

To the Chair and Members of the Overview & Scrutiny Management Panel
Finance and Performance Improvement Report: 2017-18 Quarter 2

| Relevant Cabinet Members | Relevant Overview and Scrutiny Panel | Wards Affected | Key Decision |
|---------------------------------|---|-----------------------|---------------------|
| Mayor Ros Jones | Overview & Scrutiny Management Committee | All | Yes |

EXECUTIVE SUMMARY

1. The recent launch of the Mayor’s 4 year plan in September saw a change in the way the Council and its partners (Team Doncaster) not only work together to deliver ‘Doncaster Growing Together’ but also major changes to the governance and reporting arrangements. This quarter saw the establishment of new multi-agency boards as we combine both the partnership and the council’s Performance Management Framework (PMF) into one agreed approach in our commitment to deliver our shared key reforms.
2. This streamlined headline report, accompanying performance booklet (attached) and financial profile serves to provide an overview of our progress in delivery of ‘Doncaster Growing Together’, performance against the key Service Standards and our financial position towards the 2017/18 budget.

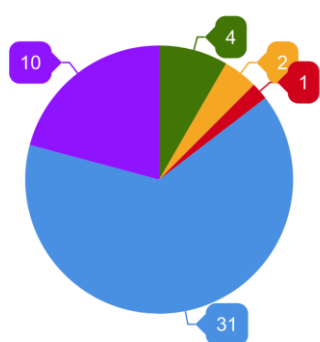
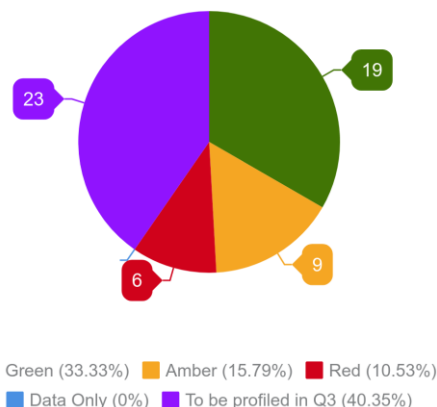
Financial Position: £3.0m overspend

3. At quarter 2 the Council is forecasting a year-end overspend of £3.0m; the projected overspend has increased by £0.2m from quarter 1. However, the underlying overspend could be greater, circa £6m, due to the use of one-off funding in 2017/18 and one-off underspends that are not due to continue in the future. Further details on the projected overspend are provided in the paragraphs 25 to 26.

Performance

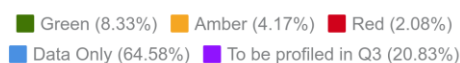
There are two kinds of indicators used to monitor performance - Service Standards which are internal measures that assess whether we are ‘getting the basics right’ in the services that we deliver to the citizens of Doncaster and Outcome Framework Measures where the outcomes include contribution from Doncaster council services and the wider Team Doncaster partnership.

Performance Position: 57 service measures identified (profiled opposite). Further details on the performance against the Service Standards can be found in the booklet against each of the Themes. Whilst Service Standards have been identified, further work is needed in quarter 3 to finalise these.



Performance Position: 48 Outcome Framework measures (profiled opposite).

38 measures have been updated for Q2, the remaining 10 are being developed for Q3. Further details on the performance against Outcomes Framework can be found in the booklet against each of the Themes.



- Quarter 2 serves as a transitional period in the new performance management framework with the introduction of measures to demonstrate as a council we are 'getting the basics right' and combining these with an update on the 'Doncaster Growing Together' transformation programme along with key outcome framework measures. These are reported in detail in the accompany performance booklet (attached). This introduction of both qualitative and quantitative measures serves to give an overview of the services our residents receive. These will be further developed throughout quarter 3. Performance headlines show that the number of people accessing social care who are in receipt of direct payment continues to rise bringing increased choice and independence. The net number of new homes increased, surpassing previous years volumes and is bucking the trend of other authorities. Local authority spend with Doncaster companies and business further increased and the average number of days taken to process new Housing Benefit claims and Council Tax Support applications reduced. Challenges remain with the delayed transfer of care from hospital, achievement of financial savings within Adult Social Care, residents employed in highly skilled occupations, and those achieving higher level qualifications.

EXEMPT REPORT

- This report is not exempt

RECOMMENDATIONS

That the Chair and Members of the Overview & Scrutiny Management Panel note and comment on the quarter 2 performance and financial information; including;

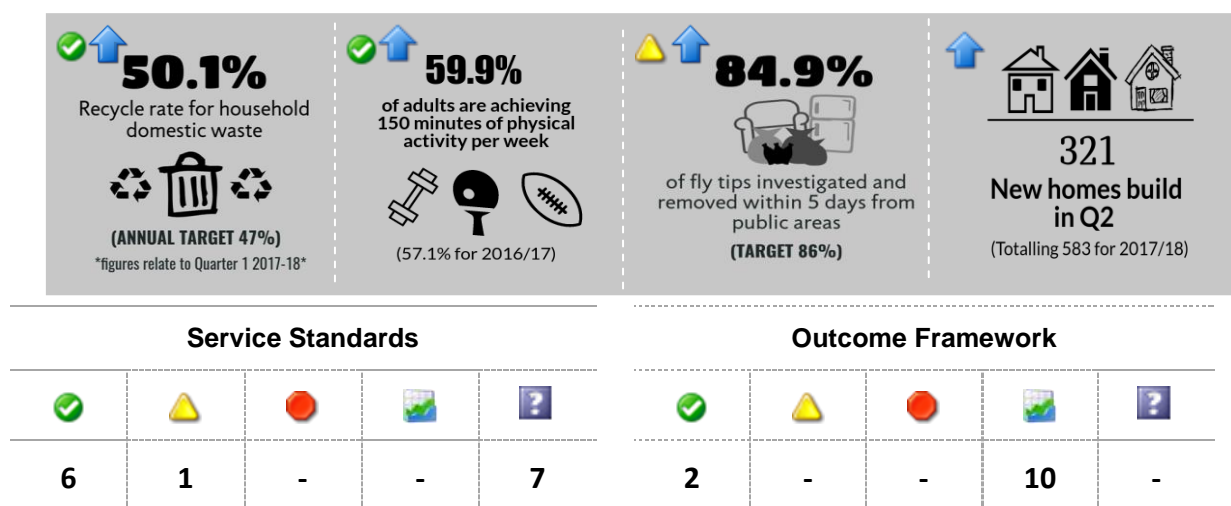
- changes to the Strategic Risks as detailed in paragraph 28 and Appendix B;
- changes to fees and charges as detailed in Appendix A page 16;
- virements approved by the Chief Financial Officer, Chief Executive and Cabinet, detailed in the Appendix A pages 16 and 17;
- new additions to the Capital Programme, detailed in Appendix A pages 18 & 19.

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:

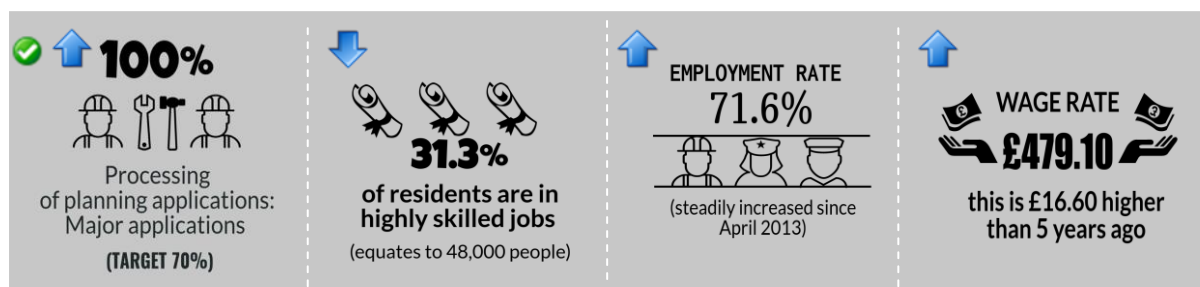


- Activity related to a number of key programmes in this theme have progressed quickly in Q2. The Get Doncaster Moving Programme has established five workstreams and good governance arrangements with partners. The challenge of increasing physical activity across Doncaster will take time but already we have initiated projects, which should support that increase i.e. Dance activator

programme. The Town Centres programme has overseen a number of key events in Q2 including Doncaster Pride, DN weekend and the St. Leger Festival. We are scoping out a further two programmes that potentially will be developed in Q3 17-18. These programmes are 'Arts, Culture and Creativity' and 'Environmental Stewardship', progress on which will be reported in the next quarter.

7. The Housing Programme – Homes for all is in the early stages of development but Doncaster has seen a year-on-year increase in net new homes built since 2012, with 2015 and 2016 seeing the biggest delivery of housing in over fifteen years (1,170 and 1,057 homes respectively. Quarter 2 of 2017/18 has seen an additional 321 new homes delivered bringing the total for 2017/18 to 583, an increase of 139 more than the same time last year. The Council House Build programme and joint Council/Registered Provider programme continue to deliver a supply of affordable homes; 15 additional units have been delivered in Quarter 2. This builds on the delivery of 120 last year and 139 in 2015/16. Despite delivering our own contribution to affordable homes supply, we recognise there is still a gap between the broader need for 149 affordable housing units per year from private developments. However, there is a need to balance the requirements to make developments viable with the need to provide affordable housing. Our Care leavers in suitable accommodation remains constant at 88%, above the regional and national average.
8. From a low of around 31% a few years ago, the recycling rate for household domestic waste has risen significantly and is now over achieving on our target. The rate now sits at 43.6% against a target of 35.2% (as at the end of Quarter 4), a major achievement and improvement. The percentage of fly-tipping investigated and removed within five days was 85% at the end of Quarter 2 against a target of 86%. 95% of scheduled grass cutting works has been completed against a target of 80%. Regarding land and highways, 94% of land and highways meet the required standards of cleanliness (target 86%); and 98% of principal road have been maintained (97% for non-principal roads) against targets of 96%
9. 100% of Licensing Act 2003 applications were processed within statutory timescales and 70% of major planning applications have been processed within the 13-week timeframe (target 100%).

WORKING:



Service Standards

Outcome Framework

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|----|---|
| | | | | | | | | | |
| 2 | 1 | 1 | - | - | - | - | - | 12 | - |

- Primary focus within the theme is that of support for business growth, productivity, inward investment and skills that relate to local people, local businesses and key institutions. There are a number of key reforms currently under transition under the Inclusive Growth Programme. The main reforms being the ability to deliver a devolution proposition that works for Doncaster, and the production of our Inclusive Growth Strategy both at a Doncaster and at a City Region level.
- Doncaster's employment rate has increased steadily since April 2013, growing from 66% to 71.6% and the percentage of residents aged 16-64 years claiming Out of Work benefits has continued steadily decreasing since 2014. The latest data (Dec 2016) shows that 11.1% are claiming benefits and the direction of travel remains positive matching that of comparators, nonetheless, the rate remains higher than the Yorkshire and Humber and England rates. Weekly full-time earnings for Doncaster residents in 2016 are £479.10; this is £16.60 higher than 5 years ago, but remains lower than comparators.
- The percentage of residents in highly skilled occupations stands at 31.3%. This equates to approximately 48,000 residents aged 16+ in occupations like managers, directors, engineering, technology, business and media professionals. Doncaster's rate is significantly lower than comparators: e.g. Local authorities with similar characteristics (37%), Yorkshire and Humber (40.7%) and England (45.9%). The borough's drive to create more apprenticeships continues with increased focus on advanced apprenticeships.
- 100% of major planning applications were processed in time along with 100% of Licensing Act (2003) applications.

