%, and with a reported 22.1% for persistent absence of children in care at secondary level. The virtual school is addressing persistent absence via closer monitoring, challenge to schools on exclusion and training for foster carers and social workers with increased links to Mockingbird Family Model clusters, which focuses on improved stability and support to foster carers. Poor attendance at secondary level can have a negative impact on key stage 4 attainment
22. Ofsted ratings of the schools in the borough remain the same as there have been no published inspections this quarter - 74% of our pupils at primary level and 52% of pupils at secondary level are reported by Ofsted as having access to 'good' or 'outstanding' education.

23. The Doncaster Children's Trust, which became operational in October 2014 reports good performance in a number of areas. Although still off target, children seen within appropriate timescales, which includes children in need, children in care and those on child protection, at 74% saw a 4% improvement from previous quarter and focus remains on improving system recording of visits.
24. The number of children in need reduced by 278 from previous quarter. This composite measure comprises children in care, child protection and those that are not in care or on child protection but are in receipt of a service from professionals to achieve or maintain a reasonable standard of health and/or development. The Doncaster Children's Trust reports that a reduction in total referrals has led to a decrease in numbers of children in need and we will closely examine if this downward trend continues.

CONNECTED COUNCIL:



Service Standards

2	3	3	-	-

25. For this quarter, the key major and emerging HR and OD risks identified as Organisational and Workforce Capacity, Managing Performance and Additional Workforce Spend remain the same as the previous quarter. However, focussed action needs to continue to improve overall performance outcomes.
26. Considerable support has continued to be provided to the Council's improvement and transformation agendas, to support leaders and managers to shape and deliver change. The Adults, Health and Well Being 'Your Life Doncaster' Programme remains a key priority and a strong focus this quarter has been shaping the workforce development requirements across the whole programme and beyond, for example through the Place Plan. Following the completion of the Learning and Opportunities functional review work has been on-going to embed the structure and new ways of working.
27. A number of interventions continue to be offered through the Leadership and Management Development Framework in strengthening capacity building that will ensure our leaders are equipped with the right skills and knowledge to deliver on the Council's priorities. Continued emphasis is still required by managers to create more job opportunities for apprenticeships from entry level through to degree level and deployment of graduates. The next cohort of National Management Trainees have been recruited and are due to start shortly.
28. The new look job descriptions and recruitment adverts continue to be embedded throughout the quarter, with the Skills Framework now a key element with the Performance and Development Review Scheme.

29. Focus has remained on performance management as this was a key quarter for Personal Development Reviews (PDR) completions for all staff, with a positive outturn of 96% slightly exceeding the target of 95% for completions.
30. Additional spend outside of main employment contracts remains high in comparison to other large organisations. 41% of additional payments costs still relate to agency worker spend. Agency assignments should be used as a short-term solution to staff capacity or skills issues, however currently 37% of assignments have been for more than 6 months and 18% for more than 1 year. Spend has reduced in the quarter but this remains a high-risk area that requires further improvement to ensure this downward trend continues. Further improvement measures will be introduced during the remaining 2 quarters to better manage usage and spend following the outcomes from a more in-depth assessment.
31. The sickness absence rate at the end of the quarter was 9.11 days per full time equivalent employee which is slightly above the corporate target of 8.50 days. Managers still need to ensure sickness triggers are actioned timely (only 41% were actioned within the required timeframe) as well as ensuring the most appropriate action is taken in dealing with both long term and short term absences to improve overall performance
32. The average number of days to process a new housing benefits claims this quarter remains consistent at 21.06 days against a target of 25 days with new claims being well managed and benefit claimants moving onto Universal Credit. The number of days to process Council Tax Support applications is 22.31 compared to 24.18 for the same period last year.
33. The number of customer services initial contact with the public (online, phone, face to face) were reported at 128,045 a continuing drop on the 137,642 reported last quarter. Waiting time at the Civic Office reception is currently over the 10 minute target at 11 minutes 12 seconds and the number of calls answered within 150 minutes is also above the target of 90% at 60%. This is mainly due to a number of staff leaving the team for career progression and a number of posts are currently out for recruitment. Priority remains to proactively encourage customers to access services online.
34. Local authority spend with local businesses remains on target at 70%.

FINANCIAL POSITION:

Revenue Budget

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

	Quarter 2				Quarter 1
	Gross Budget	Net Budget	Variance	Variance (% Gross Budget)	Variance
	£m	£m	£m	%	£m
Adults Health and Wellbeing	151.1	74.3	0.7	0.5%	0.7
Learning & Opportunities - Children & Young People	55.9	11.4	0.8	1.4%	0.5

Doncaster Children's Services Trust (DCST)	51.4	47.5	0.1	0.2%	5.2
Corporate Resources	102.5	21.8	-0.9	-0.9%	-0.8
Regeneration & Environment	119.0	34.3	-0.3	-0.3%	0.1
Sub-total Services Budgets	479.9	189.3	0.4	0.1%	5.7
General Financing	7.2	6.6	-0.1	-1.4%	-0.1
Other Council-Wide budgets	5.4	-83.3	0.1	1.9%	-1.9
Sub-total Council Wide	12.6	-76.7	0.0	0.0%	-2.0
Grand Total	492.5	112.6	0.4	0.1%	3.7

36. Adults, Health & Wellbeing £0.7m overspend – the key pressures are additional demand and increased average costs of all types of placements in care totalling £1.4m with residential placements forecast to overspend by £0.7m. £0.5m savings are expected to be delivered against an overall savings target of £4m. Vacancy savings mainly within Communities of £0.7m offset these pressures. £6.0m additional one-off funding is being utilised to manage the pressures on services; resulting in the £0.7m overspend projected. The position has worsened since quarter 1 by £1.4m, which has increased the additional one-off funding required, therefore this does not impact on the overall overspend projected. A number of actions are being progressed to better understand the increasing demand on adult care services and introduce immediate measures e.g. agency/vacancy control, to identify one-off and recurrent savings.
37. The overall underlying care ladder pressure before the use of one-off funding is £6m. In addition, the 2019/20 budget plan includes £5.3m savings to be delivered and £2.3m additional growth funding. It is possible that one-off grant funding could be extended to future years; but this highlights the significant pressures and risks to the budget position for 2019/20. A full review of the 2019/20 financial position, including on-going pressures, new growth/pressures and saving options, is currently being undertaken which will be considered as part of the 2019/20 budget setting process.
38. The Government recently announced emergency funding for social care winter pressures and Doncaster's allocation is £1.5m. Winter pressures have already been taken into account in the quarter 2 forecast and therefore it is planned that the grant will be used to reduce the additional call on Improved Better Care Fund (iBCF), which is needed to fund the Transformation Plan and demand pressures in 2019/20, as detailed above.
39. Cabinet approved £6.0m one-off funding for the Doncaster Children's Trust to meet the projected pressures in 2018/19 including Looked After Children £4.2m, Legal & Early Help £0.6m, Family Support Services £0.4m, Safeguarding Children £0.2m, and Support Services and Management costs £0.6m. Following the allocation of this additional funding to budgets, a £0.1m overspend is now projected for 2018/19. Activity analysis shows that, on average, the Trust is anticipating that it will support 72 more young people for all placement types in the care ladder, than assumed going into 2018/19. Collaborative joint work will continue to be undertaken to understand, forecast and manage the demand; this will include understanding the ongoing pressures and impact for the 2019/20 budget setting process.
40. Learning & Opportunities – CYP (excluding DCST) £0.8m overspend – the key pressures include increased demand for children with disability placements £0.6m (a task & finish group has been set up by the service to review high cost placements to look at ways to

mitigate these increases), short breaks £0.1m and Passenger Transport £0.4m (a strategic review of Children's and Adults transport is to be carried out for 2019/20, with an interim efficiency review to include routes and occupancy).

41. The overspends are offset by £0.9m underspend forecast for Corporate Resources mainly due to savings on staffing budgets and £0.3m underspend forecast for Regeneration & Environment mainly due to various underspends in Streetscene & Highways Operations.
42. The Chief Financial Officer is deeply concerned about the on-going budget pressures and impact on the medium-term financial strategy for 2019/20. As detailed above, work is currently being undertaken to understand demand on social care budgets and rising costs, options for delivering savings and producing balanced budget proposals for 2019/20 onwards. Key dates to inform the 2019/20 budget are the budget announcement on the 29th October, provisional budget settlement expected on 6th December and the Adult Social Care Green Paper also expected in December. The 2019/20 budget proposals are due to be announced on the 24th January at the Council meeting. The current level of uncommitted revenue reserves are £11.7m for 2018/19.

Housing Revenue Budget (HRA)

43. The outturn projection for quarter 2 is an underspend of £0.2m. The budget assumes a contribution of £0.6m from balances; the £0.2m underspend reduces the contributions from balances to £0.4m. The variances are £0.1m projected underspend on overall management expenditure and £0.1m additional income, overall the position is very close to that reported at Q1.
44. Current rent arrears at quarter 2 are £2.2m (3.03% of the rent debit); this is a £0.22m increase from £2.0m at quarter 1 (2.72%). This performance is not on track for a year-end performance of 2.50% and is being monitored very closely due to the rollout of full service for universal credit (from 11th October 2017). A provision was included in the Housing Revenue Account budget therefore it is not expected to negatively impact on the monitoring position. As at 30 September the amount of former tenants' arrears was £1.1m a slight increase from quarter 1, write offs in the second quarter were £44k.
45. A new daily service charge for the provision of temporary accommodation properties is proposed for approval, which will enable the recovery of associated costs. The charges (detailed below) will be in addition to the existing HRA rents for the properties and will be effective from 8th December, 2018. Any new rental figures (including the service charge) will be eligible for housing benefit, subject to the individual's circumstances and subsidy limits. It is expected that this will generate circa. £15k, which will contribute towards the costs of additional demand placed on the St Leger Homes Housing Options team.

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

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

Capital Budget

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

has also been slipped into the next financial year, resulting in a potential £7.3m shortfall position in 2018/19. This position will continue to be closely monitored and where possible further expenditure delayed to the next financial year.

