



Doncaster Council

Report

Date: 20th August 2019

To the Mayor and Members of Cabinet

2019-20 Quarter 1 Finance and Performance Improvement Report & 'Delivering for Doncaster' Booklet

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

EXECUTIVE SUMMARY

1. This report focuses on quarter 1 of the 2019/20 new financial year. It indicates our current position towards our 2019/20 budget and our performance against key Service Standards and our progress towards delivery of outcomes set out in the Mayor's 4-year plan 'Doncaster Growing Together'. The report shows the organisation is in a good position, with a positive financial outturn projection and continues with its good performance into the start of this new financial year.

Financial Position: £1.1m underspend

2. At quarter 1, the Council is forecasting a year-end underspend of £1.1m. This is a positive position at this stage in the financial year and demonstrates the continued effort to manage the significant cost reductions in 2019/20. Planned savings for 2019/20 are largely on track with £17.7m expected to be delivered, leaving a projected shortfall of £1.0m and this will continued to be monitored throughout the year. Full details on the main variances are provided in paragraphs 31 to 39.

Performance

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

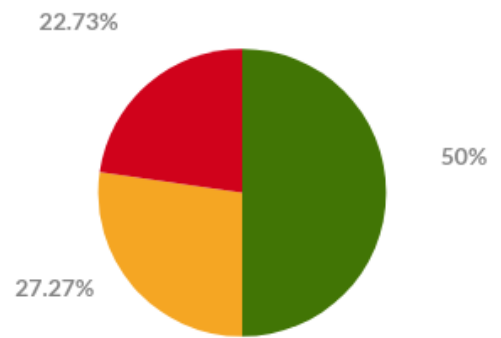
Service Performance Measures, which are a mixture of internal service standard measures that assess whether we are 'getting the basics right' and are also of interest to the citizens of Doncaster with regard to the service they can expect, and also;

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

Performance Position:

44 service measures (profiled opposite)

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



4. Key Performance elements include –

■ Green (22) ■ Amber (12) ■ Red (10)

- A further 413 new homes were delivered in quarter 1, against our annual need of 920 homes per year. This is much higher than the 243 homes delivered last year – in which we ended the year with another record delivery total. Doncaster has exceeded 1,000 net homes for the past 4 years.
 - The number of people living in residential care reduced this quarter from 1,219 to 1,190 and over the last 12 months we have seen a reduction of 51 people in total.
 - At 15.4%, persistent absence at secondary level improved faster than the national average, when compared to the same point last year. This has improved Doncaster's national ranking from 145th to 138th.
 - Additional spend outside of main employment contracts remains high particularly agency worker spend, although spend has positively decreased again in this quarter by £70k, reducing from £648k in quarter 4 to £578k.
 - The wait time in the One Stop Shop for the specialist teams for quarter 1 was 8 minutes 59 seconds against a 10-minute target.
 - At 5.5 days per 100,000 population, our Delayed Transfer of Care (DTOC) rate for the Doncaster health and care system is well below the BCF target of 7.
 - Performance in relation to the Doncaster Children's Trust will now be presented by the Trust in a separate report as they have become an Arm's Length Management Organisation (ALMO) in April 2019.
5. Further performance detail is contained in the accompanying '**Delivering for Doncaster**' booklet, which details the progress made in quarter 1 of our Doncaster Growing Together partnership transformation. This booklet also includes update on our key service standard measures, which give an overview of the services our residents receive.
6. Updates include:
- Doncaster's first 'Manufacturing and Engineering forum took place at the National College for High Speed Rail with over 40 businesses in attendance allowing attendees to benefit from networking opportunities and a range of expert talks.
 - The Complex Lives Alliance won the prestigious Municipal Journal award for care and health integration in recognition of their challenging work with people who are sleeping rough in the Doncaster area.
 - In May our Vibrant Town Centres hosted the Delicious Doncaster Food Festival, along with Armed Forces day in June, which celebrated the contribution of our Armed Forces community.
 - Doncaster hosted the start of the 2019 Tour de Yorkshire on the 2nd May, which brought a large number of spectators to the Market Place and across the route.

EXEMPT REPORT

7. This report is not exempt

RECOMMENDATIONS

8. The Mayor and Members of Cabinet are asked to note and comment on the quarter 1 performance and financial information; including;
- the changes to the Strategic Risks that are detailed in paragraphs 45-46 and the Appendix C – Strategic Risks and
 - note the allocations of block budgets in the Capital Programme, detailed in the Appendix A – Finance Profile in accordance with the updated Financial Procedure Rules.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

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

Improvement	Same as last time	getting worse
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LIVING:

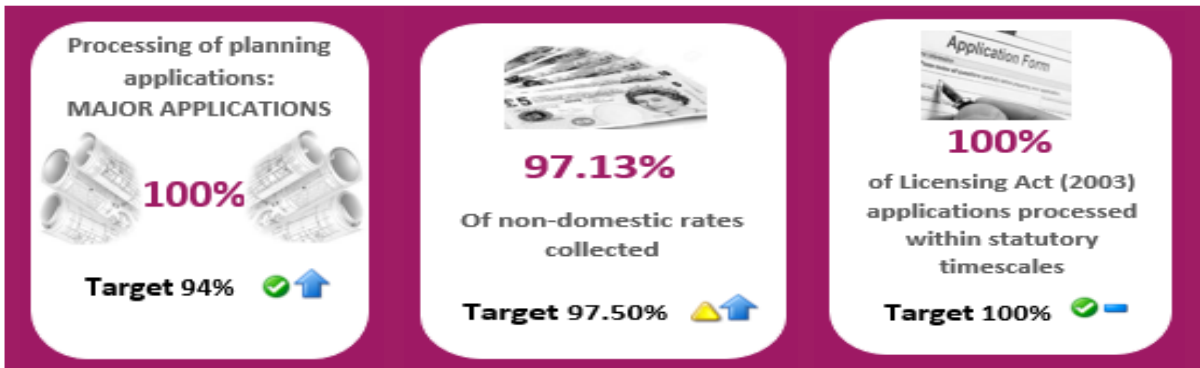


Service Standards				
5	1	1	-	..

9. Evidence and intelligence derived from a recent Housing Need Study is being used to shape future activity across a range of DGT housing work streams. Overall housing delivery has seen an additional 413 homes in quarter 1 against our annual need of 920 homes per year. This is much higher the 243 homes delivered last year – in which we ended the year with another record delivery total. Doncaster has exceeded 1,000 net homes for the past 4 years. This is a significant oversupply against our long-term average need of 920 homes per year.

10. The vast majority of this theme's service standards were either at or above their targeted levels of performance – this includes land/highways cleanliness and scheduled grass cutting.
11. The percentage of fly-tipping incidents investigated and removed within seven days remains off target, but saw a significant increase from 51% in Q4 to 70% in Q1. A planned targeted action week has taken place, and focused work is being undertaken to review the data and processes in place for this service area so that we can target our response more effectively and efficiently. We respond to over 3000 incidents per quarter, and although we are not hitting our target for the speed of response, all fly-tipped waste is being removed.

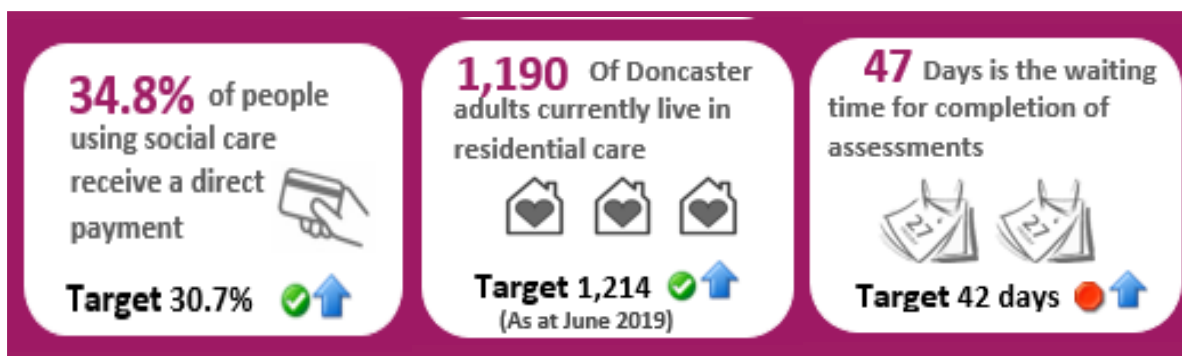
WORKING:



Service Standards				
3	1	-	-	-

12. Doncaster's Planning service has maintained very high standards of performance with respect to the processing of major planning application within 13 weeks. Performance has been 90%+ against the national target (70%) for many years, and Q1 performance (100%) is above the new locally set target of 94%.
13. Non-domestic rates collected at the end of quarter 1 is estimated to be slightly below target at 97.13%, the volatility of Non-domestic rates (Business Rates) can have sharp impacts on estimates both positively and negatively and efforts continue to keep accounts up to date in a timely manner and rigorous pursuit of outstanding debt remains ongoing. Further detail in relation to non-domestic rates can be found in paragraph 44.
14. Our 'Working' strand of the Doncaster Growing Together programme saw a hive of activity in quarter 1. This included a free pop-up business school for aspiring entrepreneurs, and delivery of Doncaster's first Manufacturing and Engineering Forum, which provided opportunity for over 40 businesses to network and hear from expert talks from leading manufacturers and engineering companies.

CARING:

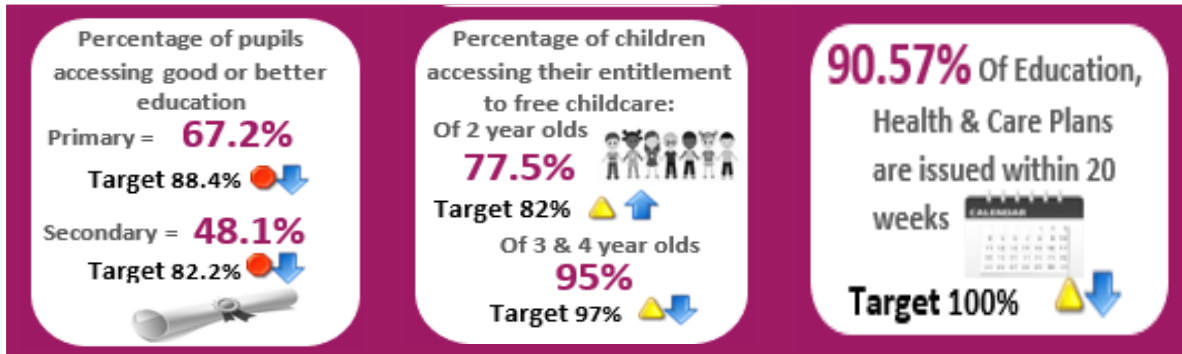


Service Standards

5	1	1	0	0

15. The 'Your Life Doncaster' programme has been established to oversee adult social care, focuses on four major areas of work; Front door, Integrated Area based working, Joint Commissioning and Practice Development. The governance, reporting and staffing model is working to transform commissioning, improved customer contact, area based working initiatives and strengths based practice across Adult Social Care and Safeguarding. The various projects are making good progress and are beginning to provide a sound intelligence based foundation for which to further transform Adult Social Care.
16. The Number of People living in Residential Care saw a reduction this quarter from 1,219 to 1,190 and in the past 12 months this figure has reduced by 51 people in total. This is positive given the emphasis on making sure that people are in the right care setting and balancing residential care with other forms of long-term support.
17. The latest Delayed Transfers of Care (DTC) rate for the Doncaster health and care system was 5.5 days per 100,000 pop/day, which is well below the BCF target of 7. The High Impact Change model that provides an indication of the transfers of care is to be refreshed in the coming months with a further change added to focus on access to housing and home based services
18. Doncaster council Adult Social Care have committed to delivering high quality, strength based services, which achieves positive outcomes and independence for the people of Doncaster. This is underpinned by the introduction of a Quality Assurance Framework, which is part of Doncaster's Performance Management Framework (PMF) and is modelled around the outcomes based accountability methodology. The PMF is helping to improve the quality and efficiency of services as well as measuring performance. The Quality Assurance Framework will improve practice standards for Adult Social Care, Occupational Therapy and Safeguarding.