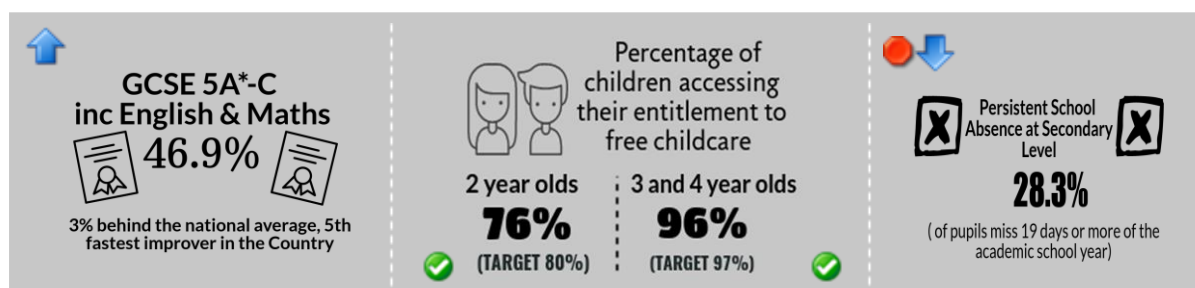
CARING:



| Service Standards | | | | | Outcome Framework | | | | |
|-------------------|---|---|---|---|-------------------|---|---|---|---|
| | | | | | | | | | |
| 2 | 2 | 2 | - | 3 | 2 | 2 | - | 7 | - |

14. The Transformation of Adults, Health and Wellbeing is a key area of development for the Council in 2017-18. Improvements have been made, but there remain difficult challenges as part of this vast programme of change and transformation. Permanent admissions to residential care have improved through a robust panel process, currently there are 1,151 people residing in residential and nursing care (aged 65 years plus). The proportion of people accessing social care who received direct payment is steadily rising at 27.5% against a Q2 target of 28.55%. Challenges remain around achieving identified financial savings and reductions in Delayed Transfer of Care from hospital which have increased during the 2nd quarter creating a risk to the achievement of the Better Care Fund target
15. The Children's Trust became operational in October 2014 and has reported improved performance in many areas with 81% of children in need, children on a child protection plan and children in care reported as being seen within appropriate timescales.

LEARNING:

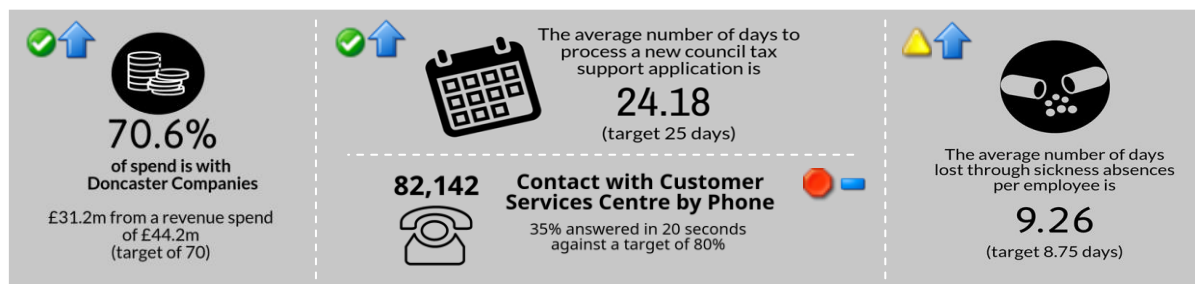


| Service Standards | | | | | Outcome Framework | | | | |
|-------------------|--------|-----|------|------|-------------------|--------|-----|------|------|
| Green | Yellow | Red | Blue | Grey | Green | Yellow | Red | Blue | Grey |
| 6 | 2 | 1 | - | 3 | - | - | 1 | 2 | 2 |

16. Discussions with the Department of Education and partners continue as we shape the delivery plans for identified Opportunity Areas under Social Mobility and we review the alignment to the priorities and recommendations identified in the independent Education and Skills Commission 'One Doncaster' report.
17. The Department for Education measures of attainment in eight subjects shows that Doncaster made the fifth highest improvement in the country in 2015/16. Doncaster was also the 5th faster improver in the country for achievement at 5 A*-C GCSE (including English & Maths) at 46.9%, (3% behind the national average 49/9%). Latest 2016/17 provisional results will be released in Q2 with final results confirmed in Q3.
18. The number of Doncaster pupils attending schools rated 'good' or 'better' by Ofsted currently stands at 77% for Primary and 56% for Secondary, Doncaster still remains towards the bottom of the national league (as reported by Watchsted.com, which presents the very latest Ofsted inspection data regarding all local authority schools).

19. Persistent Absence in school settings remains a challenge for Doncaster. There is particular concern at secondary level with a reported 28.3% of pupils missing more than 10% of their possible sessions, so those pupils whose attendance is 90% or less in the school year, in real terms, it is a child or young person who misses 19 or more days over a full academic year and so roughly equates to 0.5 days missed days per week. All Doncaster secondary schools are academies. To specifically address the issues we face around persistent absence, we have co-produced a new Attendance Strategy.

CONNECTED COUNCIL:



| Service Standards | | | | |
|-------------------|---|---|---|---|
| | | | | |
| 3 | 3 | 2 | - | - |

20. Outcomes from this quarter's workforce digest have identified a number of continuing HR and OD risks, specifically organisational and workforce capacity; performance management and additional workforce spend. The Leadership and Management Development Framework has been expanded this quarter to support building capacity to manage change effectively and ensure our leaders are equipped with the right skills and knowledge to deliver on the Council's priorities. Focus has remained on performance management, as this was a key quarter for Performance Development Review (PDR) completions for all staff. The target of 95% for completions was slightly exceeded at 96%, resulting in 3691 staff having had a PDR. The Staff Survey was developed this quarter in readiness for its launch in October, with particular focus on increasing participation from all staff and having a fully digital approach.
21. This quarter saw an increase in overall additional workforce spend which rose from £1.96m to £2.14m. Current projected sickness is 9.26 days lost per full time employee, compared to an overall target of 8.75 days for Quarter 2.
22. The average number of days to process a new housing benefit claims remains fairly constant at 20.23 days, as has the number of days to process Council Tax Support applications dropping from 24.23 to 24.18 days.
23. The number of customer services initial contact with the public (online, phone, face to face) were reported 167,279.
24. Local authority spend with local businesses remains consistent at 70.6% (£31.2m from a revenue spend of £44.2m) and 94.47% of council tax has been collected in

the year showing the continued efforts of Revenues and Enforcement staff to pursue all outstanding debt to a conclusion.

FINANCIAL POSITION:

25. A summary of the £3m projected outturn is provided below: -

| | Gross Budget £m | Net Budget £m | Total Variance £m |
|--|----------------------------|--------------------------|------------------------------|
| Services | | | |
| Adults Health and Wellbeing | 144.2 | 78.8 | 0.4 |
| Learning & Opportunities – Children & Young People | 47.4 | 9.4 | 0.8 |
| Doncaster Children’s Services Trust | 46.3 | 42.2 | 1.1 |
| Finance & Corporate Services | 118.7 | 20.5 | 0.0 |
| Regeneration & Environment | 128.0 | 33.9 | 1.0 |
| Total Service Budgets | 484.6 | 184.8 | 3.3 |
| | | | |
| Council Wide | | | |
| General Financing / Treasury Management | 4.6 | 4.6 | 0.0 |
| Other Council-wide | 20.0 | -82.2 | -0.3 |
| Subtotal | 24.6 | -77.6 | -0.3 |
| | | | |
| Total General Fund Services | 509.2 | 107.2 | 3.0 |

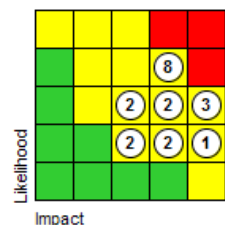
26. Further details on the key variances are provided in the Finance & Performance Improvement Booklet Financial Profile pages 22 to 23 and Appendix A pages 1 to 5. This includes the Children’s Services Trust overspend £1.1m, Waste and Recycling Pressure £0.7m which is mainly due to the extension of the contract, Unmet Education Services Grant reduction £0.4m and various other overspends across the Council. The overall pressures amount to more than the £3.0m projected variance; due to the significant one-off underspend on fleet services of £1.0m and use of one-off iBCF funding £2.6m. The Council will be looking at measures to reduce the current pressures and ensure savings are delivered in a timely manner.

STRATEGIC RISKS

27. There are currently 20 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.

28. During the quarterly challenge process 2 new strategic risk has been proposed:

- DTOC- 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.
- Financial savings - 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.

29. Two risks will be re-worded for Q3 to ensure the risk continues to reflect the latest position, these are our equality, diversity and inclusion risk and our working in partnership risk. Further detailed is in Appendix B.

OPTIONS CONSIDERED

30. Not applicable.

REASONS FOR RECOMMENDED OPTION

31. 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

32. Specific risks and assumptions are included in the Performance Improvement Report at Appendix A. A strategic risk report is also prepared on a quarterly basis.

LEGAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

35. There are no human resource implications arising from this report.

TECHNOLOGY IMPLICATIONS

36. There are no technology implications arising from this report.

EQUALITY IMPLICATIONS

37. 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

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

BACKGROUND PAPERS – N/A

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FINANCE PROFILE





| Adults Health and Well-Being Revenue | | Gross Budget (£m) | Net Budget (£m) | Variance (£m) |
|---|--|-------------------|-----------------|---------------|
| | Adults Health & Wellbeing Total Revenue Variance | 144.159 | 78.772 | 0.401 |
| | Adult Social Care & Safeguarding Revenue Variance | 11.405 | 8.590 | -0.460 |
| <ul style="list-style-type: none"> Area Teams are now forecasting a breakeven position in 17/18. Care Act grant has been used to address resource on-going structure gaps and in year additional agency review costs. Savings on minor adaptation budgets through capitalisation of costs against the DFG of (£270k) Vacancies within the mental health social work and adaptations teams of c. (£150k) | | | | |
| | Communities Revenue Variance | 22.722 | 12.157 | -0.354 |
| <ul style="list-style-type: none"> Day Centre Hubs are now forecast to underspend by (£16k) and the Day Opportunities cut target has been addressed; confirmation of vacancies and running expenses savings and addressing the base budget assumption on the reduction in fee income, which has not materialised - service take up has remained steady through the reconfiguring of services to date. The reduction of in-house services provision progresses, savings of (£193k) for in-house home care and supported living. There are a number of vacancies within Communities - Area teams, School crossings, Memory service of (£100k). | | | | |
| | Director Of Adult Services Revenue Variance | 0.613 | 0.613 | -0.061 |
| <ul style="list-style-type: none"> Minor staff savings. | | | | |
| | Commissioning & Contracts Revenue Variance | 89.654 | 57.242 | 1.276 |
| <ul style="list-style-type: none"> Progress continues to be made against the significant efficiency saving targets within Commissioning and Contracts. There are still challenges in appointing key project leads to help drive forward delivery. £2.3m iBCF is being used to underpin the residential, short breaks, community equipment and home care budgets. Key pressures relate to; <ul style="list-style-type: none"> Independent Working age adult residential care £88k (£488k offset by £400k iBCF) where activity is 8 higher than the modelled target. There are also increased costs relating to LD TCP transitions estimated at £300k in 17/18. Older People residential care £92k (£692k off-set by £600k iBCF) where activity has reduced by 7 more than the target, but average costs are higher. Note - we are still investigating the model and forecast is not certain. Short breaks/respite is forecast to overspend by £640k (£1.2m off-set by £600k iBCF). Service intervention to reduce admissions and review long-stay service users has not yet had an impact on spend. Non-resi services - £400k overspend; no overall change in costs and activity since Q1. Homecare and direct payments are forecast to breakeven after deducting client contributions. CHC contributions are £428k less than budgeted and there has been a £241k reduction in the forecast from Q1, which will be addressed by the CHC project group. Also, note change from Q1 - transfer of £153k day care fees budget reduction back to Day Care Hub Community Equipment overspend reduced by £0.20m to £0.29m through improved practice, intervention and reduction in the waiting list. | | | | |
| | Public Health Revenue Variance | 19.665 | 0.070 | 0.000 |
| <ul style="list-style-type: none"> Public Health grant reduced by £0.6m in 2017/18, the 2017/18 budget assumed the use of £0.3m to break-even. This position had improved slightly and the amount of reserves required is now £0.2m mainly due to savings against the substance misuse contract with RDASH due to a reduction in the incentive payment payable 1.25% from 2.5%. | | | | |
| | Director of Improvement Revenue Variance | 0.100 | 0.100 | 0.000 |
| <ul style="list-style-type: none"> Additional one-off resource to deliver the AHWB Transformation programme, any underspend will be carried forward to 2018/19. There is spend of £448k from the £2.2m Service Transformation Fund. There is £1.4m forecast from iBCF (from the £6m over 3 years). There is potentially for further slippage of spend as there are significant posts to fill. | | | | |