Collection Fund

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

a. Council Tax:

	Budget £m	Projection £m	Variance £m	Opening Balance £m	Planned Use £m	Closing Balance * £m
Collection Fund	124.88	127.61	2.73	5.39	-3.38	4.74
Doncaster Council	103.84	106.11	2.27	4.58	-2.87	3.98

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

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

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

b. Business Rates:

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

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

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

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

STRATEGIC RISKS

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

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

- Failure by the Council and the Trust to agree and set a realistic annual budget target
- Workforce issues in AH&WB and support services, including vacancies, recruitment, staff development and sickness, reduce the ability to transform at the pace required in current plans



- Through the implementation of mitigating actions two risk profiles have been reduced:
- Failure to implement the Partnership priorities within the Doncaster Growing Together Portfolio
 - Failure to achieve the budget targets for 2018/19

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

OPTIONS CONSIDERED

51. Not applicable.

REASONS FOR RECOMMENDED OPTION

52. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

RISKS & ASSUMPTIONS

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

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

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

FINANCIAL IMPLICATIONS [Officer Initials: RI Date: 19.10.18]

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

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

56. Key performance indicator outcomes that are specific to the workforce are detailed within the body of the report along with other key areas of performance worth noting. Failure to achieve targets for sickness absence can impact on service delivery to customers and increase costs particularly where cover has to be arranged. HR staff work with managers in service areas to ensure appropriate action is being taken to manage staff absence in an effective and timely way which should have a positive impact on performance. Staff

who do not have a PDR will not necessarily have clear targets and therefore may not be appropriately contributing to corporate, directorate and service targets or having access to learning and development opportunities. An appropriate induction is an important part of the on boarding experience for new starters to the organisation and can influence staff retention rates thereby reducing recruitment costs. Increasing completion of training deemed mandatory ensures that staff are provided with the appropriate knowledge in certain topics which should help to mitigate risks, reducing possible breaches and other potential consequences such as financial penalties. Further consideration is needed to identify effective ways to improve the compliance with timescales for completing casework, this will minimise the impact on affected employees, services and customers as well as any associated costs. Creation of more opportunities for apprentices at all levels is an effective tool in succession planning particularly in services where an ageing workforce is a factor.

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

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

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

57. 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: 18/10/18]

58. 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

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

BACKGROUND PAPERS

60. Not applicable.

REPORT AUTHORS AND CONTRIBUTIONS

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Debbie Hogg
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FINANCE PROFILE








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





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






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



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

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

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

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

Regeneration & Environment Revenue		Quarter 2 2018/19		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Regeneration & Environment Total	119.026	34.298	-0.265
	Development	10.234	4.038	0.037
<ul style="list-style-type: none"> The main projected overspend relates to Digital Council savings £42k. There are other overspends with Planning income £94k, S38 Developer Contributions £85k and Apprenticeship income £46k but these are mitigated by salary savings from vacant posts. Planning Services Digital Council savings target was £92k of which £50k has now been met from other service savings (deleting vacant posts). Plans to meet the remaining £39k are being worked on (a further £5k will be met from the full year effect of the post deletions but won't occur until 2019/20). 				
	Director Of Regen & Enviro	0.404	0.363	-0.103
<ul style="list-style-type: none"> Underspend due to write-out of £0.11m from balance sheet. 				
	Environment	64.687	29.054	-0.308
<ul style="list-style-type: none"> Main factors contributing to the underspend are Highways Operations additional income generation £250k, Street Lighting Energy Savings £170k, Street Scene Transport underspends £140k and a combination of salaries savings and additional income creating a £140k underspend in Network Management. This is offset by overspends including Waste & Recycling (Recycling Rebate and NNDR pressure) £183k, Digital Council Pressure £101k and various other Income and Vacancy factor pressures in regulation and Enforcement £150k. Highways is reporting a break-even position but this is due to significant revenue costs (£175k) being met from Capital budgets this year. 				
	Trading & Property Services	43.700	0.844	0.109
<ul style="list-style-type: none"> At Period 5 the service was showing an underspend of £0.08m. At Qtr 2 the position has worsened and is now projecting an overspend of £0.109m. The Assistant Director cost centre is currently showing an underspend of £0.058m due to vacancies within Professional Business Support which is included within this cost centre. Corporate Landlord is now projecting an overspend of £0.010m. This is £0.185m worse than period 5. The major changes from period 5 are Facilities Management £0.018m, Metro Clean £0.045m (double counting of daywork orders and a query over whether further funding needs to be removed) and Fleet Transport £0.118m (reduction in income due to reduction in fleet size). This is offset by various underspends across the service including Energy (£0.133m) as a result of trading carbon allowances and lower carbon production (one-off) and Strategic Asset Management (£0.101m). Issues with reporting Public Buildings Maintenance still need to be resolved. A job costing report is still to be developed. Trading Services is currently showing an overspend of £0.156m. The largest pressures continue to be Markets (£0.162m overspend mainly due to vacant stalls) and InPress (£0.026m) due to reduction in internal recharges. This is offset by underspends across the service including Schools Catering (£0.061m) and FM Catering (£0.004m). 				


Regeneration & Environment Capital		Quarter 2 2018/19				
		Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	Regeneration & Environment Total	78.0	86.8	141.0	144.4	21.9
<ul style="list-style-type: none"> The key projects in the programme are progressing well. The signing of the various legal agreements in relation to DN7 mean risks have reduced significantly. Other risks and changes in forecast expenditure are referred to below. 						
	Development - Non Housing	26.8	23.3	94.4	104.3	4.4
<ul style="list-style-type: none"> Main areas of spend include CCQ Cinema (£1.8m), Doncaster Culture & Learning Centre (£4.1m), Enterprise Market Place Phase 1 (£3.0m), Quality Streets (£1.4m), St. Sepulchre Gate/Station Forecourt (£2.6m), Scot Lane & High Street Acquisitions (£2.0m), DN7 Unity Link Road (£2.6m), FARRRS Phase 2 (£2.8m) and Strategic Housing schemes (£41.6m - more detail on these is provided below). The spend at Quarter 2 is £1.8m less than the previous quarter mainly due to expenditure re-profiled to later years £2.4m but with £0.6m of spend brought forward, main variances outlined below: - a). CCQ Cinema - £0.6m increase from initial quotes being too optimistic and also requiring adjustment for inflation since originally provided (total increase c. £1.0m). b). Doncaster Culture & Learning Centre - £0.5m decrease as costs re-profiled using latest information from Willmott Dixon. No change to completion date. Overall costs have increased by £0.7m for new additions to the scope of the project. c). DN7 - £0.9m decrease due to re-profiling of costs after conclusion of negotiation of various legal agreements associated with the scheme. 						

Regeneration & Environment Capital


Quarter 2 2018/19

	Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
	£m	£m	£m	£m	£m


- d). Strategic Housing - £0.9m decrease (more detail on this provided below).
- In relation to Quality Streets, £0.5m Local Transport Capital Pot Funding is at risk due to associated spend in 2019/20 being outside the time period of the grant. The priority is to maximise SCRIF funding in 2018/19, which has led to moving the LTCP funded expenditure into 2019/20. The Major Projects Team are exploring potential for extending the period of the LTCP grant with the SCR or resource swaps with funding on other schemes. There is a risk that this might not be possible and the LTCP could be lost.

	Development – Housing	37.7	41.6	40.6	78.7	15.5
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- Main areas of spend include Council House New Build £17.5m, Works to HRA properties £12.4m, and Fire Suppressant Works £5.8m (Sprinklers / Lifts / Communal Works).
- Variances from the Q1 reported position were Planned Maintenance to HRA properties (£0.56m) due to a reduction in the number of void/external works, Fire Suppressant Works £0.7m Additional fire safety precaution works in line with the recommendations from Savills Consultants are being implemented.
- £3.16m of resources were re-profiled into 2018/19 from 2017/18: Planned Maintenance to HRA properties (£2.16m), Council House New Build (£0.76m), Others (£0.24m). In addition, funding for Council House new build schemes was accelerated from 2019/20 into 2018/19 to reflect revised delivery timescales.
- The areas align to the priorities of the housing capital programme (Four year programme approved by Council 5 March 2018):- a). Council House build programme (committed). b). Council House build programme (uncommitted). c). Council House improvement and maintenance programme. d). High rise fire safety improvements. e). Energy efficiency works.

	Environment	1.7	10.3	4.9	5.9	-1.1
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- The main areas of expenditure in Environment are Smartlight £0.8m, other Transport £8.7m and Parks and Pathways £0.4m.
- Forecast spend relating to Phase 2 of the Smartlight scheme spend is £0.8m, this may reduce pending review of the cost of the remaining works.
- There is minimal change in year apart from some small realignment of funding within highways between flood works and carriageways works.

	Trading & Assets	11.8	11.6	1.1	5.9	3.1
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- The main areas of forecast spend are Herten Triangle £7.1m, Corn Exchange £1.3m and Vehicle & Plant replacement £1.0m.
- The current year spend is £4.6m less than at Q1 mainly due to;
 - £4.0m Strategic Acquisition Fund and £0.7m Property Investment Fund moved back to 2019/20 due to the slippage in capital receipts forecasts.

