



# Doncaster Council

## EXECUTIVE FUNCTIONS DECISION RECORD

The following decisions were taken on Tuesday, 4th September, 2018 by Cabinet.

Date notified to all Members: Friday, 7<sup>th</sup> September, 2018

The end of the call in period is 5.00 p.m. on Tuesday, 18th September, 2018 and therefore, the decisions can be implemented on Wednesday, 19th September, 2018.

Present:

Vice-Chair - Councillor Glyn Jones (Deputy Mayor, Portfolio Holder for Housing and Equalities) – (In the Chair)

### **Cabinet Member for:**

Councillor Nigel Ball	Portfolio Holder for Public Health, Leisure and Culture
Councillor Joe Blackham	Portfolio Holder for Highways, Street Scene and Trading Services
Councillor Nuala Fennelly	Portfolio Holder for Children, Young People and Schools
Councillor Chris McGuinness	Portfolio Holder for Communities, Voluntary Sector and the Environment
Councillor Bill Mordue	Portfolio Holder for Business, Skills and Economic Development
Councillor Jane Nightingale	Portfolio Holder for Customer and Corporate Services.

Apologies:-

Apologies for absence were received from Mayor Ros Jones and Councillor Rachael Blake.

## **PUBLIC MEETING – SCHEDULE OF DECISIONS**

### Public Questions and Statements

There were no public questions or statements made at the meeting.

Decision records dated 14th August, 2018, were noted.

## DECISION 1.

### 1. AGENDA ITEM NUMBER AND TITLE

6. 2018-19 Quarter 1 Finance and Performance Improvement Report and 'Delivering for Doncaster' Booklet

### 2. DECISION TAKEN

Cabinet:

- (1) noted the quarter 1 performance and financial information;
- (2) approved the fee detailed in paragraph 42 of the report;
- (3) noted the changes to the Strategic Risks, as detailed in paragraphs 43 to 45 of the report;
- (4) approved the new additions to the Capital Programme, as detailed in the Appendix A – Finance Profile to the report; and
- (5) consider and noted Treasury Management quarterly performance report, as detailed within Appendix A – Finance Profile to the report

### 3. REASON FOR DECISION

Cabinet was presented with the Quarter 1 financial and performance information that indicated the Council's current position towards the 2018/19 budget, performance against key Service Standardss and the Council's progress towards delivery of the outcomes set out in the Mayor's 4-year plan 'Doncaster Growing Together'.

It was reported that at Quarter 1, the Council had got off to a good start, with the majority of performance measures reported on track. Good progress had been made, with 70% of the performance indicators at Green or Amber. The Council had achieved 80% of the indicators at Green or Amber.

The Council was forecasting a year-end overspend of £3.6m for 2018/19 at Quarter 1, including the one off funding in Adults, Health and Wellbeing of £0.7m and £5.2m forecast overspend for Doncaster Children's Services Trust. However, it was reported that the Council had put measures in place to drive down costs and try to mitigate the financial position by the end of the year.

Debbie Hogg, Director of Corporate Resources, highlighted some of the notable performance indicators from the report and areas of challenge behind the performance figures, including:-

- The Council continued to meet our demand for new homes with a further 243 new homes achieved in the quarter, against the Council's annual target of 920;

- Local authority spend with local businesses was stable and was on target at 73% at the end of quarter 1 (£28m spent with local suppliers out of £38.3m revenue expenditure);
- Overall staff sickness for year-end stood at an average of 9.19 days per employee, which was a slight increase from Q4 position. This year, the Council has reduced the target and introduced extra challenges into the system, and, consequently, it has been more challenging to achieve that. Sickness level was currently 9 days on average;
- Persistent Absence - Absence levels for children in care of secondary school age were a concern, particularly regarding children in care where measures had been put in place to deal with this area, and further analysis was underway regarding the breakdown of this cohort. An attendance and communication campaign is planned for Autumn 2018 to build on these improvements. Our attendance strategy has engaged a large number of schools in building its strategic response to inclusion. The second year of the programme would include in depth audits of practice within secondary schools, although it was noted that this long standing issue would require collective leadership to make the necessary improvements.

Damian Allen, Director of People, summarised the key achievements in relation to educational attainment:-

- Outcomes for Key Stage 2 had improved across all subjects in Key Stage 2. There were excellent improvements in Reading, Writing and Mathematics.
- Key Stage 4 grades for GCSE had changed this year, and Doncaster attainment had remained stable with improvement across some schools, particularly in maths.
- Recent 'A' level results had improved on last year and were now above the national average, with students achieving one 'A' level pass compared to that of the national average of 1.7%, which was a 2.3% improvement for 97% since last year, which had risen to 99.3% this year.
- A\*-C grades had improved from 19% to 22.8%, which was an increase of 3.8% and was significantly closing the gap between Doncaster and the national average figure. The pass rate in Doncaster overall had increased, with 75% of schools showing a 100% pass rate.