| Adult Health and Well-Being Capital | Q2 2017/18 | | | | | |
|---|---|------------|---------------------|-------------------------|--------------|------|
| | Budget | Projection | Budget Future Years | Projection Future Years | Actual Spend | |
| | £m | £m | £m | £m | £m | |
| | Adult, Health & Well-Being Total | 6.24 | 5.89 | 13.47 | 13.95 | 2.28 |
| <ul style="list-style-type: none"> No significant issues at Q2 | | | | | | |
| | Adult Social Care | 3.53 | 3.53 | 12.83 | 12.89 | 1.18 |
| <ul style="list-style-type: none"> Main schemes are Adaptations (£1.4m) and Disabled Facilities Grants (£2.1m). | | | | | | |
| | Communities | 2.71 | 2.36 | 0.64 | 1.06 | 1.10 |
| <ul style="list-style-type: none"> Main schemes are DCLT capital grant (£0.75m), Cycle Facility (£0.20m) and grant funded Museum projects (£0.37m). Decrease in forecast (0.35m) is due to reprofiling Cycle Scheme spend into 18/19 (£0.43m). | | | | | | |





Learning and Opportunities; CYP Revenue






| | Gross Budget (£m) | Net Budget (£m) | Variance (£m) |
|--|-------------------|-----------------|---------------|
|  Learning & Opportunities C&YP Total Revenue Variance | 93.725 | 51.641 | 1.945 |
|  Centrally Managed Revenue Variance | 8.271 | 0.378 | -0.001 |
| <ul style="list-style-type: none"> No significant issues at Q2. Dedicated Schools Grant (DSG) for 2017/18 is showing an in-year uncommitted underspend of (£0.14m), made up mainly from expected underspends on High Needs Contingency (£0.38m) and Early Years Contingency (£0.25m) offset by overspends on EHCP funding to mainstream schools £0.26m, Post 16 FE college & ISP funding £0.19m and Out of Authority placements £0.16m. | | | |
|  Partnerships & Operational Delivery Revenue Variance | 9.947 | 2.547 | -0.129 |
| <ul style="list-style-type: none"> The projected underspend mainly relates to staffing vacancies. The Starting Well & Early Help Service is forecast to spend to budget following the staffing restructure in 2016/17. | | | |
|  Commissioning & Business Development Revenue Variance | 29.171 | 6.543 | 0.937 |
| <ul style="list-style-type: none"> The overspend mainly relates to the unmet cut of £428k Education Services Grant (ESG). LOCYP are currently undertaking a Directorate wide functional review which is intended to address this pressure and additional 2018/19 savings. Increased demand for children with disability placements £203k Budget pressure of £197k on Passenger Transport (which moved from R&E at the end of June 2017). LOCYP will carry out a full review of transport costs to tackle the overspend which is mainly due to the increase in costs relating to Home to School Transport for pupils attending The Levett School and those pupils placed Out of Area. The overspend shown is offset by school attendance fine income of (£122k) following the recent court case to enable Local Authorities to fine parents for school holiday taken in term time without permission and other savings. The Service Transformation Fund for LOCYP Change & Transformation Programmes is progressing as planned, and in 2017/18, the forecast is to draw down £990k from the 2016/17 c/f of £762k and the £850k allocated for 2017/18. The balance at year-end will be c/f and there is planned spend against the full allocation in 2018/19 and 2019/20. | | | |
|  Childrens Services Trust Revenue Variance | 46.336 | 42.173 | 1.138 |
| <ul style="list-style-type: none"> Doncaster Children's Services Trust are forecasting a projected overspend is £1.626m, which is a reduction of £0.230m since Q1. The over spend is net of a contract variation of £1.115m to fund increased activity on the care ladder based on modelling submitted as part of the annual review. The 70/30 risk share mechanism agreement for 2017/18 means the Council are liable to fund the Trust for £1.138m of the overspend. The Trust's overspend mainly relates to care ladder placements despite the additional £1.115m contract variation due to more activity in OOA, 18+ accommodation and CIC transition accommodation. The Council is receiving financial updates and DCST are to submit business cases with proposals to reduce their overspend but the Council continues to have significant concerns over this level of overspend and the ability of the Trust to reduce spend within the budget. Note, DSCT have reserves of £73k, therefore do not have the funds to cover their share of the over spend. | | | |



Learning and Opportunities; CYP Capital

| | Q2 2017/18 | | | | |
|---|------------|------------|---------------------|-------------------------|--------------|
| | Budget | Projection | Budget Future Years | Projection Future Years | Actual Spend |
| | £m | £m | £m | £m | £m |
|  Learning & Opportunities - CYP Total | 9.25 | 9.18 | 29.70 | 23.97 | 2.77 |
| <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 | 0.25 | 0.12 | 1.00 | 0.75 | 0.00 |
| <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 Stirling Primary School additional school places. | | | | | |
|  Commissioning & Business Development | 8.52 | 8.59 | 28.30 | 22.72 | 2.77 |
| <ul style="list-style-type: none"> Funds additional School Places £2.3m, Schools Condition Programme £2.0m, School Roof Programme £0.8m, additional Early Years places for the 30 Hours programme £2.5m, Safeguarding & Access schemes £0.3m and Schools devolved schemes £0.6m. Slippage due to delays on the Safeguarding & Access fund and creation of School Places. | | | | | |
|  Partnerships and Operational Delivery | 0.48 | 0.47 | 0.40 | 0.50 | 0.00 |
| <ul style="list-style-type: none"> The total spend includes work on the Starting Well buildings £0.4m. This allocation has reduced since budget setting based on revised cost of works received from Construction Services. | | | | | |


| Finance and Corporate Services Revenue | | Gross Budget (£m) | Net Budget (£m) | Variance (£m) |
|---|---|------------------------------|----------------------------|--------------------------|
|  | Finance & Corporate Services Total Revenue Variance | 118.660 | 20.501 | 0.000 |
|  | Customers, Digital & ICT Revenue Variance | 8.366 | 6.087 | 0.299 |
| | <ul style="list-style-type: none"> The main elements of the overspend are £0.12m for new posts to help the Council meet the new General Data Protection Requirement and £0.08m for phase 3 of the ICT review. These are both one-off pressures. The overspend has reduced from quarter 1 mainly from virements from within F&CS to meet the shortfall in school income £0.17m | | | |
|  | Finance & Corporate Director Revenue Variance | 0.369 | 0.123 | 0.117 |
| | <ul style="list-style-type: none"> There are no significant pressures in this area at quarter 2. | | | |
|  | Finance Revenue Variance | 97.948 | 5.232 | -0.640 |
| | <ul style="list-style-type: none"> The main elements of the underspend relate to £0.31m of one-off salary underspends plus £0.11m of revenue and benefits salaries being retained to mitigate potential costs of the introduction of Universal Credit. In addition, there are estimated one-off underspends from the recovery of housing benefit overpayments, new burdens funding, and support for personal budgeting for Universal Credit totalling £0.17m. | | | |
|  | HR, Communications & Exec Office Revenue Variance | 4.404 | 3.526 | 0.098 |
| | <ul style="list-style-type: none"> No significant issues in this area at quarter 2. | | | |
|  | Legal & Democratic Services Revenue Variance | 5.183 | 3.334 | 0.009 |
| | <ul style="list-style-type: none"> No significant issues in this area at quarter 2. | | | |
|  | Strategy And Performance Revenue Variance | 2.390 | 2.199 | 0.117 |
| | <ul style="list-style-type: none"> No significant issues in this area at quarter 2. | | | |

| Finance and Corporate Services Capital | Q2 2017/18 | | | | | |
|---|--|-------------------|--------------------------------|------------------------------------|-------------------------|-------------|
| | Budget | Projection | Budget Future Years | Projection Future Years | Actual Spend | |
| | £m | £m | £m | £m | £m | |
|  | Finance and Corporate Services Total | 16.67 | 3.34 | 42.98 | 33.57 | 0.36 |
| | <ul style="list-style-type: none"> The low level of spend previously reported remains a concern but a review of projects has been completed and a quarterly spend projection made, with £1.28m of spend estimated for quarter 3. | | | | | |
|  | Customers, Digital and ICT | 3.28 | 2.72 | 4.65 | 5.20 | 0.05 |
| | <ul style="list-style-type: none"> £0.64m of spend and resources have been re-profiled to 2018/19 at quarter 2, with the main element of this being part of the ICT Systems bid following a review of the delivery profile. Following the low level of spend reported at Q1, the delivery profile of projects has been reviewed and there is £1.05m and £1.43m profiled for spend in quarters 3 and 4 respectively. The Amber rating has been maintained until the spend has been incurred. | | | | | |
|  | Finance | 13.09 | 0.32 | 38.33 | 28.37 | 0.01 |
| | <ul style="list-style-type: none"> Main area is the ERP System development (£0.32m) Major change is moving £10.55m of the Investment and Modernisation Fund (IMF) to the Regeneration and Environment programme for a number of schemes (£20.51m overall) and removal of the Capital Reserve Fund allocation of £2.22m at quarter 2. | | | | | |
|  | Legal & Democratic Services | 0.30 | 0.30 | 0.00 | 0.00 | 0.30 |
| | <ul style="list-style-type: none"> Covers two projects for the move of the Registrars Office from Elmfield Park (to the Civic Office and Priory Place). Indications are that the Civic Office element will overspend but value cannot be determined at this stage. | | | | | |