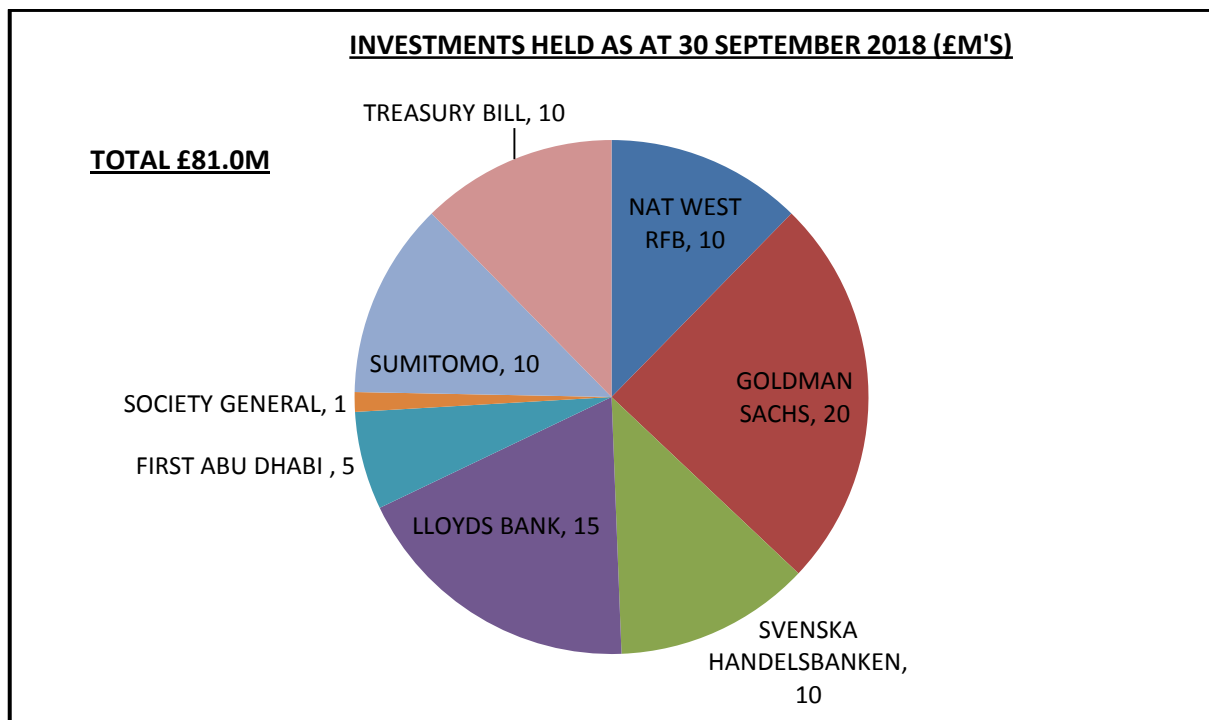
Council Wide Budgets Revenue		Quarter 2 2018/19		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Council Wide Budget Total	12.585	-76.717	-0.047
✗	Change Programme	-0.007	-0.277	0.053
✓	General Financing/Treasury Management	7.198	6.572	-0.099
✓	Levying Bodies/Parish Precepts	16.743	16.743	0.000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

Treasury Management Update - Quarter 2 2018-19

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

Investment

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



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

Borrowing

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

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

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

Risks

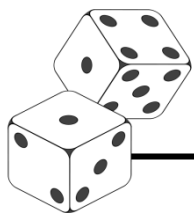
11. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 5th March, 2018. Key risks relate to our investment portfolio: -
 - a. The risk of reduced interest rates is considered minimal.
 - b. Counterparty risks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

Capital Programme New Additions Quarter 2 2018-19

	Funding Source	New Addition 2018/19 £m	New Addition Total £m
<u>Adults, Health & Wellbeing</u>			
Communities			
Improvements at Shaw Wood including repairs to the path and pond, provision of a new gate, bird boxes, benches and posts for new walking routes.	Section 106	0.01	0.01
Total Adults, Health & Wellbeing		0.01	0.01

<u>Learning & Opportunities: Children & Young People</u>			
8 schools with Safeguarding & Access work approved through the Learning Provision and Organisation Board for work totalling £72k. These schemes are funded from a block budget specifically for Safeguarding & Access work.	LOCYP Resources	0.07	0.07
2 new school condition schemes at Park Primary and Hatchell Wood Primary School for works totalling £8k. This scheme is funded from transfer of budget from other Schools Condition schemes.	LOCYP Resources	0.01	0.01
Total Learning & Opportunities: Children & Young People		0.08	0.08

<u>Regeneration & Environment</u>			
Development			
Allocation of Scot Lane block budget for the acquisition and refurbishment of 11-13 Scot Lane	IMF	0.495	0.495
Corresponding Reduction in Block Budget		-0.495	-0.495
Transfer responsibility for the Wool Market operational costs budget (PA system etc.) from Development to Trading.	Capital receipts	-0.210	-0.210
Housing			
Electrical Planned Works (Contractor). Budget now split between works allocated in-house and works allocated to a contractor.	Major Repairs Reserve	0.114	0.114
Electrical Planned Works (In House)	Major Repairs Reserve	-0.114	-0.114
Environment			
Allocation of Highways Maintenance block budgets to new or re-instated schemes or additional resources to existing schemes: -	LTP Highways Maintenance Funding		
Newton Ings Footbridge Demolition		0.130	0.130
Flood Risk Schemes		0.047	0.047
Kearsley Brook Ind Est Flood Screen		0.030	0.030
<i>Corresponding Reduction in Block Budget</i>		-0.207	-0.207
Trading & Assets			
LED lighting upgrade at the Civic Office and Mary Woollett centre	IMF	0.285	0.285
Transfer responsibility for the Wool Market operational costs budget (PA system etc) from Development to Trading.	Capital receipts	0.210	0.210
Total Regeneration & Environment		0.285	0.285



STRATEGIC RISK PROFILE

Strategic Risk Profile

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

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

Damian Allen

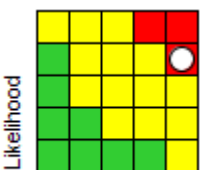
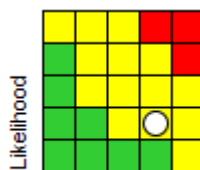
Current Risk		Target Risk
<p>25</p> <p>Likelihood</p> <p>Impact</p>	<p>DCST are still in the process of finalising their Q2 financial position therefore the update below is based on DCST's month 5 (August) report at this stage:</p> <p>Current Position - Doncaster Children's Services Trust (DCST) have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

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

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

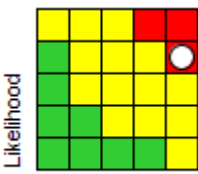
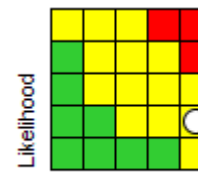
Workforce issues in AH&WB and support services, including vacancies, recruitment, staff development and sickness, reduce the ability to transform at the pace required in current plans

Damian Allen

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

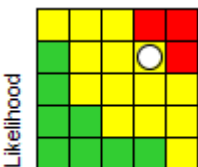
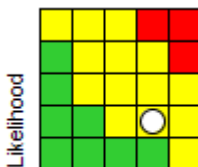
Savings from the Adults Health and Wellbeing Transformation Programme are not delivered as quickly as anticipated or are not achievable. Therefore alternative savings plans will be required in order to achieve the Medium Term Financial forecast.

Damian Allen

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

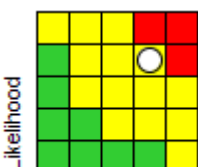
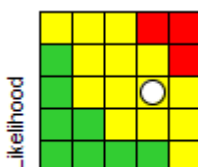
Failure to improve Data Quality will prevent us from ensuring that data relating to key Council and Borough priorities is robust and valid.

Debbie Hogg

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

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

Damian Allen

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

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

Key Stage 5 (A LEVELS)

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

Not in Education, Employment or Training (NEET)

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

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

Mitigating Actions:

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

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

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

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

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

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

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

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

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

Peter Dale

Current Risk		Target Risk
16 Likelihood Impact	Current Position: During September 2018, 18 Yorkshire Local Authorities presented to Government a powerful case for Yorkshire devolution, a groundbreaking independent economic research strategy revealed that the county could be up to £30bn a year better off as a result of Government agreeing to a Yorkshire Devolution proposition. This strategy provides even more compelling argument for engagement with City Region at a size that can provide economic advantage.	16 Likelihood Impact

Failure to achieve the budget targets for 2018/19

Debbie Hogg

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

Failure to successfully prevent a major cyber attack

Debbie Hogg

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

Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of children's services across the wider partnership system

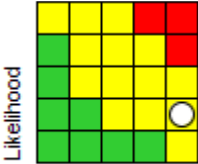
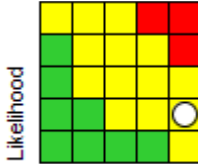
Damian Allen

Current Risk		Target Risk
12 Likelihood Impact	Current Position: The Children and Families Partnership Executive Group is the forum for the arrangements to discharge the S10 statutory responsibility which is the core group of leading partner members. Mitigating Actions: The governance arrangements are have become established and comprise the Executive Board which meets monthly and which provides overarching governance and delivery oversight across the partnership of the CYPP along with a new fit for purpose sub structure and a new strategic forum which meets quarterly to comment plan and shape the CYPP championing the voice of CYP. A review of CYPP partnership sub groups is underway which will provide greater clarity as to roles and responsibilities, and streamlining for more	8 Likelihood Impact

	<p>efficient reporting accountability. A report to the CFEG on 26th April, 2018 outlined this exercise and was considered again on the 12th July as well as measures being taken to new governance framework to reflect the necessity to be inspection ready across all frameworks on a continuous basis. A commissioning dashboard will be developed which identifies how money is spent across the landscape for CYP. In addition, the Joint Commissioning Resource Group is being improved to ensure better clarity as to expected standards.</p> <p>The CYPP outcomes are monitored by the AD level partnership performance Executive Group and a new annual Impact report will be produced in June 2018 which will evaluate performance of children's services across the partnership in cognisance of the Outcomes framework. An Impact report is in the final stages of development and will be presented to the CYP forum in September 2018</p> <p>The new JSNA is a more dynamic document as is the consequential and substantial Children's plan for 2017-2020. The Participation and Engagement strategy professional version has been published and child friendly versions for both this and the CYPP have been launched.</p> <p>The publication and application of the three key documents JSNA; CYPP and P&E strategy considerably mitigate this risk as well as the establishment and implementation of what is now a fit for purpose governance structure both underpinning the board and laterally in relationship to other strategic boards ,which will enhance the functionality of the Children and Families Partnership Strategic Forum as the keystone in the oversight and management of the children's strategic partnership across the entire 'estate'</p> <p>Work is underway to evaluate the efficacy of rationalising reporting and accountability arrangements to the DCSB and CFEG to achieve better coordination and synergy, optimise resources and reflect the evolving role of the DCSB post – Wood review.</p> <p>The Governance sub structure is aligned with and reflects the CYPP. A new Participation & engagement sub group has been in place since Dec 2016 and has been active developing the Participation & Engagement strategy and the co-production of the CYPP and the PES with children and young people and a child-friendly version of the PES was launched in October 2017 to mirror the child-friendly version of the CYPP. The P & E sub group has a priority to produce the action plan which supports and implements the actions proposed within the PES .</p> <p>Target Risk Score: 4 (Impact) x 2(Likelihood) = 8</p>	
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The agreed standards and policies are not adequately understood and implemented by practitioners who work with vulnerable adults increasing the risk of vulnerable people experiencing harm or abuse