LEARNING:








Service Standards				
3	4	2	-	-

19. The percentage of pupils accessing ‘good or better’ Ofsted rated schools remained comparable to previous quarter at both Primary and Secondary level. There were 8 primary schools inspected during Q1. In addition, there were 2 secondary schools inspected in Q1. Our Learning Standards and Effectiveness Service provides support to schools, particularly with regard to their preparation for the new Ofsted Inspection framework and to date has made good progress around improving the quality of leadership in schools.
20. Persistent absence at secondary level shows an improved position this reporting period – autumn term 2018/19. At 15.4% Doncaster has improved its national ranking moving from 145th to 138th when compared to the same period last year and has narrowed the gap towards the national trend that dropped 0.6pp to 12.7%. Our Education Inclusion programme maintains a strong focus on Behaviour and Attendance. Our recently approved behaviour strategy aims to strengthen the capability of schools to meet the demand of children and young people with behavioural needs as well as improving the quality and range of provision for all young people educated outside of mainstream settings. This work also includes a network for leaders and practitioners from all schools and a borough wide public campaign to raise awareness of the importance of school attendance.
21. The percentage of children accessing their entitlement to free childcare stands at 77.5% for 2 year olds and 95% for 3 and 4 year olds. Both are off track against targets.

CONNECTED COUNCIL:



Service Standards				
				
3	2	3	-	-

22. During this quarter, support has continued to be provided to the Council's improvement and transformation agendas, to support leaders and managers to shape and deliver effective change. The Adults, Health and Well Being Transformation Programme remains a key priority with bespoke leadership development taking place within the directorate. Work has commenced on shaping and developing the One Council programme which offers a major opportunity to create a new organisational structure, service models, revised leadership roles and more efficient ways of working; resulting in a fit for purpose working culture that will better enable the council to meet needs and demands in order to maximise outcomes for our residents.
23. A number of interventions continue to be offered through the Leadership and Management Development Framework in strengthening capacity building that will ensure our leaders are equipped with the right skills and behaviours to deliver on the Council's priorities. Continued emphasis is still required by managers to support succession planning by creating more job opportunities for apprenticeships from entry level through to degree level and deployment of graduates.
24. The Skills Framework has been further embedded into our ways of working through the PDR scheme. This has been a key quarter for PDR completion and achieved 92% completion of PDRs for all staff against a target of 95%.
25. Additional spend outside of main employment contracts remains high particularly agency worker spend, although spend has positively decreased again in this quarter by £70k, reducing from £648k in quarter 4 to £578k and this needs to be sustained. Agency assignments should be used as a short term solution to staff capacity or skills issues, however currently 57% of assignments have been for more than 6 months and 24% for more than 1 year. Robust management of assignments and spend will continue to be a focus throughout 2019-20.
26. The sickness absence rate for this quarter was 9.34 days per full time equivalent (FTE) employee, which is slightly above the corporate target of 8.50 days, and is also a slight increase on quarter 4 outturn of 9.09 days per FTE. Managers need to ensure the most appropriate action is taken in dealing with both long term and short-term absences to improve overall performance.
27. Casework numbers have decreased from 38 new cases in quarter 4 to 15 new cases in quarter 1. Although, only 57% were completed within the 8-week time limit specified within the process and further improvement in working practices is needed
28. The average number of days to process a new housing benefit claim for the year remains stable 19.88. This is well on target and reassuring for the busiest quarter of the period. The processing of new applications for Council Tax Support (CTS) is 23.3 days, just above the target of 21 days. This is the first time the performance has been below target since quarter 4 2015/16. Performance has dropped in the first quarter largely linked to DWP claim processing times for Universal Credit, which is needed to award CTS. We are closely monitoring this performance and it is pleasing to note there has been a marked improvement in July with performance returning to previous levels. We intent to meet DWP and access where improved joint working can take place.
29. Local authority spend with local businesses has increased to 73% against a 66% target with spend equating to approximately £32.4m from a £44.4m total spend.

30. The wait time in the One Stop Shop for the specialist teams for quarter 1 was 8 minutes 59 seconds against a 10-minute target. Customer services now serve customers as soon as they enter the building, resulting in customers not waiting to be served and increased usage in the self-service area.

FINANCIAL POSITION:

Revenue Budget

31. The Council is currently forecasting a year-end underspend of £1.1m for 2019/20 as at quarter 1. Planned savings for 2019/20 are largely on track with £17.7m expected to be delivered leaving a projected shortfall of £1.0m. A summary of the £1.1m underspend by service areas for 2019/20 is provided below:-

	Quarter 1				2018/19 Outturn Variance
	Gross Budget	Net Budget	Variance		
	£m	£m	£m	%	£m
Adults Health and Wellbeing	159.6	75.3	0.0	0.0%	0.7
Learning & Opportunities - Children & Young People	54.6	12.1	0.5	0.9%	0.5
Doncaster Children's Services Trust (DCST)	54.6	50.1	-0.7	-1.3%	0.0
Corporate Resources	92.5	22.4	0.1	0.1%	-1.4
Regeneration & Environment	112.7	34.5	-1.0	-0.9%	-1.5
Services Budgets	474.0	194.4	-1.1	-0.2%	-1.7
General Financing	6.8	6.2	-0.3	-4.4%	-0.3
Other Council-Wide budgets	12.9	-77.8	0.3	2.3%	-0.1
Council Wide	19.7	-71.6	0.0	0.0%	-0.4
Grand Total	493.7	122.8	-1.1	-0.2%	-2.1

32. Adults, Health and Well-Being is forecasting a break-even position overall. The care ladder is projected to underspend by (£0.176m) overall. The overall care ladder includes underspends on short stay residential (£0.806m), older people residential (£0.534m), extra care (£0.135m) and supported living (£0.198m) offset by overspends projected on working age adults residential placements £1.100m and non-residential home care and direct payments £0.396m. The care ladder figures incorporate projections for care ladder-related savings targets for 2019/20 and these targeted reviews amount to budgeted savings of £2.1m, with £1.4m expected to be achieved during the year, leaving a temporary in year shortfall of £0.7m, which is factored, into the overall projections shown.

Care Ladder		Budgeted Position at Month 3	Actual / Projected Position at Month 3	Variance at Month 3
Older People Residential	Client numbers at current month	786	774	-12
	Forecasted clients by year end	797	798	1
	Net Expenditure (£'000)	15,496	14,962	-534
Working Age Adults Residential	Client numbers at current month	200	216	16
	Forecasted clients by year end	167	202	35
	Net Expenditure (£'000)	8,323	9,424	1,100
Short Stay Residential	Net Expenditure (£'000)	1,814	1,009	-806
Direct Payments	Client numbers at current month	938	857	-81
	Forecasted clients by year end	1,051	893	-158
Home Care	Client numbers at current month	1,047	1,108	61
	Forecasted clients by year end	983	1,108	125
Total Non-Residential	Net Expenditure (£'000)	15,237	15,633	396
Extra Care	Client numbers at current month	116	120	4
	Forecasted clients by year end	120	120	0

	Net Expenditure (£'000)	1,966	1,831	-135
Supported Living	Client numbers at current month	294	287	-7
	Forecasted clients by year end	329	322	-7
	Net Expenditure (£'000)	16,996	16,799	-198
Care Ladder Grand Total	Client numbers at current month	3,381	3,362	-19
	Forecasted clients by year end	3,447	3,443	-4
	Net Expenditure (£'000)	59,833	59,657	-176

33. The care ladder underspend is offset by overspends in other areas of AH&WB including the fees and charges savings target £0.6m (as this is not expected to be fully implemented until 2020/21), Integrated Community Equipment Services (ICES) contract £0.25m and contract savings review target £0.1m. There are staffing underspends within other Adult Social Care and Communities which are temporarily offsetting the vacancy management saving target (£0.448m remaining) for 2019/20 which will be rolled in with the remaining staffing savings target to be met in 2020/21 through anticipated functional review. There is currently £0.33m required from the one-off iBCF balance during 2019/20 in order for the service to break even overall, leaving an unallocated balance of £0.647m based on current monitoring position.
34. Learning & Opportunities - CYP projected outturn is a £0.481m overspend excluding DCST. The main overspends are Dolly Parton Imagination Library one off pressure £0.123m, Travel Assistance £0.225m, and Learning Provision £0.287m, which are offset by staffing under spends due to vacant posts in Partnerships & Operational Development (£0.1m) and Educational Psychology of (£0.1m). There is a phased plan to withdraw the Dolly Parton Imagination Library from August 2019 and going forward to promote the use of book-start and community libraries. The all age Strategic Travel Assistance Review group recommendations have been implemented; a new panel to agree travel assistance requests started in early May and the recruitment of a Transport Assessment Officer is out to advert to offer alternative travel arrangements to single use taxis. Learning Provision £0.287m above budget due to temporary in year pressures for unfunded Secondary Standards & Effectiveness Officer, maintained schools expected deficits on conversion to academy status and contract payments to Partners in Learning. LOCYP is currently developing and market testing a single offer for an integrated personalised Learning Provision (School Improvement) to become live in totality for April 2020 as a chargeable service and as a tapered offer during the autumn term, in particular for an integrated training offer.
35. The Children's Services Trust (DCST) are reporting an underspend of (£0.680m) against the contract value for 2019/20. DCST's costs are mainly in line with their budget but how the costs are funded for OOA placements means there is an additional £0.568m that needs to be funded from Dedicated Schools Grant (DSG). This will result in an additional pressure on the DSG High Needs Block for 2019/20, which is managed by the Council in consultation with Schools Forum. Further details in relation to DCST finance and performance will be provided in a separate report on the agenda.
36. Corporate Resources is forecast to overspend by £0.12m at quarter 1. This mainly relates to £0.47m relating to a loss of housing benefit subsidy. In the past the council has been successful in recovering housing benefit but this source of income will reduce as cases move over to Universal credit. In addition, Corporate Resources have absorbed the cost of the Communications Strategy of £0.19m, which is a Council Wide strategy. These costs are off-set by one-off salary underspends across the service of £0.39m and £0.11m of one-off income from schools for HR advice and job adverts.
37. Regeneration & Environment is projected to underspend by £0.98m. This is due to Bereavement £0.35m overspend due to lower death rates; Fleet Transport -£0.35m underspend due to delays in fleet replacement programme; Highways Operations - £0.30m underspend due to large number of capital schemes being completed this year; Parking Development & Enforcement -£0.41m underspend from bus gate enforcement offsetting expenditure.

