



# Doncaster Council

## Report

Date:

To the Chair and Members of the Overview & Scrutiny Management Committee  
2017-18 Quarter 3 Finance and Performance Improvement Report & 'Delivering for Doncaster' Booklet

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

### EXECUTIVE SUMMARY

1. This report focuses on the latest financial and performance information to indicate our current position towards our 2017/18 budget, performance against key Service Standards and our progress towards delivery of outcomes set out in the Mayor's 4-year plan 'Doncaster Growing Together'.

#### Financial Position: £3.8m overspend

2. At quarter 3 the Council is forecasting a year-end overspend of £3.8m; the projected overspend has increased by £0.8m from quarter 2. To improve the position at year-end and maintain minimum reserve levels, spend restrictions have been put in place across the Council. Further details on the projected overspend are provided in the paragraphs 28 to 32.

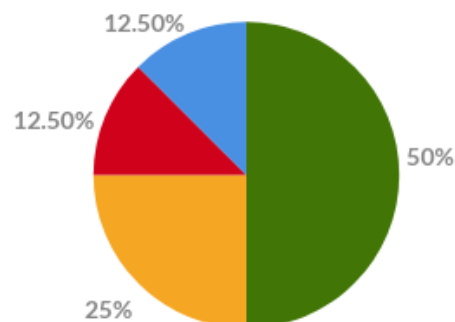
#### Performance

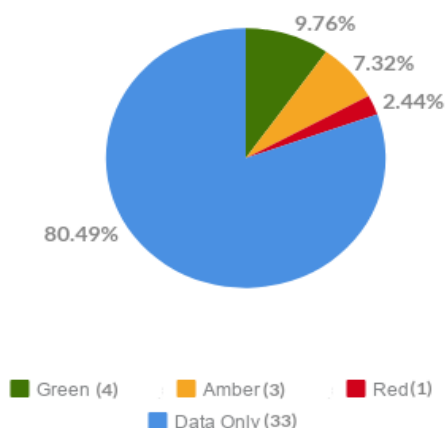
There are two kinds of indicators used to monitor performance - Service Standards which are internal measures that assess whether we are 'getting the basics right' in the services that we deliver to the citizens of Doncaster and Outcome Framework Measures where the outcomes include contribution from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

#### Performance Position:

**40 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, work is on going to finalise these.





### Performance Position:

#### 41 Outcome Framework measures (profiled opposite).

41 measures have been updated for Q3. Further details on the performance against Outcomes Framework can be found in the booklet against each of the Themes.

3. Quarter 3 saw the further defining of our key service standards which serve to demonstrate that as a council we are 'getting the basics right' and are a mix of both qualitative and quantitative measures to give an overview of the services our residents receive. These measures, when reported alongside progress on our partnership transformation and position against borough wide key outcome framework measures aims to give a balanced overview of our current performance position. Further detail is available within the accompanying 'Delivering for Doncaster' booklet attached.
4. Performance headlines show that the net number of homes built continues to rise with focus also on the right types of housing via initiatives like 'Homes for All'. The number of residents in long term care remains on track for the year end target and this has steadily increased throughout the year. Local authority spend with Doncaster companies and business remains consistent and the average number of days taken to process new Housing Benefit claims and Council Tax Support applications continues to reduce. Challenges remain with the level of persistent absence in schools, achievement of financial savings within Adult Social Care, residents employed in highly skilled occupations, and those achieving higher-level qualifications.

### EXEMPT REPORT






5. This report is not exempt

### RECOMMENDATIONS







The Chair and Members of the Overview & Scrutiny Management Committee are asked to note and comment on the quarter 3 performance and financial information; including;

- changes to the Strategic Risks as detailed in paragraphs 34 and 35;
- virements approved by the Chief Financial Officer, Chief Executive and Cabinet, detailed in the Appendix A at page 8;
- new additions to the Capital Programme, detailed in Appendix A pages 11 & 12.

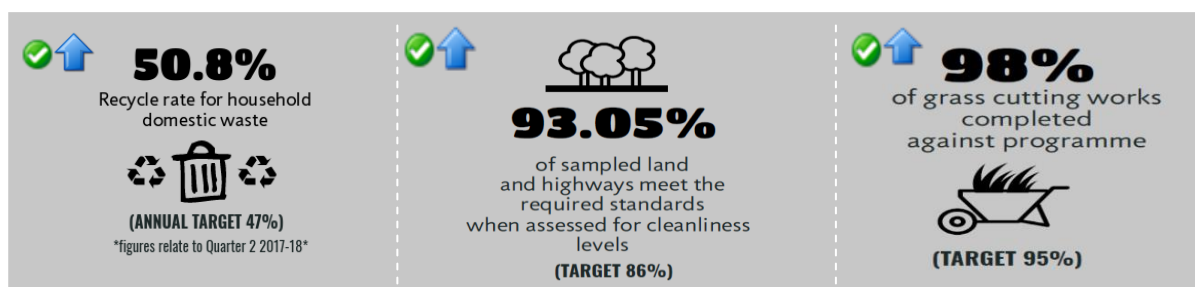
## WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER











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

  improvement	  Same as last time	  getting worse
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### LIVING:

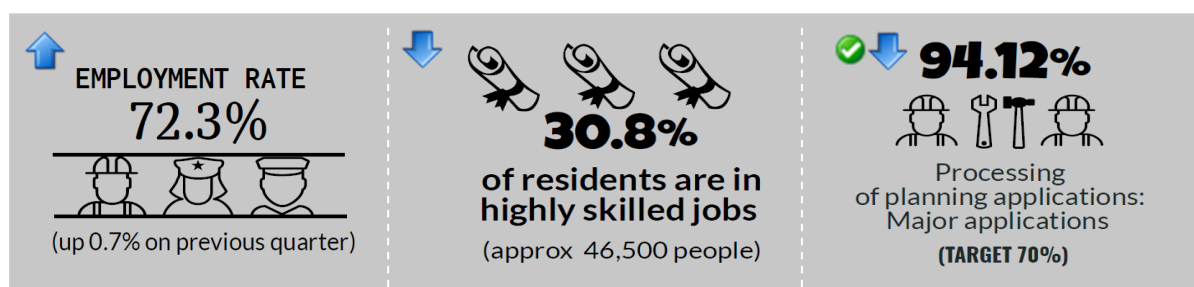


Service Standards					Outcome Framework				
									
7	0	0	0	0	1	-	-	11	-

- Activity related to a number of key programmes in this theme have progressed in Q3. The Get Doncaster Moving Programme has established five workstreams and good governance arrangements with partners. The programme will benefit from the support of Sport England as Doncaster has been selected as one of only 12 of the 'Local Delivery Pilot' areas – this will enable Doncaster to access a share of the £100m funding that is available. We are currently working in partnership with Sport England to address our physical activity and sport participation levels through this Pilot.
- In order to ensure we meet the housing needs for our residents the Housing (Homes for All) Programme is working to deliver the right number and more importantly the right types of homes across the borough. In Q3 a new Care Leavers Accommodation has opened for up to six care leavers, and extensive planning for new duties as a result the Homelessness reduction Act to ensure we are ready for the April 2018 deadline.
- The Vibrant Town Centres Programme is working to improve the co-ordination of activity and services that take place, initially in the town centre. In Q3 we have improved lighting and access in the North Bridge Tunnels, delivered a successful Christmas lights event and over 250 vulnerable people have accessed services as a result of the public Space Protection Order.

9. From a low of around 31% a few years ago, the recycling rate for household domestic waste has risen for a number of consecutive years and is exceeding our target (51% against a target of 47%). The percentage of fly-tipping investigated and removed within five days has also seen significant improvement from a low of around 60% 2 years ago, to a target exceeding 98% in Q3 (target: 86%). And 93% of land and highways meet the required cleanliness standards associated with litter, detritus and graffiti (target 82%).
10. Grass cutting services continue to operate above target with 98% of works completed against programmed timeframes (target 95%); and 100% of all Licensing Act applications are processed within statutory timescales. 94% of all major planning applications are processed within required timeframes, significantly exceeding the target of 70%.

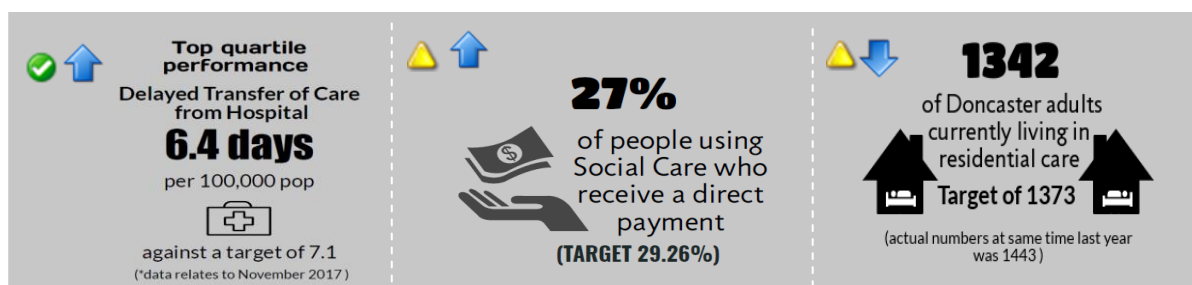
## WORKING:



Service Standards					Outcome Framework				
2	0	2	-	-	-	-	-	12	-

11. 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.
12. Doncaster's employment rate has increased further in quarter 3 by 0.7 percentage points to 72.3%; this is a larger increase than both the regional and national averages.
13. The percentage of residents in highly skilled occupations stands at 31%. This equates to approximately 46,500 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, Yorkshire and Humber and England.
14. 94% of major planning applications were processed in time along with 100% of Licensing Act (2003) applications.

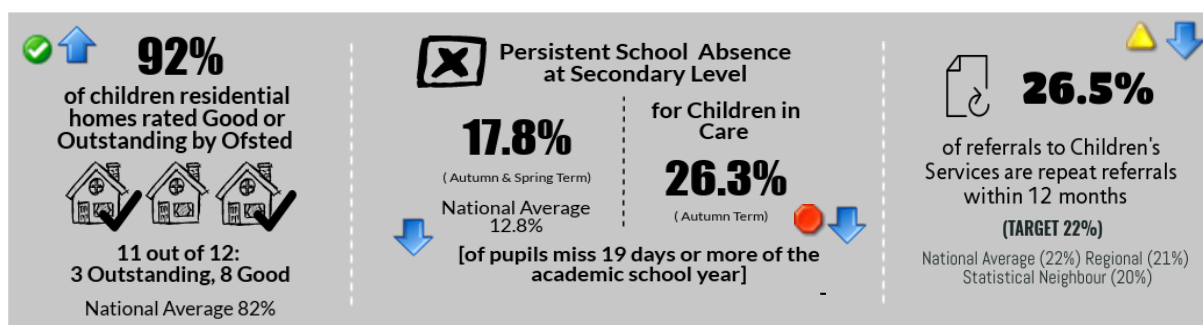
## CARING:



Service Standards					Outcome Framework				
2	3	1	3	0	3	2	-	6	-

15. The Transformation of Adults, Health and Wellbeing is a key area of development for the Council in 2017-18. Improvements are taking place, but there remain difficult challenges as part of this vast programme of change and transformation. Permanent admissions to residential care for the over 65s have improved through a robust panel process and is on target for the year to date, however in Q3, there were 20 admissions more than target. As at 31<sup>st</sup> December 2017 there were 1,342 people (all ages) residing in residential care against a target of 1,373. The proportion of people accessing social care who received direct payment has steadily increased over the previous year, but a slight dip occurred in Q3 27% against a target of 29.3%. Challenges remain around achieving identified financial savings and transforming services across the programme.
16. The Doncaster Children's Trust which became operational in October 2014 continues to report improved performance in many areas. This is also supported by positive Ofsted monitoring visits, which recognise improvements have been made and all previous single inspection recommendations have been addressed.

## LEARNING:



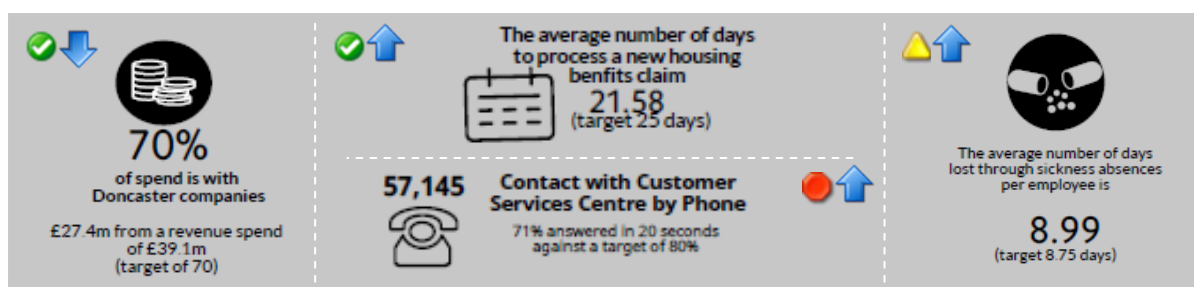
Service Standards					Outcome Framework				
6	4	0	2	0	-	1	1	2	2

17. 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. It is expected that the delivery plan for the Opportunity Area will be published shortly.
18. We continue to roll out our School Improvement Strategy, which was revised along with our Raising Aspiration and Achievement Strategy and a strengthened Schools of Concern process, all aimed at increasing the performance and quality of school provision

and to help increase attainment and to improve numbers of those accessing 'good or better' education at both primary and secondary levels.

19. The statistical first release for Children's Social Care provision (31st March 2017) reported 11 out of 12 inspected children's homes had an outcome of 'outstanding/good' (92%), exceeding the national average of 82%. This area has seen continuous improvement since 2016 where only 8 out of 11 had a 'outstanding/good' outcome (73%).
20. Referrals to Children's Services that are repeat referrals within 12 months has reduced slightly, dropping from 27.5% in Q2 to 26.5% in Q3 and remains just outside of target but within tolerance. The Doncaster Children's Services Trust and the Early Help Strategy Group are reviewing the reasoning behind the high number of repeat referrals and the appropriateness of case shutdowns.
21. Persistent Absence in schools continues to be of high focus, particularly at secondary level where 26.3% of children in care and 17.8% of all pupils at secondary levels were categorised as 'persistent absence'. Secondary persistent absence has increased during 2017-16 school year and remains well above the national average of 12.8%. All Doncaster secondary schools are academies, four of which are reporting persistent absence on or above 25%. To address the issues we face around persistent absence, we have co-produced a new Attendance Strategy. Persistent Absence equates to 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 each week.

## CONNECTED COUNCIL:



### Service Standards

3	3	2	-	-

22. 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. Considerable support continues to be provided to the Council's improvement and transformation agendas, to support leaders and managers to shape and deliver change, both within the council and across partners with the Doncaster Growing Together (DGT) programme. A series of workshops were held for managers initially to engage and involve them in the plans for this major transformation and shared across Team Doncaster for partner organisations to start cascading the information.
23. Focus has remained on performance management, as sickness absence rates for this quarter are currently above the corporate target of 8.75 days with a year-end projection of 8.99 days; although the year-end projection has reduced from the previous quarter, full time equivalent sick days increased by a third during quarter 3. To improve performance

in this area, work has commenced on a review of health and wellbeing within the Council which includes a review of the Occupational Health service, the Managing Attendance Policy and key metrics, as well as collaboration with Public Health and RDaSH on working practices.