| Regeneration & Environmental Revenue | | Gross Budget (£m) | Net Budget (£m) | Variance (£m) |
|--|--|------------------------------|----------------------------|--------------------------|
|  | Regeneration & Environment Total Revenue Variance | 128.003 | 33.908 | 1.021 |
|  | Development Revenue Variance | 9.728 | 2.955 | 0.227 |
| <ul style="list-style-type: none"> Accredited Learning £126k overspend (due to slow take up of apprentices across the Council and difficulties achieving historic income targets under the new Apprenticeship Levy scheme) and Bentley Training Centre £76k (due to income targets not being achieved). | | | | |
|  | Director Of Regen & Enviro Revenue Variance | -0.073 | -0.114 | 0.006 |
| <ul style="list-style-type: none"> Assumed directorate wide savings target are achieved: - Digital Council £68k (£289k has been deferred to 18/19 and funded from Service Transformation Fund), PBS £48k, Procurement £109k, Agency/others £86k. | | | | |
|  | Environment Revenue Variance | 64.721 | 31.128 | 0.617 |
| <ul style="list-style-type: none"> Waste and Recycling is projected to be £739k overspent due to unplanned contract extension costs £576k and credit notes of £180k have been issued to trade waste customers to rectify errors from previous financial years. Highways Operations £120k underspend projected due to greater volume of work being taken on than in previous years. Regulation and Enforcement is projected to overspend by £37k but that includes a projected underspend for Parking and Enforcement of £127k as there is a saving on the borrowing costs associated with the new civic quarter car park in 17/18. Streetscene savings are being achieved but £46k of this is dependent on estimates of further reductions in energy costs through the Smartlight project. | | | | |
|  | Trading & Assets Revenue Variance | 53.627 | -0.062 | 0.172 |
| <ul style="list-style-type: none"> Projected overspends on Assets £351k (of which £280k relate to delays in achieving the Appropriate Assets savings target) Public Buildings Maintenance £164k (due to under-recovery of overheads) Markets £253k (due to vacant stalls) Schools Catering £368k (due to reduced income mainly related to the lower margins when schools convert to academies) Bereavement £135k (in part due to repairs to Doncaster Minster paths and demolition of the bungalow at Rose Hill). Fleet is expected to underspend by £1,014k mainly due to slower than expected vehicle replacement which has created underspends against budgets used for the repayment of borrowing and interest. | | | | |

| Regeneration & Environment Capital | | Q2 2017/18 | | | | |
|--|---|-------------------|-------------------|--------------------------------|------------------------------------|-------------------------|
| | | Budget | Projection | Budget Future Years | Projection Future Years | Actual Spend |
| | | £m | £m | £m | £m | £m |
|  | Regeneration & Environment Total | 98.05 | 103.04 | 146.98 | 164.01 | 36.81 |
| <ul style="list-style-type: none"> Overall forecast expenditure has increased from Quarter 1 by £5.0m mainly due to new addition for the purchase of 2 NCP Car Parks and CCQ Cinema project, net of re-profiling of various schemes. The re-profiling is part of the risk management enabling time for the issues to be resolved without missing key milestones, which are expected to be resolved. | | | | | | |
|  | Development - Non Housing | 31.08 | 29.75 | 59.97 | 69.89 | 13.37 |
| <ul style="list-style-type: none"> Main areas of spend include FARRRS Phase 2 (£7.2m), CCQ Multi Storey Car Park purchase (£5.9m), High Speed Rail college (£4.4m), Colonnades Refurbishment (£3.2m), DN7 Unity Link Road (£1.5m), St Sepulchre Gate/Station Forecourt (£2.2m), Doncaster Market SCRIF Element (£0.8m), Minor Transport Schemes (£1.2m), Robin Hood Business Park Development (£1.0m) and Doncaster Culture & Learning Centre (£0.9m). The projection at Quarter 2 is £1.3m less than at Quarter 1 mainly due to expenditure re-profiled to later years net of the new addition for the CCQ Cinema project, main variances outlined below: - DN7 – A further £1.4m re-profiled to 2018/19 to reflect continued delays in resolving third party issues surrounding shared value in the development to be serviced by the new road. These issues impact on the contribution agreement for the road, it's subsequent start on site, easements from Network Rail and the CPO. The project has also exceeded the £1.3m secured Council funding and is currently spending SCRIF monies in advance of formal approval - it is estimated that £1.0m expenditure will be at risk before SCRIF is expected to be approved. That approval is conditional on the developer securing an £8.0m HCA loan, which in turn depends on signing the link road funding agreement with the developer. Considerable work has been undertaken to mitigate these risks that currently leaves one issue remaining relating to the land assembly; however, failure to reach a favourable outcome could have significant impact on the affordability of the project. Negotiations are on-going. SCRIF Urban Centre Doncaster Markets - £0.6m re-profiled to 2018/19 to reflect the Council's preferred works phasing option, which allows for least disruption to current traders whilst the works progress. Also, following the Stage 3 Design process, additional costs relating to design and construction and trader decant and relocation have been identified that have increase the overall project cost by £0.9m. In October additional funding was approved from the Investment and Modernisation Fund and Service Transformation Fund to meet these additional costs. The figures in this report do not reflect the additional costs or funding; these will be updated in the quarter 3 report. | | | | | | |


- CCQ Cinema Infrastructure - Overall £1.0m increase. £0.4m from the new addition for the Council taking over the scheme and £0.6m brought forward from 2018/19 relating to the SCRIF funding already in the programme that was originally restricted to public realm but is expected to be eligible for other expenditure incurred earlier in the project now that the Council intends to undertake the scheme.

| | | | | | | |
|---|------------------------------|--------------|--------------|--------------|--------------|--------------|
|  | Development – Housing | 35.65 | 35.09 | 65.83 | 71.93 | 13.51 |
|---|------------------------------|--------------|--------------|--------------|--------------|--------------|






- Following the tragic tower block fire in London, a report was approved by Cabinet on 18 July, 2017 to approve the installation of sprinklers in all high rise blocks. The procurement of this is ongoing and pre contract discussions are underway. The costs for the sprinkler systems to the nine high rise blocks, lifts and communal works at Silverwood House are estimated to be £3.7m (£2m 2017/18 & £1.7m 2018/19). The Government is proposing a review of building regulations and this may result in additional works to properties, which are not quantifiable at this time.
- An additional £2.24m HCA grant funding has been approved and built into the Council House New Build programme over the next two years.
- The main areas of forecast spend are:- Planned Maintenance to HRA properties (£17.7m) and Council House New Build (£11.5m). The overall projection from quarter one has reduced by 0.6m. The main contributing factors are re-profiling of £1.2m of Council House New build resources into 2018/19 due to delays relating to the direct purchase of 20 Bungalows at Edlington. This is offset by a net increase in the planned maintenance costs of £0.6m.

| | | | | | | |
|---|--------------------|--------------|--------------|--------------|--------------|-------------|
|  | Environment | 20.85 | 20.86 | 16.24 | 16.24 | 0.00 |
|---|--------------------|--------------|--------------|--------------|--------------|-------------|

- Main areas of spend are Smartlight Phase 2 (£4.7m), other Transport Schemes (£7.3m), Waste Collection Vehicles (£6.7m) and Waste Bins for co-mingled recycling (£2.0m). Although the Quarter 2 projection is similar to that at Quarter 1 it does contain the following major change hidden by minor profile amendments on a range of other projects: -
- Waste Bins for co-mingled recycling - £0.27m less than expected for purchase of 135,000 new co-mingled recycling bins due to 5,000 fewer bins than initially required and savings on delivery cost.

| | | | | | | |
|---|-----------------------------|--------------|--------------|-------------|-------------|-------------|
|  | Trading & Assets | 10.47 | 17.35 | 4.94 | 5.95 | 9.93 |
|---|-----------------------------|--------------|--------------|-------------|-------------|-------------|

- Main items of spend are Herten Triangle (£3.2m), Corn Exchange Roof & Façade (£1.3m), Arthur Street Development Ltd. Share Purchase (£1.3m), North Bridge Depot Modernisation (£0.8m) and a new addition for the Purchase of two NCP Car Parks (£7.7m). The 2017/18 programme has increased overall by £6.9m from Quarter 1 mainly due to this new addition. Other issues: -
- Herten Triangle - Additional costs relating to tenants incentives £1.0m and other construction costs £0.5m have been identified, additional funding has been approved from the Investment and Modernisation Fund. The figures in this report do not reflect the additional costs or funding; these will be updated in the quarter 3 report.
- Corn Exchange Roof & Façade - Phase 1 works are currently estimated to be £0.3m overspent due to increased costs relating to replacement of internal rainwater pipes, defrassing of the façade and additional scaffolding. Work has been halted on the Corn Exchange so that health and safety concerns with the scaffolding could be addressed; costs are likely to increase as a result. Budget has been provided for 4 Phases of work so the overspend is currently contained within the full budget. However, if efficiencies are not made in other phases of work then further funding will need to be identified to cover any shortfall. The budget contains a contingency of £0.1m, which could help towards any overspend.

| Council Wide Budgets Revenue | | Gross Budget (£m) | Net Budget (£m) | Variance (£m) |
|---|---|------------------------------|----------------------------|--------------------------|
|  | Council Wide Budget Total Revenue Variance | 24.555 | -77.644 | -0.363 |
|  | Change Programme Revenue Variance | -0.906 | -1.006 | 0.224 |
| | • Overspend (On-going) £100k delayed delivery of savings and lower than expected insurance related savings; | | | |
| | • Overspend (On-going) £94k delayed delivery of savings from overtime, additional hours and training; | | | |
|  | General Financing/Treasury Management Revenue Variance | 4.605 | 4.597 | 0.000 |
| | • -£95k interest saving resulting from improved cash position resulting in delayed borrowing (31 days not 182 - despite borrowing more) offset by shortfall in borrowing budgets. | | | |
|  | Other Centrally Funded Revenue Variance | 23.274 | 4.980 | -0.445 |
| | • Underspend (one-off) -£626k estimated saving from advanced contributions to pension scheme; | | | |
| | • Overspend (one-off) £170k 4% capital receipts - shortfall for capital programme so assume none available for revenue | | | |
|  | Severance Costs Revenue Variance | 5.452 | 5.273 | -0.142 |
| | • Underspend (One-off) -£142k estimated savings from lower than expected costs | | | |

Write-Offs in Quarter 2

- Financial Procedure Rules require the Chief Financial Officer to consult with Cabinet for bad debt write offs over £0.25m. Malim Ltd have been liquidated after being in receivership from January 2011 to January 2017 with outstanding business rates totalling £0.499m from 68 separate accounts; therefore the debt is considered irrecoverable. Considerable efforts have to made to recover the debts during this period. £0.327m has already been provided for and will be charged against the business rates bad debt provision. The remaining £0.172m of the debt will be charged to the Collection Fund in 2017/18, with the Council's share being £84k. The Collection Fund assumes a level of loss each year and the total amount written off for 2017/18, including this action, does not exceed the estimate.

Fees and Charges in Quarter 2

- The charges implemented from April 2017 for the Markets car park are 1 hour £1.30 and 2 hours £2.40. However, £2.10 was approved in the 2017/18 budget for 2 hours, the 1 hour charge was correct. The budget for the market car park is £431,980; a break-even position is currently projected for 2017/18 based on the charges implemented. Financial Procedure Rules require this update to be approved by the Chief Financial Officer and reported to Cabinet in the quarterly report.
- A new charge of £2.00 is proposed for the Registrars service for recorded delivery of copy certificates. The take up is estimated at 5 per week.