38. Council Wide budgets - overall there are no significant issues in the area at quarter 1, with a small underspend of £0.01m now forecast. This mainly relates to Treasury Management savings of £0.31m, offset by recently confirmed overspends in Other Centrally Funded £0.17m resulting from the unavailability of capital receipts and lower grant income from Business Rates Retention £0.13m due to fewer reliefs now being forecast to be awarded.
39. The £1.1m underspend position will improve general reserves to an estimated £14.4m at year-end; this improves our resilience in these uncertain financial times. Work is well underway on the difficult challenge to identify savings to bridge the estimated £13m funding gap for 2020/21. The underspends and pressures identified in this report will be reviewed and taken into account in the 2020/21 budget proposals. The aim is for Cabinet to approve a Medium-term Financial Statement (MTFS) with detailed savings proposals, at its meeting on the 1st October, 2019.

Housing Revenue Budget (HRA)

40. The outturn projection at Q1 is an underspend of £1.0m. The revised budget assumes a contribution of £2.3m from balances; the £1.0m underspend means that the contribution from balances is reduced to £1.3m. The variances are £0.4m underspend on expenditure the majority of which is due to a reduction in the estimated contribution to the provision to bad debt as a result of lower than anticipated rent arrears at year end. There is a positive variance of £0.5m on income and an additional £0.1m as a result of interest charges.
41. HRA balances are estimated to be £7.0m as at 31 March 2020, this is an increase of £1.0m from the position at year end. There is a considerable amount of work which is ongoing to understand the revised investment and compliance needs for all properties following the publication of the Hackitt report and the current consultation paper "Building a safer future: proposals for reform of the building safety regulatory system" the consultation period closes on 31st July 2019. It is likely that there will be implications for both revenue and capital budgets in future years.
42. Current rent arrears at quarter 1 are £2.0m (2.77% of the rent debit); this is a slight increase from £1.9m (2.61%) at year-end. This performance is on track and is being monitored very closely due to the rollout of full service for universal credit (from 11th October 2017). A provision was included in the Housing Revenue Account budget therefore it is not expected to negatively impact on the monitoring position. As at 30th June, the amount of former tenants' arrears was £1.2m an increase of £0.1m from year end, there have been no write offs during the first quarter.

Capital Budget

43. The capital spend projection for 2019/20 at quarter 1 is £137.2m with a further £259m projected to be spent in future years. Actual expenditure incurred so far this year is £11.2m. It is currently estimated that there will be a £5.4m shortfall in the required level of capital receipts. This is mainly due to two high value sales that were expected to be completed in 2019/20 now expected to complete in 2020/21. This position will continue to be closely monitored.

Collection Fund

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

a. Council Tax:

	Budget £m	Projection £m	Variance £m	Opening Balance £m	Planned Use £m	Closing Balance * £m
Collection Fund	-136.34	-137.45	-1.11	-3.66	3.39	-1.38
Doncaster Council	-111.87	-112.78	-0.91	-3.10	2.86	-1.16

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

The overall collection fund projected surplus is largely attributable to the longer-term collection rate being higher than budgeted for £-0.68m, lower levels of Local Council Tax Support awarded £-0.30m and additional growth £-0.13m.

Council tax arrears currently stand at £19.3m, compared to £19.7m target. The target for the reduction of Council Tax arrears was £1.7m for quarter 1 with an actual reduction of £2.1m. The reduction is down slightly on last year but this is because the starting level was also down slightly. This shows the continued determination of all Revenues staff to pursue all outstanding debt to a conclusion, irrespective of age.

b. Business Rates:

	Budget £m	Projection £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance £m
Collection Fund	-92.62	-94.58	-1.96	2.08	-2.15	-2.03
Doncaster Council	-45.39	-46.35	-0.96	1.02	-1.06	-1.00

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

The variance in 2019/20 on the business rates collection fund is mainly due to increased levels of gross rates £-1.02m and lower than estimated levels of retail relief being issued £-0.59m.

The target for business rates arrears is £5.0m and they currently stand at £6.0m. The level of previous year arrears actually went up in the first quarter. This is due to retrospective changes in liability being carried out in the current year back into the previous year, which actually increase the arrears figure from the year-end position. These changes reduce through the year and it is expected that performance will improve through quarter 2 and beyond. The Council is committed to pursuing all debt irrespective of age and this will continue in 19/20.

STRATEGIC RISKS

45. There are currently eighteen Strategic Risks and all have been updated as part of the Quarter 1 reporting process. No current risks have been identified for demotion and no new risks have been identified. Fifteen risks have retained the same profile; No profiles have increased. Through the implementation of mitigating actions four risk profiles have been reduced:

- Children and Young People do not achieve in line with national expectation;
- Failure to adequately address a sufficient number of Children's Trust Performance Indicators;
- Savings from Adults Health and Wellbeing services are not delivered as quickly as anticipated or are not achievable. Therefore, alternative saving plans will be required in order to achieve the Medium Term Financial Forecast.

46. We are undertaking a review of our current strategic risks to ensure they remain aligned to the council's priorities. The revised register will be reported against from quarter 2.

OPTIONS CONSIDERED

47. Not applicable.

REASONS FOR RECOMMENDED OPTION

48. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

RISKS & ASSUMPTIONS

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

LEGAL IMPLICATIONS [Officer Initial: NC Date: 23/07/19]

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

FINANCIAL IMPLICATIONS [Officer Initials: RLI Date: 23/07/19]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initial: KM Date: 29/07/2019]

52. Key performance indicator outcomes that are specific to the workforce are detailed within the body of the report along with other key areas of performance worth noting. Failure to achieve targets for sickness absence can impact on service delivery to customers and increase costs particularly where cover has to be arranged. The HR & OD team work with managers in service areas to ensure appropriate action is being taken to manage staff absence in an effective and timely way which should have a positive impact on performance. Individuals that do not have a PDR will not necessarily have clear targets and therefore may not be appropriately contributing to corporate, directorate and service targets or not having access to learning and development opportunities. An appropriate induction is an important part of the on boarding experience for new starters to the organisation and can influence staff retention rates thereby reducing recruitment costs. Increasing completion of training deemed mandatory ensures that staff are provided with the appropriate knowledge in certain areas, which should help to mitigate risks, reducing possible breaches and other potential consequences such as financial penalties. Creation of more opportunities for

apprentices at all levels is an effective tool in succession planning particularly in services where an ageing workforce is a factor.

TECHNOLOGY IMPLICATIONS [Officer Initial: AM Date: 29/07/19]

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

HEALTH IMPLICATIONS [Officer Initials: RS Date: 26/07/2019]

54. 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: 017/05/19]

55. 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

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

BACKGROUND PAPERS

57. Not applicable.

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Director of Corporate Resources



FINANCE PROFILE

Adult Health and Well-Being Revenue	Quarter 1 2019/20		
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓ Adults Health & Wellbeing Total	159.623	75.282	0.000
✓ Adult Social Care&Safeguarding Total	102.463	69.966	-0.476
<ul style="list-style-type: none"> Care Ladder (£176k) Detailed forecasts for the main Care Ladder areas are included in the Care Ladder summary and are based on the overall assumptions around activity as agreed at the various ASC management meetings. Overall Care Ladder underspend estimated at (£0.18m) to reflect the anticipated activity predicted until year-end (18 additional Resi placements, no additional Homecare, and 36 additional Direct Payments). The forecast also assumes significant progress around specific savings projects and future transformation (also detailed in the Care Ladder). Non-Care Ladder (£300k) This underspend is predominantly vacancies and backfill for people progressing to development posts, delays in recruitment and some staff on lower grades pending social work qualification. 			
● Communities Total	23.154	12.414	0.278
<ul style="list-style-type: none"> The overall variance in communities at the end of Quarter 1 is showing an overspend of £278k as opposed to the overspend of £493k reported at month 2. In the main the overspend is largely attributed to Community Provision, which in month 3 is showing an overspend of £307k. Mainly resulting from the (£-600k) income target aligned to the HEART Team, which is tied into the revised fees and charges project due to be implemented in Quarter 4. Equally, Hamilton Court has an overspend of £178k against a saving target of (£-300k) further work is required to understand how this saving figure was originally calculated. Day Services are on track to meet their saving target in 2019/20 (-266k) which is largely attributed to (£-95k) of transport savings and (£-30k) associated with staffing reductions. Community Safety is showing an overspend of £49k, which is directly attributed to the increase in staffing within the ARC Suite, which is being offset by (£-43k) of combined staffing savings within the NRT and School Crossing Patrol Service. Libraries and Heritage Services have an overall £27k overspend attributed to essential security, and fire safety work at Cusworth Hall, it is anticipated that this will be balanced off by staff savings in year. Town Centre - Complex Lives Team, are projected to overspend in year by £10k as there is no budget for the Team Leader Post 			
✓ Director Of Adult Services Total	1.811	0.733	-0.642
<ul style="list-style-type: none"> Management of Change budget is forecast to underspend (£26k) to offset overall AHWB pressures, with rest of budget committed to potential costs in-year, such as DP inflation or further increase to residential care rates. 			
● Commissioning & Contracts Total	10.795	6.794	0.374
<ul style="list-style-type: none"> Current forecast overall overspend of £124k (balance of unmet £400k savings for 2019/20). At this early stage in the year there are no significant variances identified within the service. Spend controls will be applied to reduce/deliver the current projected overspend. 			
✓ Public Health Total	19.524	0.543	0.006
<ul style="list-style-type: none"> Overspend on staff salaries, to be reviewed and use of GDM to be explored. 			
● Director Of Improvement Total	1.876	-15.168	0.459
<ul style="list-style-type: none"> Vacancy management target, offset by vacancies in other areas 			

Adults Health and Well-Being Capital	Quarter 1 2019/20			
	Budget (£m)	Projection (£m)	Budget Future Years (£m)	Projection Future Years (£m)
✓ Adult, Health & Well-Being Total	7.1	8.5	30.8	36.2
<ul style="list-style-type: none"> There are no major concerns with the AHWB programme at Q1. The only significant variances to budget reported at this stage is £0.15m further grant allocation for DFG's in 19/20. 				
✓ Adult Social Care	4.7	4.9	18.4	23.4
<ul style="list-style-type: none"> The main schemes in Adult Social Care are the Adaptations £1.9m and Disabled Facilities Grants (DFGs) £2.76m. 				





Part of the DFG grant funding is currently allocated to the Eden Lodge lift scheme. Since budget setting the DFG figures for all years have been increased in line with the 19/20 grant increase.





	Communities	0.3	0.8	0.1	0.1
	<ul style="list-style-type: none"> Schemes within Communities are mainly section 106 funded open space improvements/play area installations, grant funded Heritage Services projects and Library Service schemes. The Miners' statue scheme is also now included within Communities. 				
	Modernisation and Commissioning	0.3	0.5	2.0	2.0
	<ul style="list-style-type: none"> The main schemes in Modernisation and Commissioning are the Extra Care scheme scheduled for beyond 2022 and the Customer Journey development scheme £0.5m. The Customer Journey scheme is now starting to take shape with commitments of £216k being made against the allocation. 				
	Public Health	1.8	2.3	10.7	10.7
	<ul style="list-style-type: none"> Within Public Health there are some schemes within Sport and Leisure, including the annual DCLT capital payment of £1m, the partially grant funded Closed Road Cycle Circuit scheme (expected to be completed by August 2019) and a scheme for Leisure Facilities investment which has a total investment of £10m expected by 2022/23. 				