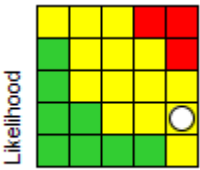
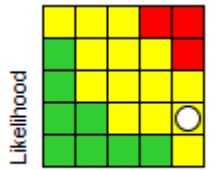
Damian Allen

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

	<p>(DSAB). Regular performance reports are completed and reported on to the DSAB for governance purposes.</p> <p>The Board continues to provide a multi-agency training programme to support staff across the multi-agency partnership to deliver safeguarding in line with South Yorkshire Procedures and the Care Act 2014.</p> <p>Mitigating Actions: The Board has revised its Performance and Assurance framework which is providing assurance to the Board that safeguarding practice is now outcome focused and in line with the 6 principles of safeguarding adults.</p> <p>The Council has developed a draft Safeguarding Adults Policy and is currently working to develop internal safeguarding procedures all of which are aligned to South Yorkshire procedures and will be accompanied by mandatory training for key staff. The latest peer review took place 20th October 2017 by Dr Adi Cooper which was positively received by the DMBC and the Safeguarding Adults Board. An action plan is currently in development to respond to the recommendations identified and incorporate outstanding actions from previous reviews.</p> <p>A recent change of management within the Safeguarding Adults Hub has instigated a business process review and Rapid Improvement Plan to address a backlog of cases which will support the Hub to respond to cases in line with the SY Procedures and to ensure Care act compliance.</p>	
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**Failure to obtain assurance as to the safeguarding of children in the borough
Failure to meet children's safeguarding performance requirements which
could lead to an 'inadequate' inspection judgement by Ofsted**

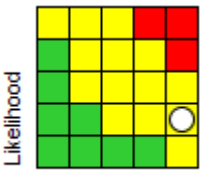
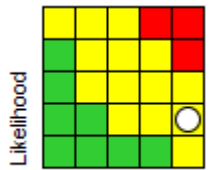
Damian Allen

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

	<p>Performance and quality is regularly challenged with the Trust at the high level QPM and at individual Head of Service level.</p> <p>The Joint strategic Inspection Group reviews the Ofsted Improvement Plan and has done so with the new plan and ensure compliance with the new ILACS inspection framework to which the Council and Trust will be subject hereon. The Improvement plan captures the 4 recommendations made by Ofsted and a number of other 'areas for improvement' in the report which were not specifically identified as improvements but which will provide for better practice. The Improvement plan was submitted week commencing 23rd April, 2018 in advance of the deadline of 1st May, 2018.</p> <p>The new ILACS framework provides for a more continuous and proportionate, risk based monitoring of performance by virtue of an 'Annual conversation with Ofsted which took place on 25th June, 2018 and short 2 day 'mini inspections' known as 'Focused visits' on dates yet to be notified. This framework replaces the full inspection within the former framework and is a more proportionate approach which is applied to 'good and Outstanding' Children's service Authorities.</p> <p>The High level challenge meetings review specific audits and all challenge meetings review the basket of contractual PIs, which include bellwether PIs in respect of CIN plans; the care pathway – especially front door management; assessment completion and quality of audits. In addition, reference is made to volumetric measures and the wider context in order to provide reassurance as to caseload management; geographical / team pressures; deployment of staffing resources etc.</p> <p>The DSCB receives a regular report of the audited cases from the DCST and regularly reviews the quality of Multi-Agency thematic audits at its Quality and Performance Sub Group.</p> <p>DMBC is clear that the three most pressing impediments to this risk remain demand management, placement policy and quality of practice. These areas are subject to investigation by the Innovation unit which has been commissioned to identify solutions.</p> <p>DMBC focus continues to be to ensure that quality of practice is maintained to a high standard; that management of demand is effective and that ways in which innovation can deliver more effective ways of working are explored and developed.</p> <p>Target Risk Score: 5 (Impact) x 2(Likelihood) = 10</p>	
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Doncaster systems do not integrate effectively to enable the rapid discharge of hospital patients, resulting in increased delayed transfers of care and risks to better care funding.

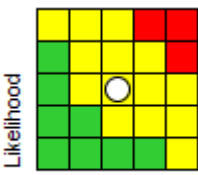
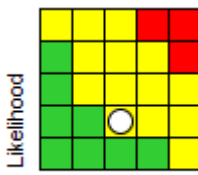
Damian Allen

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

August month 2018		
	August Actual	BCF Trajectory Target
NHS	3.3	2.2
Adult Social Care	1.9	2.6
Both NHS & ASC	0.5	2.3
Total	5.7	7.1
<p><u>Mitigating Actions:</u> • Daily management of individual hospital patients to make sure that they are discharged quickly and safely</p> <ul style="list-style-type: none"> • Flexible social care services to facilitate capacity in reablement/intermediate care facilities • Close monitoring of DTOC figures for early warning of performance issues • Effective challenge of delays raised by local Health Trusts • Close working with the Doncaster CCG and local Health Trusts on discharges • Implementation of the LGS High Impact Change model • Joint reporting arrangements with CCG and Health Trusts • The Integrated Discharge Team based at DRI is now operational on a 7 day basis. This 7 day rota is the start of our journey to 7 day working across our health and social care system. 		

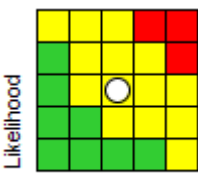
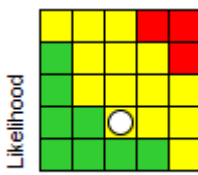
Failure to implement the Partnership priorities within the Doncaster Growing Together Portfolio

Debbie Hogg

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

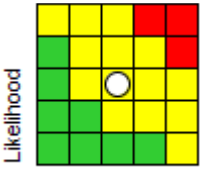
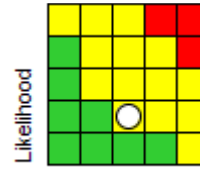
Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk

Damian Allen

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

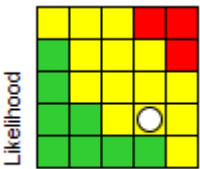
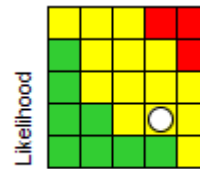
Failure to adequately address a sufficient number of Childrens Trust PIs (as defined in the service delivery contract)

Damian Allen

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

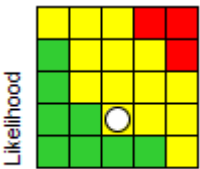
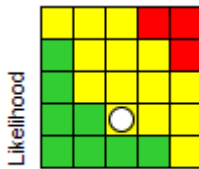
Failure to identify and manage Health and Safety risks

Peter Dale

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

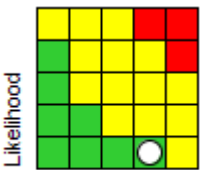
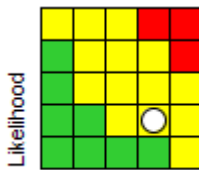
The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation

Damian Allen

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

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

Damian Allen

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



GOVERNANCE INDICATORS

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

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

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

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



Doncaster
Council

Delivering for Doncaster 2018-19 Quarter 2



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Introduction

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

The report is organised by our Priority Themes:

- Living
- Working
- Learning
- Caring
- Connected Council

Each Theme is structured to show:

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

lives of people living, working or visiting the borough.

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

Understanding the performance symbols

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

↑↑ improvement

▬ Same as last time

↓↓ getting worse



Performance

Performance		Finance
✓	OK – Performance on target	An underspend of less than 3% or an overspend of less than 0.5%
⚠	Warning – Performance mostly on target	An underspend of less than 5% or an overspend between 0.5% and 1%
🔴	Alert – Performance below target	An underspend of more than 5% or an overspend of more than 1%
📄	Information Only – These performance indicators do not have targets	
❓	Unknown – These performance indicators are unable to assess a traffic light rating due to missing data.	

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

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

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

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

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



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

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

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

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

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

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

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

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

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



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

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

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

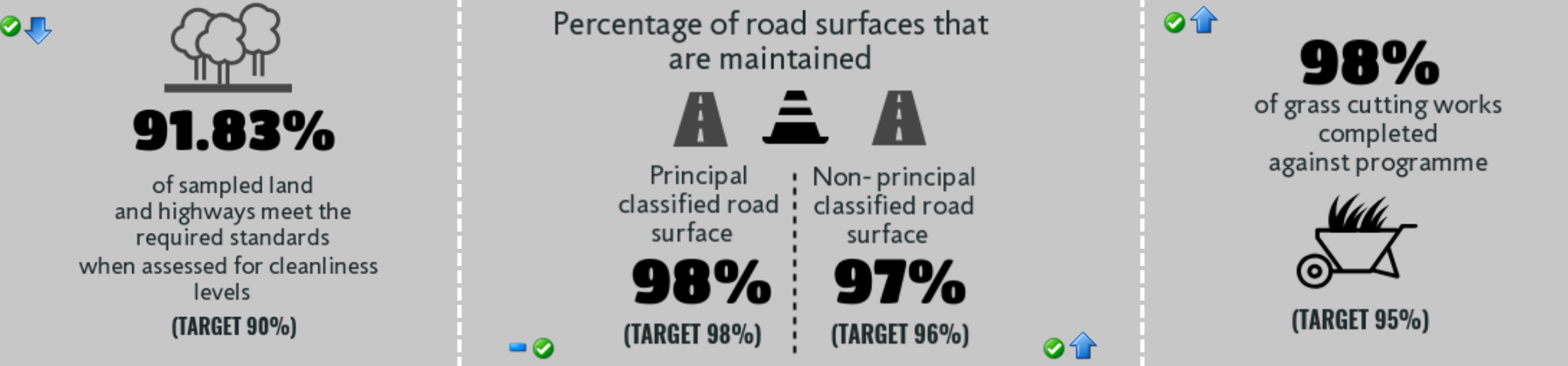
In September, Cast hosted a free outdoor performance with fire breathing, music and a giant winged ship as the outdoor spectacular Akra returned for third year, with worldwide performers taking part in this spectacular event which anyone (and