Virements in Quarter 2

| Reason | Directorate | 2017/18 £ |
|---|--|--|
| Amounts approved by Chief Financial Officer up to £0.10m | | |
| 1 | To fund the council subscriptions for The Municipal Journal (3 years) and the Local Government Chronicle (1 year) from contingency. | Council Wide F&CS (4,550) 4,550 |
| 2 | Intake Community Centre – transfer of remaining Business Rates budget to Assets | AH&Wb R&E (2,540) 2,540 |
| 3 | Area Supervisor Southwest – transfer of remaining Business Rates and utilities budgets to Assets relating to Brodsworth Way Pavilion | AH&Wb R&E (1,840) 1,840 |
| 4 | Rental income for 4 Children’s Centres for space occupied by the Family Support Service that transferred to Doncaster Children’s Services Trust. | R&E LOCYP (16,000) 16,000 |
| 5 | Connect to Support licence fee – Modernisation & Engagement | F&CS AH&WB (25,000) 25,000 |
| 6 | Increased income from YPO Dividend – meeting part of Education Services Grant (ESG) savings | F&CS Council Wide (14,740) 14,740 |
| 7 | Inflationary cost increase impact for ICT related contracts for 2017/18 | Council Wide F&CS (4,630) 4,630 |
| 8 | Permanent 0.5 FTE grade 5 post within Professional Business Support funded by LOCYP to carry out Direct Payments audit function. | LOCYP F&CS (6,870) 6,870 |
| 9 | Delivery of Procurement savings from insurance charges | AH&Wb Council Wide F&CS LOCYP R&E 25,630 91,210 (16,510) (4,560) (95,770) |
| 10 | Adjustment of solar panel schemes budget for Minimum Revenue Provision (MRP) and interest charges | AH&WB R&E Council Wide 2,150 10,760 (12,910) |
| 11 | Alignment of budgets following the above requested virement relating to solar panel schemes on specific buildings | AH&WB R&E 4,800 (4,800) |
| 12 | Adjustments to budgets for asset write out due to corrections being required for incorrect asset values held on asset register. | AH&Wb Council Wide R&E (5,110) 7,650 (2,540) |
| 13 | Care Act Grant budget to cover agreed Legal posts within F&CS | AH&Wb F&CS (28,460) 28,460 |

| Reason | | Directorate | 2017/18 £ |
|--|--|--------------------------------------|---|
| 14 | One-off use of contingency budget to realign external audit budgets | Council Wide F&CS | (4,770) 4,770 |
| 15 | Temporary transfer of Stronger Families programme expenditure and income budgets to fund Parent Engagement Workers | AH&WB LOCYP AH&WB LOCYP | 0 0 Gross Budget (43,000) 43,000 |
| Amounts approved by Chief Executive £0.10m to £0.25m | | | |
| 1 | Pavilions– transfer of all budgets & income to Assets to be managed by the corporate landlord function in R&E | AH&Wb R&E | (118,160) 118,160 |
| 2 | Minimum Revenue Provision (MRP) budgets managed in Council Wide – transfer budgets from R&E for Vehicle Replacement/StreetScene/Pool Cars & smaller R&E schemes. | R&E Council Wide | (100,960) 100,960 |
| 3 | MRP budgets managed in Council Wide – virement of budget from R&E for non Investment & Modernisation Fund (IMF) Pool Car scheme (temporary virement as final year of charge) | R&E Council Wide | (154,520) 154,520 |
| 4 | Senior Management Saving – from LOCYP Director post | LOCYP Council Wide | (100,000) 100,000 |
| Amounts approved by Portfolio Holder (Finance & Corporate Services) £0.25m to £0.5m | | | |
| 1 | Minimum Revenue Provision (MRP) budgets managed in Council Wide – transfer budgets from R&E following the recalculation of Smartlight Phase 1 to take into consideration the future replacement of component parts, repayment of the Salix loan and final scheme spend. | Council Wide R&E | 432,800 (432,800) |
| Amounts approved by Cabinet greater than £0.5m | | | |
| 1 | These virements are proposed following a review of Earmarked Reserves releasing £1,420,000: <ul style="list-style-type: none"> • Increase the Business Rates Incentive Scheme Earmarked Reserve £1,000,000 • Provide funding for the Community Poll £130,000 • Provide funding for implementation of the Public Spaces Protection Order (report to be produced) £190,000 • Increase Revenue Contribution to the Capital Programme Earmarked Reserve £100,000 | Within Council-Wide | 1,420,000 (1,420,000) |

Capital Programme New Additions Quarter 2 2017-18

| | Funding Source | New Addition 2017/18 £m | New Addition Total £m |
|---|---|-------------------------|-----------------------|
| Adults, Health & Wellbeing | | | |
| Communities | | | |
| Zebra Crossing at Melton Road, Sprotbrough. To encourage increased footfall and better utilisation of a public open space area in close proximity to Melton Road by achieving a safer method of access across a busy road. | Section 106 & Parish Council Contribution | 0.03 | 0.03 |
| CCTV camera equipment at Martinwell Lakes. Initial improvements currently include the installation of two columns both with CCTV apparatus with the facility for the CCTV footage to be monitored from the Council's CCTV suite in order to provide reassurance, deter misuse of the site and to afford the evidence to apply enforcement action to those people who abuse the site. | Section 106 & Revenue Contribution | 0.02 | 0.02 |
| Improvements at the existing Multi Use Games Area (MUGA) on Manvers Park, Mexborough. Initial improvements, currently under consideration, is new fencing around the play surface, new surface markings and a replacement set of goals. This is a well-used park and is very popular as it assists in the reduction of anti-social behaviour especially on an evening and at weekends. | Section 106 | 0.04 | 0.04 |
| | | | |
| Total Adults, Health & Wellbeing | | 0.09 | 0.09 |

| | | | |
|---|--|-------------|-------------|
| Finance and Corporate Services | | | |
| None | | | |
| Total Finance and Corporate Services | | 0.00 | 0.00 |

| | | | |
|--|---------------------|-------------|-------------|
| Learning & Opportunities: Children & Young People | | | |
| Commissioning & Business Development | | | |
| New DfE SEND Capital Grant in future years (£500k over 3 years from 18-19) with schemes still to be identified. | DfE Grant | | 0.50 |
| Overspend at Stirling Primary School due to the discovery of additional cellars, impacting on the ground condition and the moving of a gas pipe. The £330k overspend has been funded from £200k surplus places allocation and £130k from centrally managed for emerging schemes. | LOCYP Capital Grant | 0.33 | 0.33 |
| New additional school places at Kirk Sandall Junior School totalling £149k. This scheme is to use S106 money received from a developer. | Section 106 | 0.15 | 0.15 |
| 2 new school condition schemes at Bentley Toll Bar and Moorends West Road Primary Schools for work totalling £28k. These schemes are funded from transfer of budget from other Schools Condition schemes. | LOCYP Capital Grant | 0.03 | 0.03 |
| Total Learning & Opportunities: Children & Young People | | 0.51 | 1.01 |

| | | | |
|---|---------------------------------|------|------|
| Regeneration & Environment | | | |
| Development | | | |
| CCQ Cinema Infrastructure – CCQ cinema development with the Council acting as landowner, funder, developer and landlord of the completed development. Once completed it will create an annual rent, 180 jobs, an estimated rateable value of circa £0.53m and an enhanced CCQ leisure offer. This is in addition to the £0.63m SCRIF Funding already recognised in the capital programme, giving a total project value of £9.46m. | IMF Borrowing / Capital Receipt | 0.39 | 8.83 |

| | Funding Source | New Addition 2017/18 £m | New Addition Total £m |
|--|--------------------------|--------------------------------|------------------------------|
| Housing | | | |
| Investment into fire suppressant & sprinkler installations to the high rise blocks of flats, the replacement of both lifts and improvement to the communal areas at Silverwood house. | Major Repairs Reserve | 2.0 | 3.7 |
| Environment | | | |
| Purchase and installation of adventure play equipment at Sandall Park. Mainly funded from WREN grant with small contributions from the Mayor's Fund and the Friends of Sandall Park | WREN Grant | 0.05 | 0.05 |
| Allocation of Integrated Transport block budgets to new schemes or additional resources to existing schemes:- | | | |
| A630 Church Way/Holmes Market Safety | LTP Integrated Transport | 0.35 | 0.35 |
| A630 Church Way/Church View Safety | Funding | 0.35 | 0.35 |
| Thorne Road/Prince's Street Safety | | 0.35 | 0.35 |
| Corresponding Reduction in Block Budget | | -1.05 | -1.05 |
| Trading & Assets | | | |
| Purchase of 2 NCP Car Parks – Acquisition of two strategic car parks to further enhance the Council's ability to regenerate the town centre. Funded from IMF borrowing block budget vired from Finance & Corporate Capital Programme. | IMF Borrowing | 7.72 | 7.72 |
| Allocation of Retained Buildings Investment Programme Block Budget to new schemes: - | Corporate Resources | | |
| Central Library new boiler and essential maintenance works | | 0.03 | 0.03 |
| Hatfield Library lighting and fire alarm works | | 0.02 | 0.02 |
| Corresponding decrease in block budget | | -0.05 | -0.05 |
| Total Regeneration & Environment | | 10.16 | 28.02 |

Business rates, council tax and rent arrears

- A £1.9m in-year surplus is projected for the Council Tax Collection Fund, largely attributable to the longer-term collection rate of 98.61% being higher than the budgeted collection rate of 98.0%. After allowing for a planned redistribution of accumulated surplus of £3.0m during 2017/18, the accumulated Council Tax Collection Fund surplus as at 31st March 2018 is estimated at £4.6m, of which £3.8m is attributable to Doncaster.
- A £0.1m in –year surplus is projected for the Business Rates Collection Fund, largely attributable to lower levels of appeals (£1.19m) being off-set by back-dated changes to rateable values reducing growth gains (some going back to April 2010 -£0.32m) and higher than expected levels of relief being awarded (-£0.77m). This is a reduction of £1.55m from quarter 1, mainly due to the backdated rateable value changes £0.86m and increased levels of reliefs being awarded £0.86m. After allowing for a planned recovery of accumulated deficit of £0.9m during 2017/18, the accumulated Business Rates Collection Fund deficit as at 31st March, 2018 is estimated at £1.21m, of which £0.59m is attributable to Doncaster.
- In the second quarter of the year Council Tax arrears reduced by £1.7m compared to a target of £1.5m. The level of reduction is almost identical to the same period last year and shows the continued determination of Revenues and Enforcement staff to pursue all outstanding debt to a conclusion, irrespective of age. Business Rates has a reduction of arrears in the quarter of only £330k, which is well below the projected target of £750k. The smaller than expected reduction is due to retrospective changes in liability being carried out in the current year back into the previous year which actually increase the arrears figure from the year end position. These reduce through the year and it is expected that performance will improve in the remaining quarters.
- Current rent arrears at Quarter 2 stand at £1.864m and are 2.51% of the rent debit, there has been an increase of £71k from £1.793m at Quarter 1 (2.41%). This performance is on track for a year-end performance of 2.50% and is currently ahead of profile. As at 30th September, the amount of former tenants' arrears was £1.2m, an increase of £99k from the first quarter, write offs in the second quarter were £2k.