24. As part of our ongoing engagement, the Staff Survey, was carried out in October. A total of 1837 staff equating to 44% of the workforce completed the survey with a 64% positive response rate. A session for senior leaders was held towards the end of the quarter to share the results and focus on action planning in the coming months.
25. The average number of days to process a new housing benefit claims has increased slightly this quarter at 21.58 days compared to 20.23 in Q2. The number of days to process Council Tax Support applications has dropped slightly to 23.07 from 24.23 reported in Q2.
26. The number of customer services initial contact with the public (online, phone, face to face) were reported at 119,131. 70% of our services are now available online against a target of 80%; 71% of customer services phone calls are answered within 20 seconds, a significant increase in the 35% reported in Q2; Waiting time at the Civic Office reception is currently 7 minutes 4 seconds which is a very slight increase on the 6 minutes 2 seconds reported in Q2
27. Local authority spend with local businesses has dropped slightly this quarter, 70.6% from 72% (£27.4m from a revenue spend of £39.1m) and 94.43% 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:

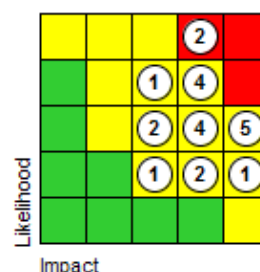
28. A summary of the £3.8m projected outturn overspend is provided below: -

Services	Quarter 3 Projection				Quarter 2 Projection		
	Gross Budget	Net Budget	Variance (% Gross Budget)		Variance	Change (% Gross Budget)	
	£m	£m	£m	%	£m	£m	%
Adults Health and Wellbeing	152.2	77.5	0.2	0.1%	0.4	-0.2	-0.1%
Learning & Opportunities – Children & Young People	48.4	9.8	0.6	1.2%	0.8	-0.2	-0.4%
Doncaster Children's Services Trust (DCST)	46.7	42.2	2.2	4.7%	1.1	1.1	2.4%
Finance & Corporate Services	119.0	20.7	-0.5	-0.4%	0.0	-0.5	-0.4%
Regeneration & Environment	127.7	33.9	1.6	1.3%	1.0	0.6	0.5%
<b>Total Service Budgets</b>	<b>494.0</b>	<b>184.1</b>	<b>4.1</b>	<b>0.8%</b>	<b>3.3</b>	<b>0.8</b>	<b>0.2%</b>
<b>Council Wide</b>							
General Financing / Treasury Management	6.9	6.3	0.0	0.0%	0.0	0.0	0.0%
Other Council-wide	10.9	-82.6	-0.3	-2.8%	-0.3	0.0	0.0%
<b>Subtotal</b>	<b>17.8</b>	<b>-76.3</b>	<b>-0.3</b>	<b>-1.7%</b>	<b>-0.3</b>	<b>0.0</b>	<b>0.0%</b>
<b>Total General Fund Services</b>	<b>511.8</b>	<b>107.8</b>	<b>3.8</b>	<b>0.7%</b>	<b>3.0</b>	<b>0.8</b>	<b>0.2%</b>

29. Further details on the key variances are provided in the Finance & Performance Improvement Booklet Financial Profile pages 22 to 23 and in the evidence pack pages 1 to 6. This includes the DCST overspend £2.2m (see next paragraph), Waste and Recycling Pressure £0.7m which is mainly due to the extension of the contract, Schools Catering £0.5m due to reduced income, unmet Education Services Grant reduction £0.4m and various other overspends across the Council. These overspends are offset by £0.5m underspend on Finance & Corporate Services by delaying recruitment to posts across the service. The overall projection has increased by £0.8m since quarter 2 due to increasing pressures for the DCST (detailed below) and Regeneration and Environment various increases to the overspends across the service, further details provided in the Financial Profile.
30. Doncaster Children's Services Trust (DCST) are projecting an overspend of £2.98m; this has increased by £1.35m from £1.63m at quarter 2. The pressures are mainly due to more children in care (42 more in the Care Ladder) and the cost of more complex cases. This includes £2.60m overspend on the Care Ladder covering Out of Authority (OOA) placements £2.05m and 18+ accommodation and CIC transition accommodation £0.62m. The overspend on the Care Ladder has increased by £1.11m; this includes an increase to the OOA overspend of £0.5m due to increased growth, movements in the care ladder taking place later than planned and changes to packages, and other areas e.g. In-house Residential Homes.
31. Since quarter 2 the Council has funded £1.65m of business cases submitted by DCST of which £0.41m will be funded from Dedicated Schools Grant (DSG) for additional educational costs of OOA placements, giving a net total of £1.24m. After this adjustment, the remaining overspend is the £1.35m swing from quarter 2 to quarter 3 of which, under the 70/30 risk share agreement, the council is liable to fund a further £0.94m, therefore the total overspend shown to the Council is £2.18m. DCST's reserves are £0.07m which means they will be unable to fully fund their 30% of the overspend, therefore it is assumed that the Council will meet this cost from general reserves in 2017/18, reducing them by a further £0.33m.
32. The overall pressures amount to more than the £3.8m projected variance; due to the significant one-off underspend on fleet services of £1.0m and use of one-off iBCF funding £2.7m. Spend restrictions have been implemented across the Council to improve the year-end position; this also includes charging maximum costs to any grants, other external funding or specific reserves available, and progressing savings earlier where possible.

## STRATEGIC RISKS

33. There are currently 22 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.



34. 17 risks have retained the same profile;  
2 risks profiles have reduced, due to the implementation of mitigating actions -
- 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;
  - 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.
- 3 risk profile have increased -

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

35. During the quarterly challenge process, no new strategic risks have been proposed. Two Strategic Risks will be re-worded for Q4 to more reflect the impact on the Borough – these relate to ‘Leaving the EU’ and ‘Sheffield City Region’. Further detailed is in Appendix B.

## OPTIONS CONSIDERED

36. Not applicable.

## REASONS FOR RECOMMENDED OPTION

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

## RISKS & ASSUMPTIONS

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

## LEGAL IMPLICATIONS [Officer Initial: KDW Date: 06/02/18]

39. 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 [Officer Initials: AT Date: 06/02/18]

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

## **HUMAN RESOURCES IMPLICATIONS [Officer Initial: KM Date: 05/02/2018]**

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

## **TECHNOLOGY IMPLICATIONS [Officer Initial: NR Date: 07/02/2018]**

42. Technology is used within many of the initiatives included in this report. ICT must always be involved via its governance model where technology-based procurements, developments or enhancements are required. This ensures all information is safe and secure and the use of technology is maximised providing best value.

## **HEALTH IMPLICATIONS [Officer Initials: RS Date: 07/02/2018]**

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

## **EQUALITY IMPLICATIONS [Officer Initial: SWr Date: 05/02/18]**

44. 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**

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

## **BACKGROUND PAPERS**

46. Not applicable.

## **REPORT AUTHORS AND CONTRIBUTIONS**

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**Chief Financial Officer**  
**& Assistant Director - Finance**

**Lee Tillman**  
**Assistant Director of Strategy & Performance Unit**








# FINANCE PROFILE

Adult Health and Well-Being Revenue		Quarter 3 2017/18		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Adults Health & Wellbeing Total Revenue Variance	152.207	77.515	0.231
✓	Adult Social Care & Safeguarding Revenue Variance	11.664	8.576	-0.488
•	Occupation Therapy staffing, equipment and minor adaptation savings through capitalisation of costs.			
✓	Communities Revenue Variance	23.249	12.396	-0.558
•	Vacancies and running expenses savings across a number of in-house services totalling (£0.4m), including day care, home care and supported living, which is being managed in anticipation of service requirements to deliver the Adults Transformation Programme and saving targets in future years.			
•	Area Communities Teams and Libraries Service underspend due to vacancies and running expenses (£0.2m).			
✓	Director Of Adult Services Revenue Variance	2.241	0.658	-0.069
✗	Commissioning & Contracts Revenue Variance	94.161	55.785	1.346
•	Progress continues against the significant saving targets within Commissioning and Contracts.			
•	However, £2.7m iBCF (one-off funding) is being used to underpin the current pressures in residential, short breaks, community equipment and home care budgets.			
•	Working Age Adult residential care £0.2m overspend where activity is higher than the modelled target.			
•	Older People residential care £0.2m overspend where activity reduction to meet volume savings is on target, but average costs are higher.			
•	Short breaks/respite is forecast to overspend by £0.4m due to demand in excess of budget. Costs have reduced since Q2 by £0.2m mainly through long stay service users being moved into more appropriate care provision.			
•	Non-residential services - £0.9m overspend. There has been a significant increase in the forecast since Q2 mainly due to additional costs arising from Delated Transfers of Care (DToC) and new Section 117 Mental Health clients.			
•	(£0.2m) reduction in clients forecast in independent day care.			
✓	Public Health Revenue Variance	19.737	0.070	0.000
•	Public Health further grant reduction of £0.6m in 2017/18.			
•	Contract savings have been delivered and using £0.3m from the Public Health earmarked reserve to break-even.			
✓	Director Of Improvement Revenue Variance	1.155	0.030	0.000
•	Additional one-off resource to deliver the AHWB Transformation programme, any underspend will be carried forward to 2018/19. Includes £0.4m from the £2.2m Service Transformation Fund and £1.4m from iBCF (from the £6m over 3 years). There is potential for slippage of spend due to difficulty to recruit to all posts.			

Adult Health and Well-Being Capital		Quarter 3 2017/18				
		Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
✓	Adult, Health & Well-Being Total	5.89	6.19	13.95	15.44	2.95
✓	Adult Social Care	3.53	3.97	12.89	13.82	1.74
• The main schemes are Adaptations £1.67m and Disabled Facilities Grants (DFGs) £2.29m. Projection increased for Adaptations £0.27m and DFGs £0.17m due to higher workflow and additional DFG grant.						
✓	Communities	2.36	2.22	1.06	1.62	1.21
• Largest scheme in 2017/18 is DCLT capital grant £0.75m. The decrease in estimated expenditure from the previous quarter (£0.14m) is mainly due to the further re-profiling of the Cycle Scheme spend into 18/19 (£0.16m).						





## Learning and Opportunities; CYP Revenue

Quarter 3 2017/18








	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
 <b>Learning &amp; Opportunities C&amp;YP Total Revenue Variance</b>	95.137	51.968	2.817
 <b>Centrally Managed Revenue Variance</b>	8.271	0.378	0.000
<ul style="list-style-type: none"> <li>Dedicated Schools Grant (DSG) for 2017/18 is showing an in-year overspend of £0.03m. This is made up mainly from expected overspends on Out of Authority placements £0.60m, EHCP funding to mainstream schools £0.29m and Post 16 FE college &amp; ISP funding £0.24m offset by underspends on High Needs Contingency (£0.38m), Early Years Contingency (£0.25m) and Growth Fund (0.23m).</li> </ul>			
 <b>Partnerships &amp; Operational Development Revenue Variance</b>	10.621	2.615	-0.197
 <b>Commissioning &amp; Business Development Revenue Variance</b>	29.513	6.786	0.836
<ul style="list-style-type: none"> <li>The overspend mainly relates to the unmet cut of £0.33m 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.</li> <li>Increased demand for children with disability placements £0.19m.</li> <li>The Service Transformation Fund for LOCYP Change &amp; Transformation Programmes is progressing as planned, and in 2017/18, the forecast is to draw down £0.78m from the 2016/17 c/f of £0.76m and the £0.85m 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.</li> </ul>			
 <b>Children's Services Trust Revenue Variance</b>	46.732	42.189	2.178
<ul style="list-style-type: none"> <li>Doncaster Children's Services Trust are forecasting a projected over spend of £1.35m of which £0.94m would be funded by the Council under the 70/30 risk share mechanism</li> <li>This projection is after the Council agreed to fund business case's submitted by DCST totalling £1.65m to cover the over spend projected at Q2 therefore in effect the Trust's projected over spend is £2.98m.</li> <li>The increased over spend since Q2 mainly relates to Placements. DSG of (£0.41m) will fund the additional education costs of OOA placements, therefore the general fund position to the Council is an over spend of £2.18m.</li> <li>Note, DSCT have reserves of £0.07m, therefore do not have the funds to cover their share of £0.40m of the over spend.</li> </ul>			

## Learning and Opportunities; CYP Capital





Quarter 3 2017/18






	Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
	£m	£m	£m	£m	£m
 <b>Learning &amp; Opportunities - CYP Total</b>	9.18	9.62	23.97	35.16	5.11
 <b>Centrally Managed</b>	0.12	0.12	0.75	0.75	0.00
 <b>Commissioning &amp; Business Development</b>	8.59	9.10	22.72	33.84	5.10
<ul style="list-style-type: none"> <li>Total spend relates to additional School Places £2.8m, Schools Condition Programme £1.9m, School Roof Programme £0.8m, additional Early Years places for the 30 Hours programme £2.5m, Safeguarding &amp; Access schemes £0.4m and devolved schemes funded and spent directly by Schools £0.6m.</li> <li>The slippage from original budget is due to delays on the Safeguarding &amp; Access fund and delays in the creation of School Places.</li> </ul>					
 <b>Partnerships and Operational Delivery</b>	0.47	0.40	0.50	0.57	0.01
<ul style="list-style-type: none"> <li>The total spend includes work on the Starting Well buildings £0.4m. Work has not started on these schemes, however it is expected that work will be completed in the remaining months of the financial year.</li> </ul>					



## Finance and Corporate Services Revenue

		Quarter 3 2017/18		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Finance &amp; Corporate Services Total Revenue Variance</b>	118.967	20.702	-0.452
	<b>Customers, Digital &amp; ICT Revenue Variance</b>	8.607	6.290	0.352
<ul style="list-style-type: none"> <li>Due to one-off pressures including meeting the new General Data Protection Requirement and ICT centralisation review.</li> </ul>				
	<b>Finance &amp; Corporate Director Revenue Variance</b>	0.239	-0.007	-0.025
	<b>Finance Revenue Variance</b>	97.867	5.232	-0.718
<ul style="list-style-type: none"> <li>Mainly £0.39m one-off salary underspends</li> <li>£0.12m Revenue and Benefits salaries, retained due to potential costs of introducing Universal Credit.</li> <li>One-off underspends from the recovery of housing benefit overpayments, new burdens funding and support for personal budgeting for Universal Credit totalling £0.19m.</li> </ul>				
	<b>HR, Communications &amp; Exec Office Revenue Variance</b>	4.583	3.681	0.000
	<b>Legal &amp; Democratic Services Revenue Variance</b>	5.301	3.327	-0.056
	<b>Strategy And Performance Revenue Variance</b>	2.370	2.179	-0.006

## Finance and Corporate Services Capital

		Quarter 3 2017/18				
		Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	<b>Finance and Corporate Services Total</b>	12.14	2.90	43.30	24.90	1.29
<ul style="list-style-type: none"> <li>Due to the low levels of expenditure reported previously, every scheme has been reviewed during quarter 3 and re-profiling completed where necessary.</li> </ul>						
	<b>Customers, Digital and ICT</b>	3.59	2.14	4.65	6.59	0.75
<ul style="list-style-type: none"> <li>Each scheme has been reviewed, this has resulted in the re-profiling of £0.58m into 2018/19 and the delivery timetable confirmed for the remaining schemes. The delivery is challenging and has resulted in the amber rating.</li> <li>The largest allocations in 2017/18 are the Doncaster Integrated Peoples System (£0.49m) and the ICT Strategy (£0.33m).</li> </ul>						
	<b>Finance</b>	8.25	0.33	38.65	18.31	0.11
<ul style="list-style-type: none"> <li>The ERP System development is the only scheme in 2017/18 and spend is now coming through, with orders in place for the remaining budget.</li> <li>The major change in future years is moving £1.5m for the Herten Triangle scheme and £5.6m for the Cinema at Waterdale scheme from the Investment and Modernisation Fund to the Regeneration and Environment programme.</li> </ul>						
	<b>Legal &amp; Democratic Services</b>	0.30	0.43	0.00	0.00	0.43
<ul style="list-style-type: none"> <li>This area consists of two projects for the move of the Registrar's Office from Elmfield Park (to the Civic Office and Priory Place). These projects have overspent overall due mainly to the increased cost of the secure storage at the Civic Office than originally estimated. This is proposed to be funded by an increase in use of the Investment and Modernisation Fund funded from additional Registrars fee income.</li> </ul>						