Corporate Resources Revenue		Quarter 1 2019/20		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Corporate Resources Total	92.517	22.361	0.119
	Customers, Digital & ICT Total	8.899	6.690	-0.126
	<ul style="list-style-type: none"> P3 - No significant issues in this area at period 3. There is a projected underspend of £0.13m one-off underspends from vacant posts. These have been confirmed since period two and account for the change in position 			
	Corporate Resources Director Total	0.259	-0.099	-0.066
	<ul style="list-style-type: none"> P3 - No significant issues in this area as at period 3. There is a one-off underspend of £0.07m from an accumulation of transactions and is forecast to be used as a saving in 2020/21, so shown as one-off for 2019/20. This has increased by £0.04m from period 2 			
	Finance Total	70.748	5.841	0.278
	<ul style="list-style-type: none"> P3 - This is forecast to overspend by £0.28m at period 3. This is mainly the on-going £0.47m under recovery of housing benefit over-payments as a result of a lower number of cases and less over-payments and continues to be closely monitored. This is off-set by one-off salary underspends of £0.21m from across the service. These are shown as one-off as they are expected to be used as savings in 20/21. This is a reduced overspend of £0.05m resulting from increased levels of salary underspend 			
	HR, Comms & Exec Office Total	4.654	4.143	0.063
	<ul style="list-style-type: none"> P3 - No significant issues in the area at period 3, with a projected overspend of £0.06m. The projected costs of implementing the revised Communications Strategy are £0.19m (with £0.16m being one-off), and accounts for the change from period 2. This is off-set by £0.11m from one-off income from schools for job adverts and HR strategy advice (but is forecast to reduce in future years) 			
	Legal & Democratic Services Total	5.334	3.371	0.010
	<ul style="list-style-type: none"> P3 - No significant issues in the area at period 3. A number of low level items largely off-set each other and resulting in the £0.01m overspend projection. The decreased underspend of £0.04m relates mainly to an increase in the level of Registrars fees receivable 			
	Strategy And Performance Total	2.624	2.416	-0.040
	<ul style="list-style-type: none"> P3 - No significant issues in this area at period 3. There is a projected underspend of £0.04m one-off underspends from vacant posts. These have been confirmed since period two and account for the change in position, with further updates expected by period 5 			

Corporate Resources Capital		Quarter 1 2019/20			
		Budget	Projection	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Corporate Resources Total	20.3	20.2	41.3	41.8
	<ul style="list-style-type: none"> The majority of schemes are progressing in 19/20 with no significant issues. The DIPS project's profile and timeframe are being reviewed and an update is expected for quarter 2. This is in the Customers, Digital and ICT element of the programme. The largest allocations are for the Q1202 Investment and Modernisation Fund 				

£12.33m, Q2298 Capital Receipts Flexibility £3.00m and ICT related projects £4.38m. The main reason for the in-year and overall variances result from moving allocations from the Investment and Modernisation Fund into the Regeneration and Environment capital programme.

	Customers, Digital and ICT	4.4	4.4	1.4	1.4
	<ul style="list-style-type: none"> The majority of schemes are progressing in 19/20 with no significant issues. The DIPS project's profile and timeframe are being reviewed and an update is expected for quarter 2. This is in the Digital element of the programme. The largest allocations are for the Q1809 DIPS £1.13m, Q1414 ICT Desktop and Mobile Upgrades £0.93m, Q1884 Superfast Broadband £0.78m and Q1418 Council Wide Systems allocation £0.36m. There are minor in year variances resulting from re-profiling from 19/20 into 20/21 and the inclusion of an earmarked reserve 				
	Finance	15.7	15.5	40.5	40.5
	<ul style="list-style-type: none"> No significant issues in the area at period 3. Spend has been minimal as invoices are only just being received for previous years work for the ERP system works following a dispute not involving the Council. The main allocation (£12.34m 19/20) is for the Investment and Modernisation Fund and is an allocation of funds that are moved to other schemes when approved. There is also an allocation of £3m for the flexible use of capital receipts that are intended to generate revenue savings 				
	HR, Comms & Exec Office	0.1	0.2	0.0	0.0
	<ul style="list-style-type: none"> No significant issues in this area at period 3. This area of the programme contains the replacement HR/Payroll system that is being jointly procured with Rotherham MBC at an estimated £0.24m for 19/20. Scheme is progressing with phase 1 going live in June '19 and phase 2 estimated for March '20 				
	Legal & Democratic Services	0.1	0.1	0.0	0.0
	<ul style="list-style-type: none"> No significant issues in this area at period 3. There is one scheme in this area and relates to the replacement of the voting and conference system in the Council Chamber in the Civic Office 				

		Quarter 1 2019/20		
Learning and Opportunities; CYP Revenue		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning & Opportunities C&YP Total	109.170	62.208	-0.199
	Centrally Managed	5.783	0.199	0.000
	Partnerships & Operational Del	9.249	2.671	0.016
	<ul style="list-style-type: none"> Partnerships & Operational Development £0.016m over spend. The over spend mainly relates to a one off pressure from the Dolly Parton Imagination Library £0.123m, which there is phased plan to withdraw this service from August 2019, and going forward to promote the use of bookstart and community libraries. This is offset by staffing under spends of (£0.1m) due to vacancies in Early Years, Locality Delivery, and Partnerships & Engagement. 			
	Commissioning & Business Devel	39.578	9.232	0.465
	<ul style="list-style-type: none"> Commissioning & Business Development £0.465m over spend. Commissioning & Business Development projected outturn is an over spend of £0.465m. The main areas of overspend are as follows: Travel Assistance costs £0.225m mainly due to the increased number of pupils and students accessing education outside of the authority due to provision and need. Due to the large number of different schools being accessed and the distances between these schools it is not possible for many students to travel with each other so there is a lot of single use taxis. Action - All age Strategic Travel Assistance Review group recommendations have been implemented; a new panel to agree travel assistance requests started in early May and the recruitment of a Transport Assessment Officer is out to advert to offer alternative travel arrangements to single use taxis. The group is looking at further ways the budget pressure can be reduced. Learning Provision £0.287m above budget due to unfunded Secondary Standards & Effectiveness Officer, Maintained schools expected deficits on conversion to academy status, contract payment to Partners in Learning and unmet traded income. These costs are all expected to be temporary and not ongoing into 2020-21. LOCYP is currently developing and market testing a single offer for an integrated personalised Learning Provision (School Improvement) to become live in totality for April 2020 as a chargeable service and as a tapered offer during the autumn term, in particular for an integrated training offer. The projected over spends are offset by staffing under spends in Educational Psychology (£0.099m) due to vacancies in the service. As part of budget setting for 2019/20, LOCYP allocated additional budget to Children with Disabilities whilst the Future Placements Strategy recommendations agreed at both AHWB & LOCYP Joint Leadership Team and the Trusts Executive Management Team are implemented, as such there is currently no significant budget pressure in this service. 			

✔ **Childrens Services Trust** 54.560 50.106 -0.680

- The Children's Services Trust (DCST) (£0.680m) under spend. At month three DCST are reporting an under spend of (£0.680m) against the contract value for 2019/20. DCST's costs are mainly in line with their budget but how the costs are funded for OOA placements means there is an additional £0.568m that needs to be funded from Dedicated Schools Grant (DSG). This will result in an additional pressure on the DSG High Needs Block for 2019/20 which is managed by the Council in consultation with Schools Forum.


Learning and Opportunities; CYP Capital

	Quarter 1 2019/20			
	Budget	Projection	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
✔ Learning & Opportunities - CYP Total	12.7	8.8	20.4	22.3
<ul style="list-style-type: none"> Forecasts have been developed following meetings with the management team concerned and the forecasts reflect some slippage from the approved budget set at March. There are no major concerns regarding the overall programme but the new Bader school has some potential cost pressures which will need to be monitored over the coming months 				
✔ Centrally Managed	0.2	0.2	0.4	0.6
<ul style="list-style-type: none"> This budget is set aside for emerging schemes and to cover various possible over spends on other projects 				
✔ Commissioning & Business Development	10.8	7.3	18.8	20.0
<ul style="list-style-type: none"> Largest elements are £3m for the new Bader school, £1.6m for the school condition programme, £1.5m for additional school places (slippage here of costs into 2020-21, Safeguarding & Access £.5m and funding devolved to schools (DFC) £.5m. Some slippage here due to Bader school and delays to planned increases to school places into 2020-21 				
✔ Partnerships and Operational Delivery	1.2	0.8	0.1	0.6
<ul style="list-style-type: none"> Largest element here is the new Inclusion development, current year reflects some expected slippage on the original budget due to delays in finding sites 				
✔ Children's Services Trust	0.5	0.5	1.1	1.1
<ul style="list-style-type: none"> Plans for these developments are yet to be finalised so there is potential for slippage here 				




	Quarter 1 2019/20		
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✔ Regeneration & Environment Total	112.729	34.527	-0.980
✔ Development Total	8.908	3.322	-0.041
<ul style="list-style-type: none"> Period 3 Overall underspend mainly comprised of: - Overspend (on-going) £71k developer contributions in Design. Overspend (on-going) £26k Building Control trading income. Overspend (on-going) £21k Apprenticeship Service surplus remaining on closure. Overspend (one-off) £60k St Leger Homes management fee due to increased premises costs. Overspend (one-off) £29k Development Management income from planning fees. Overspend (one-off) £11k gypsy and traveller rents. Underspend (on-going) -£16k Development Management legal and professional fees not needed (any volatility underwritten from additional budget provided by 20% planning fee increase). Underspend (on-going) -£14k apprenticeship incentive payments. Underspend (one-off) -£168k vacant posts. Underspend (one-off) -£17k Design fee income, over recovery after a detailed review of charges and the inclusion of additional fees for agency worker (net of additional cost). Underspend (one-off) -£20k Building Control trading income temporary increase in market share. Underspend (one-off) -£24k various efficiencies across the service. 			
✔ Director Of Regen & Enviro Total	0.252	0.209	0.000
✔ Environment Total	62.722	29.769	-0.815
<ul style="list-style-type: none"> Overspend (on-going) £75k Due to unachieved Digital Council savings in Regulation and Enforcement and 			

£100k to cover the cost of stolen gully covers.



- Overspend (one-off) £75k Due to Overspends on the smartlight scheme having to be met from revenue budgets.
- Underspend (on-going) -£190k Network management due to the additional income being generated through the street works and permit schemes and Waste is overall underspending by £193k due to various disposal cost savings.
- Underspend (one-off) -£414k Due to income generated through the Bus Gate schemes and £300k Highways Operations additional income generation which wont reoccur once the overheads have been realigned.
- Additional Comments - There are £800k savings due to be taken in 20/21 from highways £500k and Waste £300k. This is as well as working towards further savings of up to £3m for 20/21 onwards.










 **Trading & Property Services Total** **40.846** **1.227** **-0.124**

- At Period 3, the reported underspend is £0.124m, an improvement of £0.049m from Period 2.
- The Assistant Director cost centre shows a slight underspend.
- The Professional Business Support budget is showing an underspend of £0.039m due to a number of vacancies in the team.
- Property Services is now projecting an underspend of £0.518m an improvement of £0.099m. The largest pressures are Strategic Asset Management (£0.081m due to a number of unplanned property repairs), Statutory Planned Maintenance (£0.017m mainly due to loss of income from the Astrea Academy chain) and Metro Clean (£0.011m). This is offset by various underspends across the service including Facilities Management (£0.007m - business rates savings), Design (£0.073m - staff savings), Energy (£0.135m - CRC savings), Public Buildings Maintenance (£0.067m due to increased workload) and Fleet Transport (£0.350m - delayed fleet replacement programme).
- Trading Services is currently showing an overspend of £0.437m. The largest pressures continue to be Bereavement Services (£0.354m, due to significant reduction in death rates), Markets (£0.026 due to delayed contract start date) and InPress (£0.048m overspend due to reduced departmental spend).