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

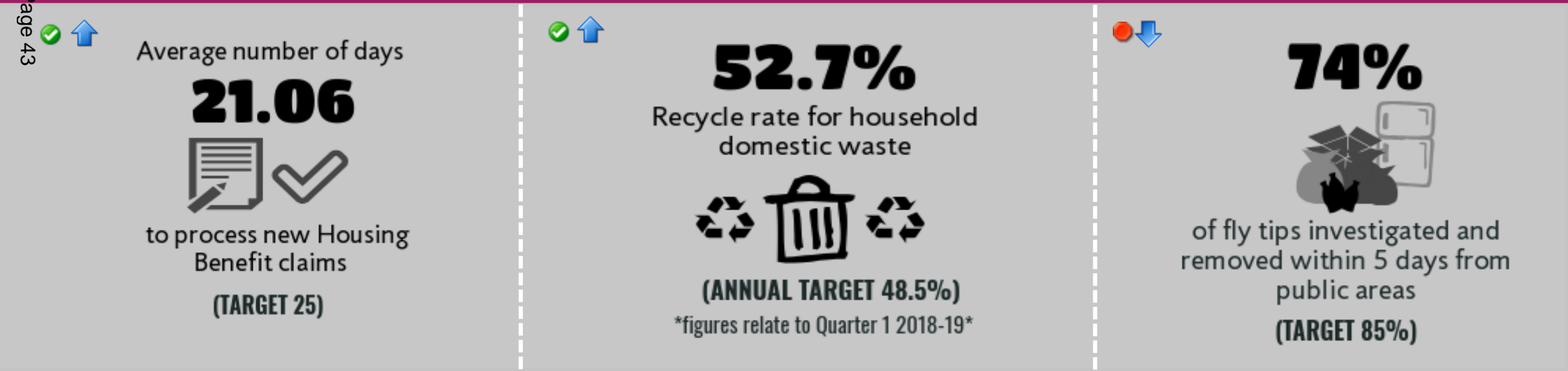
The percentage of fly-tipping incidents investigated and removed within five days saw a significant reduction from 85% to 74%. The reason for this reduction can be attributed to a strategic decision to direct some additional resources to tackle specific cleansing operations in targeted areas such as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

Service Performance getting the basics right



Outcomes Framework

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



Doncaster Growing Together how we are transforming and changing

TOWN CENTRE

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

GET DONCASTER MOVING PROGRAMME

This programme has a vision of
‘Healthy and vibrant communities through physical activity and sport’.

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

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

HOUSING PROGRAMME

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

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

ARTS CULTURE AND CREATIVITY PROGRAMME

The programme vision is;
To see all people who live, work, study and visit Doncaster taking part and enjoying great cultural experiences.



WORKING

Residents benefit from a thriving and resilient economy

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

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

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

Some areas of key activity for the quarter include:

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

across partners to encourage Inclusive Growth across the borough.

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

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

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

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

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

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

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





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

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

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

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

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



Mayor of Doncaster Ros Jones said:

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

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

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

Service Performance getting the basics right



92.86%



Processing
of planning applications:
Major applications
(NATIONAL TARGET 70%)



100%

of Licensing Act (2003)
applications processed
within statutory timescales
(TARGET 100%)

Outcomes Framework

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



97.72%



of non-domestic rates
collected

(TARGET 97.50%)



15.5%

of people with a learning
disability have been helped
into work



(TARGET 6.7%)

Doncaster Growing Together how we are transforming and Changing

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

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

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

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

Our Areas of Opportunity:

First 1001 days

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

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

Vulnerable adolescents

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

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

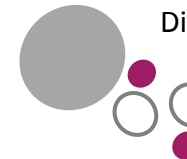
Complex Lives

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

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

Learning Disability

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



Urgent and Emergency Care

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

Intermediate Care

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

Our Joined Up Working:

Joined up neighbourhood health and social care services

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

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

The Integrated Doncaster Care Record - iDCR - is now live

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



Stronger Families

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

Taking Doncaster Growing Together local

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

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

Service Performance getting the basics right



86%

of people who feel that service have made them feel safe and secure

(TARGET 85%)



85.9%

of adults with a learning disability who live in their own home

(TARGET 78.6%)



Number of Customer reports

Compliments

6



Dissatisfaction

16



77.3%

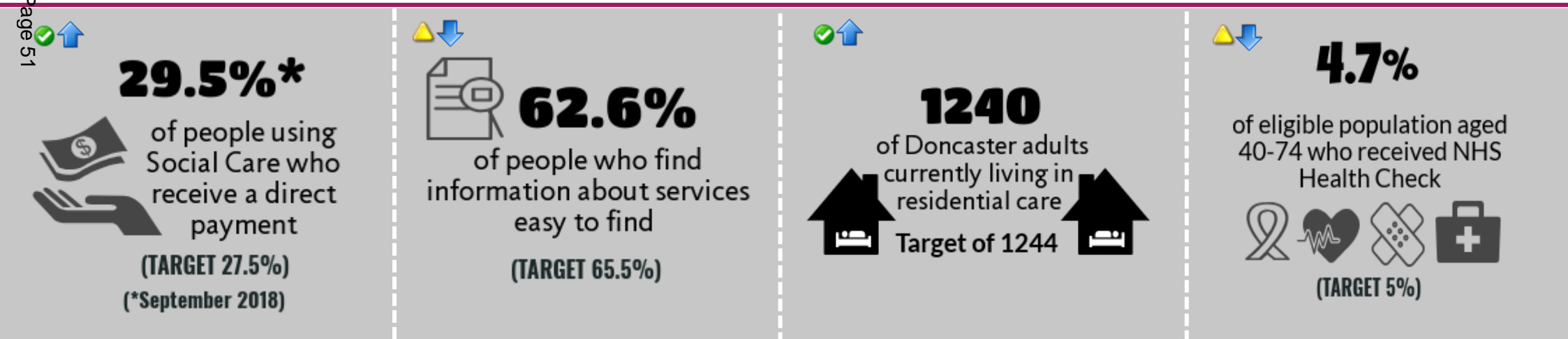


of carers are involved in, or consulted on, decisions about the person they care for

(TARGET 70.6%)

Outcomes Framework

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



Doncaster Growing Together how we are transforming and Changing

PLACE PLAN PROGRAMME

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

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

Starting Well:

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

Living Well:

- Complex Lives (homelessness, rough sleeping, addiction)

Ageing Well:

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

All age:

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



LEARNING

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

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

Special Visitors

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

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

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

Opportunities in Doncaster On the Up!

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

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

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

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

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

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

classroom practice and ultimately improve pupil outcomes.

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

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

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

The Bigger Picture

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

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

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

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

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

is at its full capacity of 60 by September 2019.

Never miss a day of school

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

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

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

Service Performance getting the basics right



Uptake of free school meals

79.79%

(TARGET 79.08%)



74%

of children are seen within appropriate timescales

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

(TARGET 80%)



2 year olds

75%

(TARGET 80%)

Percentage of children accessing their entitlement to free childcare

3 and 4 year olds

98%

(TARGET 99%)



Special Education Needs Team

95.24%

of Education, Health and Care plans issued within 20 weeks

(TARGET 100%)



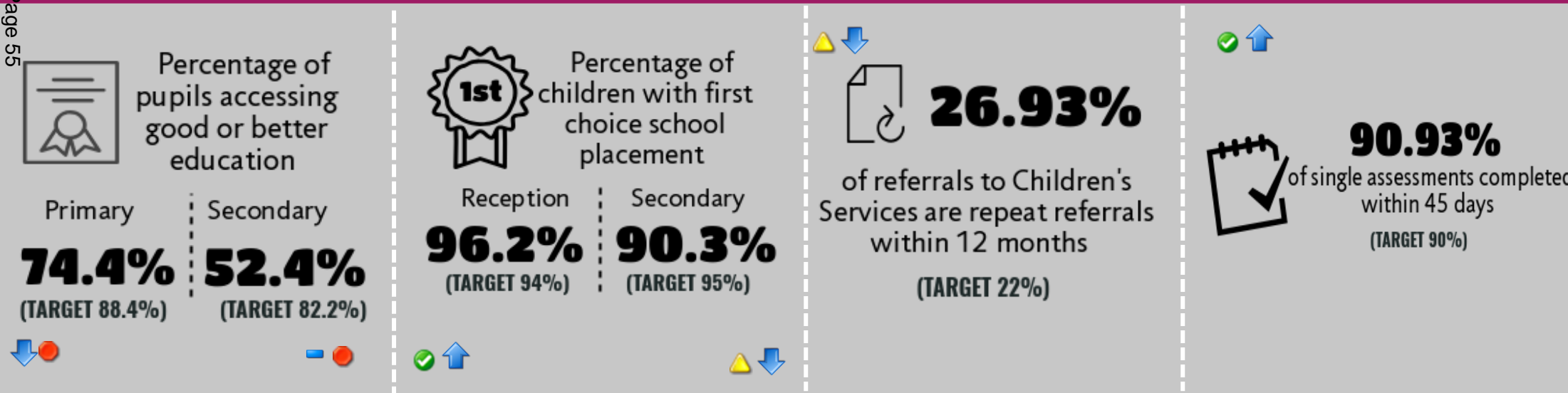
98.2%

of Early Year providers rated Good or Outstanding by Ofsted

(TARGET 98%)

Outcomes Framework

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



Doncaster Growing Together how we are transforming and Changing

EDUCATIONAL INCLUSION PROGRAMME

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

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

SOCIAL MOBILITY OPPORTUNITY AREA PROGRAMME (SMOA)