Regeneration & Environment Revenue		Quarter 3 2017/18		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Regeneration &amp; Environment Total Revenue Variance</b>	<b>127.695</b>	<b>33.905</b>	<b>1.608</b>
	<b>Development Revenue Variance</b>	<b>9.106</b>	<b>3.006</b>	<b>0.362</b>
<ul style="list-style-type: none"> <li>• Accredited Learning £0.19m overspend (due to slow take up of apprentices across the Council and difficulties achieving historic income under the new Apprenticeship Levy scheme).</li> <li>• Highways Development £0.15m overspend (due to changes in timing of receipts).</li> </ul>				
	<b>Director Of Regen &amp; Enviro Revenue Variance</b>	<b>0.036</b>	<b>-0.005</b>	<b>0.137</b>
<ul style="list-style-type: none"> <li>• Assumed directorate wide savings targets will not be achieved in 2017/18; these will be progressed in 2018/19.</li> </ul>				
	<b>Environment Revenue Variance</b>	<b>64.793</b>	<b>31.036</b>	<b>0.436</b>
<ul style="list-style-type: none"> <li>• Waste and Recycling is projected to be £0.68m overspent due to unplanned contract extension costs £0.58m and credit notes of £0.18m have been issued to trade waste customers to rectify errors from previous financial years. Underspends on Non PFI and Green Disposal help reduce the overspend by £0.15m.</li> <li>• Highways Asset Management is projected to overspend by £0.14m, increased costs due to recent cold weather.</li> <li>• Highways Operations £0.15m underspend projected due to greater volume of work than previous years.</li> <li>• The overall overspend has been reduced by £0.25m by reductions in the amount of revenue work being transferred to capital (Streetlighting £0.12m and Highways Asset Management £0.13m)</li> </ul>				
	<b>Trading &amp; Assets Revenue Variance</b>	<b>53.760</b>	<b>-0.132</b>	<b>0.673</b>
<ul style="list-style-type: none"> <li>• Projected overspends on Appropriate Assets savings programme £0.3m.</li> <li>• Public Buildings Maintenance £0.18m overspend (due to difficulties in achieving income targets following changes to the way agency staff are used)</li> <li>• Markets £0.26m overspend (due to vacant stalls)</li> <li>• Schools Catering £0.54m overspend (due to reduced income mainly related to the lower margins achieved when schools convert to academies).</li> <li>• Fleet projected to underspend by £0.96m mainly due to slower than expected vehicle replacement which has created underspends against budgets used for the repayment of borrowing and interest.</li> </ul>				

Regeneration & Environment Capital		Quarter 3 2017/18				
		Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	<b>Regeneration &amp; Environment Total</b>	<b>103.04</b>	<b>95.84</b>	<b>164.01</b>	<b>167.48</b>	<b>40.84</b>
<ul style="list-style-type: none"> <li>In relation to the DN7 project, significant progress has been made on a number of external third party issues pertaining to Network Rail shared vale and land assembly. Currently only one major issue relating to land assembly remains unresolved but the project still has increased quantified risk on project delivery; mitigation work is progressing to address the remaining issue with the third parties and the associated risks are being managed. In order to achieve key milestones, the scheme is accumulating expenditure eligible to be funded by SCRIF allocations earmarked for the project but in advance of final SCR approval. Conditions for approval are expected to be met, so the likelihood of any costs becoming abortive or resources having to be found in lieu of SCRIF is considered low. However, the risk is increasing as delays impact on the spend profile and carry forward of SCRIF resources is not guaranteed.</li> </ul>						
	<b>Development - Non Housing</b>	<b>29.75</b>	<b>26.79</b>	<b>69.89</b>	<b>67.53</b>	<b>16.77</b>
<ul style="list-style-type: none"> <li>The main areas of forecast spend include FARRRS Phase 2 (£6.5m), CCQ Multi Storey Car Park purchase (£5.9m), High Speed Rail college (£4.4m), Colonnades Refurbishment (£3.2m), Doncaster Market SCRIF Element (£1.2m), Minor Transport Schemes (£1.3m), DN7 Unity Link Road (£1.0m), Robin Hood Business Park Development (£1.0m) and Doncaster Culture &amp; Learning Centre (£0.9m). The projection at Quarter 3 is £3.0m less than at Quarter 2 mainly due to expenditure re-profiled to later years, main variances outlined below: - <ul style="list-style-type: none"> <li>SCRIF Urban Centre St. Sepulchre Gate &amp; Station Forecourt - £1.5m re-profiled across 2018/19 &amp; 2019/20. This follows further development work on the scheme showing that significant spend relating to the public realm element will be at the latter end of the programme. Some of this is due to the phasing of works being dependent on the procurement of the canopy. This has been held back by Virgin, reflecting a cautious approach towards uncertainty over the planning permission and SCR funding review. Issues have been resolved but the installation of the canopy will not commence until June 2019, with the overall phase due to complete within 2019/20.</li> <li>SCRIF Urban Centre CCQ Cinema Infrastructure - £1.0m re-profiled to 2018/19 to reflect delays in securing the necessary pre-lets for the restaurant units in order to meet the conditions required to proceed</li> </ul> </li> </ul>						

	with construction.					
	<ul style="list-style-type: none"><li>SCRIF Urban Centre Doncaster Markets - £0.5m increase in 2017/18. Following the Stage 3 Design process additional costs relating to design and construction and trader decant and relocation were identified that have increased the overall project cost by an estimated £0.9m, £0.5m falling in the current year. Further approvals have been obtained for IMF monies £0.6m and Service Transformation Fund £0.3m that are now reflected in the budget.</li><li>SCRIF DN7 – A further £0.5m re-profiled to 2018/19 reflecting 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.</li><li>SCRIF FARRRS Phase 2 - £0.7m re-profiled to 2018/19 to reflect the contractors re-phasing of works. Substantial completion still expected by the end of April 2018.</li></ul>					
✓	<b>Development - Housing</b>	<b>35.09</b>	<b>32.38</b>	<b>71.93</b>	<b>74.77</b>	<b>13.51</b>
	<ul style="list-style-type: none"><li>The main areas of forecast spend are Planned Maintenance to HRA properties (£16.4m) and Council House New Build (£10.5m). The overall projection has reduced by £2.7m since Q2.</li><li>The main contributing factors are a re-profiling of £1.3m of Sprinkler / Lifts / Communal works, due to delays in the contract with Willmott Dixon being signed and a £0.96m revision to the forecast spend on the Council House new build scheme at Askern to reflect Keepmoat's revised delivery programme of 16 units this financial year.</li></ul>					
✓	<b>Environment</b>	<b>20.86</b>	<b>20.56</b>	<b>16.24</b>	<b>16.24</b>	<b>0.09</b>
	<ul style="list-style-type: none"><li>The main areas of forecast spend are Smartlight Phase 2 (£4.7m), other Transport Schemes (£7.0m), Waste Collection Vehicles (£6.7m) and Waste Bins for co-mingled recycling (£2.0m). The projection at Quarter 3 is £0.3m less than at Quarter 2 mainly due to a number of minor changes across various Transport Schemes.</li></ul>					
✓	<b>Trading &amp; Assets</b>	<b>17.35</b>	<b>16.11</b>	<b>5.95</b>	<b>8.94</b>	<b>10.47</b>
	<ul style="list-style-type: none"><li>The main areas of forecast spend are the purchase of two NCP Car Parks (£7.7m), Herten Triangle (£2.7m), Corn Exchange Roof &amp; Façade (£0.9m), Arthur Street Development Ltd. Share Purchase (£1.3m) and North Bridge Depot Modernisation (£0.8m). The 2017/18 programme has decreased overall by £1.2m from Quarter 2 mainly due to the following major changes: -<ul style="list-style-type: none"><li>Herten Triangle - £0.5m re-profiled to 2018/19 to reflect an anticipated start on site in late January 2018. Overall, additional costs relating to tenant's incentives £1.0m and other construction costs £0.5m have been identified. Additional IMF funding has been approved to meet the costs as the income that the development generates is still sufficient to meet the borrowing costs.</li><li>Corn Exchange Roof &amp; Façade - £0.4m re-profiled to 2018/19 due to the delay to the programme caused by scaffolding issues. This means that Stone Edge's work, which should have been completed by March 2018, is now expected to be August 2018. Although the scaffolding problems are on-going (costs unknown as yet) and there are additional works including de-frassing, rainwater piping and structural under consideration, it is hoped that the costs of the entire project will not exceed budget.</li></ul></li></ul>					

# Council Wide Budgets Revenue

Quarter 3 2017/18

	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
 Council Wide Budget Total Revenue Variance	17.747	-76.334	-0.339
 Change Programme Revenue Variance	-0.921	-1.021	0.641
<ul style="list-style-type: none"> <li>Overspend (on-going) £0.19m from delayed delivery of Modern &amp; Productive Working savings.</li> <li>Overspend (on-going) £0.16m, un-delivered savings allocated from reduction in Education Services Grant.</li> <li>Overspend (on-going) £0.16m from delayed delivery of Procurement savings</li> </ul>			
 General Financing/Treasury Management Revenue Variance	6.884	6.261	0.000
 Levying Bodies/Parish Precepts Revenue Variance	17.181	17.181	-0.014
 Other Centrally Funded Revenue Variance	14.905	5.345	-0.824
<ul style="list-style-type: none"> <li>Underspend (one-off) -£0.99m estimated saving from pension deficit and future service contributions.</li> <li>Overspend (one-off) £0.17m capital receipts shortfall expected therefore assuming no contribution available for revenue.</li> </ul>			
 Revenue Costs / Capital Programme Revenue Variance	-33.159	0.000	0.000
 Technical Accounting Revenue Variance	7.405	7.405	0.000
 Business Rate Retention Revenue Variance	0.000	-116.778	0.000
 Severance Costs Revenue Variance	5.452	5.273	-0.142

## **Business rates, council tax and rent arrears**

- The Council Tax Collection Fund is projecting to make an in-year surplus of £2.16m, largely attributable to the longer-term collection rate since 1993 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 £5.17m, of which £4.36m is attributable to the Council. This is an increase of £0.52m due mainly to lower levels of LCTS being awarded.
- The Business Rates Collection Fund is projecting to make an in-year surplus of £1.85m, largely attributable to the reduction in the estimated change needed for the appeals provision £1.98m. The increase of £1.76m from quarter 2 is due mainly to the earlier than previously forecast inclusion of the Amazon unit at the i-Port £0.92m plus a decrease in the change needed for the appeals provision £0.80m. After allowing for a planned recovery of accumulated deficit of £0.9m during 2017/18, the accumulated Business Rates Collection Fund surplus as at 31st March 2018 is estimated at £0.48m, of which £0.25m is attributable to the Council.
- In the third quarter of the year Council Tax arrears reduced by almost £1.5m which matches the quarterly target of £1.5m. The level of reduction is slightly down on the same period as last year but the total level of arrears remains lower than at the end of December 2016, and shows the continued determination of Revenues and Enforcement staff to pursue all outstanding debt to a conclusion, irrespective of age. Business Rates saw a reduction of arrears in the quarter of around £0.9m, which exceeds the target of £0.8m. This improvement reflects a reduction in the number of 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. The level of reduction compares to an £0.8m reduction for the same period in 2016/17.
- Current rent arrears at quarter 3 stand at £1.948m and are 2.62% of the rent debit, there has been an increase of £84k from £1.864m at quarter 2 (2.51%). This performance is on track for a year end performance of 2.50% and is currently ahead of profile but it is being monitored very closely due to the rollout of full service for Universal Credit. As at 31 December the amount of former tenants' arrears was £1.2m; a decrease of £29k from the second quarter, write offs in the third quarter were £127k.

## **Write-Offs in Quarter 3**

- Financial Procedure Rules require the Chief Financial Officer to consult with Cabinet for bad debt write offs over £0.25m. Four individual business rate write-offs are proposed for quarter 3 totalling £0.42m. Yorkshire Bars traded from Silver Street from 2006 to 2012. The company was wound up in June 2017 leaving unpaid rates of £0.07m and attempts to locate the company address and recover the debt have been unsuccessful, leaving little prospect of the debt being recovered. ABJ Services held a lease in Cleveland Street in the Town Centre and sub-let to Attey's solicitors who were liquidated in 2013. Recovery action has been taken, including liability orders and enforcement agents visits, but with ABJ being liquidated in July 2017 with no assets, recovery of the £0.15m debt is not possible. Noel Village steel founders operated from Carr Hill but began experiencing financial difficulties in 2016. Hardship relief was agreed to support the company's recovery plan but this failed and the company entered administration in December 2016 and it is highly unlikely the £0.07m of debt will be recovered. Valleyfield (Mexborough) was the landlord for various units at Mexborough Business Centre but have been in receivership from August 2012. Recovery documents have been returned from the centre and there is no valid address for the company to pursue payment of the £0.13m debt. Summonses and liability orders have been secured but with the last filed accounts in July 2012 showing £1 of capital, there is little prospect of recovering the debt. £0.19m of the debt has already been provided for and will be charged against the business rates bad debt provision. The remaining £0.23m of the debt will be charged to the Collection Fund in 2017/18, with the Council's share being £0.11m. 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.

## Virements in Quarter 3

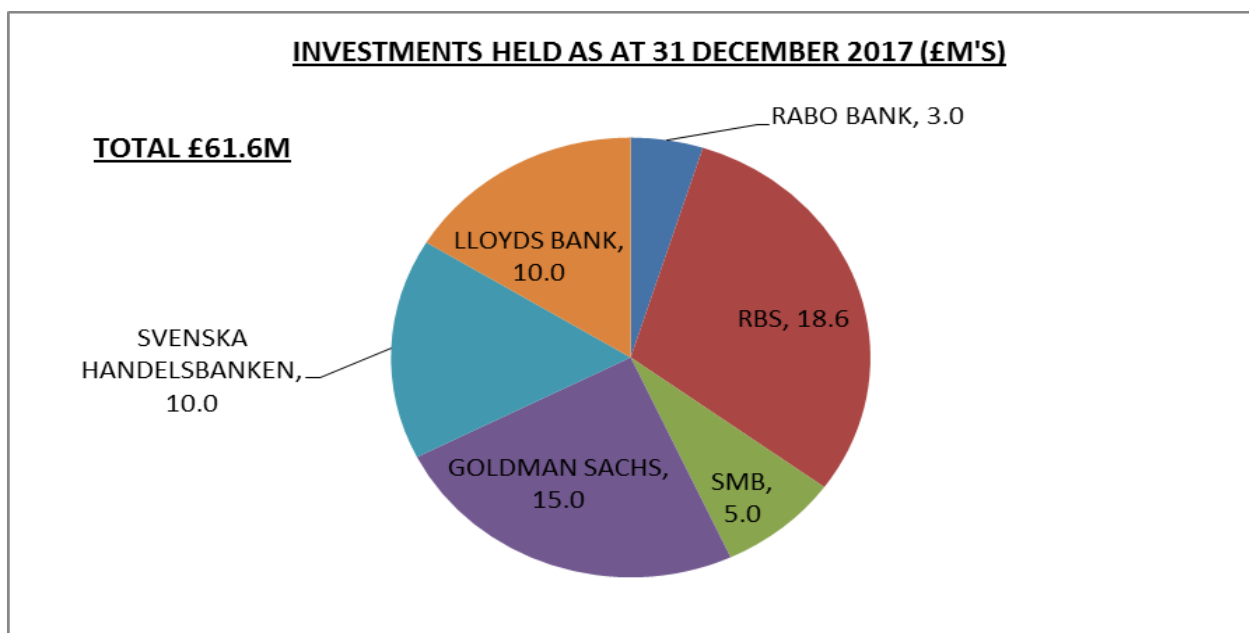
Reason		Directorate	2017/18 £
<b>Amounts approved by Chief Financial Officer up to £0.10m</b>			
1	Provide funding for the interest for Doncaster Culture & Leisure Trust loan (funded from centrally held budget)	Council Wide AH&Wb	(15,970) 15,970
2	Temporary budget transfer to cover 6 months' staffing costs after PBS restructure and move to R&E	F&CS R&E	(24,390) 24,390
3	Temporary budget transfer to cover 6 months' staffing costs after PBS restructure and move to AH&Wb. (Full year permanent virement to follow)	F&CS AH&Wb	(24,390) 24,390
4	Transfer of income budget from AH&Wb (SAPAT) to R&E (Funerals)	AH&Wb R&E	7,500 (7,500)
5	Transfer of Insurance from AH&Wb (Pavilions) to R&E (Assets)	AH&Wb R&E	(20) 20
6	Temporary budget provided for additional Minimum Revenue Provision (MRP)	R&E Council Wide	(5,610) 5,610
7	Reversal of increased YPO dividend	Council Wide F&CS	(14,740) 14,740
8	Transfer of contingency budget for Fleet staff to cover additional costs associated with move from Craft to NJC terms and conditions. Full year effect is £37,730 and will be transferred in 2018/19.	Council Wide R&E	(15,720) 15,720
<b>Amounts approved by Chief Executive £0.10m to £0.25m</b>			
1	Transfer of the Town Centre Ambassador Service to AH&Wb from R&E. Events remain within R&E.	AH&Wb R&E	179,950 (179,950)
2	Transfer of the Flexible Homelessness Grant from Council Wide Budgets to AH&Wb – Complex Lives. The grant had been held centrally until plans on where it would be spent were agreed. The total gross budget is £208k, however the service is funded by grant so the net budget transfer is £zero.	Council Wide AH&Wb	<b>Gross Budget</b> (207,670) 207,670
3	Re-alignment of savings from the Internal Services element of the Digital Council programme following a review of the original allocation methodology	F&CS R&E LOCYP	209,630 (131,050) (78,580)
<b>Amounts approved by Portfolio Holder (Finance &amp; Corporate Services) £0.25m to £0.5m</b>			
1	Budget transfer in respect of the responsibility for the Passenger Transport team moving from R&E to LOCYP as part of a restructure of services within R&E	R&E LOCYP	(255,930) 255,930
<b>Amounts to be approved by Cabinet greater than £0.5m</b>			
1	Budget transfer from R&E to LOCYP in respect of the Talent Pathways service (excluding Bentley Training Centre) and Advice, Transition and Quality, resulting from the restructure of Development to better align services for the delivery the Doncaster Growing Together (DGT) programme. The total gross Budget for 2017/18 is £1,066k, however the service is substantially funded from grant, Skills Funding Agency £693k and other smaller grants totalling £55k, giving a net budget of £318k.	R&E LOCYP  R&E LOCYP	<b>Gross Budget</b> (1,065,880) 1,065,880  <b>Net Budget</b> (318,000) 318,000
2	The anticipated balance of the VER/VR earmarked reserve is £3.5m as at 31/3/18. Based on estimated spend, £2m will be transferred to the Service Transformation Fund. This will provide the necessary one-off funding required to deliver the on-going savings in the future and increases the current unallocated balance of the Service Transformation Fund.	VER/VR Earmarked Reserve Service Transformation Fund	(2,000,000)  2,000,000
3	Provide one-off funding of £2.0m to the Children's Services Trust for Innovation Projects including Growing Futures, PAUSE and Mockingbird, from council wide budgets.	Council Wide LOCYP	(2,000,000) 2,000,000