Treasury Management Update - Quarter 2 2017-18

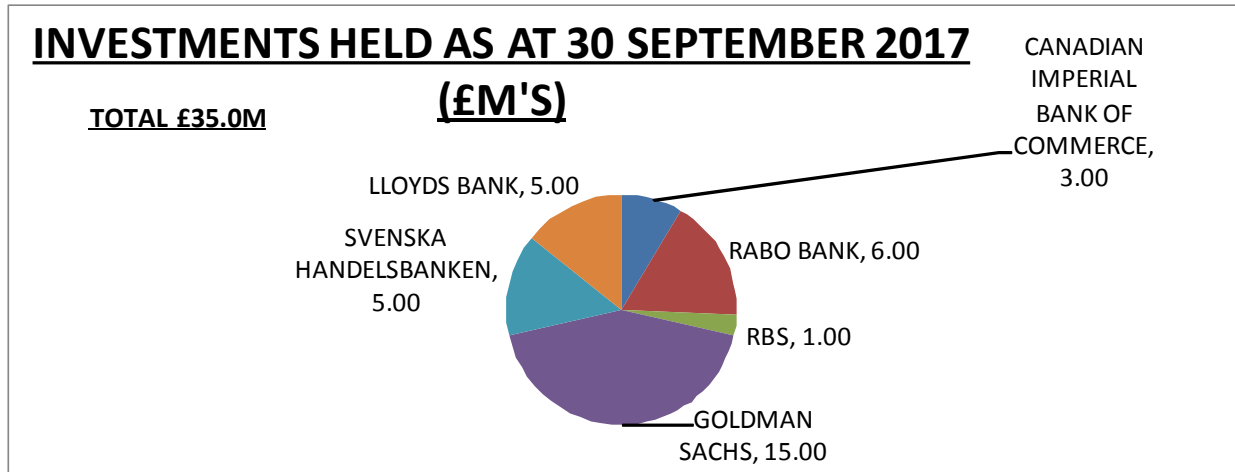
1. The forecast outturn for Treasury Management is break even. As an authority we remain under borrowed by £70m in the long term. It should be noted however, that this position has been temporarily reduced for the next three years by the £56.6m pension prepayment. This reduces by approximately £18m per 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 is not a permanent solution.
2. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 2nd March, 2017. The risk of reduced interest rates is considered minimal. 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, as recently happened with the Bank of Qatar.
3. The low interest rate and heightened risk investment environment will make it difficult to place surplus funds successfully and it is therefore appropriate at this time to remain under borrowed and minimise the cost of holding funds until they are required.
4. The result of the UK referendum (Brexit) and political uncertainties continues to dominate the money markets. A wide range of politicians, economists and institutions have varying views as to the probable outcome over the short and long term. The only certainty at the moment is that there still remains a considerable amount of uncertainty over the next few years.

Investment

5. The investment portfolio is shown below in Figure 1. The investments are a mixture of call accounts for liquidity, fixed rate investments and Certificates of Deposit. The current average investment rate is a creditable 0.65%, against a benchmark rate of 0.11%, 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.

6. The average rate is boosted by fixed rate investments (at 1.45% and 1.05%) which we will only be able to re-invest at lower rates when they mature. However, there are many unknown factors that could require the Bank of England to take more monetary policy easing or tightening as the various pieces of data that show the direction of travel of the UK economy are released. The Brexit process is likely to cast a shadow over the markets until the process is complete. Officers can report that no investment limits have been breached during the financial year 2017/18.

Figure 1: The following chart summarises the Council’s investment portfolio as at 30th September 2017.



Borrowing

Figure 2: The following table summarises the Councils forecast Debt Portfolio as at 30th September 2017.

| DMBC Debt Portfolio and Maturity Profile as at 30th September 2017 | | | | |
|--|---------------|---------------|---------------|----------------|
| | Upper Limit % | Lower Limit % | Actual % | Actual £(m) |
| Under 12 Months | 30 | 0 | 1.70 | 9.000 |
| 12 to 24 Months | 50 | 0 | 13.25 | 70.187 |
| 24 Months to 5 Years | 50 | 0 | 15.10 | 80.037 |
| 5 Years to 10 Years | 75 | 0 | 6.62 | 35.101 |
| 10 Years to 20 Years | 95 | 10 | | |
| 20 Years to 30 Years | | | | |
| 30 Years to 40 Years | | | 63.33 | 335.561 |
| 40 Years to 50 Years | | | | |
| 50 Years and above | | | | |
| TOTAL | | | 100.00 | 529.886 |

7. For 2017/18 the Council has a borrowing requirement of £106m; £32.5m new external borrowing for the Capital Programme, £17m to replace loans maturing during the year and £56.5m to prepay the Councils pension deficit contribution and part fund future service contributions.
8. Short and long term interest rates remain low and offer opportunities for both shorter term borrowing and for locking into longer term low rates; although the Bank of England increased the base rate from 0.25% to 0.5% on 2nd November, 2017. We will continue to target advantageous rates over the shorter terms to minimise interest costs. We will also be targeting a maximum borrowing rate of 1.5% for all new lending taken out during the year. 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 2.4% to 2.9% between now and March 2019) there is no real need to do so immediately.
9. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 2nd March, 2017, have been breached during this financial year.



STRATEGIC RISK PROFILE

| | |
|-----------------|---|
| Heat Map | <p>There are currently 20 strategic risks in the Corporate Risk Register, all have been updated for Q2.</p> <p>The profile is as follow: 1 risks profiles have reduced, due to the implementation of mitigating actions 18 risks have retain the same profile; 1 risk profile has increased.</p> <p>During the quarterly challenge process 2 new strategic risk has been proposed: - DTOC- 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. - Financial savings - Savings from the AHWb 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.</p> <p>Two risks will be re-worded for Q3 to ensure the risk continues to reflect the latest position, these are our equality, diversity and inclusion risk and our working in partnership risks</p> |
|-----------------|---|

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

Simon Wiles

| | | |
|---------------------|---|--------------------|
| Current Risk | <p>Current Position: Following the formal agreement of the Data Quality Strategy 2016/17 – 2020/21, a working group is meeting regularly to drive forward the activity in the 2017/18 plan. Annual self assessments across the council for statutory returns are scheduled to be completed during Quarter 3 and policy management and sign off and e-learning training completion continues to be monitored quarterly. Other areas of focus for this quarter has been to continue the activity need to to ensure we can respond effectively to the GDPR by May 2018.</p> <p>Mitigating Actions: Adopt and strengthen the data quality standards across our key systems. In addition, in order to drive forward and embed the improvements in data quality a proposal has been drafted for the creation of a Data Quality Team which aims to focus on the systems authoritative to the Council and using a systems approach to improve data quality. The proposal describes a 'task and finish' project approach which will include, culture and organisational development and clearly defined expected outcomes.</p> | Target Risk |
| <p>16</p> | | <p>8</p> |

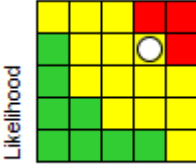
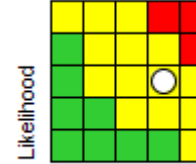
Failure to achieve the budget targets for 2017/18.

Simon Wiles

| | | |
|---------------------|--|--------------------|
| Current Risk | <p>Current Position: At quarter 2 there is a £3.0m year-end overspend projected for 2017/18 detailed in this report; this shows there is a significant risk achieving all the budget targets for 2017/18.</p> <p>Mitigating Actions: Discussions will take place with managers to identify if any actions could be implemented to reduce the overspend by year-end and bring the budget back in line for 2018/19. The budgets will continue to be monitored and reported to managers, Directors and Cabinet.</p> | Target Risk |
| <p>16</p> | | <p>9</p> |

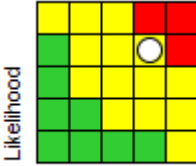
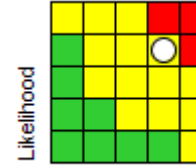
Children and Young People do not achieve in line with national expectation

Damian Allen

| Current Risk | | Target Risk |
|--|--|--|
| <p style="text-align: center;">16</p>  | <p>Current Position: The School Improvement strategy has been revised with more specific detail around the three tier model of support. Additionally, the Reading Strategy is now in its second year with a focus on : <i>Raising awareness of age related expectations in Years 3 and 4 and curriculum requirements ensuring a greater proportion of Y4 pupils meet the expected standard in reading Improving the attainment and progress of Year 6 pupils to improve the conversion rates of children assessed at the end of KS1 at 2bDeveloping the teaching of inference skills in upper KS2Continuing to develop assessment materials to support planning and assessment of reading. Improving reading outcomes for disadvantaged pupils, Developing parental and community engagement in reading</i></p> <p>During the first year of the Reading Strategy, schools that participated showed an average increase in KS2 test scores of 11% against 8% across the LA . improved performance by an average of 12% which is much high</p> <p>The Raising Aspiration and Achievement Strategy has been revised and delivery plans are being developed to support the three main school improvement priorities of :</p> <ul style="list-style-type: none"> . Continuing to improve Reading . Raising Achievement of disadvantaged pupils . Ensuring that all schools offer a broad and balanced curriculum. <p>. In October 2017, 75% of all Doncaster pupils attended a good or outstanding school. This splits into 80% of primary pupils and 66% of secondary pupils. Although this demonstrates an IMPROVING PICTURE, DONCASTER REMAINS AMONGST THE LOWEST PERFORMING LA S NATIONALLY.</p> <p>Mitigating Actions:</p> <ul style="list-style-type: none"> • Challenge The Regional Schools Commissioner and Academy principals and CEOs on underperformance • A revised School Improvement Strategy is being delivered . The School of Concern process has been strengthened to include input from all agencies involved in a specific school or setting • Deliver aspects of the One Doncaster Education and Skills Commission report - including KS2 and KS4 initiatives and support the delivery plan of the Education and Skills programme. • Academy exploration and growth strategy for schools at risk of decline and those wishing to join Multi Academy Trusts <p>Leadership succession and recruitment support initiatives in partnership with the Teaching School Alliance (Partners in Learning)</p> | <p style="text-align: center;">12</p>  |

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 |
|--|---|--|
| <p style="text-align: center;">16</p>  | <p>Current Position: There are a number of deliberations both nationally and regionally that include the emergence of the concept of a metro Mayor at a spacial level that includes the whole of Yorkshire the importance of shaping devolution has never been more important for Doncaster.</p> <p>Officers and Members collectively are at the forefront of discussions ensuring any devolution deals represent the best interests of Doncaster.</p> <p>Mitigating Actions: Officers, the Executive and Members from Doncaster Council are at the forefront of deliberations both at a national and regional level on issues relating to devolution, assurances are provided through our strategic and operational role with the SY Combined Authority, in addition to representations on the numerous executive boards supporting the City Region.</p> | <p style="text-align: center;">16</p>  |

As a result of the decision for the UK to leave the European Union there is increased uncertainty across a number of policy and funding areas that could lead to disruptions in funding and/or projects locally in Doncaster.