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



CONNECTED COUNCIL



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



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



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



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



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

Customer Services initial contact with the
public

128,045

broken down as follows:



online
43,764

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



face to face
25,893

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



phone
58,388

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



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

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

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

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



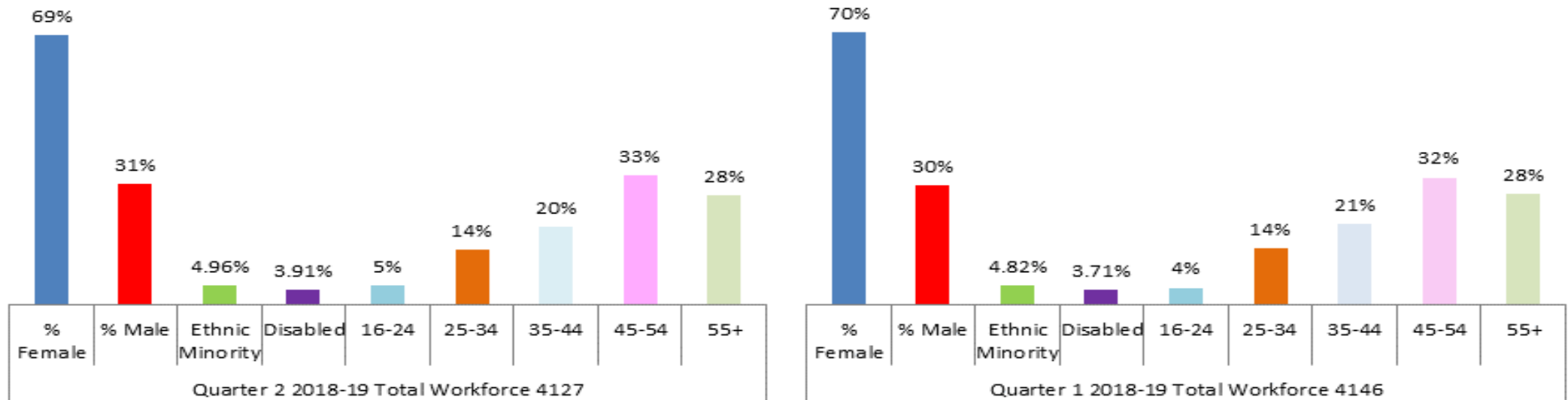
OUR WORKFORCE

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

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

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

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



General Fund Revenue Total

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

Adults Health & Wellbeing

- £0.7m overspend projected on £151m gross budget (0.5%).
- Additional demand and increased average costs of all types of placements in care totalling £1.4m with residential placements forecast to overspend by £0.7m. £0.5m savings expected to be delivered against £4.0m savings target.
- The pressure is off-set by vacancy savings mainly within Communities of £0.7m.
- Additional one-off grant funding £6.0m; increased by £1.4m since quarter 1. This

highlights the underlying pressure on the budget.

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

Learning & Opportunities C&YP

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

Children's Services Trust

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

Corporate Resources

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

Regeneration & Environment

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

Council Wide Budget

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

Reserves

- General fund reserves are £11.7m.

Housing Revenue Account (HRA)

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

Capital Programme

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

Collection Fund

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

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

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



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Doncaster Council

Report

Date: 20.11.2018

To the Chair and Members of Cabinet

Middle Tier Organisation Proposal

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Nuala Fennelly, Cabinet Member	All	Yes

EXECUTIVE SUMMARY

1. This report sets out an approach to improve the quality of careers education, information, advice and guidance in the borough, both now but crucially in the future. The Mayor's borough strategy, 'Doncaster Growing Together' has within its 'Doncaster Learning' theme the Social Mobility Opportunity Area programme. The proposed approach builds on initiatives being put in place through the Social Mobility Opportunity Area programme, by adding additional Council funding to support the development of a new Middle Tier Organisation with the function of improving the links between education and business, to the benefit of both.
2. This new organisation, will be based on the highly successful experience of EXPECT Youth, the first such Middle Tier Organisation, made up of an alliance of organisations in the borough which was pioneered and facilitated by the Council to deliver a universal youth offer. A new organisation will be developed alongside the Doncaster Careers Hub (more detail on this at Annex A), with the view that in the longer term it provides a home for this function, that is not dependent on central Government funding, but sustained in the place through funding from the education and business sectors, and through successfully bidding for available funding pots.
3. This new organisation will help ensure that the borough's young people, whatever their background have access to high quality careers education, information, advice and guidance, jobs and future careers. It will build on, support and expand the positive work that will be delivered through the Doncaster Careers Hub.
4. By creating this new venture we will have improved opportunities to secure additional funding and support the financial sustainability of Doncaster Careers Hub, It will also further developing the Doncaster Skills Academy offer based on the growing understanding of what is required locally, through the careers hub.
5. In order to create this exciting approach we are proposing using existing funding

committed to the Doncaster Careers Hub, and to bolster this with additional funding from the Social Mobility Opportunity Area aligned alongside resources from the Careers and Enterprise Company.

6. This report is seeking approval to further investment £325k over 4 years to invest in the leadership and commission service transformational activities to make this new initiative a success

EXEMPT REPORT

7. N/A

RECOMMENDATIONS

8. This report recommends that Cabinet:
 - (a) approve further investment of £325k over 4 years to invest in leadership and commission service transformational activities to make this new initiative a success.
 - (b) approve the delegation of a grant agreement between the Council and the Doncaster Chamber of Commerce, to the Director of People, in consultation with the Director of Finance and Cabinet Member for Children and Young People. This will include the governance arrangements and performance management of the grant objectives.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

9. The Middle Tier Organisation will strengthen links between the business and education sectors, ensuring that more young people have meaningful encounters of the world of work. The organisation will ensure that this vital function is sustained in Doncaster beyond the lifetime of the Social Mobility Opportunity Area Programme, without a dependency on central Government funding. The Middle Tier Organisation will also raise aspirations of Doncaster young people by helping them to experience and understand the workplace.

BACKGROUND

THE CASE FOR INVESTMENT

10. The need for improved careers education, information, advice and guidance has been raised through three separate reviews of the Doncaster education landscape. Each review started with a different focus, and each used different diagnostic techniques but all came to consistent recommendations.
11. In 2016, the Independent Commission on Education & Skills was tasked to review and report upon the local education and skills sector and make recommendations for change and improvement. This resulted in the One Doncaster Report, launched on 21 October 2016. The Commission found that fewer young people in Doncaster were reaching a sustained destination post-16 and post-19 than nationally. There was a clear sense that young people did not feel that they were receiving high quality guidance that reflected all the opportunities available.
12. Careers education, information, advice and guidance was fragmented and in some

places, poor. This resulted in young people not understanding the pathway to their desired career and as a consequence, making poor choices in the selection of qualifications. This resulted in low levels of qualification above Level 3 and 4 and contributed towards the low skilled profile of the local workforce.

13. The Children and Young People's Plan came to similar conclusions, based on consultation with young people, and most recently the Social Mobility Opportunity Area Programme diagnostic process identified a need for improved careers education, information, advice and guidance as set out in priority three - no career out of bounds.
14. There is a clearly identified skills gap in Doncaster which will increase post-Brexit; Doncaster has also been identified as an area where automation will stifle job creation. Indeed, polling data by Doncaster Chamber and the Council evidences that businesses are finding it harder to recruit skilled manual / technical jobs and professional / managerial positions than they were just a year ago (see below graphic). It is imperative that we act now to address both imminent and future challenges.

15.



16. Continued pressure on Local Authority funding means we need a self-sustaining model; the borough needs to invest now to save in the long-term.
17. It is worth noting that the head of the Commission, Dr Ann Limb, commented that Doncaster had a thriving business sector, as the sector is expanding and actively engaged in the work of the Council. The efforts in this space need to capitalise on that engagement, and the Chamber are well placed to do just that.

THE RESPONSE TO DATE

18. This is a challenge that has been recognised locally, by the Council but also

Nationally by central government and both have put in place activity to remedy this issue.

19. Through collaboration with the Doncaster Chamber of Commerce and local businesses the Council has established the Doncaster Skills Academy, to bring together education and business and provide valuable employability skills to the borough's young people. Through this, strong links have been made between the Chamber and hundreds of Doncaster employers, who collectively give up over 500 hours a quarter to support schools. The Council and the Chamber have been working together on the Doncaster Skills Academy for the last four years. More background on the Doncaster Skills Academy is available at Annex B.
20. The Careers and Enterprise Company, an organisation funded nationally by the Department of Education has developed approaches to drive up the quality of careers education information advice and guidance, through the Enterprise Coordinator network. The network links schools and business volunteers to help schools plan their careers strategies and deliver meaningful encounters with the world of work, while supporting schools to deliver the elements of careers education, information, advice and guidance relating to employers and the world of work.
21. The Opportunity Area Partnership Board have agreed to develop a Careers Hub, which expands on the Enterprise Coordinator network with extra resource in the form of a Hub Lead, funding for schools to join the Hub and funding to support the development of innovative approaches to delivering Careers education, information, advice and guidance. Most importantly, the Hub will bring together Careers Leaders in schools to form a network to develop and share best practice.
22. There are 20 other hubs being established around the country by the Careers and Enterprise Company and the Doncaster Careers Hub will be able to share best practice with the other hubs, whilst developing its own evidence base of what works, in terms of inspiring the most disadvantaged.
23. This new organisation looks to blend two solutions together, so we have national best practice linked to local businesses, driven by strong local partnerships. In doing so support the development of a virtual team of staff funded through the Careers and Enterprise Company, the Council and the Chamber to collectively improve the levels of business engagement and ownership. This collaboration should ensure the quality of the offer to business and education to the mutual benefit of both.
24. The Opportunity Area funding runs out in August 2020, we don't yet know how long the Careers and Enterprise Company support will remain in place, although we are aware it is finite. The careers education, information, advice and guidance landscape is littered with short lived Government initiatives that have created positive results but ultimately left little or no trace. By building a sustainable solution anchored in Doncaster businesses we avoid this happening and make sure the learning from the Careers Hub is retained, ideally for generations.
25. So far there has been £530k provided by the Social Mobility Opportunity Area & provisional support of a further £105k subject to approval from the Careers and Enterprise Company. This report is seeking further support of £325k, over 4 years, to build the right organisational capacity and provide necessary time to build financial resilience.
26. The Opportunity Area funding puts in place the careers hub, it funds membership of the hub and supports the development of best practice approaches to meeting the

Gatsby benchmarks that define high quality careers education information advice and guidance. It encourages all schools and colleges actively engaged in delivering the best careers advice they can. As mentioned above, the Opportunity Area also is expected to fund a post to develop business links, to secure additional funding sources and to further develop plans to establish the Middle Tier Organisation as a standalone organisation.