## Treasury Management Update - Quarter 3 2017-18

1. The forecast outturn for Treasury Management is break even.
2. 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 3 years by the £56.5m pension prepayment. This unwinds at approx. £18m per year, as temporary borrowing is repaid. Remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt. This minimises interest paid on external debt but is not a permanent solution.
3. 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 Government has completed the first stages of the negotiations but there remains much to agree around future trade relations and any transition agreements before the deadline date of 29/03/19. The only certainty at the moment is that there still remains a considerable amount of uncertainty over the next few years and it is the role of the UK Government and Bank of England to steer the country successfully through.

### Investment

4. The investment portfolio can be seen in Figure 1. The investments are a mixture of call accounts for liquidity, fixed rate investments and Certificates of Deposit.
5. The current average investment rate is a creditable 0.63%, against a benchmark rate of 0.21%, 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 a fixed rate investments (at 1.45%) which we will only be able to re-invest at either lower rates, or longer term, when it matures. 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.
7. **Figure 1: The following chart summarises the Council's investment portfolio as at 31st December 2017.**



8. Officers can report that no investment limits have been breached during the financial year 2017/18.

## **Borrowing**

**Figure 2: The following table summarises the Councils forecast Debt Portfolio as at 31st December 2017.**

<b>DMBC Debt Portfolio and Maturity Profile as at 31<sup>st</sup> December 2017</b>				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	2.57	13.593
12 to 24 Months	50	0	14.33	75.687
24 Months to 5 Years	50	0	12.94	68.367
5 Years to 10 Years	75	0	6.64	35.101
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			63.52	335.562
40 Years to 50 Years				
50 Years and above				
<b>TOTAL</b>			<b>100.00</b>	<b>528.310</b>

9. During the 2017/18 financial year the Council has a borrowing requirement of £104m. £30.8m in new external borrowing to support 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. All but £3m of the borrowing has been taken already.
10. Short and long term interest rates remain low and offer opportunities for both shorter term borrowing and for locking in to longer term low rates. Following the expected reversal of the previous 0.25% interest rate cut by the Bank of England, the next forecast rate increase is December 2018 but that will be dependent on the data seen between now and then, the forecast path of CPI, we will therefore target advantageous rates over the shorter terms to minimise interest costs. We will be targeting a maximum borrowing rate of 1.5% for all new lending taken out during the year.
11. 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. It should also be noted that the under borrowed position is currently being utilised to prepay the pension deficit contribution.
12. 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.

## **Risks**

13. 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.
14. Key risks relate to our investment portfolio:-
  - 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.
  - The low interest rate environment will make it difficult to place surplus funds without a cost of carry to the council and it is therefore appropriate at this time to remain under borrowed and minimise the cost of holding funds until they are required.

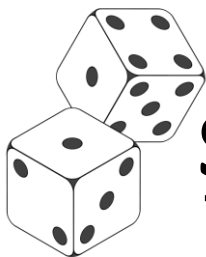
## Capital Programme New Additions Quarter 3 2017-18

	Funding Source	New Addition 2017/18 £m	New Addition Total £m
<b>Adults, Health &amp; Wellbeing</b>			
<b>Communities</b>			
<b>Improvements- Barnby Dun with Kirk Sandall Parish Council</b> - A grant of up to £24,056 to Barnby Dun with Kirk Sandall Parish Council for green space improvements to the Barnby Dun Sports Association Field and Parish Hall Field	Section 106	0.02	0.02
<b>Total Adults, Health &amp; Wellbeing</b>		<b>0.02</b>	<b>0.02</b>

<b>Finance and Corporate Services</b>			
Extension of the South Yorkshire SuperFast (SYSF) broadband network to increase coverage to as near 100% as is technically possible. Contribution reliant on contributions being agreed from the other South Yorkshire councils.	Borrowing – IMF	0.00	0.78
Upgrade of the Symology IT system (was included in the Council Wide Systems allocation but has now been separately identified)	Corporate Resources and Revenue Contribution	0.09	0.09
Upgrade of the Corporate Health and Safety IT system (was included in the Council Wide Systems allocation but has now been separately identified)	Corporate Resources	0.03	0.03
<b>Total Finance and Corporate Services</b>		<b>0.12</b>	<b>0.90</b>

<b>Learning &amp; Opportunities: Children &amp; Young People</b>			
<b>Commissioning &amp; Business Development</b>			
Doncaster Council has submitted a business case to the ESFA for the self-delivery of the new SEND school in Edenthorpe. Initial information from the ESFA indicates the amount that they are currently prepared to pay towards this project is £6,127m for a floor area of 2600 sqm. However our own feasibility reports based on BB104 compiled following advice with stakeholders suggest a floor area of 2800 sqm is required. This information was used to compile a feasibility study by Willmott Dixon that indicated a total build cost of £9,362m. Negotiations are continuing regarding delivery of this project and it is still not known if Doncaster Council will be successful with its business case. The discussions will seek to clarify with the ESFA their cost basis and which items are included within their budget figure.  An initial £6,127m has been included within the Q3 Capital Programme for 18-19 and 19-20 which could be subject to change.	ESFA Grant	0.00	6.13
14 schools with Safeguarding & Access work approved through the Learning Provision and Organisation Board for work totalling £228k. These schemes are funded from a block budget specifically for Safeguarding & Access work.	Block budget	0.00	0.23
1 new school condition schemes at Sprotbrough Orchard Infant School for work totalling £7k. This scheme is funded from transfer of budget from other Schools Condition schemes.	Block budget	0.00	0.01
<b>Total Learning &amp; Opportunities: Children &amp; Young People</b>		<b>0.00</b>	<b>6.37</b>

	Funding Source	New Addition 2017/18 £m	New Addition Total £m
<b>Regeneration &amp; Environment</b>			
<b>Development</b>			
Allocation of Integrated Transport Funding block budgets to new schemes or additional resources to existing schemes:-	LTP Integrated Transport Funding		
A635 Hickleton Crossroads Improvements		0.06	0.06
Corresponding Reduction in Block Budget		-0.06	-0.06
Allocation of SYPTE budgets to new schemes or additional resources to existing schemes:-	Additional SYPTE Funding	0.08	0.08
Bus Hotspots PTE			
<b>Housing</b>			
Allocation of Council House New Build Block to specific schemes:-			
Council House New Build, Old Road, Conisbrough. Pre-construction works for the proposed development of 41 units.	Major Repairs Reserve	0.25	0.25
Council House New Build, Warde Avenue, Balby Pre-construction works for the proposed development of 25 units.		0.20	0.20
Council House New Build Funding Block		0.45	0.45
74/76 Church Lane, Cantley. Appropriated void works to allow the property to be used for move on accommodation for young people leaving care.	HRA Usable capital receipts	0.10	0.10
Demolition of former Fernbank Special School, Adwick le Street. Former school site allocated to Strategic Housing for the delivery of new affordable homes.	HRA Usable capital receipts	0.20	0.20
<b>Environment</b>			
Allocation of Highways budgets to new schemes or additional resources to existing schemes:-			
Flood Risk Schemes	LTP Highways Funding	0.06	0.06
Renew Gulley Covers and Frames		0.04	0.04
Bridge Joint Replacements 17/18		0.18	0.18
Corresponding Reduction in Block Budget/Scheme		-0.28	-0.28
<b>Trading &amp; Assets</b>			
Allocation of Retained Building Improvement Programme block budget to a specific scheme: -	Capital Receipts		
Replacement Canopy at Thorne Children's Centre in response to health & safety concerns		0.02	0.02
Corresponding Reduction in Block Budget		-0.02	-0.02
Doncaster Market Outer Stall Reconfiguration complementary to the Enterprise Market Place Scheme and in consultation with market traders and the Council's expert market operation partner.	Capital Receipts	0.03	0.20
<b>Total Regeneration &amp; Environment</b>		<b>1.58</b>	<b>1.75</b>



# STRATEGIC RISK PROFILE

Heat Map	There are currently 22 strategic risks in the Corporate Risk Register, all have been updated for Q3. The profile is as follow: <b>17 risks have retain the same profile;</b> <b>2 risks profiles have reduced, due to the implementation of mitigating actions:</b> <ul style="list-style-type: none"> <li>As a result of insufficient capacity and skills in AH&amp;WB commissioning, contract management and monitoring is not effective, leading to non-compliance with legislation;</li> <li>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.</li> </ul> <b>3 risk profile have increased.</b> <ul style="list-style-type: none"> <li>Failure to implement the Partnership priorities within the Doncaster Growing Together Portfolio;</li> <li>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;</li> <li>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.</li> </ul>
	<p>During the quarterly challenge process no new risks have been proposed.</p> <p>The risk around leaving the EU will be re-worded for Q3 to more reflect the impact on the Borough</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	Current Position: At the beginning of December 2017 both Doncaster and Barnsley residents were asked their views on the geography of a devolution proposition (Sheffield City Region or a wider Yorkshire devolution model). The outcome was unanimous 85% (38,551) Doncaster residents voted in favour of exploring a wider Yorkshire proposition a position that was almost identical within Barnsley. The outcome presents a significant backing against Government stance on an existing Sheffield City Region proposition; a series of lobbying discussions are therefore taking place with a debate in parliamentary debate taking place on 9th January 2018.	Target Risk
<div>20</div> <div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div></div>	<div>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.</div>	<div>16</div> <div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div></div>

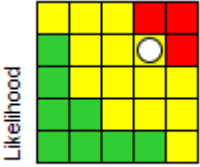
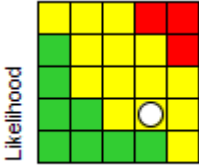
**As a result of the decision for the UK to leave the European Union there is increased uncertainty across a number of policy and funding areas that could lead to disruptions in funding and/or projects locally in Doncaster.**

Simon Wiles

Current Risk	Current Position:	Target Risk
<div>20</div> <div><div>Likelihood</div><div>Impact</div></div> <div><p><b>Current Position:</b> In December 2017 the UK agreed in principal a phase 1 position with the EU. This agreement include the rights of EU citizens and their families to remain in the UK; no hard boarder between Northern Ireland and EIRE; agreement on the methodology of the settlement the UK will pay to the EU in order to leave. It is likely that talks on trade and the specific details to a transitional period will begin early in 2018. The next phase of talks may have a bigger impact on public services and updates in Q4 and Q1 18-19 will reveal greater detail that will need to be considered.</p><p><b>Mitigating Actions::</b> 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></div>	<div>16</div> <div><div>Likelihood</div><div>Impact</div></div>	

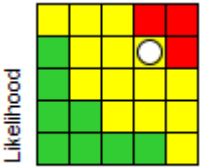
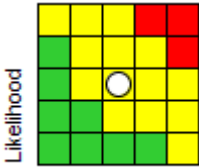
**Failure to improve Data Quality will prevent us from ensuring that data relating to key Council and Borough priorities is robust and valid.**

**Simon Wiles**

Current Risk		Target Risk
<p><b>16</b></p> 	<p><b>Current Situation:</b> Following the formal agreement of the Data Quality Strategy 2016/17 – 2020/21, a working group meets regularly to drive forward the required activity. Annual self-assessments across the council for statutory returns have been 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 needed to ensure we can respond effectively to the GDPR by May 2018. Key projects and programmes such as the Doncaster Integrated People Solution and the Integrated Digital Care Record are focusing on specific problem areas in Adult Social Care to ensure deliverables are achieved.</p> <p><b>Mitigating Actions:</b> In order to drive forward and embed the improvements in data quality, a proposal has been developed for consideration by the Chief Executive and Directors to create a temporary Data Quality Team 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 includes culture and organisation wide development and clearly defined expected outcomes. The proposal was approved at Directors meeting on 18th December and job descriptions have been drafted for evaluation before recruitment.</p>	<p><b>8</b></p> 

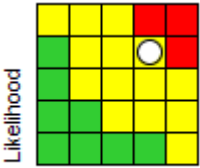
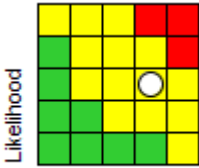
**Failure to achieve the budget targets for 17/18.**

**Simon Wiles**

Current Risk		Target Risk
<p><b>16</b></p> 	<p><b>Current Position:</b> At quarter 2 there was a £3.0m year-end overspend projected for 2017/18; this shows there is a significant risk achieving all the budget targets for 2017/18. Quarter 3 projections are currently being prepared.</p> <p><b>Mitigating Actions:</b> 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>	<p><b>9</b></p> 

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

**Damian Allen**

Current Risk		Target Risk
<p><b>16</b></p> 	<p><b>Current Position:</b> 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 : 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</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"> <li>. Continuing to improve Reading</li> <li>. Raising Achievement of disadvantaged pupils</li> <li>. Ensuring that all schools offer a broad and balanced curriculum.</li> <li>. Doncaster remains in the bottom quartile of all LA's nationally for KS2. Reading is the area where attainment is weakest.</li> </ul>	<p><b>12</b></p> 