The Director of People concluded by stating that results at Key Stage 2 and Key Stage 4 for Doncaster children and young people remained on a trajectory for improvement, and the Council would continue to provide support and challenge to schools across the Borough, irrespective of their designation.

The Director of Corporate Resources further reported that considerable progress had been made in Quarter 1 in all aspects of the Council's 'Doncaster Growing Together' partnership transformation. Highlights included the launch of the Post 16 Review of Education, the announcement that a University Technical College would be located in Doncaster, and the opening of the second phase of Great Yorkshire

Way. This showed that Doncaster was on track to deliver an ambitious programme of delivery.

Councillor Nuala Fennelly, Cabinet Member for Children, Young People and Schools, welcomed the report and highlighted the projects and programmes that the Council had put in place, which aimed at improving the education for children and young people across the Borough. In particular, she mentioned those in relation to poor attendance and children in care not attending school, and was pleased that Doncaster was moving forward to tackle the problems of the past.

Cabinet broadly welcomed the report, which highlighted the initiatives that were coming to fruition and showed that Doncaster was a forward thinking and forward moving authority. Members felt that in the current climate, Doncaster's performance painted a positive picture of the Council's current position, and Doncaster had fared better than some other local authorities that had been recently reported in the media. However, Members acknowledged the financial difficulties still to be addressed over future years, and were mindful of the challenges presented in order to have a balanced budget at the end of the year. It was noted that the Chief Financial Officer was currently reviewing options about how to manage the impact of the projected year end position.

**4. ALTERNATIVES CONSIDERED AND REJECTED**

There were no other alternatives considered or rejected.

**5. DECLARATIONS OF INTEREST AND DISPENSATIONS**

There were no declarations.

**6. IF EXEMPT, REASON FOR EXEMPTION**

Not Exempt

**7. DIRECTOR RESPONSIBLE FOR IMPLEMENTATION**

Debbie Hogg, Director of Corporate Resources

**DECISION 2.**

**1. AGENDA ITEM NUMBER AND TITLE**

7. Health and Safety Strategy

**2. DECISION TAKEN**

Cabinet endorsed and approved the Doncaster Council Health and Safety Strategy for 2018-2022.

**3. REASON FOR DECISION**

Cabinet considered a report introduced by Councillor Nigel Ball, Cabinet Member for Public Health, Leisure and Culture, which sought approval of the Doncaster

## Council Health and Safety Strategy for 2018-22.

In presenting the report, Councillor Ball stated that the workplace Health and Safety Strategy was “everybody’s business”, and had been developed to support the Council’s aims and objectives, as laid out in the ‘Doncaster Growing Together’ document.

The Strategy would promote broader ownership of Health and Safety by encouraging employees and services to act together and not work in isolation. It would encourage employees and managers to manage risk well, and look to simplify risk management, helping Council services and business grow.

Members were informed that a key focus of the Strategy was for the Council to deliver a framework that achieves the International Standard for ISO Occupational Health and Safety. The benefits of the ISO 45001 are many. Whilst the standard requires that health and safety risks be addressed and controlled, it also takes a risk-based approach to the health and safety management system, to ensure that it was effective and that it was being continually improved to meet Doncaster Council’s ever-changing needs.

Councillor Ball reported that the Health and Safety Strategy supported the strategic and operational management of the Council, and looked to go beyond the traditional health and safety role of preventing harm. It commits the Council to continually improve the health and safety of its employees, customers, and other interested parties. It was not just about achieving compliance, but would assist in realising efficient, proactive and pragmatic ways of delivering health and safety.

Cabinet broadly supported the Strategy, encompassing the Mayor’s four year ‘Doncaster Growing Together’ plan which was welcomed.

### **4. ALTERNATIVES CONSIDERED AND REJECTED**

There were no other alternatives considered or rejected.

### **5. DECLARATIONS OF INTEREST AND DISPENSATIONS**

There were no declarations.

### **6. IF EXEMPT, REASON FOR EXEMPTION**

Not Exempt

### **7. DIRECTOR RESPONSIBLE FOR IMPLEMENTATION**

Peter Dale, Director of Regeneration and Environment.