27. The funding from the Council builds on this position by further developing the Doncaster Skills Academy offer, in recognition of the needs of schools and businesses as identified through the careers hub network, by increasing the level of business engagement capacity associated with the Middle Tier Organisation, including events and marketing and meeting costs associated with establishing a new organisation. As the Council funding reduces we expect to see funding from external sources increase as illustrated in table 1 below.

Table 1

	DMBC	Opportunity Area	External Funding¹	Total
2018/19	£25,000	£365,000	£0	£390,000
2019/20	£175,000	£270,000	£50,000	£430,000
2020/21	£75,000	£0	£200,000	£275,000
2021/22	£50,000	£0	£250,000	£300,000
2022 onwards	£0	£0	£300,000	£300,000
Total	£325,000	£635,000²	£800,000	£1,760,000

28. The desired outcomes for the careers hub are as follows;

- Reduction in the number of disadvantaged young people who do not secure a sustained destination post16 to below 50 (currently 150).
- Increase in the number of young people, when surveyed, who rate the quality of the careers advice they have received as good or better. (the precise detail of this target to be confirmed following the first baseline survey).
- 96,000 encounters with employers delivered in Doncaster through the Enterprise Adviser Network (equating to four encounters for every young person aged eleven to eighteen).
- All schools and colleges based in Doncaster assessed to be meeting all eight Gatsby benchmarks using tools such as the Careers & Enterprise Company's Compass careers benchmarking tool.
- Schools actively engaged in the hub network, generating best practice examples and proactively improving the quality of careers education advice and guidance.
- All schools have careers strategies published on their websites.

29. In order to secure value for money we are seeking the following outcomes from the Middle Tier Organisation:

¹ These figures are estimates, based on bidding for government funding and funding from business and education.

² This includes £105k that is subject to approval from the Careers and Enterprise Company.

- Seek out and secure new funding opportunities for Doncaster, from a wide range of sources to ensure ongoing sustainability. The aim here is that the MTO raises over £500k in the next 3 years.
 - Ensure that businesses are supported to become better employers of young people and well placed to benefit from improved social mobility, with an ambition of supporting 100 businesses over the next 3 years.
 - Ensure Doncaster young people receive at least one meaningful encounter with the world of work every year of their secondary school career
 - Ensure that encounters with the world of work are genuinely meaningful through collection and analysis of robust evaluation data.
 - Provide a sustainable long-term skills model which builds locally-based capacity in Doncaster.
 - Maximise local investment by developing capacity and competence within local partners and providers – particularly those with a long-term commitment to the betterment of the borough.
 - Produce clearly sign-posted mechanisms for system improvement ensuring schools across Doncaster engage in a meaningful way, supporting delivery of the Doncaster Growing Together strategy and inclusive growth in Doncaster.
 - Place activities outside of education settings
 - Bring careers education, information, advice and guidance into the 21st Century (utilising digital badging, modern dashboards and app-based delivery).
 - Increase in the number of young people, when surveyed, who rate the quality of the careers advice they have received as good or better, from the baseline set by the hub.
 - Provide a legacy for the Careers Hub in Doncaster to ensure that national best practice is harnessed and utilised in the long-term and that skilled staff are retained in the new Middle Tier Organisation.
 - Ensure that the Careers Hub interventions, in the short-term, are supported by a local organisation that provides support, capacity and local economic context.
30. The sorts of activities the Middle Tier Organisation might facilitate include, meaningful work experience, Investors in Young People / Kite Mark for employers, careers fairs, industry visits, train the trainer (ensuring the quality of business interaction with young people) etc.
31. The Middle Tier Organisation will be a partnership of local stakeholders, including large businesses, educational organisations, potentially local universities and careers guidance providers. The exact make up has yet to be decided but it would follow the EXPECT Youth model to a degree. It will bring together organisations to be greater than the sum of their parts with greater bidding power and ability to lever funding out of all available sources, including Government, charitable and philanthropic sources, plus the education and business sectors.
32. We propose developing the Organisation through the Chamber as the Chamber has an established record in this arena via the Doncaster Skills Academy. The Chamber is committed to inclusive growth and an anchor member of the Team Doncaster partnership. The Chamber is owned and led by the business community but includes co-opted leaders on to its decision-making board from the education community and the Council's Cabinet ensuring full accountability and transparency with the borough. Unlike many organisations in this arena, the Chamber is a not for profit business.
33. The Chamber has shown leadership in this area and taken considerable operational and financial risks to become an active participant in the careers education, information, advice and guidance policy area. At the start of this journey, the delivery

landscape looked very different to how it does at present; as such, the Chamber's leadership agreed to occupy this space for the borough because no other agency was doing so. The world has since moved on and the Chamber therefore agrees with its key partner the Council that the best home for this activity in the fullness of time is a new independent body. However, partners believe that to give the Middle Tier Organisation the greatest chance of success, and also to avoid immediate confusion with the Careers Hub, that the most sensible approach is to develop the new model within the Chamber for two years – where it can take advantage of private sector leadership, the Chamber's partnership ethos, and back office resource – prior to launching as a standalone company in April 2021. The opportunities concerning the future organisational format will be assessed with a full options appraisal to be developed in due course.

OPTIONS CONSIDERED

- 34. Approve funding for Middle Tier Organisation to go ahead and be developed by Doncaster Chamber of Commerce
- 35. Do nothing.

REASONS FOR RECOMMENDED OPTION

- 36. **Best Practice** - The model follows best practice that has already been established in Doncaster, including Expect Youth and Partners in Learning. Partners in Learning, particularly at primary have been a driving force in the Opportunity Area but have also brought real collaboration to the local primary sector, as recognised through the recent One Doncaster Commissioners revisit. The Middle Tier Organisation will seek to provide a step change in the way that key partner organisations work together to ensure that local, national and international careers opportunities are made available to every young person in Doncaster.
- 37. **Private sector ownership** - This proposal recognises that employers are also customers of social mobility and therefore want to access as wide a talent pool as possible. This proposal ensures that private sector ownership and leadership will be embedded in Doncaster's careers strategies to ensure that they can access the skilled and talented people that they need to grow and thrive; this proposal also recognises that whilst skills must to be developed that employers' needs, those skills must be developed and nurtured in a style and manner that Doncaster's young people and educationalists want.
- 38. **Partnership approach** - The proposed Middle Tier Organisation is a genuine partnership between the business and education community that will be synergistic with the Careers Hub and provide a long-term sustainable solution to guide the development and implementation of Doncaster's careers strategies. By bringing together key anchor partners, it will be more than the sum of its parts. By dovetailing with the Careers Hub it will ensure that national resource and best practice perennially has a local flavour. By using transitional funding from the Council and the Opportunity Area and Careers and Enterprise Company , the Middle Tier Organisation has improved chances of securing additional external funding and ensure that local business and education partners are strategically co-investing into Doncaster's careers activities.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Provides high quality careers education, information, advice and guidance to enable citizens access to opportunities.</p> <p>Engages with the business community and forges greater links for sustainable careers landscape.</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>Fulfils our ambitions to provide young people with the best start in life through offering them access to high quality careers education, information, advice and guidance.</p>

	<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

39. There is a risk that the Middle Tier Organisation won't generate as much funding as anticipated. This risk will be mitigated by: developing an offer that meets the needs of schools and businesses; focused engagement of business; and the creation of a high performing bid writing function. Experience of EXPECT Youth is that this coordinated bidding approach is effective.

LEGAL IMPLICATIONS [Officer Initials ND Date 19th October 2018]

40. Section One of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do.
41. The provision of grant funding to the Chamber of Commerce will need to be subject to a funding agreement setting out the obligations of the Chamber and any restrictions on the use of the money. The funding will need to comply with the requirements of FPRs including the need for Cabinet approval.
42. Specific legal advice will be required as this matter progresses.

FINANCIAL IMPLICATIONS [Officer Initials DB Date 23rd October 2018]

43. It is proposed to use £325k from the Service Transformation Fund (STF) to grant fund Doncaster Chamber of Commerce to support the development of the Middle Tier Organisation Proposal; £25k in 18/19, £175k in 19/20, £75k in 20/21 and £50k in 21/22.
44. Opportunity Area Grant funding of £530k has already been agreed and committed to the Careers Hub, included in Executive Board report in August 2018, however the development of the Middle Tier Organisation proposal is dependent on additional leadership capacity which has been provisionally supported by the Opportunity Area Programme.
45. The proposed grant of £325k to Doncaster Chamber of Commerce requires Cabinet approval as the financial value is greater than £50k as covered under financial procedure rule (FPR) E14. An appropriate funding agreement will also be required as outlined in FPRs E15-E16.
46. Approval for securing funding from the Service Transformation Fund is required by the Chief Finance Officer, Steve Mawson in consultation with the Chief Executive, Jo Miller. Updates should be provided to Executive Board on a six monthly basis, or more frequently, if required. If the recommendation is approved, this requirement will have been met through this report and no further approvals will be required. The Service Transformation Fund can accommodate this request, if approved.

HUMAN RESOURCES IMPLICATIONS [SB Date 16th October 2018]

47. While there are no specific HR implications resulting from the contents of this report at this time, there may be implications in the future depending on the decisions to recruit to the Middle Tier Organisation, further HR advice should be sought at that stage.

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 16/10/18]

48. There are no anticipated technology implications in relation to this report. A proposal for the procurement and delivery of a careers education, information, advice and guidance digital solution was considered and agreed by the Technology Governance Board (TGB) in August 18. Where further technology requirements are identified to support the delivery of the Middle Tier Organisation and/or the Careers Hub, these will also need to be considered by TGB.

HEALTH IMPLICATIONS [Officer Initials RS Date 16/10/2018]

49. Middle Tier Organisations are one way of organising delivery closer to the particular challenge. As such this approach could support improved governance and empowerment which could lead to improved health and wellbeing. Decision makers will want to consider how investing in this approach compares to other options and consider the effectiveness of this approach and the Return on Investment (ROI). Ongoing monitoring of impact and equality impact of this approach will be important as will sustainability.