Regeneration & Environment Capital	Quarter 1 2019/20			
	Budget	Projection	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
 Regeneration & Environment Total	95.3	99.7	152.3	158.7
<ul style="list-style-type: none"> • The key projects in the programme are progressing well. Risks and changes in forecast expenditure are referred to below. 				
 Development - Non Housing	45.4	47.2	63.8	65.0
<ul style="list-style-type: none"> • Main areas of spend include DN7 Unity Link Road (£12.0m), Doncaster Culture & Learning Centre (£10.9m), CCQ Cinema (£7.7m), A630 West Moor Link (£7.0m), St. Sepulchre Gate/Station Forecourt (£3.9m), Urban Centre Enterprise Market Place Phase 2 (£1.5m) and Strategic Housing schemes (£25.8m - more details provided below). The spend at Quarter 1 is £2.8m less than at the start of the year mainly due to expenditure re-profiled to later years, main variances outlined below: - <ul style="list-style-type: none"> • a). DN7 Hatfield Link Road - £0.9m increase due to bringing forward expenditure in line with the latest contractor profile. b). A630 West Moor Link - £1.6m expenditure brought forward from 2020/21 to match revised contractor quote for the bridge works. The overall value of the scheme remains the same but may mean there is a reduction in funding available for improvements to the carriageway. c). Strategic Housing - £5.7m decrease (more details provided below). • The SCR have un-ringfenced £8.1m SCRIF relating to Enterprise Market Place Phase 2, St. Sepulchre Gate/Station Forecourt Phase 3, and West Moor Link. Whilst the projects are un-ringfenced there is the risk that SCR allocate the funding to other projects. • The £3.3m NPIF funding being used on West Moor Link requires £1.5m of match funding, the majority of which is intended to be provided from either SCRIF or S106 contributions. Neither of these are entirely secure and could put all of the funding at risk if alternative resources are needed but cannot be found. Also, the trigger points for payment of S106 are not expected to be met in time for when the money is needed for the works. This means the Council may have to borrow an estimated £1.3m by 2020/21 to cover the period over which the contributions might be received. The final £0.3m of S106 is currently not expected until 2027/28, assuming that the developments proceed as projected. 				
 Development – Housing	29.4	25.8	79.4	84.1
<ul style="list-style-type: none"> • The main areas of spend include: Works to HRA properties £18.5m and Council House New Build £4.5m. The main variances from budget include: Works to HRA properties as the forecast spend on Communal halls has 				

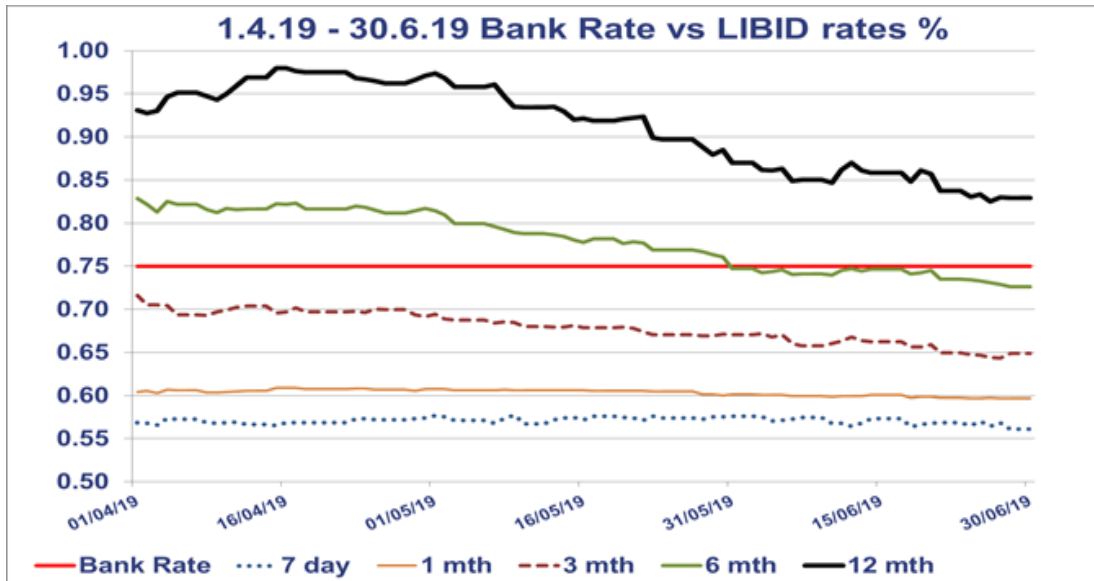
been reprofiled (£0.6m), Reprofiling of Unallocated Council House New Build funding, pending a fully worked up programme (£3.9m), Reprofiling of IT Improvement costs (£0.4m) and Reprofiling of Caravan site improvements (£0.7m). The main priorities of the programme in 2019/20 are: Council House build programme. Council House improvement and maintenance programme. High rise fire safety improvements and Energy efficiency works.

	Environment	7.6	10.6	5.5	5.5
	<ul style="list-style-type: none"> The main areas of expenditure in Environment are, Highways Asset Maintenance £7.8m Street Scene £0.79m which includes Parks and Pathways £0.23m. Street Light Improvement programme £1.20m. The 19/20 capital allocation is supported by a carry spend of the unspent element of 18/19 LTP Funding which has a full schedule of work profiled against it. 				
	Trading & Assets	12.7	16.1	3.6	4.1
	<ul style="list-style-type: none"> The main areas of spend are Fleet/Plant replacement £7.5m, Strategic acquisition fund £4m, currently it is unclear whether the full allocation will be spent this year, Retained buildings budget £1.3m over various building improvement schemes and The property investment fund £1.6m of which £0.930m relates to Herten Triangle this is mainly due to tenant incentives which cannot be paid until they are in occupation. 				

Council Wide Budgets Revenue		Quarter 1 2019/20		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Council Wide Budget Total	19.678	-71.585	-0.012
	Change Programme Total	0.000	-0.237	0.013
	<ul style="list-style-type: none"> P3 - No significant issues in this area at period 3. The majority of the savings have been identified, leaving an on-going pressure of £0.01m to confirm. No change from period 2 			
	General Financing/Treasury Management Total	6.798	6.172	-0.311
	<ul style="list-style-type: none"> P3 - This area is projecting to underspend by £0.31m at period 3. This is mainly due to additional one-off investment income of £0.18m. This is an increase of £0.07m from period 2 from investment income 			
	Levying Bodies/Parish Precepts Total	16.374	16.374	0.000
	Other Centrally Funded Total	12.018	1.967	0.157
	<ul style="list-style-type: none"> P3 - This area is projecting to overspend by £0.16m at period 3. This is mainly due to the unavailability of capital receipts meaning the £0.17m contribution to revenue will not be possible. This has been confirmed since period 2 and so is showing as a new overspend 			
	Revenue Costs Ex Capital Programme Total	-26.154	0.000	0.000
	Technical Accounting Total	5.186	5.186	0.000
	Business Rate Retention Total	0.000	-106.324	0.129
	<ul style="list-style-type: none"> P3 - Overspend (One-off) £129k resulting from revised estimate of grants receivable compared to be budget estimates. Variance results from under estimation of Small Business Rates Relief -£149k off-set by over estimation of £300k for retail relief (all possible awards included in budget but some companies are not eligible. Benefit from under award will be included in 20/21 financial year). This has been confirmed since period 2 and so is showing as a new overspend. 			
	Severance Costs Total	5.456	5.277	0.000

Treasury Management Update – Quarter 1 2019-20

1. The estimated outturn for Treasury Management is an underspend of £311k, due to a combination of lower borrowing costs than originally budgeted. In addition we are forecasting higher investment income than in the Original Estimate.
2. To take advantage of lower than expected interest rates we have borrowed £25m of this year's requirement early and placed it on interest earning deposit pending its use. Typically, we have borrowed for between 11 months (0.84%) and 5 years (1.5%), with funds placed on deposit for between 2 month (0.83%) and 6 months (1.1%).
3. As an authority we remain under borrowed by £79m in the long term. Remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt. This minimises interest paid on external debt but isn't a permanent solution and does carry some interest rate risk.
4. Interest rate risk (risk of paying higher rates when borrowing is taken) has been reduced as borrowing rates have fallen over the past 3 months, due to global growth uncertainty, trade disputes and the uncertainty of Brexit.



Borrowing

Figure 1: The following table summarises the Councils forecast Debt Portfolio as at 30th June 2019.

Doncaster Council Debt Portfolio and Maturity Profile as at 30 th June 2019				
	Upper Limit	Lower Limit	Actual	Actual
	%	%	%	£(m)
Under 12 Months	30	0	5.32	27.541
12 to 24 Months	50	0	17.86	92.503
24 Months to 5 Years	50	0	9.13	47.288
5 Years to 10 Years	75	0	4.49	23.254
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			63.20	327.308
40 Years to 50 Years				
50 Years and above				
TOTAL			100.00	517.894

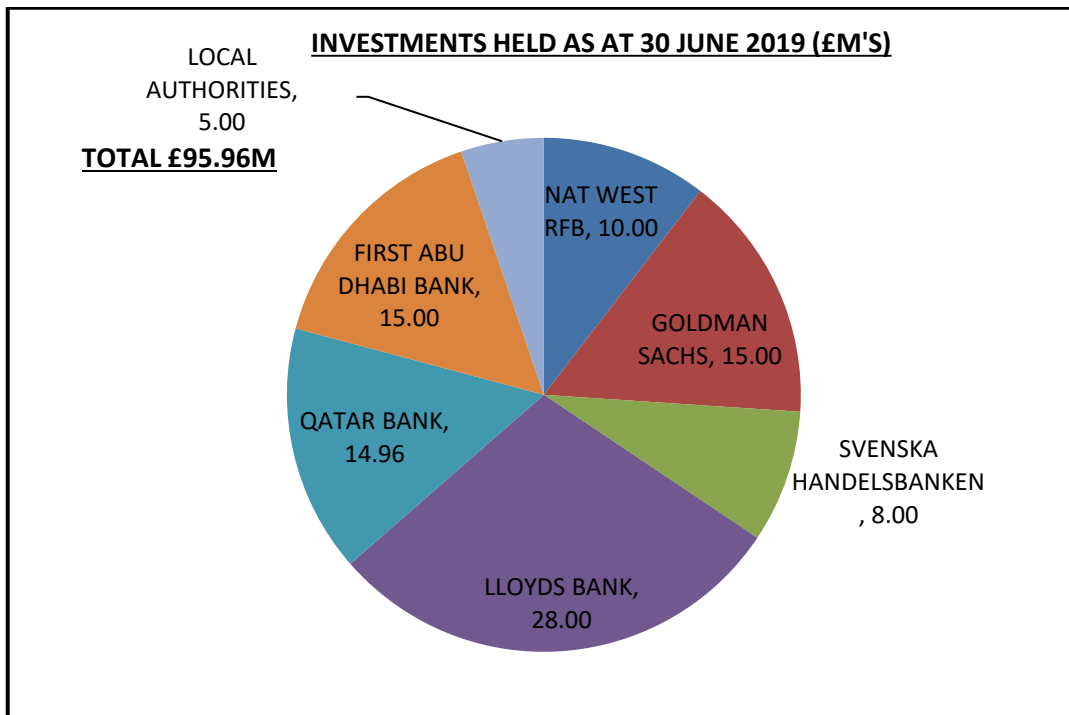
5. During the 2019/20 financial year the Council has a borrowing requirement of £82.8m. £33.3m in new external borrowing to support the Capital Programme, £49.5m to replace loans maturing during the year.
6. Short and long term interest rates remain low and offer opportunities for both shorter term borrowing and for locking in to longer term low rates. Interest rates are difficult to forecast despite the Bank of England forward guidance. The Bank of England have reiterated that they are ready to move interest rates in either direction (a rate cut is more likely than a rate increase between now and March 2020, due to continued global growth worries and Brexit uncertainty) with any future interest rate increases being slow and steady, with bank base rate potentially increasing from 0.75% to 1% by September 2020, but that will be dependent on the data seen between now and then and the forecast path of CPI. We will therefore continue to target advantageous rates over the shorter terms to minimise interest costs. We should be able to operate within our target maximum borrowing rate of 1.5% for all new lending taken out during the financial year.