## **DECISION 3.**

### **1. AGENDA ITEM NUMBER AND TITLE**

8. Transformation of Residential Care Services for People with Learning

Disabilities, provided by Rotherham, Doncaster and South Humber (RDaSH) NHS Foundation Trust.

## **2. DECISION TAKEN**

Cabinet:

- (1) approved the transformation of the care homes into supported tenancies. This will include deregistration of the properties and termination of the current contracts by mutual agreement;
- (2) gave approval for a competitive tender to be undertaken, to commission a high quality support provider reflecting the Care Quality Commission - Registering the Right Support policy June 2017;
- (3) delegated authority to the Director of People to award a contract to the successful support provider, in consultation with the relevant Portfolio Holder; and
- (4) noted that further approvals will be sought relating to the re-development of the Travis Gardens site, and the future of the Solar Day Centre service.

## **3. REASON FOR DECISION**

Cabinet considered a report which sought approval to transform, through the de-registration of nine Residential Care Services, provided by Rotherham, Doncaster and South Humber (RDaSH) for People with Complex Needs, Learning Disabilities and Behaviours that Challenge, to a Supported Living model of delivery.

It was reported that the current model of residential care had become outdated and did not provide the same opportunities for people to live as independently as possible with the appropriate support as that of Supported Living. RDaSH had advised the Council and the Clinical Commissioning Group that they were unable to provide assurance of the sustainability of the current service, due to unaffordability within the contract value in April 2017.

The Council had commissioned a review to ensure future commissioning decisions were based on a clear understanding of the current service, its functions, costs and achieved outcomes, and where it fitted with current transformation plans and priorities.

It was reported that a number of considerations had been taken in to account including:-

- Is the current services delivery model fit for purpose?
- Was the delivery model enabling service users to maximise opportunities to exercise choice and control, independence and achieving their desired outcome?
- Were the properties suitable for the provision of a different delivery model?
- Was the current delivery model achieving best value for money?

Cabinet was informed that the strategic review had shown people would benefit from living as independently as possible, with the appropriate support to do so,

and that the residential care model had become outdated, albeit the current service provided good quality health and personal care, and was valued by families and residents.

It was noted that reviews of the residents needs and consultation with families had concluded that, in the majority of cases, it was in the residents' best interests to remain in their current accommodation, but their needs could be better met and life opportunities enhanced through a different delivery model. It was reported that eight of the nine properties were suitable for transformation into Supported Living, one property, 88 Travis Gardens, was conducive to a Supported Living model of delivery. However, it was noted that plans were being explored to develop the Travis Gardens site, and a report would be brought to Cabinet in the future.

Members were further informed that the Council proposed to progress forward with the model of supported living, and to commission a high quality support provider, in partnership with the Clinical Commissioning Group, and through the existing provider RDaSH, through a period of transition up until the end of May 2019. Councillor Nigel Ball, Cabinet Member for Public Health, Leisure and Culture, whilst embracing and commending the principles in the proposed model of supported living which promoted independence, personalization and personal choice, enquired how the changes would affect those individuals with different modes of supported living, and sought assurance as to how the Council would continually monitor and review those people, and that such reviews would be reviewed on an individual basis, not just collectively. The Director of People advised that the Council had consulted widely on this matter, and there had been a series of reviews of the existing provision. The Council would continue to review individuals in accordance with the requirements of the Care Act, both during and after transition. It was expected that the majority of clients would remain in their current accommodation and he gave assurance that they were in the forefront of the Council's priorities in terms of continual review.

Councillor Nuala Fennelly asked what would happen to those people who received respite care and how the changes would affect them. It was reported that currently there were two people who attended one of the homes for respite care. The Council was currently working with the CCG to ensure that the two people who currently utilised one of the care homes received appropriate alternative provision, prior to termination of the contract at the end of May. It was explained that those people in supported living have their own tenancy and lived in their own home, therefore there was not a need for them to access respite care.

Councillor Chris McGuinness, Cabinet Member for Communities, Voluntary Sector and the Environment, was assured by the Director of People that the service would continue to be monitored and feedback provided to Cabinet Members, and the Council would robustly manage the contract going forward.

#### **4. ALTERNATIVES CONSIDERED AND REJECTED**

- a) Do nothing. This was not an option as RDaSH had advised the Council and Doncaster CCG that they were unable to provide the service within the current contractual terms. In addition, the Council and CCG had a duty to ensure effective support for the current residents.