EQUALITY IMPLICATIONS [Officer Initials RM Date 22/10/2018]

50. Any appointments made to the Middle Tier Organisation within the Chamber would be subject to usual equality principles. The services provided by the Middle Tier

Organisation would be universal but particularly targeted at disadvantaged young people and vulnerable groups so should disproportionately impact protected groups.

CONSULTATION

51. The development of these proposals have involved consultation with a wide range of partners including, Doncaster College, Partners In Learning, National College of High Speed Rail, Cast, private sector, young people (including two detailed sessions at Ridgewood with Ed Miliband MP), Club Doncaster, Doncaster Chamber's own directors, Sheffield Hallam, Doncaster UTC, Department for Education, Expect Youth, Team Doncaster (via Portfolio) and NHS.

BACKGROUND PAPERS

52. NA

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What is a Careers Hub?

Background

A Careers Hub is not a physical structure; it is simply an extension of the Careers and Enterprise Company offer already in place in Doncaster, with some important additions.

It is based on a pilot in the North East, which saw really significant impact over the two years of the pilot. We have looked to learn from their experience here in Doncaster, and this proposal reflects that.

At its core the Hub is about bringing together a network of careers leaders in schools who will work together with partners (Higher Education, employers, providers) to achieve the Gatsby Benchmarks in their schools thereby improving careers provision for young people. This will involve identifying, developing and spreading innovative best practice around the most effective ways to inspire young people and help them make the right decisions.

<https://www.nelep.co.uk/wp-content/uploads/2018/05/careers-hub-background-information.pdf>

Careers & Enterprise Company – Doncaster

In Doncaster we had two Enterprise Coordinators – Lee Douglas (although Lee has recently successfully applied for the Careers Hub Lead post) and Zoe Catterall who are supporting all 29 secondary schools, colleges, Special Education Needs and Disabilities schools and Pupil Referral Units in improving their careers education, information, advice and guidance. They currently do this by:

- encouraging schools to use Compass to audit where they are against the Gatsby benchmarks and then consider how they raise their performance
- facilitating links with Enterprise Advisers – Senior business volunteers who provide strategic support with a school's careers plan, and provide opportunities for meaningful employer encounters
- providing a virtual wallet for schools to purchase products from a prescribed menu to support them against benchmarks 5 and 6 (which relate to experience of the world of work and meaningful impact with employers).

The Careers Hub Solution

Schools who wish to be part of the Hub will need to actively opt in and sign up. This will allow schools to access significant benefits, but signing up will mean making a two year commitment to participate in the Hub.

This way the Hub effectively tackles a number of issues around delivering high quality careers education, information, advice and guidance in schools.

- It gives schools funding and access to networks to develop best practice solutions that meet local needs.

- It brings together learning from across the 21 other Careers and Enterprise Company funded Careers Hubs across the country, generating a huge amount of best practice from which schools in the Hub can benefit.
- It ensures schools commit staff resource to the role of adequate seniority and sufficient time.

This has been shown to be a powerful combination in improving the quality of careers education, information, advice and guidance in the North East.

The Hub Offer - Supporting the Gatsby Benchmarks

- £1500 a year for two years to be part of the Hub – this is to support the schools careers education, information, advice and guidance activity and Hub participation, including the generation of case studies
- Access to a significant central Hub fund of £3500 a year for two years.
- Advice and support across all 8 Gatsby benchmarks from the two existing Enterprise Coordinators and an additional Hub Lead, who we are in the process of recruiting
- Fully funded careers leader training and funding to cover backfill for attendance on the training. This is the same training some local schools have applied to the Careers and Enterprise Company for. All schools in the Hub will receive this fully funded.
- Access to a wider range of employers - the Hub will engage employers across a whole range of potential interactions with education, including provision of work experience and workplace experiences more broadly and provision supported internships for Special Education Needs young people among other things.
- Best practice gathered across all careers leaders in the Hub and evidence of what works from across the same schools, including access to the wider evidence base coming through the Careers and Enterprise Company Hub network of 21 other areas. This means access to a huge amount of best practice and emerging evidence
- Support accessing the wide variety of careers education, information, advice and guidance available - through the Hub we plan to draw together a catalogue of local providers and their offers, over time, through the collection of data from schools we will be able build a picture of which offers support which cohorts most effectively.

Minimum Expectations

To access the support set out above schools have to opt in and sign a memorandum of understanding. Through this MoU schools will commit to:

1. ***Named Careers Leader*** – Statutory requirement

- a. Identifying a careers leader, of appropriate seniority and ensuring that person has capacity to invest time and energy into the role. To ensure the benefit of the careers leader training we would like schools to try and commit to careers leaders remaining in post for two years. Regular fluctuation of the careers leader will reduce the Hub's efficacy over time (but we realise this is not entirely within schools' gift.)
- b. The careers leader will be required to attend half termly meetings to discuss different aspects of Career Education Information Advice and Guidance, across the Gatsby benchmarks based on what the Compass data suggests are common areas of weakness or specific areas the schools themselves are interested in. Through

this group the work of the Hub will be acutely focussed on the needs of schools but for this to be effective schools need to buy in and commit. The schools participating in the North East pilot rated this network as the most valuable element of the offer. It is through these meetings that Central Hub funding attached to the Hub will be allocated, on projects determined by the group to meet identified weaknesses.

2. **Careers Plan** - Produce & Publish a Careers Strategy and Plan on their website and three years of destinations data – Statutory requirement
3. **A Careers Quality Award** - Commit to achieving a careers quality mark by 2020 – Highly Recommended
4. **Post 16 Common Applications** - Support the Common Post 16 Application Process, to better track movement of young people across the borough, and avoid young people falling between the gaps. – Highly Recommended
5. **Quality Assurance** – Help develop and implement a Quality Assurance process that evaluates the impact of the activities their young people participate in, with interviews/surveys before and after the events. This will develop a growing evidence base of what works - Compulsory
6. **Data Tracking & Monitoring** – We will also ask schools to:
 - a. use Compass to measure their position against the Gatsby benchmarks;
 - b. use tracker as a planning tool if they don't use other comparable planning tools already; and
 - c. track attainment data, although this will be in line with their own ongoing tracking. – Compulsory

Further background on the Doncaster Skills Academy

1. The Doncaster Skills Academy has been developed over a four year period (preceded by some very discreet pilot activity). All the interventions developed are based on the core employability competencies that were defined by the Doncaster private sector through the Work and Skills Board. The key strands of this work (all of which support social mobility) are: Raising Aspirations, Employability, Enterprise and Financial Literacy.
2. The Doncaster Skills Academy has a proven track record for leveraging in financial contributions from elsewhere (external funders such as Edge Foundation / schools including: XP, Hall Cross, Hungerhill, Campsmount, Sir Thomas Wharton) all of which supports wider delivery beyond the activity that can be funded through the Council. To date, 25,000 learners have been supported. 500 volunteering hours are gifted to Doncaster Skills Academy by businesses every quarter. Around 300 businesses are engaged in delivering activities in some way, there are a nucleus of around 150 that support the project regularly. Doncaster Skills Academy deliver the borough's largest careers event 'Skills Fest'; over 2,000 young people are already booked on to attend next year's event.

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Doncaster Council

Report

Date: 20th November
2018

To the Chair and Members of the Cabinet

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

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Mayor Ros Jones	All	None

EXECUTIVE SUMMARY

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

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATIONS

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

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

BACKGROUND

6. Appendix A summarises the SLHD 2018/19 Quarter 2 (Q2), July to September 2018, performance management report.
7. Targets and measures were reviewed with DMBC officers and elected members prior to the start of the financial year, and fourteen indicators have been agreed for 2018/19.
8. Key performance elements to note are:
 - seven key performance indicators are on target (green);
 - two are within acceptable tolerance levels (amber);
 - three are below target (red); and,
 - two are not measured against a target (KPI3 and KPI14).
9. In terms of the 'direction of travel', performance has improved against six indicators compared to the previous quarter, declined in five areas and remained the same for one indicator. Two indicators are not measured against a target.
10. Targets were updated for 2018/19 and are considered more challenging than those set in 2017/18. Commentary covering the performance against all indicators is provided below and summarised in the table at Appendix A.

11. Performance

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

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

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

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

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

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

consideration the potential impact of increased voids and use of empty properties as temporary accommodation during the winter period.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The most common reasons for sickness absence continue to be:

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

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

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

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

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

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

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

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

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

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

In consultation with the Portfolio Holder for Housing and Equalities, due to fluctuations in demand and therefore performance, it has been agreed to set a

year-end target of 90%. The target will be reviewed along with all other targets at year end.

OPTIONS CONSIDERED

12. Not applicable

REASONS FOR RECOMMENDED OPTION

13. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

14.

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

	better Learning in Doncaster prepares young people for the world of work	
	Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents; 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	
	Connected Council: A modern, efficient and flexible workforce Modern, accessible customer interactions Operating within our resources and delivering value for money A co-ordinated, whole person, whole life focus on the needs and aspirations of residents Building community resilience and self-reliance by connecting community assets and strengths Working with our partners and residents to provide effective leadership and governance	

RISKS AND ASSUMPTIONS

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

LEGAL IMPLICATIONS

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

16. There are no legal implications for this report.

FINANCIAL IMPLICATIONS

(NF, SLHD Head of Finance, 25.10.18)

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

HUMAN RESOURCES IMPLICATIONS

(AC, HR & OD Business Manager, 25.10.18)

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

TECHNOLOGY IMPLICATIONS

(PW, Technology Governance & Support Manager 25.10.18)

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

HEALTH IMPLICATIONS

(KH, Public Health Improvement Coordinator, 31.10.18)

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

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

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

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

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

EQUALITY IMPLICATIONS

21. Equality implications are considered in line with the Equality Act 2011 for the

delivery of all St. Leger Homes services.

CONSULTATION

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

BACKGROUND PAPERS













23. None

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Appendix A - St. Leger Homes Key Performance Indicator Summary

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

Notes:

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