	<p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>• Challenge The Regional Schools Commissioner and Academy principals and CEOs on underperformance</li> <li>• A revised School Improvement Strategy is being delivered</li> <li>. The School of Concern process has been strengthened to include input from all agencies involved in a specific school or setting</li> <li>• 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.</li> <li>• Academy exploration and growth strategy for schools at risk of decline and those wishing to join Multi Academy Trusts</li> </ul> <p>Leadership succession and recruitment support initiatives in partnership with the Teaching School Alliance (Partners in Learning)</p> <ul style="list-style-type: none"> <li>. We have appointed a Lead Officer for Primary English to support identified schools to raise outcomes in reading in KS2 in 2018.</li> <li>. We have appointed a Lead Officer for Primary Maths to support identified schools to raise outcomes in maths in KS2 in 2018</li> <li>. We are also running a series of training events for Headteachers and Yr6 Teachers to ensure that they maximise opportunities for success in 2018 KS2 assessments.</li> </ul>	
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**Workforce issues in AH&WB and support services, including vacancies, recruitment, staff development and sickness, reduce the ability to transform at the pace required in current plans**

**Damian Allen**

Current Risk	Current Position: Significant recruitment campaign has meant that key posts have now been filled and some staff have already joined the teams	Target Risk
<p><b>16</b></p> <p>Likelihood</p> <p>Impact</p>	<p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>. Most of key management posts have been recruited to and programme management office becoming established to support the transformation and improvement</li> <li>. Staff absence has improved with the Directorate position now at Amber for the first time (12.02 days per FTE against a corporate target of 10.50 days)</li> <li>. Continuing to focus on areas of high sickness within adult social care (currently 14.07 days)</li> <li>. Initially mapping of current workforce development activity is underway and an action plan will be put in place next quarter.</li> <li>. Early indications are that there have been many opportunities for career development and progression through the recent recruitment campaign with internal secondments, acting up arrangements and internal candidates successfully progressing into new roles</li> </ul>	<p><b>8</b></p> <p>Likelihood</p> <p>Impact</p>

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

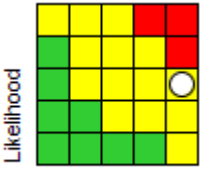
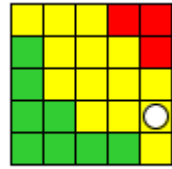
**Damian Allen**

Current Risk	DCST have yet to provide their Q3 Finance report, the update below is based on Q2 at this stage:	Target Risk
<p><b>15</b></p> <p>Likelihood</p> <p>Impact</p>	<p><b>Current Position:</b> At quarter 2 Doncaster Children's Services Trust (DCST) are projecting a year-end overspend of £1.63m; this is a reduction of £0.23m since quarter 1. This overspend takes into account the additional £1.1m provided at the beginning of the year to fund increased activity on the care ladder based on modelling submitted as part of the annual review.</p> <p>Detailed discussions are taking place at the Joint Finance &amp; Performance meetings to understand these pressures and actions being taken to manage the expenditure. The main challenge is the high numbers of looked after children; at the end of August, 539 children were looked after (82.3 per 10,000 children); this is an increase from 512 (78.6 per 10,000 children) at 31 March 2017. The national rate is 60 per 10,000 and the average for statutory neighbours is 76 per 10,000 (although the variation in this cohort is marked, with some authorities having rates over 100 per 10,000). Although not all looked after children will require additional funded support, where the cost can vary significantly, it is a good indication of the overall volume</p>	<p><b>10</b></p> <p>Likelihood</p> <p>Impact</p>

	<p>increase and pressure in the system.</p> <p>The overspend is due to increased volume in the care ladder mainly on Out of Authority (OOA) placements, 18+ and Children in Care (CIC) transition accommodation. The OOA overspend is £1.5m, although the average cost is less than the unit contract value, the forecast average activity is 31 placements compared to 21 OOA placements in the contract (actual activity at Sept 17 is 31 placements). Actions being taken to reduce the pressures include joint work with St Leger and DMBC to identify/develop properties which can be utilised to provide supported accommodation for care leavers and setting up a satellite home which is less expensive than an out of authority placement. The Trust are also actively looking at ways to generate additional income to offset the pressures.</p> <p>The Council have agreed funding of £2.39m over the next three years to cover the Trust's supplementary resource requirements for "getting to good", continuation of the Growing Futures, Pause and Mockingbird approaches to work (Mockingbird has also successfully secured DfE funding). The Trust are due to provide a draft benefits realisation framework for the next Joint Finance and Performance, which will enable the group to monitor the impact of the additional funding on the outcomes.</p> <p>The Council overspend is £1.1m (70%/30% risk share); although the actual pressure is likely to be higher because the Trust do not have the reserves for the remaining 30%. The Council is currently agreeing additional one-off funding for the increased activity this financial year.</p> <p>The Trust have efficiency savings targets of £2m a year for 2018/19 and 2019/2020, and £0.5m in 2020/21. The Trust have shared with senior Council Officers their Medium Term Financial Strategy (MTFS) detailing cost pressures and efficiency proposals to achieve the £4.5m savings target over the next 3 years. This includes care ladder financial modelling for 2018/19 onwards which sets out when children will naturally transfer out of the system, forecast growth for future years and movement on the care ladder etc. The Trust and the Council are continuing to work together and discuss the MTFS and detailed care ladder model.</p> <p><b>Mitigating Actions:</b> 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>	
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**Failure to obtain assurance as to the safeguarding of children in the borough Failure to meet children's safeguarding performance requirements which could lead to an 'inadequate' inspection judgement by Ofsted**

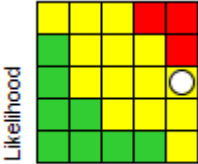
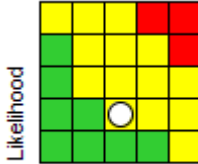
**Damian Allen**

Current Risk	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 in its 2015 report and 4 subsequent Monitoring visits 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.	Target Risk
<p><b>15</b></p>  <p>Likelihood</p> <p>Impact</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 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 assessed, 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.</p> <p>Ofsted provided a 4th and final Ofsted visit in August 2017 which was not thematic but had a</p>		<p><b>10</b></p>  <p>Likelihood</p> <p>Impact</p>

	<p>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 formal outcome of the re-inspection of social care and safe-guarding which took place in November 2017 and the indications based on Ofsted's reception to the Monitoring plan and the 4 monitoring visits promotes cause for optimism.</p> <p><b>Mitigating actions:</b> Social work practice is challenged with the Trust at each meeting and at individual HoS level. The Joint strategic Inspection Group regularly reviews the Ofsted 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.</p> <p>The DSCB receives a regular report of the audited cases from the DCST and regularly reviews the quality of Multi-Agency thematic audits at its Quality and Performance Sub Group.</p> <p>DMBC is clear that the three most pressing impediments to this risk remain demand management, placement policy and quality of practice 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.</p> <p>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.</p> <p>Regular Ofsted monitoring and peer challenge is considerably mitigating against this risk</p>	
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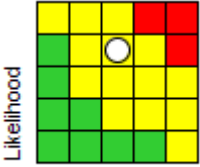
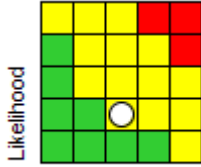
## Failure to successfully prevent a major cyber attack

Simon Wiles

Current Risk	Current Situation - There has been no significant cyber events in quarter 3, however this does not reduce the risk rating. Spam and phishing emails continuously bombard the Council's network. The Council's annual independent ICT security health check has just been completed and there are a number of actions to even further improve security which we are choosing to complete before we go through the government PSN accreditation process in February. An action plan has been developed with owners and timescales which will be monitored by the ICT Management Team and the Council's SIRO (Senior Information Risk Owner) and CIO (Chief Information Officer) - Assistant Director of Customers, Digital & ICT.	Target Risk
<p><b>15</b></p> 	<p><b>Mitigating Actions</b> - All staff sign up to the Acceptable Use Policy. Spam and phishing e-learning continues to be encouraged and monitored. Security hardware and software and updates continue to be implemented and maintained in the required manner. Attendance at regional meetings with security counterparts and constantly reviewing our position including an independent annual assessment</p>	<p><b>6</b></p> 

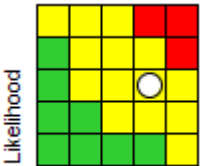
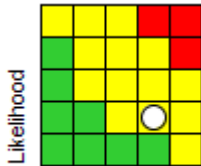
**Failure to implement the Partnership priorities within the Doncaster Growing Together Portfolio**

**Simon Wiles**

Current Risk		Target Risk
<p><b>12</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>Current Position:</b> Over 100 representatives of the public, private &amp; third sector attended the Team Doncaster Summit, to further understand, interact with and further take ownership of Doncaster Growing Together (DGT). However, DGT is still in its early stages, with the responses to complex public service transformation &amp; integration still being shaped.</p> <p><b>Mitigating Action:</b> The Team Doncaster Performance Management Framework &amp; governance structures have been restructured around DGT. This includes the establishment of a DGT Portfolio Group which will ensure &amp; drive delivery of the programmes, lead &amp; encourage our organisations to work in different ways. The Portfolio Group reports to the Team Doncaster Executive. Team Doncaster communications &amp; organisational development groups, with representatives from partner organisations have been established to support the delivery of DGT.</p>	<p><b>6</b></p>  <p>Likelihood</p> <p>Impact</p>

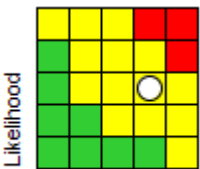
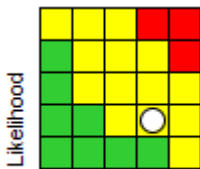
**Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of children's services across the wider partnership system**

**Damian Allan**

Current Risk		Target Risk
<p><b>12</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>Current Position:</b> The Children and Families Partnership Executive Group is the forum for the arrangements to discharge the S10 statutory responsibility which is the core group of leading partner members.</p> <p><b>Mitigating actions:</b> The new governance arrangements are have become established and comprise the Executive Board which meets monthly and which provides overarching governance and delivery oversight across the partnership of the CYPP along with a new fit for purpose sub structure and a new strategic forum which meets quarterly to comment plan and shape the CYPP championing the voice of CYP.</p> <p>The new JSNA is a more dynamic document as is the consequential and substantial Children's plan for 2017-2020. The Participation and Engagement strategy professional version has been published and child friendly versions for both this and the CYPP have been launched.</p> <p>The publication and application of the three key documents JSNA; CYPP and P&amp;E strategy will considerably mitigate this risk as well as the establishment and implementation of what is now a fit for purpose governance structure both underpinning the board and laterally in relationship to other strategic boards ,which will enhance the functionality of the Children and Families Partnership Strategic Forum as the keystone in the oversight and management of the children's strategic partnership across the entire 'estate'</p> <p>The Governance sub structure is aligned with and reflects the CYPP. A new Participation &amp; engagement sub group has been in place since Dec 2016 and has been active developing the Participation &amp; Engagement strategy and the co-production of the CYPP and the PES with children and young people and a child-friendly version of the PES was launched in October 2017 to mirror the child-friendly version of the CYPP. The P &amp; E sub group has a priority to produce the action plan which supports and implements the actions proposed within the PES and this is expected to be finalised in February 2018.</p>	<p><b>8</b></p>  <p>Likelihood</p> <p>Impact</p>

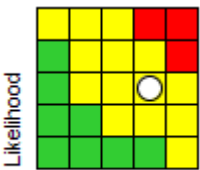
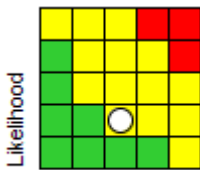
**Failure to respond adequately to borough emergencies or mitigate effectively against the effects of extreme weather conditions e.g. flooding**

Peter Dale

Current Risk		Target Risk
<p><b>12</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>Current Position:</b> During 2017 we have focused on our preparedness arrangements to respond to a threat based incident.</p> <p>12 Exercises and 16 training events have been delivered for over 500 staff and partners.</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. Multi-agency partners have supported and attended our training and exercise events.</p> <p>This approach has enabled us to twice smoothly support the response to the increase in UK threat levels.</p> <p><b>Mitigating Actions:</b> We have provided support to a wide range of events and key venues in Doncaster to ensure that planned events continue despite the challenges of increased threat levels.</p> <p>We have worked with the Airport to support their Civil Aviation Authority inspection thorough assisting with the delivery of a live exercise held overnight at Doncaster Airport in Sept and Oct 2017.</p> <p>We aim to finish the year with an "Amber Alert" exercise to assess our resilience arrangements to respond to an impactful emergency.</p>	<p><b>8</b></p>  <p>Likelihood</p> <p>Impact</p>

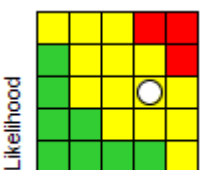
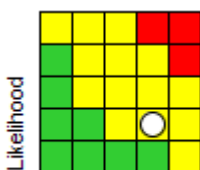
**As a result of insufficient capacity and skills in AH&WB commissioning, contract management and monitoring is not effective, leading to non-compliance with legislation**

Damian Allen

Current Risk		Target Risk
<p><b>12</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>Current position:</b> The adult social care commissioning and procurement plan was presented by Ernst Young to the Adult Directorate Leadership team on the 20th December 2017. The plan sets out the individual activities required to deliver commissioning and transformational priorities and the anticipated resources necessary to deliver those priorities. There is currently a lack capacity in the commissioning team to deliver commissioning priorities. However, in terms of contract monitoring, the Council has been able to successfully recruit to vacancies in contract monitoring staff who monitor regulated services. The Care Quality Commission ratings for regulated services in the Borough continue to be above benchmarked comparators.</p> <p><b>Mitigating Actions:</b> A temporary Head of Service has been appointed and is due to commence with the Council on 29th January. Interviews for the permanent Head of Service are scheduled early February. The recruitment to the post of Commissioning Manager has so far been unsuccessful. A further round of interviews are due to be concluded by the end of this month.</p>	<p><b>6</b></p>  <p>Likelihood</p> <p>Impact</p>

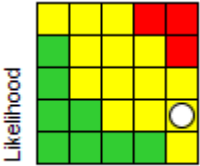
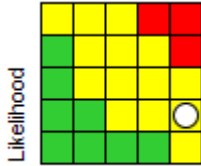
**An underdeveloped local market and ineffective market management affects the ability to change services, leading to market instability and difficulty in meeting the needs of vulnerable people.**

Damian Allen

Current Risk		Target Risk
<p><b>12</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>Current position:</b> Provider forums and market engagement events are being undertaken for key commissioning and procurement activity to ensure that effective and efficient services are commissioned which meet required outcomes. Commissioning staff have established positive relationships with providers. However, there remains insufficient capacity within the team to fully support market engagement activity</p> <p><b>Mitigating Actions:</b> Provider forums and market engagement events are being undertaken for key commissioning and procurement activity. Recruitment to key posts within the commissioning team is underway.</p>	<p><b>8</b></p>  <p>Likelihood</p> <p>Impact</p>

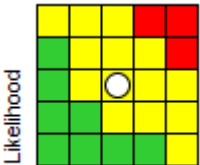
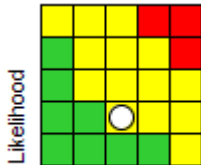
The agreed standards and policies are not adequately understood and implemented by practitioners who work with vulnerable adults increasing the risk of vulnerable people experiencing harm or abuse

Damian Allen

Current Risk		Target Risk
<p><b>10</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>Current Position:</b> Following on from a Peer review (November 2015) the Safeguarding Adults Hub was formed to manage all Adult Safeguarding and MCA DoLS for Doncaster. This brought together what were previously separate teams, workers from Area Teams and also a Health Worker. All based within the same building as the District Nurses Single point of Contact for Health, the Police Public Protection Unit, Child Sexual Exploitation Service and the Domestic Violence Team, facilitating easy access to a variety of key teams and personnel to facilitate information sharing to inform robust decision making.</p> <p>The Safeguarding Adults Hub was formed in April 2016 and has been in operation for 21 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>Since this time a further two stocktake reviews have taken place providing positive feedback to DMBC and the Safeguarding Adults Board and highlighting areas for development. To date 69 out of 75 actions were complete with 6 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><b>Mitigating Actions:</b> 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</p> <p>The Board has revised its Performance and Assurance framework which is providing assurance to the Board that safeguarding practice is now outcome focused and in line with the 6 principles of safeguarding adults.</p> <p>The Council has developed a draft Safeguarding Adults Policy and is currently working to develop internal safeguarding procedures all of which are aligned to South Yorkshire procedures and will be accompanied by mandatory training for key staff. The latest peer review took place 20th October 2017 by Dr Adi Cooper which was positively received by the DMBC and the Safeguarding Adults Board. An action plan is currently in development to respond to the recommendations identified and incorporate outstanding actions from previous reviews.</p>	<p><b>10</b></p>  <p>Likelihood</p> <p>Impact</p>

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

Damian Allen

Current Risk		Target Risk
<p><b>9</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>Current Position:</b> Contacts have increased from the summer seasonal reduction 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.</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 PAFFSS 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</p>	<p><b>6</b></p>  <p>Likelihood</p> <p>Impact</p>

a number of the referrals which are known to be 'inappropriate' and this refers in large part to 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 are subject to clarification.