Simon Wiles

| Current Risk | | Target Risk |
|------------------|---|-----------------|
| <p>16</p> | <p>Current Position: During June 2017 the queens speech alluded to key pieces of legislation which will enable the UK to exit the European Union and there are around 8 pieces of legislation which are likely to go through parliament. The uncertainty still remains, however the government have provided more of a road map in which to exit the European Union .</p> <p>Mitigating Actions: Review key pieces of legislation and work with regional and national government to ensure impacts of exiting the European Union are minimised as much as possible.</p> | <p>6</p> |

As a result of insufficient capacity and skills in AH&WB commissioning, contract management and monitoring is not effective, leading to non-compliance with legislation

Damian Allen

| Current Risk | | Target Risk |
|------------------|--|-----------------|
| <p>16</p> | <p>Current Position: An adult social care commissioning and procurement plan has now been completed by commissioners in adult social care with support from strategic procurement and from Ernst Young. The plan sets out the individual activities required to deliver commissioning and transformational priorities together with the anticipated resources required to deliver those priorities within a 4 year timeframe. There is currently:</p> <ul style="list-style-type: none"> • A lack capacity in the commissioning and contracts team to deliver commissioning and procurement priorities. • Inability to recruit to senior and key positions also in a timely manner <p>MITIGATING ACTIONS: An ODR has been developed and is currently in the process of being signed which seeks permission to recruit to a number of key posts within the commissioning and contracts team as these posts are key to support the delivery of the plan.</p> | <p>6</p> |

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

Damian Allen

| Current Risk | | Target Risk |
|------------------|--|-----------------|
| <p>16</p> | <p>Current Position: • There are a number of vacancies, particularly in social work, which need to be recruited to achieve the planned transformation.</p> <ul style="list-style-type: none"> • Staff development is taking place, but is impacted by the pressures of copying with day to day operations and covering for vacant posts and long-term sickness absence. • Absence is reducing in the Directorate in all areas except Adult Social Care which remains above target. Short-term absence has fallen slightly, however, this together with long-term absence issues has a detrimental impact on the services' performance levels. <p>Mitigating Actions: • A recruitment campaign is commencing in October to recruit to permanent staff, including vacant social work posts.</p> <ul style="list-style-type: none"> • There is to be a greater focus on workforce development over the next Quarter. • Sickness absence clinics have commenced to challenge and support managers to pick up and deal with absence more efficiently and effectively; managing attendance awareness sessions are being held in service areas where absence is high; spot checks are being carried out to check compliance with policy and procedures. | <p>8</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>16</p> | <p>Current Position: The transformation and commissioning and procurement plan have recently been developed. Previous to this, commissioning staff have not been able to proactively work with providers to change and develop their offer to meet the requirements and activities needed to transform services.</p> <p>There is currently:</p> <ul style="list-style-type: none"> • A lack of provider engagement and ability to transform service provision within tight timescales • A provider market that does not respond to change • Insufficient capacity within the team to deliver within timescales • Lack of joint working to deliver the required outcomes <p>Mitigating Actions: Provider forums and market engagement events are being undertaken for key commissioning and procurement activity. Commissioning staff have developed positive relationships with providers therefore there is a robust foundation to begin the transformation work, with providers needed to ensure delivery of personalised services.</p> | <p>8</p> |

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

Damian Allen

| Current Risk | | Target Risk |
|------------------|---|------------------|
| <p>15</p> | <p>DCST have yet to provide their Q2 Finance report the update below is based on Q1 at this stage:</p> <p>Current Position: Doncaster Children's Services Trust have supplied their Q1 monitoring report which shows that their projected overspend is £1.856m. The over spend is net of a contract variation that has been provisionally agreed for £1.115m to fund increased activity on the care ladder based on modelling submitted as part of the annual review. The 70/30 risk share mechanism agreement for 2017/18 means the Council are liable to fund the Trust for £1.299m of the overspend. DCST only have reserves of £73k, therefore do not have the funds to cover their share of the over spend. The Trust's overspend mainly relates to care ladder placements despite the additional £1.115m contract variation due to more activity in OOA, fostering and SGO/CAO than forecast in the care ladder modelling. The Council is receiving financial updates but continues to have significant concerns over this level of overspend and the ability of the Trust to reduce spend within the budget. The Trust has been tasked with producing a sustainable operating model as they have efficiency targets of £2m per year for the next 3 financial years, and will be presenting an update report to OSMC on 20th July 2017.</p> <p>Mitigating Actions: There are monthly finance meetings between the Council and DCST to keep the forecast under review and to challenge the assumptions in the care ladder, and there are regular meetings between Senior Management of both organisations.</p> | <p>10</p> |

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>15</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. Ofsted did not -raise any concerns as to the safety of children in the borough, but did recommend improvements to social work practice which have been addressed through the Ofsted Improvement Plan and the Ofsted monitoring visits. This is regularly challenged with the Trust at the high level QPM and at individual Head of Service level.</p> <p>The first Ofsted Monitoring visit took place in August 2016 and concentrated on management of demand at the front door and quality of practice and found that significant progress is being made to improved services for children and that no children were deemed to be at risk of significant harm. The quality of provision was found to be better and that prompt and appropriate action is taken to address safeguarding concerns this is evident in the quality of assessments and ensuring children are seen alone and their views heard. However, there remain inconsistent quality of assessments and timeliness is deemed variable. In addition, more work is needed to ensure that thresholds for social care intervention are understood across the partnership. The second monitoring visit took place in October 2016 with a focus on</p> | <p>10</p> |

quality of practice in particular the quality and effectiveness of plans for CIN of help and protection reviews and work to reduce risk to this cohort; the quality of pre – proceedings work. The conclusion of the visit was that the Trust had made 'significant progress' in improving the quality of work since the inspection in November 2015. Inspectors highlighted the continued pace of improvement and reaffirmed the conclusion of the previous visit that no children were found to be in situations of unassessed, unmanaged or unacceptable risk. The third monitoring visit took place in March 2017 and identified significant progress in the quality of services provided for look after children since the full 2015 inspection.; that both the Council and the Trust have responded thoroughly to the actions required and that children and young people are placed at the heart of strategic planning and operational work, with welcome recognition of the ambition of both parties for this vulnerable cohort.

Ofsted provided a 4th and final Ofsted visit in August 2017 which was not thematic but had a focus upon and visited the 'Front Door' including case sampling, as well as sampling a number of assessments and CIN plans. Feedback was essentially positive overall, with more consistent quality of practice evident – in particular cases at the front door, assessment, care planning and review with again praise for management oversight, performance management and QA. Pending the likely re-inspection of social care and safe-guarding which is expected to take place in October / November 2017 and for which the indications based on the reception to the Monitoring plan and the 4 monitoring visits promotes cause for optimism.

Mitigating Actions: Social work practice is challenged with the Trust at each meeting and at individual HoS level. The Joint strategic Inspection Group regularly reviews the Improvement Plan as to actions required to improve quality of practice and attendant progress. The High level challenge meetings review specific audits and all challenge meetings review the basket of contractual PIs, which include bellwether PIs in respect of CIN plans; the care pathway – especially front door management; assessment completion and quality of audits. In addition, reference is made to volumetric measures and the wider context in order to provide reassurance as to caseload management; geographical / team pressures; deployment of staffing resources etc.

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

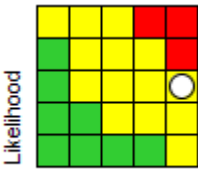
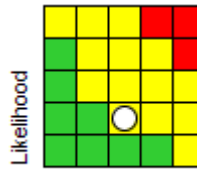
DMBC is clear that the three most pressing impediments to this risk remain demand management, placement policy and quality of practice and is pleased that Ofsted in its second monitoring visit found that 'significant progress had been made in the quality of work since the 2015 inspection and that , overall the quality of provision was better and prompt and that appropriate actions was .taken to address safeguarding concerns with improvements evident in the quality of assessments and enquiry; that children are seen alone and their views are heard and Ofsted noted the pace of improvement.

DMBC focus continues to be to ensure that quality of practice and assessment completion is more consistent and embedded and that a sustainable financial and operating model is in place.

Regular Ofsted monitoring and peer challenge is considerably mitigating against this risk

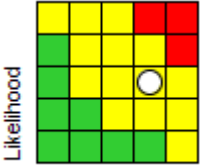
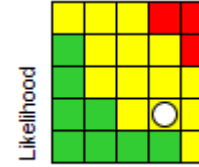
Failure to successfully prevent a major cyber attack

Simon Wiles

| Current Risk | Current Position: The chance of an attack remains the same - critical impact and likelihood possible. All the protection possible to protect the Council's network and devices used is in place and is in adherence with the Cabinet Office Public Service Network certification. | Target Risk |
|--|--|---|
| <p style="text-align: center;">15</p>  | <p>Mitigating Actions: The next health test and certification assessment are about to begin. Awareness of staff is also tested on a regular basis with e-learning permanently available to all including Councillors now increasingly using Council technology. The target risk cannot be reduced at this time.</p> | <p style="text-align: center;">6</p>  |

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 | Current Position: The Children and Families Partnership Executive Group is the forum for the arrangements to discharge the S10 statutory responsibility which is a new core group of leading partner members. | Target Risk |
|--|---|---|
| <p style="text-align: center;">12</p>  <p style="text-align: center;">Impact</p> | <p>Mitigating Actions: Arrangements are now in place following the governance review which see a new Executive Board to formalise the former interim Executive Group and which will meet monthly and which will provide 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 will meet quarterly to comment plan and shape the CYPP championing the voice of CYP.</p> <p>The new JSNA is a more dynamic document as is the consequential Children’s plan for 2017-2020. The Participation and Engagement strategy professional version has been published and a child friendly version for both this is pending and for the CYPP has been launched.</p> <p>The publication of the three key documents JSNA; CYPP and P&E strategy will considerably mitigate this risk as well as the implementation of 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>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 will be produced in September 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 style="text-align: center;">8</p>  <p style="text-align: center;">Impact</p> |

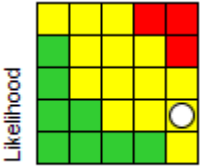
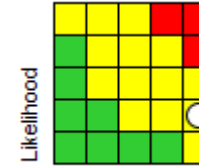
Failure to respond adequately to borough emergencies or mitigate effectively against the effects of extreme weather conditions e.g. flooding

Peter Dale

| Current Risk | Current Position: During 2017 we have focused on our preparedness arrangements to respond to a terrorist incident. | Target Risk |
|--|---|---|
| <p style="text-align: center;">12</p>  <p style="text-align: center;">Impact</p> | <p>12 Exercise have been delivered involving 115 attendances by Strategic Officers, 125 Tactical Officers and 200 Operational Staff.</p> <p>In addition 16 Training events have been held for 122 Staff.</p> <p>The exercises have provided us with the opportunity to rehearse and enhance our preparedness arrangements and have included live play exercises, live evacuation and shelter exercises, corporate exercises and strategic response exercises. Wide range of multi-agency partners have supported and attended our training and exercise events.</p> <p>A learning session for leadership, partners and senior managers on the incidents in Manchester and Grenfell was held in Sept 2017. The session provided the opportunity to further consider our strategic preparedness arrangements for major incident in Doncaster.</p> <p>Mitigating Actions: A corporate response to the increase in the UK Threat Level was activated in Sept 2017 using well established procedures. Enhanced planning and arrangements put in place for the Leger Race Meeting ensured that the increase in threat level was managed effectively. Doncaster Racecourse have advised that they felt “Safe and secure and well supported.”</p> <p>We have worked with the Airport to support their Civil Aviation Authority inspection through assisting with the delivery of a live exercise held overnight at Doncaster Airport in Sept and Oct 2017.</p> | <p style="text-align: center;">8</p>  <p style="text-align: center;">Impact</p> |

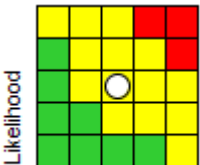
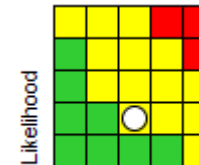
The agreed standards and policies are not adequately understood and implemented by practitioners who work with vulnerable adults increasing the risk of vulnerable people experiencing harm or abuse