7. Historically low interest rates does provide an opportunity to reverse the under borrowed position but this would come at an additional budget cost (£1.8m per annum), and based on forecast interest rates remaining low for the foreseeable future (50 year borrowing rates forecast to increase from 2.3% to 2.5% between now and March 2020) there is no real need to do so immediately.
8. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 4th March, 2019, have been breached during this financial year.

Investment

9. The investment portfolio can be seen in Figure 2. The investments are a mixture of call accounts for liquidity, fixed rate bank investments, local authority loans and Certificates of Deposit.
10. The current average investment rate is a creditable 0.96%, against a benchmark rate of 0.57%, 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 Handelsbanken call account facility.
11. Officers can report that no investment limits have been breached during the financial year 2019/20.

Figure 2: The following chart summarises the Council’s investment portfolio as at 30th June 2019.



Risks

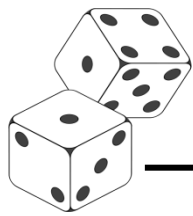
12. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 4th March, 2019. Key risks relate to our investment portfolio: -
 - a. The risk of reduced interest rates is considered high.
 - b. Counterparty risks are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

Capital Programme Block Budget Allocations Quarter 1 2019-20

	Funding Source	Allocation of block budget 2019/20 £m	Allocation of block budget Total £m
Regeneration & Environment			
Development			
LTP Integrated Transport Block Grant – Allocation Of Block Budgets (£1.095 in Development and also see R&E Environment for balance of £0.689m budget splits from this block)		-1.785	-1.785
Cycleboost Town Centre Parking		0.020	0.020
Cycling Infrastructure		0.188	0.188
Dropped Crossings Pedestrian Routes		0.040	0.040
Footways		0.035	0.035
Doncaster Bus Partnership Infrastructure		0.048	0.048
Active Travel Community Project		0.025	0.025
Urban Centre Quality Streets		0.100	0.100
Scrif-A630 West Moor Link		0.639	0.639
Housing			
Council House New Build Allocation of Block Budget: -	HRA Usable Capital Receipts	-0.654	-0.981
Council House New Build Ph4 The Springs Askern The direct purchase of 12 houses of Modular Construction at 'The Springs' Askern (former Askern Colliery) from Keepmoat Homes Ltd.		0.654	0.981
Heating Conversions / Upgrades. Resources have been moved from Planned heating. Electrical Planned Works. Programme to replace PVC consumer units.	Major Repairs Reserve	-0.449	-0.449
	Major Repairs Reserve	0.449	0.449
Environment			
LTP Integrated Transport Block Grant – Allocation Of Block Budgets (£0.689m from block budget in Development)	LTP Integrated Transport	See Comment	See Comment
Pre-Patching In Preparation For Surface Dressing		0.090	0.090
Micro-Asphalt Programme		0.030	0.030
Direction Signing Borough Wide		0.015	0.015
Traffic Management Measures Main		0.050	0.050
Vehicle Messaging System Parrots Corner		0.030	0.030
Lakeside Boulevard Parking		0.020	0.020
C445 Thorne Rd Parking		0.025	0.025
Residential Area Access Enhancements		0.020	0.020
St. Mary's Gyratory Sign/Lining Upgrade		0.020	0.020
A6182 White Rose Way Junction 3 Sign/Lining Upgrade		0.020	0.020
C178 Backlane Cusworth Footway Extension		0.015	0.015
Gate Wood Lane Layby Removal		0.015	0.015
A630 Wheatley Hall Road Microprocessor Optimised Vehicle Actuation Upgrade		0.040	0.040
Safer Communities-Main		0.070	0.070
School Reduced Speed Limits		0.100	0.100
A630 Church Way/Church View Safety Measures		0.010	0.010
Ridgebalk Lane/Harold Ave Safety Measures		0.030	0.030
C22 Doncaster Road/Hangmanstone Road Safety Measure		0.030	0.030
Skellow/Station Road Carcroft Safety Measures		0.030	0.030
B1220 Doncaster/Windmill Balk Lane Safety Measures		0.030	0.030
LTP DfT Highways Maintenance Grant – Allocation Of Block Budgets	LTP Highways Maintenance	-6.135	-6.135
C307 Jubilee Bridge Ferry Road		0.100	0.100

	Funding Source	Allocation of block budget 2019/20 £m	Allocation of block budget Total £m
Bridges Structural Maintenance		0.058	0.058
Principal Inspections & Assess		0.055	0.055
Thorne Flyover		0.060	0.060
Newton Ings Footbridge		0.100	0.100
West Moor Drain Bridge 2.057		0.170	0.170
Common End Bridge 4.153		0.010	0.010
Durhams Warping Drain Bridge Culvert		0.030	0.030
Bentley Moor Lane Retain Wall		0.030	0.030
Railway CJS/2 Tilts Hill Vehicle Restraint System		0.100	0.100
Railway GBL/38 Watch House Lane Vehicle Restraint System		0.065	0.065
Sprotbrough Flood Arches Repairs		0.030	0.030
Surface Dressing		0.680	0.680
Maintenance Block		0.355	0.355
Highway Maintenance Permanent Patching		0.588	0.588
Pre-Patching In Prep For Surface Dressing		0.300	0.300
Micro-Asphalt Programme		0.150	0.150
Brecks Lane (Phase 3) Carriageway		0.112	0.112
C97 High Street Carriageway		0.010	0.010
C762 Old Road (Phase 1) Carriageway		0.235	0.235
Long Close Carriageway		0.010	0.010
Grantham Street Carriageway		0.005	0.005
C216 Hurst Lane		0.294	0.294
Class U Road in Urban Area (UU) Tranmoor Lane & Roundabout		0.160	0.160
UU Lancaster Avenue & Roundabout & Montrose Avenue & Northumberland Avenue		0.057	0.057
UU Gowdall Green		0.017	0.017
UU Cheswold Road & Power Station Road		0.037	0.037
UU Bridge Terrace		0.031	0.031
UU Richmond Road & Manor Road Ph2		0.125	0.125
A18 Doncaster Road/Manor Road Ph2		0.174	0.174
A18high St & Doncaster Road & Broadway Ph1		0.210	0.210
UU Dell Crescent		0.020	0.020
UU Silver Birch Grove		0.024	0.024
C763 Arksey Lane & UU Millfield Road		0.085	0.085
B1220 Station Road		0.020	0.020
C96 Hatfield Lane Ph1		0.140	0.140
A614 Silver Street & King Street (Urban Centre Initiative)		0.150	0.150
High Friction Surfacing		0.200	0.200
Weather Stations		0.035	0.035
Pedestrian Guard Rail Renewals		0.050	0.050
Fences & Walls & Barriers		0.050	0.050
Vehicle Restraint Systems		0.100	0.100
Footway Reconstruction Block		0.092	0.092
Footway Slurry Programme		0.200	0.200
Gullies New-Replacement Capital		0.100	0.100
Flood Risk Schemes		0.170	0.170
Signals - Technology Upgrades		0.130	0.130
Signals - Replace Vehicle Messaging System Signs		0.040	0.040

	Funding Source	Allocation of block budget 2019/20 £m	Allocation of block budget Total £m
Street Lighting - Bawtry Road Islands/Bollards/Beacons		0.060	0.060
Street Lighting - Leger Way Bollards		0.030	0.030
Street Lighting Imp Programme		0.081	0.081
Trading & Assets			
Allocation of Retained Public Buildings Investment Programme block budget to the following schemes: -		-0.697	-0.697
Urban Centre Colonnades		0.050	0.050
Adwick Town Hall improvements		0.278	0.278
Denaby Family Hub heating /hot water		0.075	0.075
Mary Woollett boundary wall		0.030	0.030
Positive steps fire doors/loft works		0.074	0.074
Wickett Hern Road fire doors/loft works		0.009	0.009
Eden Lodge fire doors/loft works		0.028	0.028
Carcroft Pavilions improvement works		0.003	0.003
Stainforth Youth Club essential works		0.115	0.115
Markets work re water leaks		0.050	0.050
Mansion House Kitchen 1 st Floor		0.005	0.005
Rossington CC Conservatory Roof		0.020	0.020
Stirling Centre Lighting/Alarms		0.012	0.012
Tom Hill Youth Club External Repairs		0.005	0.005
Warmsworth Library Frontage		0.010	0.010
Sprotbrough Library Frontage		0.015	0.015



STRATEGIC RISK PROFILE

Savings from Adults Health and Wellbeing services are not delivered as quickly as anticipated or are not achievable. Therefore alternative savings plans will be required in order to achieve the Medium Term Financial Forecast	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
		15	10	↓	20	20	20

Current position: This risk now pertains to the financial savings expected to be realised by the Your Life Doncaster Programme in financial year '19/20.

The likelihood of this risk impacting has been reduced due to the significant work undertaken on a financial modelling tool and benefit realisation approach developed in partnership between Finance, SPU, Programme and Operational Business. The Programme plan and on-going priorities are focussed upon the delivery of improved outcomes for the citizens of Doncaster – but will be very much shaped by the framework of the savings requirements.

With regards to the broader savings requirements of the AHWb portfolio, the Strategic Lead Officer is responsible for the on-going implementation of the AHWb savings plan & for working with directorate colleagues to ensure that savings are delivered. A robust savings plan is in place for 19/20

Mitigating Actions

- Continued monitoring of financial position through analysis of the Care Ladder and YLD Financial Model.
- Continued monitoring of non-financial benefits – acting as early proxy indicators as to potential financial impacts of Programme delivery.
- Effective assurance through the new Your Life Doncaster governance arrangements.

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

Current position: Likelihood - Possible (3), Impact - Critical (5), therefore score once again 15. As stated repeatedly, this is unlikely to change, however every measure is being taken to reduce risk wherever possible. The Council has Cabinet Office PSN accreditation and the next assessment is taking place in July. The Council's ICT Security Officer is constantly focused on ensuring the best security in place for all current and new technology implemented across the Council, SLHD and DCST and is therefore prepared.