**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 single system.

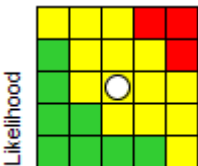
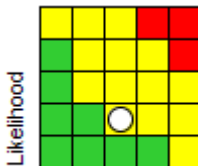
The EH strategy group has commenced work to investigate and seek solutions to the EH threshold and LP engagement issues identified above and has enhanced its monitoring via a new performance scorecard and peer challenge at the Early help performance and practice group.

More fundamentally, the Children's strategic partnership will continue to work to achieve a better understanding of the tracking and progress mapping of young people within the system and embed a consistent and coherent shared understanding of the early help offer and more generally the children's offer across the whole spectrum of the children's system from 'universal to acute.'

In addition, the deployment of the SYP front door Police resource at the Front Door to concentrate on Police referrals should improve understanding and address inherited backlogs .

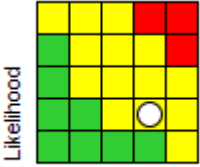
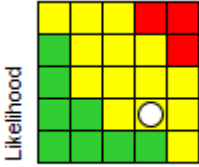
## Failure to adequately address a sufficient number of Children's Trust PIs (as defined in the service delivery contract)

Damian Allen

Current Risk		Target Risk
<p><b>9</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>Current Position:</b> The DCST is challenged by a series of regular performance monitoring fora, on a monthly and quarterly basis at all levels of senior management across both organisations and at public facing meetings with elected members in the scrutiny fora and at Corporate Parenting Board and have been further emboldened by the 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 and provides full public transparency.</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"> <li>• Social Care demand management</li> <li>• Placement policy – care management and costs, in particular increased levels of SGO's, there is a need to review the SGO process.</li> <li>• Re – referrals ( new and emerging)</li> <li>• High numbers of CIN &amp; CPP &amp; LAC – in themselves may not be a risk and may mitigate / address risk, but could burden the system and capacity, with consequential risks arising;</li> </ul> <p><b>Mitigating Actions:</b> The current arrangements and the number and scope of performance indicators are reviewed during each Annual Review process and in 2017 a new basket of PIs was completed and submitted on time to the Secretary of State which is more reflective of the child's journey and the development stage in the maturity of the Trust and was implemented from Q1 2017/2018. 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><b>6</b></p>  <p>Likelihood</p> <p>Impact</p>

**Failure to deliver the EDI Objectives within the Framework could result in the council being exposed to public 'due regard' challenge**

**Simon Wiles**

Current Risk	Current Position: The EDI Framework is currently under review, this includes the development of EDI Objectives. It is anticipated that the revised Framework will be presented to Cabinet for approval in February.	Target Risk
<p><b>8</b></p>  <p>Likelihood</p> <p>Impact</p>	<p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>- An EDI Board has been developed, chaired by the Portfolio Holder for EDI and having an EDI member and senior officer Champion for each of the Doncaster Growing Together Themes;</li> <li>- Significant research has been done to inform the development of the revised objectives;</li> <li>- Ongoing review and consultation will ensure the focus is on the delivery of the objectives;</li> </ul>	<p><b>8</b></p>  <p>Likelihood</p> <p>Impact</p>

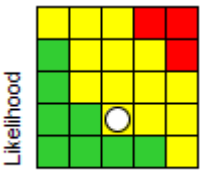
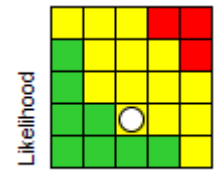
**Failure to identify and manage Health and Safety risks**

**Peter Dale**

Current Risk	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. 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.	Target Risk
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**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;"><b>6</b></p> 	<p><b>Current Position:</b> 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><b>Mitigating Action:</b> The young commissioners have now identified their three areas to prioritise, based on the initial data provided: health, benefits and debt. These will form the basis of the evidence sessions that are hosted over the next few months to interrogate decision makers.</p> <p>Welfare Reform remains, and is likely to remain, the biggest issue in relation to poverty for the next 12 month period and it is proposed that the primary work of the Anti Poverty Steering Group (APSG) should focus on this area in 2018-19. this approach has been endorsed by Team Doncaster.</p> <p>It is intended that the APSG review the focus of its work every 12 months based on emerging priority issues, performance and anti-poverty indicators and Team Doncaster priorities.</p>	<p style="text-align: center;"><b>6</b></p> 



# GOVERNANCE INDICATORS

Sickness – Days per FTE	Value	Target	DoT	Traffic Light
Adults Health and Well-Being	12.02	10.50	↑	🔴
Finance and Corporate Services	5.99	5.50	↑	🟡
Learning and Opportunities CYP	7.27	6.00	↓	🔴
Regeneration and Environment	8.80	9.50	↑	🟢
Whole Authority Sickness	8.99	8.75	↑	🟡

PDR Completion - % of workforce with a PDR recorded	Value	Target	DoT	Traffic Light
Adults Health and Well-Being 953 out of 1050	91%	95%	↓	🟡
Finance and Corporate Services 620 out of 648	96%	95%	↓	🟢
Learning and Opportunities CYP 382 out of 413	92%	95%	↓	🟡
Regeneration and Environment 1823 out of 1917	95%	95%	↓	🟢
Whole Authority 3778 out of 4028	94%	95%	↓	🟡

Data Protection Incident that had an initial assessment Completed within 10 working days	Value	Target	DoT	Traffic Light
Adults Health and Well-Being 5 incident	50%	100%	↓	🔴
Finance and Corporate Services 0 incidents	100%	100%	—	🟢
Learning and Opportunities CYP 3 incidents	37%	100%	↓	🔴
Regeneration and Environment 0 incidents	100%	100%	—	🟢
Whole Authority 8 incidents	84%	100%	↑	🔴

% of Freedom of Information Requests responded to within timescale	Value	Target	DoT	Traffic Light
Adults, Health & Wellbeing - % of Freedom of Information Requests responded to within timescale	98%	100%	↑	🟢
Finance & Corporate Services - % of Freedom of Information Requests responded to within timescale	95%	100%	↓	🟡
Learning & Opportunities - % of Freedom of Information Requests responded to within timescale	100%	100%	↑	🟢
Regeneration & Environment - % of Freedom of Information Requests responded to within timescale	88%	100%	↓	🔴
Whole Authority - % of Freedom of Information Requests responded to within timescale	94.5%	100%	↑	🟡



Doncaster  
Council

# **Delivering for Doncaster 2017-18 Quarter 3**



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# Introduction

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

The report is organised by our Priority Themes:

- Living
- Working
- Learning
- Caring
- Connected Council

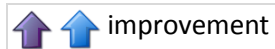
Each Theme is structured to show:

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

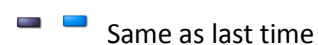
- Progress on our **Transformation and Change Programmes**. These are projects and programmes that we deliver with our partners and make up the Doncaster Growing Together Portfolio.

## Understanding the performance symbols

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



improvement



Same as last time



getting worse



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



# LIVING

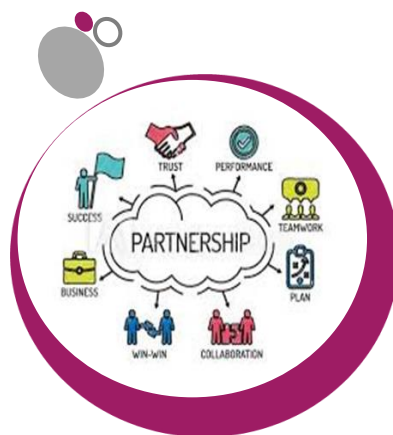
*Doncaster is a modern, thriving and safe place to live, work and visit*

During Q3 we have delivered good services within this theme. Our environmental services are performing above target performance for cleanliness of land and highways, grass cutting, fly tips removed within 5 days and the condition of our road surfaces. Household recycling rates remain above 50% for a second consecutive quarter above the target of 47%.

The net additional homes figure for Q3 is unavailable but the forecast is strong and similar to our good performance in 2016-17. The number of people that are homeless and in priority need has fallen slightly in Q3 to 76 households (0.59 per 1000 households) from 108 households in Q2. The numbers of people in temporary accommodation has increased slightly (6 extra households) compared to last quarter.

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

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



More specifically, Doncaster has been selected as one of only 12 of the Sport England **'Local Delivery Pilot'** areas – this will enable Doncaster to access a

share of the £100m funding that is available. Whilst we are at an early stage in this partnership work we hope to have an agreed approach by late February or early March.

The **Tour De Yorkshire** will be coming to the borough in May of this year. Doncaster will be hosting a stage finish of the men's and women's race on Bennetthorpe on the 3rd May, and on the 4th May the route will pass

through Conisbrough, Mexbrough and Barnbrough. This is the 4th year of the tour which saw 2.2 million spectators line the route in 2017, with an estimated 50,000 across Doncaster.

In order to ensure that housing needs for our residents are being met, the **Housing (Homes for All) Programme** is working to deliver the right number and more importantly the right types of homes across the borough.

A positive example of establishing a suitable level of housing stock and accompanying floating support is the joint venture with the Doncaster Children's Trust, St Leger Homes and the Council that has created a six bed facility out of two properties which will provide supported living where young people that were previously cared for through the Doncaster Children's Trust will learn valuable life skills.



The **Homelessness Reduction Act 2017** comes into force on 3<sup>rd</sup> April 2018. The Homelessness Reduction Act 2017 places duties on local authorities to intervene at earlier stages to prevent homelessness in their area. Doncaster will need to be compliant with the Act by the deadline, and planning is well underway to achieve this.

The **Vibrant Town Centres Programme** is working to improve the co-ordination of activity and services that take place, initially in the town centre. We have continued working in partnership with businesses, Public Health and other council teams. There have been some area focussed clean ups around the town centre and also, ten shop fronts have had weeds and shrubs removed improving the look and feel of the town centre.

In November the **Christmas Lights** were switched on as part the run up to Christmas celebration across the borough; Visit Doncaster was able to promote and

celebrate the other local events through the digital events calendar. For the first time the event was held on a Saturday night and it a great opportunity for families and friends to get together and proved to be a success with traders and visitors.

As a result of talking to students and partners, the **North Bridge Tunnels** have been brightened up with new energy efficient lighting and a single access has been created by gating off two of the entrances to the bus station so people feel safe as there is a clear, brightly lit route to and from the bus station.

The **Public Spaces Protection Order** was implemented and we can already see a difference in our town centre as incidents are picked up by the team. Also, working with the Complex Lives Alliance, over 250 vulnerable people have accessed services.

A new **visitor guide** has been produced for 2018 that promotes events and attractions across the borough but includes many exciting events in the Town Centre!

<http://www.doncaster.gov.uk/services/culture-leisure-tourism/visit-doncaster>



An **Arts, Culture and Creativity** programme that will seek to support the delivery of the Cultural strategy is in its early stages but is looking to ensure;

- Arts and Culture contribute to the strategic ambitions of the borough set out in Doncaster Growing Together (DGT)
- Understand the impact Arts and culture can have on people's well-being and the local economy
- Refresh the underlying Strategy for Arts and Culture in Doncaster
- Demonstrate and link to the plans for Inclusive Growth across the borough

#### **Future Programmes**

We are scoping out a further programme on Environmental Stewardship that will be developed in 2018-19.



# Service Standards getting the basics right



**93.05%**

of sampled land  
and highways meet the  
required standards  
when assessed for cleanliness  
levels  
(TARGET 86%)

Percentage of road surfaces that  
are maintained



Principal  
classified road  
surface

**98%**

(TARGET 98%)

Non-principal  
classified road  
surface

**97%**

(TARGET 96%)



**98%**

of grass cutting works  
completed  
against programme



(TARGET 95%)

## Outcomes Framework

				Current Annual		Current Quarter	Actual direction of travel	Preferred direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18	Q2 17/18	Q3 17/18				
The number of Net Additional Homes built	772	1,170	1,057		321		↑↑	↑↑	Quarterly	📈
Numbers accepted as being homeless and in priority need- Total per 1000 pop	-	-	-	-	0.8	0.59	↓↓	↓↓	Quarterly	📈
Number of households/ People in Temporary Accommodation per 1000 pop	0.1	0.1	0.1	0.2	0.2	0.2	-	↓↓	Quarterly	📈
Percentage of adults achieving at least 150 minutes of physical activity per week	50.9%	52.6%	57.1%	59%	-	-	↑↑	↑↑	Annual	✅
Healthy Life Expectancy at birth (years) for Females	61 yrs		-	-	-	-	↑↑	↑↑	Annual	📈
Healthy Life Expectancy at birth (years) for Males	59.7 yrs	-	-	-	-	-	↑↑	↑↑	Annual	📈
Life Satisfaction Survey (ONS Well Being)	7.48	7.74	-	-	-	-	↑↑	↑↑	Annual	📈
The % change in population over the previous 5 years	1.3%	1.2%	1.3%	-	-	-	↑↑	-	Annual	📈
CO2 emissions per capita (tonnes)	7	6.8	-	-	-	-	↑↑	↓↓	Annual	📈
Utilization of outdoor space for exercise/health reasons	17.1%	19.3%	-	-	-	-	↑↑	↑↑	Annual	📈
Heritage Local Authority Index Ranking (RSA)	-	315	313	319	-	-	↑↑	↑↑	Annual	📈
Children under 19 living in households whose income is below 60% of the median household income	24.1	-	-	-	-	-	↑↑	↓↓	Annual	📈



Average number of days

**21.58**



to process new Housing  
Benefit claims

**(TARGET 25)**



**50.8%**

Recycle rate for household  
domestic waste



**(ANNUAL TARGET 47%)**

*\*figures relate to Quarter 2 2017-18\**



**98%**



of fly tips investigated and  
removed within 5 days from  
public areas

**(TARGET 86%)**

## Doncaster Growing Together how we are transforming and changing

### TOWN CENTRE PROGRAMME

The vision for Programme is:

**bringing life and energy to our markets and town centres..**

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

### GET DONCASTER MOVING PROGRAMME

This programme has a vision of

**‘Healthy and vibrant communities through physical activity and sport’.**

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

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

### HOUSING PROGRAMME

The programmes vision is

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

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

### ARTS CULTURE AND CREATIVITY PROGRAMME

The programme vision is;

**To see all people who live, work, study and visit Doncaster taking part and enjoying great cultural experiences.**



# WORKING

*Residents benefit from a thriving and resilient economy*



To achieve 'an Inclusive, growing Doncaster – with all people and places contributing to and benefiting from a strong and productive economy' we have brought together a realignment and restructure of the following working areas contained within Doncaster Council: Enterprise, Employment, Place marketing, Tourism, Inward investment and Business support.