Damian Allen

| Current Risk | Current Position: Following on from a Peer review (November 2015) and subsequent follow up review undertaken by Dr Adi Cooper (September 2016) the Safeguarding Adults Hub was formed to manage all Adult Safeguarding and MCA DoLS for Doncaster. | Target Risk |
|--|--|--|
| <p style="text-align: center;">10</p>  <p style="text-align: center;">Impact</p> | <p>Mitigating Actions: The Safeguarding Adults Hub was formed in April 2016 and has been in operation for 18 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.</p> <p>In response to the Peer Review a comprehensive multi-agency action plan was produced with clear actions and timescales and this has been reviewed on a regular basis, The action plan was updated following the review undertaken by Adi Cooper which resulted in positive feedback. 68 out of 75 actions were complete with 7 actions still in progress. These are discussed and reviewed at the Performance and Quality sub group of the Safeguarding Adults Board (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 now 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.</p> <p>A further peer review is scheduled to take place 20th October 2017 by Dr Adi Cooper and findings will be used to inform future services developments.</p> | <p style="text-align: center;">10</p>  <p style="text-align: center;">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: Although contacts have reduced in August this could reflect seasonal factors and remain high due to high demand in the community. Very few contacts are inappropriate and require Early Help services. The vast majority are for Information, Advice and Guidance. The risk is that high demand pressures clog up the machinery and professional officer resource. The LGA peer review recognised that this was a 'whole system' issue which extends across the partnership and is not wholly within the gift of the Trust. The Conversion rate of contact to referral remains low which indicates inappropriateness of referral, particularly from one agency. There is an issue of incorrect threshold application by partners and the interface with early help remains a wicked issue. | Target Risk |
|---|--|---|
| <p style="text-align: center;">9</p>  <p style="text-align: center;">Impact</p> | <p>Of relevance is the need to improve engagement across the EH partnership including engagement by identified LPs. Engagement in this cohort is highest in schools and PAFSS but is poor among health visitors; school nursing and maternity services. School LPs exhibit high caseloads which also compromise the effectiveness of the EH offer. There is also evidence of a fundamental misunderstanding of the LP role amongst some partners and concerns as to the capacity to undertake what is perceived to be an 'add on' to the 'day job.'. there is an identified problem of EH cases not being picked up by PLs which are then becoming additions to the waiting list.</p> <p>A high figure is not necessarily indicative of poor performance and if children need to be referred to social care then that is 'good' performance – 'appropriateness' is the key, high numbers of children on a CP plan in Doncaster, would tend to support this hypothesis, but the conversion rate to referral remains low at 21% in May 2017. The problem here is that there are a number of the referrals which are known to be 'inappropriate' and this refers in large part to</p> | <p style="text-align: center;">6</p>  <p style="text-align: center;">Impact</p> |

the continued and thorny issue of referrals from one of the partners which continues to apply its protocol, this means that less than 10% of contacts are genuine cases for attention by social care.

High demand pressures are unhealthy for the work of social work teams in 'clogging up' the machinery. Contacts below threshold which could have gone to the Early Help Hub are deemed 'inappropriate'. Inappropriate referrals which should have gone to Early help remain at, or around 18%.

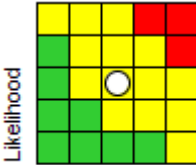
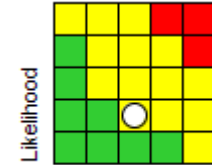
Mitigating Actions:: Cross reference to the volume of early help contacts shows a welcome improvement in contacts to the Hub which supports the impact of improved awareness and application of thresholds among Agency partners. Early help volumes are increasing but this is not having an obvious, corresponding impact, however, despite this pattern overall contacts may not necessarily reduce, because causal links are more complex than a straightforward binary effect and the hypothesis is that increased use of the Early Help Hub is capturing a significant number of cases which may have gone nowhere, or which were not being reported within any one system.

The Trust is confident that the new Triage and MASH initiatives will demonstrate a positive impact. As the foregoing identifies, the demand on social care is key and the Trust is confident that this will improve. Further analysis of NFAs would enhance understanding.

The EH strategy group has commenced work to investigate and seek solutions to the EH threshold and LP engagement issues identified above.

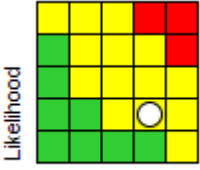
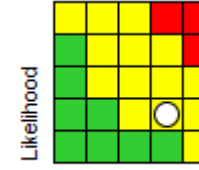
Failure to adequately address a sufficient number of Children's Trust PIs (as defined in the service delivery contract)

Damian Allen

| Current Risk | 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, such arrangements are in the words of Ofsted 'in excess' of contractual requirements and have been further emboldened by the new split screen accountability which the Children's scrutiny panel now 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. | Target Risk |
|---|--|---|
| <p style="text-align: center;">9</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p> | <p>Areas of concern are escalated or reported on an exception basis to higher level Boards. Current areas of risk are:-</p> <ul style="list-style-type: none"> • Social Care demand management • Placement policy – care management and costs, in particular increased levels of SGO's, there is a need to review the SGO process. • Assessment timeliness • 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>Mitigating Actions:: The current arrangements and the number and scope of performance indicators have been amended following the Annual Review process which was completed and submitted on time to the Secretary of State and a new basket of PIs which is more reflective of the child's journey and the development stage in the maturity of the Trust implemented from Q1 2017/2018. 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 now in place with more emphasis on exception reporting. 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.</p> | <p style="text-align: center;">6</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p> |

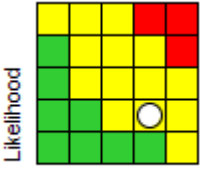
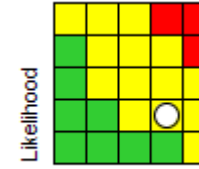
Failure to deliver the actions identified in the Equality and Inclusion action plan may impact our ability to effectively embed and delivery the equality agenda which could result in the council being exposed to public 'due regard' challenge

Simon Wiles

| Current Risk | | Target Risk |
|---|--|---|
| <p style="text-align: center;">8</p>  <p>Likelihood</p> <p>Impact</p> | <p>Current Position: The review of the Council's approach to Equality, Diversity and inclusion is embedded within the current Corporate Plan and will highlight how equality, diversity and inclusion underpins the corporate priorities and drives improvement across the borough. EDI objectives have been developed and Member and senior manager EDI champions have been identified. The EDI Board has been established and is currently reviewing the base line data to understand the issues and develop the EDI performance indicators that will be the focus of our activity for the comming year.</p> <p>Mitigating Actions: - The review of our approach to EDI;</p> <ul style="list-style-type: none"> - The development of EDI champions; - Continuing to work with the LGA; - Main streaming EDI within service areas; - Establishment of EDI board. <p>Target profile: Impact 4 x Likelihood 2</p> | <p style="text-align: center;">8</p>  <p>Likelihood</p> <p>Impact</p> |

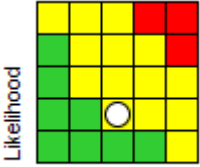
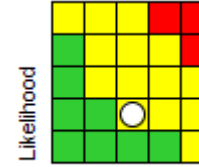
Failure to identify and manage Health and Safety risks

Peter Dale

| Current Risk | | Target Risk |
|---|---|---|
| <p style="text-align: center;">8</p>  <p>Likelihood</p> <p>Impact</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. In light of the Grenfell Disaster, Doncaster Council's Fire Safety Advisor continues to work closely with St Leger Homes (SLH), and will be assisting with the results of the Type 4 archetypal Fire Risk Assessments that are being undertaken in a number of flats by Savills, a Specialist Contractor.</p> <p>Mitigating Actions: Corporate Health and Safety will continue to work closely with SLH & SYF to assist and advise throughout this process and to ensure the Council's interests are met. There have been two recent incidents with Scaffolding Contractors where Doncaster Council is the project Client. At the Corn Exchange there have been issues regarding the adequacy of hoarding around the scaffold, and concerns about 3 cantilever fixings failing in a 6 month period. The Councils Project Manager is working closely with the Corporate Health and Safety Team to address these issues with the scaffold company's (Interserve) Senior Management Team, and their own Health and Safety Professionals. At Colonnades there have been issues with the lower levels of the scaffold being readily accessible to members of the public. There have also been reports from occupiers of the building that children have been playing on the scaffold. The Councils Project Manager for this job has been working closely with the Corporate Health & Safety Team, and has immediately addressed these issues with the Principal Contractor (Kier), who have implemented a number of controls. Both shafts at the Hatfield Colliery site have now been topped up with spoil by the Coal Authority; removing the previous 17 to 19 metre drop in the shafts. This also prevents the possibility of any unauthorised access to a previously high risk area at the Colliery. A meeting took place on the 28th September 2017 between the Council and the agent (Hargreaves) acting on behalf of the bank (ING) that holds the debt on the Colliery land. The discussions that took place were very positive with a shift towards working together, looking at future development of the area and a potential review of site and risk management. Further meetings have been planned on a bi-monthly basis to ensure progress is taken at all opportunities. In the meantime, Doncaster Council continues to have plans in place to prevent unauthorised access and to manage the on-site hazards. This will reduce the risks to as low as reasonably practicable. Further site visits continue to be undertaken.</p> | <p style="text-align: center;">8</p>  <p>Likelihood</p> <p>Impact</p> |

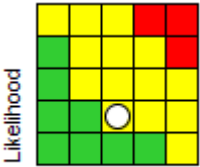
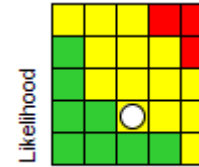
The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation

Damian Allen

| Current Risk | | Target Risk |
|---|--|---|
| <p style="text-align: center;">6</p>  <p style="text-align: center;">Impact</p> | <p>Current Position: is that we lack an up to date assessment of child poverty, or a co-ordinated local response, underpinned by any strategy / plan. As a result, we are failing to reduce levels of child poverty in the borough, or mitigate its impact.</p> <p>Mitigating Actions: We have commissioned The Children's Society to run a Child Poverty Commission. They have recruited young people from across the borough to act as commissioners and are beginning to brief them on the issues children in poverty face. Alongside this, we have undertaken preparatory data analysis across a range of areas to provide an indicative baseline for the borough. This will then be used to inform the evidence gathering sessions run by the young people. The final report, with complete data and recommended actions, will be ready in February 2018.</p> | <p style="text-align: center;">6</p>  <p style="text-align: center;">Impact</p> |

Failure to implement the Council's key borough objectives in partnership

Simon Wiles

| Current Risk | | Target Risk |
|---|---|---|
| <p style="text-align: center;">6</p>  <p style="text-align: center;">Impact</p> | <p>Current Position: Doncaster Growing Together (DGT) is Doncaster's four-year transformational plan and at the heart of it is partnership working. The key borough objectives have been developed alongside the partnership and as such they reflect the ambition of all of Team Doncaster. Following the official launch of DGT at full council on September 21st it is important to ensure that the wider partnership is engaged.</p> <p>Mitigating Actions: Therefore at the Team Doncaster Summit on the 19th October the partnership will meet to discuss DGT and its programmes. It will be an opportunity to for service managers, third sector reps and the business community to further understand, interact with and further take ownership of DGT. Further follow up workshops are taking place on a programme by programme basis.</p> | <p style="text-align: center;">6</p>  <p style="text-align: center;">Impact</p> |