Mitigating action: The extensive upgrade programme is going well. Routine security patching is issued across the technology estate and regular health checks as required.

Failure to improve Data Quality will prevent us from ensuring that data relating to key Council and Borough priorities is robust and valid.	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
		12	8	→	12	16	16

Current position: The data quality cleansing exercise has been extended to December 2019, in line with the DIPS programme's migration plan. Service Improvement managers are now established in post and the Data Quality Project Board has been formed.

Mitigating Actions: Plans are underway to refresh training and e-learning provision for officers, including additional training for information asset owners. The temporary resources being put in place will reduce the risk of data quality problems in the future. A Data Quality Risk Log and Recovery Log have been put in place.

Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
		12	12	→	12	16	16

The risk has been reviewed and has remained at a score of 12. We believe the Target for this risk should be reduced to Impact 3; Likelihood 3, to reflect the mitigating actions currently in place. Doncaster, through the Mayor, continues to attend the City Region LEP Board and the Mayoral Combined Authority ensuring Doncaster's interests are articulated. Officers also continue to deliver the major infrastructures schemes that are funded through the Sheffield City Region Investment Fund.

The South Yorkshire Leaders and the SCR Mayor recently agreed an approach to break the deadlock around SCR Devolution and confirmed this in writing to the Secretary of State. The SoS has responded positively "[Gov] is prepared to implement the SCR deal with an understanding that after 2022 those councils that do not see their future in the City Region should be free to join an alternative wider Yorkshire devolution group..."

Yorkshire Leaders will receive a proposition setting out options for progressing the work streams associated with devolution at their 11 July meeting:

- Government feedback on One Yorkshire Deal
- Interim Devolution Arrangements for the whole of Yorkshire
- Progressing the SCR Deal based on the agreed position by South Yorkshire Leaders and SCR Mayor

Workforce issues in AH&WB and support services, including vacancies, recruitment, staff development and sickness, reduce the ability to transform at the pace required in current plans	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
		12	12		12	20	20

Current Position: Due to the demand for and pressure on AHwB services the overall risk score was increased from 12 to 20 in Q2 (18/19) this was reduced back to 12 in Q4 (18/19) and presently remains static. Although this is positive - this is still approaching the limit of risk appetite.

The mitigating activities initiated in Q3 (18/19) continue to have a positive impact - including the YLD Programme review, Projects & Transformation resource allocation plan and continued focus on collaborative working across all services involved.

Following successful BCF bids a number of critical operational posts have now been, or are in the process of being recruited to (DP Officers, Well-being Officers and ISAT roles).

Mitigating Actions

- Workforce development activity to continue to focus on cultural and transformational change.
- Continued progression of Frontline Engagement Group.
- Continuing to build the culture of collaborative working.
- Progress the Practice Development Project to ensure that staff are trained and retained.

Failure to achieve the budget targets for 2019/20	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
		10	10		10	15	20

Current Position: The Council set the budget for 2019/20 in March 2019, which has been allocated to managers to manage costs within the budgets provided. The risk is based on the month 2 estimated £1.1m underspend projected.

Mitigating Actions: On-going budget pressures identified as part of the 2019/20 budget and resourced. Improved information available to budget holders. Regular scrutiny of the budget position (including the increase to monthly financial monitoring and improving budget holder ownership of the budgets and skills where applicable).

Note specific budget targets will be monitored through quarterly performance management arrangements.

The agreed standards and policies are not adequately understood and implemented by practitioners who work with vulnerable adults increasing the risk of vulnerable people experiencing harm or abuse	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
		10	10		10	10	10

Current position: The Safeguarding Adults Hub continues to be managed through a central team, with a worker from there being part of the new Integrated Front Door approach within adult services. This enables concerns raised from the Police to be triaged more appropriately and effectively. The six-month Rapid Improvement Project that was undertaken with the Team was completed in January 2019. This work enabled a review of the business processes, and a new future operating model was developed on the back of this. The aim of the model (which is out for consultation) is to work to the principles identified in the Care Act more effectively, with a more integrated and multi-agency approach to Safeguarding, with workers being embedded more in the community teams. The team continues to manage the work coming in with a very small waiting list. A Performance Dashboard has been developed and is used as a means of monitoring and managing performance more effectively.

The South Yorkshire Principles were launched earlier in the year, and are available on the Intranet for staff. Local procedures are being developed, with a view to these being implemented by the end of 2019, and will be accompanied by mandatory training for key staff.

The Safeguarding Adults Board action plan continues to be reviewed and reported on regularly at the Board (DSAB) via the information collated in the Performance Dashboard. There has been a temporary change to the person undertaking the role of Board Manager, but this has not had an impact on the work that continues to be undertaken, including the multi-agency training programme that is provided to staff across the multi-agency partnership.

Mitigating Actions: The Board continues to use the Performance and Assurance framework, which provides assurance that safeguarding practice continues to be in line with Making Safeguarding Personal, being outcome focused and in line with the 6 principles of safeguarding adults. The Performance Dashboard (through Power BI) is used to regularly monitor the work coming through to the Safeguarding Team. Closer working arrangements are now in place between the Hub and Contracts and Commissioning colleagues to help with work related to care homes in the Doncaster Borough.

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	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
		10	10		10	10	10

The new performance and QA framework underpinned by new governance arrangements will ensure an even greater and more targeted scrutiny and challenge process, which will also facilitate a more rounded assessment. There remains no suggestion or evidence that children are unsafe. Ofsted has provided further assurance.

Doncaster systems do not integrate effectively to enable the rapid discharge of hospital patients, resulting in increased delayed transfers of care and risks to better care funding.	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	10	10		10	10	10	10

Current Position: On average over the past year Doncaster has performed better than the Better Care Fund target with 6.2 days delayed per 100k population per day, compared to the target of 7 days. Latest monthly figures show Doncaster as still achieving the BCF target. The sustained improvement during the year has reduced the likelihood of the risk, but this will be re-assessed when the May 2019 figures are released.

Actions to ensure that patients are discharged quickly and safely are consistently being taken, in close partnership with Health colleagues. Social care delays in particular have reduced significantly in the last year, improving from 7.2 days per 100k population per day in August 2017 to an average of 1.6 over the past year.

Average Performance - 12 months (days delayed per 100k population per day)

	Actual	BCF Trajectory Target
NHS	3.7	2.8
Adult Social Care	1.6	2.3
Both NHS & ASC	0.9	1.9
Total	6.2	7.0

The current assessment still stands, below are mitigating actions to ensure risks are managed effectively.

Mitigating Actions

- Daily management of individual hospital patients to make sure that they are discharged quickly and safely
- Flexible social care services to facilitate capacity in reablement/intermediate care facilities
- Close monitoring of DTOC figures for early warning of performance issues
- Effective challenge of delays raised by local Health Trusts
- Close working with the Doncaster CCG and local Health Trusts on discharges
- Implementation of the LGA High Impact Change model through the Your Life Doncaster Programme
- Joint reporting arrangements with CCG and Health Trusts
- The Integrated Discharge Team based at DRI is now operational on a 7 day basis.

Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	9	6		6	6	6	6

The position remains as reported with a pattern of high contacts to social care; high rates of re-referrals, but increasing rates of early help intervention. The position will only be improved by system remodelling and efforts are underway to deliver this

Failure by the Council and the Trust to agree and set a realistic annual budget target	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	9	8		9	25	15	15

This risk needs to be reviewed. Given the change to the status of the Trust and the rebased budget for 2018/19, it is considered that this risk should be monitored and managed alongside those for other areas of the Council. A proposal to Directors will be made along these lines.

Failure to implement the Partnership priorities within the Doncaster Growing Together Portfolio	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	9	6		9	9	9	12

Current Position: No Change Risk Remains the same. We have in place all programme boards and a portfolio board to oversee the priorities and their delivery. Doncaster Growing Together is now delivering for the most part, but some programmes still need to develop and agree benefits. A piece of work to look at the volume and quality of meetings and reports across the partnership is underway looking specifically at the themes and how they operate.

Mitigating Action:

- Partnership review will help to shape the partnership function in 2019-20 to focus on our most important priorities and outline where, if any, areas need to be addressed.
- Work towards Doncaster Talks and the development of a new version of Doncaster Growing Together will help further integrate partnership collaboration.

Children and Young People do not achieve in line with national expectation	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	8	12		16	16	16	16

Improved results at EYFS, Y1 Phonics and KS1 RWM indicate an upward trajectory and a closing of the gap to national.

Failure to identify and manage Health and Safety risks	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	8	8		8	8	8	8

The Corporate Health and Safety Team continue to monitor the effectiveness of all council health and safety arrangements through both active and reactive monitoring.

- Fire Safety in High Rise Flats following the Grenfell disaster - Doncaster council's Fire Safety Advisor continues to attend the High Rise Fire Safety Group, advising and supporting St Leger Homes (SLH) where required.
- Residential Caravan Sites - St Leger Homes (SLH) continue to lead on fire safety action plans with input and advice from the Council's Environmental Health Officers (EHO's), South Yorkshire Fire and the Councils Fire Safety Advisor.
- The new Health and Safety Incident Reporting System has been in use across the Council for 10 months and continues to have a successful integration with iServe. The SHE Assure software has had a recent significant upgrade which has improved functionality and gives managers more tools to interrogate incidents and trends across service areas.

Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of childrens services across the wider partnership system	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	8	8		4	9	12	12

The Children and Families Executive Board continues to oversee the partnership approach to joint working. Membership of the board has been consistent over the last year, and since March 2019, young advisors have also been members. This will not only support our ambition to be the most child friendly borough but also ensure that any decision making takes into account the views of young people.

In addition from September Board, each CFEB will be themed and the relevant subgroup chair will be invited to attend board to present and update on progress. Also if any issues are flagged up through the performance group, the relevant chair will be invited. this will reinforce the current governance structure and support the delivery of effective partnership working.

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.	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	8	8		8	4	4	4

Current Position: The care market within Doncaster is considered to be stable currently; there have been no unplanned exits from the market during the period. The quality of the regulated services market sector (as inspected and rated by CQC) continues to compare favourably across Y&H region peers.


Mitigating actions: Market management continues to be supported through contract management and monitoring meetings. Currently all services are being delivered within the terms of the contracts in place.

Market Development is being progressed within the current YLD Transformation Programme (Strategic Commissioning mandate); progress to date includes:

- Statement of Intent produced setting out approach to Doncaster's market shaping and production of an MPS and signed off by JLT/Transformation Board
- Strategic Commissioning/Market Shaping workshop held 8th July 2019 involving commissioners across the Council (Adults, LOCYP, Public Health) to embed 'One Council' approach to commissioning and market shaping
- initial work packages developed for starting well, living well & ageing well
- appointment of additional resource pending to provide capacity to engage fully with the market and stakeholders to underpin market shaping and develop
- Specialist accommodation needs analysis currently being undertaken to inform the Council's housing development planning programme

Failure to adequately address a sufficient number of Childrens Trust PIs (as defined in the service delivery contract)	Current	Target	Trend	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
	6	6		9	9	9	9

The new performance and QA framework is complete and ready for upload. The new framework provides for a wider breadth of performance indicators, and QA measures which will ensure a more comprehensive assessment of performance with more scope for triangulation and a more rounded assessment of performance.