This new operating model will enable us to bring in additional business rates to the council, focus on priorities and emerging work programmes, respond to the opportunities in the national Industrial Strategy as well as the International agenda, reflect the changed funding climate whilst delivering good growth and investing in social capital and community economic development to support wellbeing and the health and social care transformation outlined in the Doncaster Place Plan.

Headlines for this quarter include:

- Work has progressed well on Phase 2 of the Great Yorkshire Way which is on target to complete in time for the Tour de Yorkshire

- We have continued to show strong performance in the processing of planning applications, with more than 9 in 10 applications being processed in a timely manner
- Median wages for Doncaster residents have increased again, with the rise being driven by an increase in women's full time wages;
- This increase is also reflected in the average wages for the Borough's lowest 20% of earners which have also increased;
- The percentage of our working age population claiming out of work benefits continues to fall and while this is welcome news, we are aware that there is likely to be an impact from the roll out of Universal Credit and we are monitoring this to make sure that we are well-placed to support our residents;
- Although our position has improved, we're not complacent. The gap between Doncaster and the national figures is closing but we recognise that there is still lots to do.

Quarter 3 has been an instrumental period at all levels level for the Working Theme and the economy as a whole. At an international level, discussions between the Government and the EU on Brexit are having both negative and positive impacts on our society. On 8th December 2017 the Government published a joint report on phase 1 of the Brexit negotiations. This has opened the way for talks to progress to the second phase, which is expected to include discussions on both a possible transition period and the framework for a future relationship.

The process of leaving the EU is and continues to be extremely complicated. Not surprisingly there are many possible consequences for our region and Doncaster that will emerge as negotiations get underway between the Government and the EU Commission and Brexit will continue to be a hot topic throughout the DGT programme.

At a National level; the Government publicised the much anticipated Industrial Strategy. The strategy sets out how Government intends to build a Britain fit for the future – how they aim to help businesses create better, higher-paying jobs

with investment in the skills, industries and infrastructure of the future. Government aims to boost productivity and earning power across the country by focusing on five foundations:

**Ideas, people, infrastructure, business environment, and places.**

This is a long term strategy; making changes now, but also looking to the future. It is therefore important and appropriate that at both a City Region level and at Doncaster level we reflect the current Government thinking into the drafting of our Inclusive Growth Strategies; whilst also providing further enhancements to Government's latest thinking.

Regionally, we are continuing to identify the opportunities presented to the DGT Programme through discussions on the Devolution agenda; and how the proposed development of a Yorkshire Wide devolution deal would provide a opportunity to minimise the impact of Brexit on Doncaster, especially in areas of inward investment and international trade and export. The results from the Community Poll on the 21st December 2017 (85.2% (38,551) votes in favour of a wider Yorkshire deal) demonstrate a clear

message from our communities and business that a wider devolution deal needs to occur to ensure the economic prosperity of Doncaster continues.

At a more local level it is important to highlight the sterling work that has been undertaken to support the DGT Working theme:

**Inclusive Growth** - since our last update we have continued to work with partners, businesses and other council teams to further develop our plans to strengthen the economy and ensure that local residents are connected to the job opportunities available. Our plans include ensuring that all necessary infrastructures are in place to attract quality investment and opportunities to the area.

Major projects are planned to build on Doncaster's strengths and further improve our image as a destination for employers, residents and visitors. Work has already commenced on:

- FARRRS Phase 2
- Improvements to the Town Centre (including Colonnades, St Sepulchre Station Forecourt Phase 1, Market Place, Racecourse Hotel).

With a number of significant plans in place for other exciting infrastructure developments which include:

- Hatfield Link, CCQ Cinema and Restaurant Complex, St Sepulchre Station Forecourt Phase 2 & 3, Quality Streets, Waterfront, Library, Herten Triangle, East Coast Mainline Station at Doncaster Airport, Pan Northern Connectivity, University Technical College, PGA Golf Course, Yorkshire Wildlife expansion.



# Service Standards getting the basics right



## 94.12%



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



## 100%

of Licensing Act (2003)  
applications processed  
within statutory timescales

## Outcomes Framework

					Actual direction of travel	Preferred direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18				
Number of Enterprises in Doncaster per 1000 population	26.5	30.2	30.9	-	↑	↑	Annual	📈
Exports (£) per employee	5,410	-	-	-	-	-	-	📈
Employment Rate in comparison to national average	67.9%	72%	71.6%	72.3%	↑	↑	Annual	📈
Number of Jobs in Doncaster	112,578	120,291	120,000	-	↑	↑	Annual	📈
The number of Advanced Apprenticeship starts	1,340	1,330	-	-	↑	↑	Annual	📈
The number of Advanced Apprenticeship achievements	-	660	-		↓	↑	Annual	📈
% of Working age Pop claiming Out of Work Benefits	12.5	11.9	11.1		↓	↓	Annual	📈
% of residents in highly skilled occupations	32.2%	32.6%	31.3%	30.8 (Q2)	↓	↑	Quarterly	📈
% employed in Knowledge Intensive Services or High-tech Manufacturing Industries	4%	4.2%	3.9%		↓	↑	Annual	📈
Wage Rates (weekly full time – resident based)	482.80	467.00	£479.10		↑	↑	Annual	📈
20th Percentile Wage Rate for Residents	£317.80	£310.50	£326.30	£335.50	↑	↑	Annual	📈
GVA per employee	46,120	£46,800	-		↑	↑	Annual	📈



**94.95%**



of non-domestic rates  
collected

**(TARGET 97.10%)**



**5.6%**

of people with a learning  
disability have been helped  
into work



**(TARGET 6.3%)**

## Doncaster Growing Together how we are transforming and Changing

### INCLUSIVE GROWTH PROGRAMME

Our economy has developed massively over the past decade and we are now in a position where we can use our achievements as a springboard to greater success. This Inclusive Growth Programme represents a forward look to a place where success is shared across our towns and villages and all parts of our resident and business community.

Over the last five years we have seen positive economic improvements for Doncaster; we have decreased the unemployment rate significantly and found work for almost nine per cent of those who were classed as wanting to work. GVA (Gross Value Added - the local measure of productivity and wealth creation) per capita continues to improve, and the percentage of people with qualifications is increasing at all levels. In terms of businesses, we are increasingly entrepreneurial. Out of 12 opportunity areas in the UK, Doncaster is an outlier, performing substantially above all other opportunity areas, in addition to outperforming the national average in terms of the number of new businesses starts. It is no surprise our location and connectivity to other parts of the UK has allowed our logistics sector to flourish; the development of our infrastructure proposals and our inclusive growth programme will cement Doncaster competitive advantage for 2018 and beyond.



# CARING

*Residents live safe, healthy, active and independent lives*

Caring theme priorities are taken from the Doncaster Place Plan which sets out the ambition for Doncaster's health and wellbeing services. There are ten agreed areas of opportunity, chosen because they span all age groups and cover a wide range of care and support where a partnership approach is needed. The Adults Health and Wellbeing Transformation Programme spearheads the council's contribution.



Doncaster's joint health and social care resources are being used to improve services and better understand care and support needs and how to meet them. The

Doncaster Health and Wellbeing Board hosted the first festival of research partnership event in October to help to increase this understanding.

Working effectively together has had a significant impact on reducing delays for

patients leaving hospital in Doncaster, improving from 11.5 to 6.4 days per 100,000 population. This represents a reduction of 399 individual days delayed (from 860 to 461). The improvement has been recognised nationally, with Doncaster now highlighted as a "beacon site" for getting people home from hospital quickly once they are medically fit and it is safe to do so.

As a result of reducing hospital discharge delays there has been a slight increase in the number of people being admitted to residential care. However, the increase is short-term and overall numbers of people in residential homes are continuing to reduce. Doncaster can boast an improvement in the number of people still at home three months after discharge from hospital, which is pleasing given the reduction in discharge delays.

There were also fewer emergency admissions to hospital for patients with pneumonia, stroke and of those aged over 65 compared to the same period last year. Whilst there has been a slight increase in A&E attendances, there have been 31% fewer people attending A&E requiring the most serious treatment.

There has been a big increase in the proportion of adults with learning disabilities who live in their own home or with their family, from 56.1% during 2015-16 to 84.4% during 2016-17. This is now better than national and regional averages.

Fewer people aged 40-74 are taking up the option of NHS health checks; however a promotional campaign during the early part of 2018 will promote the health check service working closely with local GP practices.





Doncaster partners supported the **‘How you can’ campaign** to share the stories of residents who were close to reaching a crisis point before being supported to re-connect with their communities.

One of the campaign’s lead stories features 84-year-old June, who found her mental health affected due to social isolation. June was supported to access a new local community group which hosts weekly meet-ups for residents who are lonely and match them with volunteer befrienders. As a result of attending, June has managed to rebuild her social circle.

Another example of reducing loneliness and isolation is a project at Mexborough daycentre which includes intergenerational activities between pre-school children and older service users to make Christmas wreaths.

Staff members involved in the project commented:

*“It was an utter joy to observe wreath making. The smile on her face simply said it all and for over an hour she watched, responded by chatting to the group, laughed, smiled and exchanged materials that one of the little boys handed to her. Not once did she show signs of distress which she often can do, not once did she shut her eyes or have a sleep, which she often does. For us as staff who support regularly to witness this positive outcome was very rewarding. Another lady who participated really enjoyed spending time talking, laughing, engaging and praising the children, gaining a lot of joy out of the experience.”*

Complex Lives is helping to bring stability to people who have not always been a part of mainstream society. An example of how demand for services is being reduced from This particular group can be referenced through Danny’s story

Danny has been in and out of homelessness for 40 years, and most times alcohol or drugs have been the catalyst for a downward swing, costing him housing, shelter spaces, benefits and relationships. Six months ago, Danny started working with the Complex Lives team, who helped him into temporary accommodation. Danny trusts his key worker and is willing to be challenged by him, even when he might not like it. He has stopped begging and is now accessing benefits, helping to achieve a degree of stability.



# Service Standards getting the basics right



**87.3%**

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

(TARGET 85%)



**84.4%**

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

(TARGET 78.6%)



Number of Customer reports

Compliments

**6**



Dissatisfaction

**22**



**77.3%**



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

## Outcomes Framework

	14/15	15/16	16/17	Current Annual 17/18	Q2 17/18	Current Quarter Q3 17/18	Actual direction of travel	Preferred direction of travel	Frequency Quarterly Annual	RAG
Delayed Transfers of Care from Hospital (all) per 100,000 population per day (BCF)	5.5	5.1	8	-	10.9	6.4 (November)	↓	↓	Monthly	✓
Rate of Children in Need per 10,000 population	357.08	353.15	390.80	-	416.67	456.12	↑	↓	Quarterly	📈
Emergency Admissions (65+) to Hospital per 100,000 population	12,564.57	12,102.74	12,311.02	-	-	-	↓	↓	Annual	📈
A&E attendances per 100,000 population	35,254.64	34,299.82	36,122.24	-	-	-	↑	↓	Annual	📈
Requests for Support for Adult Social Care per 100,000 population	4,510	4,660	-	-	2,209	1888	↓	↓	Quarterly	📈
Rate of Children in Care – Number per 10,000 population	-	-	-	82.72	-	84.40	↑	↓	Sept '17	📈
Permanent admissions to Residential and nursing care homes per 100,000 (65+)		889.7	714.3	-	294.4	510.5	↓	↓	Quarterly	✓
Proportion of older people(65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	72.6	81.6	76.8	-	86.2	84.1	↑	↑	Quarterly	✓
Overall satisfaction of people who use service with their care and support.	64.7%	64.4%	63.2%	-	-	-	↓	↑	Annual	⚠️
Proportion of people who use their services and their carers, who reported that they had as much social contact as they would like	38.9	44.5	43	-	-	-	↑	↑	Annual	⚠️
Preventable deaths in local population (Mortality Rate per 100,000)	222.3	-	-	-	-	-	↓	↓	Annual	📈



**27%**



of people using  
Social Care who  
receive a direct  
payment  
**(TARGET 29.26%)**



**62.6%**

of people who find  
information about services  
easy to find  
**(TARGET 65.5%)**



**1342**

of Doncaster adults  
currently living in  
residential care



**Target of 1373**



(actual numbers at same time last year  
was 1443)



**7.94%**

NHS health checks  
undertaken  
**(TARGET 9.7%)**

## Doncaster Growing Together how we are transforming and Changing

### PLACE PLAN PROGRAMME

The vision for the Doncaster Place Plan is:

**'Care and support will be tailored to community strengths to help Doncaster residents maximise their independence, health and wellbeing. Doncaster residents will have access to excellent community and hospital based services when needed'**

Overall, work on delivering the Doncaster Place Plan is progressing well. This is a very complex change involving a number of organisations and it is supported by very strong leadership from all the partners involved. Key developments this period have been the review of the operational teams, structures and legal agreements involved.

The objectives and plans for each of the seven areas of opportunity are being made clearer and finalised ready for the development of new agreements to deliver support in a more integrated, joint approach. Work has been looking at how the reforms will be supported, focusing initially on the support and finance being provided by Doncaster Council and Doncaster Clinical Commissioning Group.



# LEARNING

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

We are continuing to meet our target for young children accessing their free childcare entitlement and almost 98% of early years providers are rated good or outstanding by Ofsted. Nearly 80% of pupils access good or better primary education which is improving but we have more progress to make at secondary level as only half of pupils currently access good or better education here. We are meeting our target for children in need being seen within appropriate timescale but need to do more to reduce the number of repeat referrals to Children's Services.

There continues to be lots of activity taking place and plans are being formed in conjunction with schools and other partners to strengthen the learning environment in Doncaster. As young people and their families remain at the heart of any changes proposed, there will be lots of opportunities for people to get involved and help us to understand what works and what needs to change.



## **Behaviour, Attendance and Absenteeism**

**Persistent absence** across all settings continues to cause concern, but more so at secondary levels with a reported 17.8% of pupils whose attendance is 90% or less and so miss 19 days or more in the school year. There are also high numbers of fixed term exclusions, school moves and low educational outcomes for pupils in alternative provision\*. There is a new **Attendance Strategy** in place now and we are currently developing a behavioural needs plan. This plan aims to help schools to meet the needs of children and young people with behavioural needs by improving the support available to schools. It will also improve the quality and range of support available for all young people educated outside of mainstream settings so that needs at every level are met earlier

## **New Schools for Doncaster**

On the subject of alternative settings, there are exciting new developments which could hopefully **mean two new schools for Doncaster:**

Work continues to develop the new Special School for Communication and Interaction. The school will mainly be for children and

young people with Autism Spectrum Disorder, social, emotional and mental health needs and specific learning difficulties. A decision on the organisation that will run the New Special School is expected before Easter.

**Big Picture Learning** is a new model of education originating from the USA. It is a model of learning that focuses on one student at a time, with small class sizes and a curriculum taught in a way that is centred

on the passions and interests of children and young people. Based on evidence of impact in the US, it has the potential to re-engage young people in learning, which has a huge impact on their long term life chances and outcomes. We will hear back this month whether our application for a Social Impact Bond which will fund the project, has been successful. The next steps are to finalise the location and co-design with children and young people will begin from March onwards.

Watch this space for more information about how you can get involved in shaping this exciting new concept.



## Special Education Needs

As well as looking at alternative ways of providing additional support for young people with special education needs, we are in the process of carrying out a full review which will look at all the support we offer for **young people with additional needs**, across all settings. We are using a specialist company to help us carry out the review and are in the process of awarding the contract. The next steps will be to carry out the review and produce a report of all the findings and recommendations. This will help us to identify ways we can make more improvements for young people and families who need this most as well as making efficiencies to ensure we are making the most from the budget we have. The review will be carried out in partnership with schools and young people – we want



to hear their views about what does and does not work.

## Equal Life Chances for all

We are continuing to develop the project plans for the **Social Mobility Opportunity Area Programme**. Doncaster, along with 12 other areas across the country, has been identified as an 'Opportunity Area' by the Department for Education. This means Doncaster will receive dedicated funding for projects aimed at providing all children, no matter what their background, with an equal chance and start in life. There are lots of exciting projects as part of this, including a project aimed at improving careers information and advice for all students and work around improving recruitment and retention of great teachers in Doncaster schools. We will be able

to tell you more about this in the next quarter's booklet as the plans are finalised.