- b) Decommission the service/termination of contract by mutual agreement and move people into alternative accommodation available within the Borough, for example, supported tenancies, shared lives, extra care. This option was considered but individual reviews had not favoured this approach for the majority of people, nor did it reflect individuals' preferences. In addition, there were insufficient alternatives within the Borough to meet the complex needs of the current residents, and outcomes from reviews strongly indicate that continuity of environment was in the best interests of the majority of people. Current buildings, with the exception of one, are fit for purpose and are fully adapted to meet current and longer term needs.
- c) Agree a different model of service with the current provider, which manages the financial shortfall. The service, as currently provided was not consistent with joint commissioning objectives; ensuring the best life opportunities for people with learning disabilities in Doncaster. This option did not comply with the Council's procurement procedures and therefore was not financially explored. Assessments had shown that the vast majority of people did not need a nurse led service, and this would therefore not provide value for money. Additionally, one of the buildings was not fit for purpose.
- d) Retain the accommodation and transform some to supported accommodation and retain others for nursing care and/or respite. With the exception of one person, assessments and reviews had indicated that there was no need for a nurse led service and that people's needs could be met through supported tenancies with the right level of support.

**5. DECLARATIONS OF INTEREST AND DISPENSATIONS**

There were no declarations.

**6. IF EXEMPT, REASON FOR EXEMPTION**

Not Exempt

**7. DIRECTOR RESPONSIBLE FOR IMPLEMENTATION**

Damian Allen, Director of People.

**DECISION 4.**

**1. AGENDA ITEM NUMBER AND TITLE**

9. St Leger Homes of Doncaster Performance & Delivery Update: 2018/19 Quarter One (Q1)

**2. DECISION TAKEN**

Cabinet noted the progress of St. Leger Homes of Doncaster (SLHD) performance outcomes and the contribution SLHD makes to supporting DMBC strategic priorities.

**3. REASON FOR DECISION**



Cabinet considered the St Leger Homes of Doncaster (SLHD) Performance and Delivery Update report 2018/19 for Quarter 1, introduced by the Deputy Mayor, Councillor Glyn Jones.

The Deputy Mayor summarised the key headlines in the report which included:-

- The Percentage of Current Rent Arrears – Whilst performance was ahead of the profiled target and on track for year end, the rate of transfer for tenants onto the Universal Credit was greater than envisaged, which meant that SLHD was likely to have to collect £9m in rent this year from tenants that would have previously paid direct to the Council through Housing Benefit;
- Void Rent Loss – Performance of rent loss through vacant dwellings –Rent loss remained excellent and whilst the void re-let line showed as red, the average of 25 days for Quarter 1 was a huge improvement on the 46.97 days of Quarter 1 last year;
- Number of Households placed in Bed and Breakfast accommodation – the Housing Options Team had been faced with a significant increase in workload, partly as a result of the implementation of the new Homeless Reduction Act. There had also been difficulties accessing enough temporary accommodation. The Council continued to work closely with Complex Lives and the commissioned and non-commissioned services to try to find appropriate placements on a temporary and permanent basis. The Council has seen an increase in ‘homeless tonight’ presentations late in the afternoon;
- Complaints – Percentage of Complaints Upheld against Customer Interactions continued to reduce, which was welcomed;
- Scheduled Repairs – good performance was being made in this area, which was also welcomed;
- Days lost to sickness per full time equivalent – performance at Quarter 1 was on target and SLHD was looking at how they reported this in line with the Council’s performance measure;
- Percentage of Local Expenditure was below target. SLHD main external contract was won by a firm based in Rotherham, therefore, this target would not be achieved this year. However, the percentage of expenditure within Yorkshire for Quarter 1 was 93%; and
- Anti-Social Behaviour (ASB) cases resolved as a percentage of all cases completed – This is a new performance indicator. In Quarter 1, 304 ASB cases were completed, of which 263 were resolved, which represented 86.75% of cases. Some ASB cases take time to resolve, especially where legal action is required.

Following the presentation of the report, Cabinet was provided with the opportunity to feedback on performance successes and issues against the suite of 2018/19 key

performance indicators.

Cabinet welcomed the report and commended SLHD for the continuous improvements being made.

To conclude, the Deputy Mayor, Councillor Jones thanked Officers for their contribution and attendance at the meeting.

**4. ALTERNATIVES CONSIDERED AND REJECTED**

There were no other alternatives considered or rejected.

**5. DECLARATIONS OF INTEREST AND DISPENSATIONS**

There were no declarations.

**6. IF EXEMPT, REASON FOR EXEMPTION**

Not Exempt

**7. DIRECTOR RESPONSIBLE FOR IMPLEMENTATION**

Paul Tanney, Chief Executive, St Leger Homes of Doncaster

Signed.....Chair/Decision Maker