## Development of a Higher Education Strategy

We have begun to develop a strategy to establish a **university presence in Doncaster**.

Partners including the National

College for High Speed Rail, Doncaster College and Doncaster Chamber of Commerce are working together to decide what the core characteristics of success might be based on examples from around the country, how we can highlight the excellent options that already exist for young people in Doncaster, and to develop a clear plan for how we will fully introduce higher education to the borough.

\*across England only 1.4% of Pupil Referral Unit (PRU) pupils achieve five or more good GCSE grades including maths and English against a national average of 57



# Service Standards getting the basics right



Uptake of free school meals

**80.09%**

(TARGET 79.08%)



**80%**

of children are seen within appropriate timescales

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

(TARGET 80%)



2 year olds

**80%**

(TARGET 80%)

Percentage of children accessing their entitlement to free childcare

3 and 4 year olds

**97.3%**

(TARGET 97%)

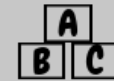


Special Education Needs Team

**97.4%**

of Education, Health and Care plans issued within 20 weeks

(TARGET 100%)



**97.5%**

of Early Year providers rated Good or Outstanding by Ofsted

(TARGET 98%)



## Outcomes Framework

								Current Quarter	Actual direction of travel	Preferred direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18	Q1 17/18	Q2 17/18	Q3 17/18	Q3 17/18				
Achievement of a Level 3 qualification by the age of 19	47.9%	44.9%	-	44.9%	-	-	-	-	↓	↑	Annual	-
% of children with good level development	-	-	-		70%	70%	70%	70%	↓	↑	Quarterly	⚠
% of people who are qualified to level 3 or above (16-64)	44.2	45	47.2		47.2	-	-	-	↑	↑	Annual	🌱
Attainment 8 Score (GCSE Attainment)	-	46.8	-	43.4		-	-	-	↓	↑	Annual	🌱
Persistent absence of children in care in Secondary Schools (% Full Year)	7%	17.5%	-		28.3%	-	26.3%	26.3%	↓	↓	Quarterly	🔴
Persistent absence in Secondary Schools (% Full Year)	-	-	-		18.3%	17.8%	-	-	↓	↓	Quarterly	-



Percentage of pupils accessing good or better education

Primary

**78.8%**

Secondary

**52.4%**



Percentage of children with first choice school placement

Reception

**96%**

(TARGET 94%)

Secondary

**92.5%**

(TARGET 95%)



**26.5%**

of referrals to Children's Services are repeat referrals within 12 months

(TARGET 22%)



**90.7%**

of single assessments completed within 45 days

(TARGET 90%)

## Doncaster Growing Together how we are transforming and Changing

### EDUCATIONAL INCLUSION PROGRAMME

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

- **Attendance and Behaviour** – a new behaviour strategy is in development and a project around improving school attendance in conjunction with partners is in progress.
- **Big Picture Learning** - We will hear back this month whether a Social Impact Bond application to fund the venue has been successful. The next steps are to finalise the location. Co-design with children and young people will begin from March onwards.
- **SEND** – A review is taking place to look at high needs provision to make improvements for future. A decision on the organisation who will run the New Special School for Children is expected before Easter.

### SOCIAL MOBILITY OPPORTUNITY AREA PROGRAMME (SMOA)

Doncaster is one of 12 designated Opportunity Areas across the country where Department for Education (DfE) funding will be spend, with the aim to improve social mobility. This is all about helping Doncaster children to get the best start in life, no matter what their background. The Opportunity Area Delivery Plan has been agreed with DfE Ministers including the Secretary of State and will be published in January 2018. In developing the plan, strong relationships have been built with local stakeholders. A Programme Manager has been appointed and will be developing programme and project plans with partners over the coming months.



# CONNECTED COUNCIL



During quarter 3 nearly 120,000 public interactions were made with our Customer Services, and currently 70% of our services are now available online. Our average number of staff sickness days continues to reduce and remains a key area of focus and our local authority spend with local businesses remains consistent at 70%.

As Doncaster Growing Together is all about working together and being ambitious to make our place the best it can possibly be, we are reviewing the **way we engage with our communities**. We want to go the extra mile and be more creative in how we understand, listen to and empower our residents to shape Doncaster for the better.

In July last year, our elected members signed up to four important statements, setting out the intent to work with communities differently. These are:

- We will Listen and Understand;
- Doncaster People will inform our Policy and we will Keep People Informed;
- We will be Inclusive and act with Purpose
- We will make the most of what already exists in communities and where possible increase Community Capacity

After speaking to hundreds of community members about what these statements mean to them, we are now in the process of putting together a **Community Engagement Strategy**. This will be our collective plan of action, to make these statements a reality!

We have just launched a crowdfunding platform for Doncaster called 'The Doncaster Movement' where members of the community can raise public support, to make things happen. Take a look for yourself here!



<https://www.spacehive.com/movement/doncastermovement>

[om/movement/doncastermovement](https://www.spacehive.com/movement/doncastermovement)

These are a few of our exciting plans and initiatives which are all centred on building relationships, making positive social change and helping our communities to become as resilient as possible.

In October 1837 staff across the council completed the **staff survey** providing feedback on their experience of working for the council with results informing actions that will improve our working environment and the way we work. For the first time it was done entirely online with 27 support

sessions in 12 locations across the council assisting staff with the digital format. Human Resources and Organisational Development continue to support managers sharing and acting on the results with their teams

As part of the council's commitment to create a culture where diversity is valued and celebrated and to support workplace wellbeing in October, we celebrated **World Mental Health Day**. Over 50 staff took up the opportunity to discuss mental health and obtain information on support services. There was a really positive response with comments including:

*"It's great how much the Council does for its' employees mental health"*

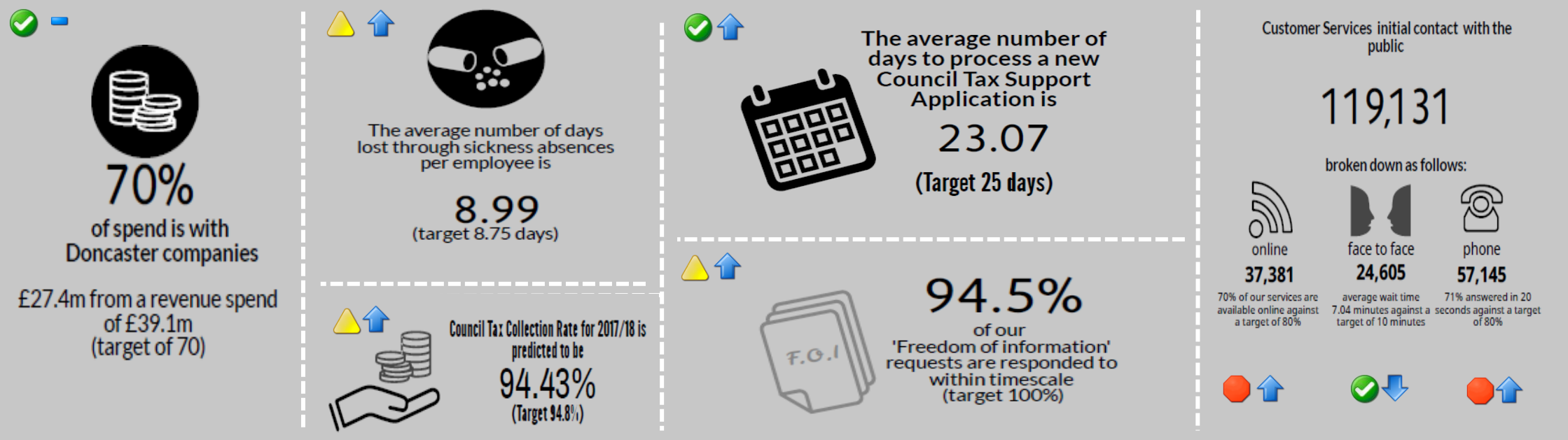
*"Sometimes we need to support staff to support themselves, by letting them know what is available to help them"*

*"I think the stigma is slowly breaking down and people are talking more and more"*

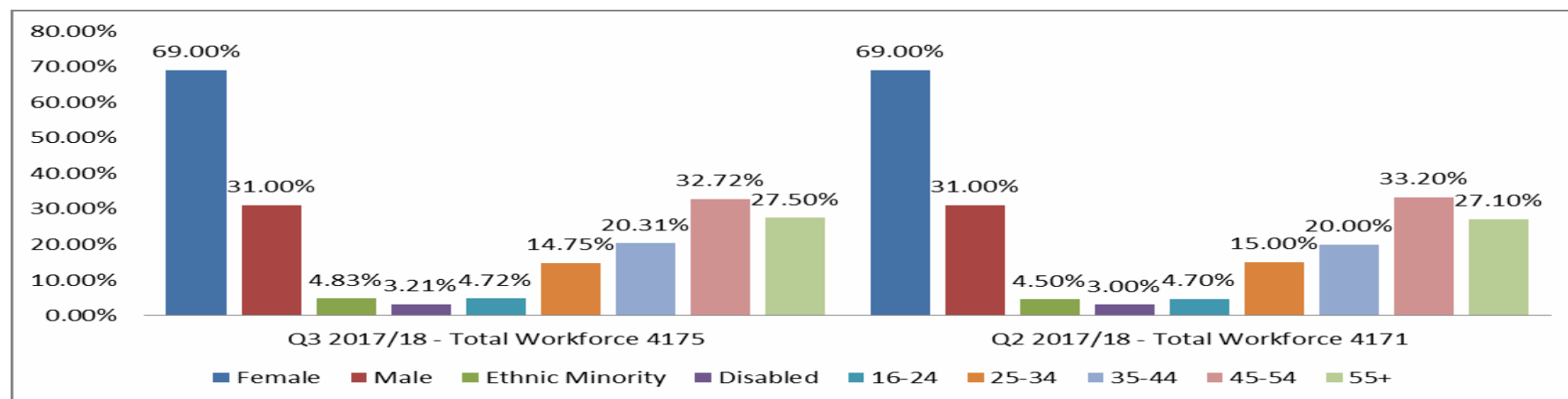
Staff were also given the opportunity to sign up to become a Mental Health First Aider to support peoples mental health in the same way physical first aid is provided.

## Service Standards “getting the basics right”

## Our Workforce



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





# FINANCIAL PROFILE

## General Fund Revenue Total

- £3.8m overspend projected on a gross budget of £512m.
- Overall the overspend has increased by £0.8m from quarter 2, mainly due to an increase in Regeneration & Environment and Children's Services Trust overspends offset by improvements across other areas of the council.
- Spend restrictions introduced across the Council to improve the year-end position.
- Further details are provided below and in the evidence pack pages 1 to 6.

## Adults Health & Wellbeing

- £0.2m overspend projected on gross budget of £152m, although includes utilising £2.7m one-off Improved Better Care Funding (iBCF) for pressures/savings.
- Projected overspend has reduced from quarter 2 by £0.2m.
- Short stay/respite services due to activity being significantly higher than budget £0.4m (reduced by £0.2m from quarter 2).
- £0.9m overspend on non-residential services. There has been a significant increase in the forecast since quarter 2 mainly due to additional costs arising from Delated Transfers of Care (DToc) and new Section 117 mental health clients.

- Pressures off-set by vacancies, reductions in running expenses and capitalisation of minor adaptation costs £1.1m.

## Learning & Opportunities C&YP

- £0.6m overspend projected on a gross budget of £48m.
- Projected overspend has reduced from quarter 2 by £0.2m.
- Key pressures include the Education Services Grant unmet cut £0.3m (this is to be addressed for 2018/19 through LOCYP's Functional Review) and increased demand for children with disability placements £0.2m (the increased demand is to be reviewed by the service to look at ways to mitigate these increases).

## Children's Services Trust

- Doncaster Children's Services Trust (DCST) £2.98m overspend projected.
- Projected overspend has increase by £1.35m from £1.63m at quarter 2.
- £2.60m overspend on the Care Ladder (Out of Authority (OOA) placements £2.05m and 18+ accommodation and CIC transition accommodation £0.62m.)
- The council is funding £1.65m business cases of which £0.41m will be funded from DSG. The council is liable to fund 70% of the remaining £1.35m overspend, £0.94m

which results in a total overspend of £2.18m. DCST's reserves are £0.07m, it is assumed the council will meet the remaining £0.33m from general reserves.

## Finance & Corporate Services

- £0.4m underspend projected on a gross budget of £119m.
- The position has improved from the breakeven position reported at quarter 2.
- Mainly due to £0.8m salary underspends from managing recruitment of posts in Financial Management, Revenues and Benefits, Legal, Strategy and Performance.
- Offset by overspends of £0.3m for Customers, Digital & ICT in relation to the new General Data Protection Requirements and ICT centralisation review.

## Regeneration & Environment

- £1.6m overspend projected on a gross budget of £128m.
- Projected overspend has increased from quarter 2 by £0.6m.
- Waste & Recycling £0.7m projected overspend due the extension to the collection contract and credit notes for trade waste customers.
- Schools Catering £0.5m projected overspend due to academisation reducing surpluses.

- Assets £0.3m projected overspend due to delays in achieving savings target.
- Markets £0.3m projected overspend due to vacant stalls.
- The overspends are offset by an underspend on Fleet of £1.0m mainly due to slower vehicle replacement
- A number of measures have been introduced, in addition to the overall Council spend restrictions, including mandatory sessions for all budget holders and finance support staff to stress the importance of budget management, accountability and improve the reporting of issues throughout the year; challenge meetings to take place between Assistant Directors and budget holders with overspends and re-training provided to budget holders where necessary.

#### Council Wide Budget

- £0.3m underspend projected.
- Pension savings including the prepayment £1.0m; increased by £0.4m from quarter 2.
- This is off-set by the delayed delivery of savings £0.6m including Modern and Productive Workforce programme £0.2m, Procurement £0.2m and Education Services Grant £0.2m; this has increased by £0.4m from quarter 2.

#### Reserves

- General fund reserves are £11.9m; £3.8m projected overspend would reduce reserves to £8.1m. Reserves would reduce by a further £0.3m for the remaining DCST overspend (detailed above), to £7.8m.
- Provide £2.0m to the Children's Services Trust for Innovation Projects including Growing Futures, PAUSE and Mockingbird, from the centrally held funding over the next 3 years.

#### Write-offs/Fees & Charges/Virements

- Full details on write-offs and virements are detailed in the evidence pack at pages 7 to 8. There are no fees and charges to report this quarter.

#### Housing Revenue Account (HRA)

- Balanced revised budget which includes a contribution of £0.3m to balances. The projection as at Q3 is that there will be an underspend of £0.9m resulting in a £1.2m contribution to balances, a positive variance of £1.2m.
- The other main variances are £0.6m projected underspend on overall management expenditure, £0.3m additional rent income as a result of lower than budgeted void rent loss (budgeted 1.5%, actual 1.0%) and both average rent

and property numbers are higher than budgeted.

- Full service for **Universal Credit** was rolled out in Doncaster with effect from 11 October 2017 and the position continues to be tightly monitored.

#### Capital Programme

- Spend projection for 2017/18 £114.6m compared to revised budget £121.5m (£248.1m future years compared to revised budget £235.5m). £54.9m actual expenditure incurred up to end of quarter 3. Further details are provided in the evidence pack pages 1 to 5. New additions to the Capital Programme are provided in the evidence pack pages 11 and 12.
- A shortfall in capital receipts from asset sales is projected for 2017/18, compared to initial budget and the updated estimate of capital expenditure for this year. The position has worsened from a projected deficit of £2.9m in quarter 2 to £4.5m deficit in quarter 3; due to £0.6m expenditure slipping to future years, and the projected receipts position worsening by £2.2m. The capital receipts are expected in 2018/19 therefore the council is anticipating borrowing for one year to meet the shortfall; the interest cost will be circa £0.3m.