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

Current Position: No change Risk remains the same. The Anti Poverty group continues to meet and work towards the activity in the Anti Poverty commitment Statement. The focus of the group will continue to be on the impacts of welfare reform and how we as a group of partners can better support residents and families. In addition there is a focus to create a better understanding of Poverty across the borough and work towards a poverty data dashboard has begun to help the work of the group.

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



GOVERNANCE INDICATORS – Whole Authority

Whole Authority		Value	Target	DoT	Traffic Light
Sickness – Days per FTE		9.34	8.50	↓	⚠
PDR Completion - % of workforce with a PDR recorded		92%	95%	↓	⚠
Internal Audit Recommendations - % completed that were due in period	3 out of 10	30%	100%	↑	🛑
% of Large Transactions (over £25k) that are under contract	7 out of 210	97%	100%	↓	✅
% of Service Plans elements updated within timescale		80.7%	95%	↓	🛑
% of Freedom of Information Requests responded to within timescale		89%	95%	↑	⚠



**Doncaster
Council**

Delivering for Doncaster 2019-20

Quarter 1



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INTRODUCTION

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

The report is organised by our Priority Themes: Living; Working; Learning; Caring; Connected Council






Each Theme is structured to show:







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

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

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

  Improvement	  Same as last time	  getting worse
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SERVICE STANDARDS

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

Target 85%



87% Of adults with learning disabilities who live in their own home

Target 80.9%



47 Days is the waiting time for completion of assessments

Target 42 days



34.8% of people using social care receive a direct payment

Target 30.7%




62.6% Say information about our services is easy to find

Target 65.5%



3.2% Of eligible population aged 40-74 received an NHS Health Check

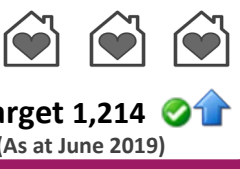
Target 2.5%



1,190 Of Doncaster adults currently live in residential care

Target 1,214

(As at June 2019)



Over the last few months, new models of care have been developed. These are the new **integrated neighbourhood delivery** model of care for people living with frailty which will be tested out in the Thorne area; and **Local Solutions for Families**, with an emphasis on early help, for families needing support in Denaby and in Hexthorpe. We've taken a different, more innovative approach and we've been working with local people to get this right. Our ambition is to expand from these initial areas of focus and develop joined up community-based support for people and their families. An important element of this work is really valuing the resources and support that already exist in communities and neighbourhoods, so that people can be supported to find solutions themselves, rather than being dependent on public services. That will enable our teams to provide more intensive support to the people who need it most. We will start to see some of these changes in Denaby, Hexthorpe and Thorne over the next few months.



The **Complex Lives Alliance** has won the prestigious Municipal Journal award for care and health integration in recognition of their challenging work with people who are sleeping rough. Our work has seen the number of people sleeping rough in Doncaster reduce significantly over the last year, by working with people and helping them to get into stable accommodation and providing support to help with problems of addiction, mental health and physical health.

The Rapid Intermediate Care Team was also shortlisted for the **Health Service Journal improving value in the care of older patient's award**. They specialise in helping people avoid unnecessary admission to hospital when there is a safe alternative available. Around 76% of the people the team work with have managed to avoid going to hospital and have been supported to regain their health, and independence.

The **Your Life Doncaster** all-age transformation programme is delivering on its vision to ensure that Doncaster residents are empowered to look after their own health and wellbeing, whilst knowing that support is always available from us, our partners, and the community if they need it. Building upon the excellent accomplishments earlier this year, the new triage system at the **Integrated Front Office** is greatly improving the Council's ability to respond quickly and appropriately to people's needs and keep people safe.

By promoting the use of **direct payments**, increasing numbers of Doncaster residents now have more choice and control over their own care. A direct payment is money the Council can give to people with eligible support needs so that they are able to choose for themselves what services they use, where they are getting them from, and when they need them. The number of people opting to receive a direct payment has risen to 34.6% against a target of 30.7%.

A variety of campaigns have been successfully launched, including the **#AnotherWay suicide awareness campaign** and a radio advertisement drawing attention to social isolation and community support. May and June therefore saw an exciting increase in visitors to the Your Life Doncaster website, where visitor numbers more than doubled compared to April 2019.



Residents were encouraged to talk about their wellbeing and that of loved ones, and to explore what kinds of information and support are available to them on their doorstep which will enable them to live well and independently for longer.

SERVICE STANDARDS



Uptake of free school meals

Target 79.08%

99.25% Of Early Year providers are rated good or outstanding by Ofsted

Target 98%

90.57% Of Education, Health & Care Plans are issued within 20 weeks



Target 100%

Percentage of children accessing their entitlement to free childcare:

Of 2 year olds

77.5%

Target 82%

Of 3 & 4 year olds

95%

Target 97%

Percentage of pupils accessing good or better education

Primary = **67.2%**

Target 88.4%

Secondary = **48.1%**

Target 82.2%



Percentage of children with first choice school placement

Reception = **95.7%**

Target 94%

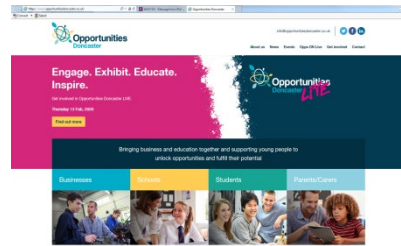
Secondary = **90.3%**

Target 95%



Social Mobility Opportunity Area:

Opportunities Doncaster is a new organisation, co-created by Doncaster Chamber, the Doncaster Opportunity Area Programme and Doncaster Council to bring business and education together.



The website www.opportunitiesdoncaster.co.uk, forms part of the wider Opportunities Doncaster programme and is designed to showcase its activities to local businesses, education providers, teachers, pupils, parents and carers.

The Skills & Education Director at Doncaster Chamber, and business lead for Opportunities Doncaster, explains: “The new website will act as a platform for people across Doncaster to find out how Opportunities Doncaster is working with business and education to inform young people about the career paths on offer to them across the borough, raise their career aspirations, help them to acquire the skills they need and connect them with employers.

Education Inclusion:

In May, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection to judge the effectiveness of the area in implementing the **special educational needs and disability (SEND) reforms** as set out in the Children and Families Act 2014.

Inspectors spoke with children and young people, parents and carers, along with local authority and National Health Service (NHS) officers. They visited a range of providers and spoke to leaders, staff and governors about how they are implementing the SEND reforms. Inspectors looked at a range of information about the performance of the local area, including the local area's self-evaluation.

The report has highlighted many areas of strength across the borough in our SEND provision and confirmed that the **'big picture'** in Doncaster is one of steady improvement. There was also recognition that our development plans are focused on what needs to improve and that we are acting quickly to make the necessary improvements.

Inspectors also identified areas of improvement and we are not complacent in addressing these to ensure that the quality of services for children and young people with SEND is as high as it can be.

Inspectors praised local leaders for their work in bringing together school partnerships in order to progress cross borough strategic initiatives around improving attendance, reducing exclusions and developing more effective decision making.

Education Transformation:

Doncaster has engaged in a significant Education and Skills transformation journey over the last three years, and has delivered a series of key achievements since the Independent Commission for Education and Skills set their challenge for the borough in the One Doncaster Report (2016). We are currently working to deliver a number of plans, including Doncaster Growing Together, but there is a need to develop a long-term narrative which sets out how to press forward to improve education, employment and skills over the next decade.

We are therefore consulting members of the public, educators, businesses, and other key stakeholders about the future education and skills system in Doncaster. We have already completed an initial consultation exercise and we are now seeking feedback on the findings of this consultation.

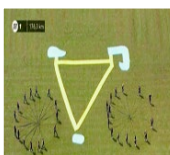
The consultation is open between 5th July and 20th September and we are asking people to provide feedback by completing a survey: <https://www.surveymonkey.co.uk/r/VCFDZPJ>

SERVICE STANDARDS

90.79% Of highways meet the required standard for cleanliness



Target 90%



The **Get Doncaster Moving (GDM) Programme** has a vision of 'Healthy and vibrant Communities through physical activity and sport'. Doncaster hosted the start of 2019 Tour de Yorkshire on 2nd May, with a great turn out of spectators in the Market Place and along the route. Micro grants helped community groups to make the most of the day, with a community peloton starting the race, with many examples of land art along the route.

'**Clean Air Day**' on 29th June, saw the closure of the road outside West Road Primary School in Moorends, with the space used for lots of activities by pupils and members of the community.

Doncaster also welcomed the finishing event of the Schools Yorkshire Tour, a cycling challenge in which hundreds of children took part in a baton relay across the whole of Yorkshire.



The **Housing (Homes for All) Programme** aims to help the people of Doncaster to access suitable, quality accommodation that meets their needs. We are using the findings of our Housing Needs Study and are talking to local people, to help us decide what type of accommodation is most needed on the land we have available. This includes affordable housing and specialist accommodation, for people with physical disabilities, older people and children in care.

Our **Complex Lives team** continues to help people into accommodation and supports those with addictions or mental health problems. Throughout June, there were 26 people reported as rough sleeping, however by the end of the month this had reduced to 22. We are currently working with 193 clients. Of them 21 people are known to be of high risk of rough sleeping that are either sofa surfing or in short term custodial sentence with a history of rough sleeping. Within the cohort, 44% are in positive accommodation settings, and 49 people have been in positive accommodation which has been sustained for more than 6 months.

In May our **Vibrant Town Centres** saw the Delicious Doncaster Food Festival built on the successful opening of the Wool Market and the start of Tour de Yorkshire with almost 75,000 people visiting the market area during the weekend event. In June the Town Centre hosted Armed Forces day celebrating the contribution of our Armed Forces community in serving our or having served our country.

The **Quality Streets Project**, along Hall Gate moved into Silver Street in June. Working with businesses we will continue to build on the opportunities created through major projects such as these.

Doncaster Cultural Education Network held one of its bi-annual events, bringing together creative educators and local artists from across the borough to exchange ideas and build opportunities for and with young people.

98% Of grass cutting works completed against programme



Target 96%

Maintained road surfaces:

96%

Of Non-Principal classified road surfaces

Target 96%

98%

Of Principal classified roads

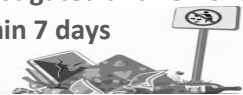
Target 98%

46.1%

Of household domestic waste is recycled

Target 50%

69.86% of fly tips are investigated and removed within 7 days



Target 85%

The average number of days to process a new Housing Benefits claim is

19.88 days

Target 21 days

SERVICE STANDARDS

Processing of planning applications:
MAJOR APPLICATIONS



100%

Target 94%



100%

of Licensing Act (2003) applications processed within statutory timescales

Target 100%



97.13%

Of non-domestic rates collected

Target 97.50%



13%

Of people with a learning disability have been helped into work

Target 6.7%

One of the Drivers for Growth identified within our **Inclusive Growth Strategy** is to focus on the specialist areas of Doncaster's economy which have significant potential for growth.

With this in mind, Doncaster's first **'Manufacturing and Engineering'** Forum took place at the National College for High Speed Rail on 19th June with over 40 businesses in attendance.

The unique event, organised by the council's Business Doncaster team and Make UK, was set up to bring companies from the sector together with an aim of improving the supply chain within the borough.



Attendees benefitted from excellent networking opportunities and a range of expert talks from organisations such as Polypipe, Hitachi Rail and the Advanced Manufacturing Research Centre (AMRC). The hot discussion topics included robotics, innovation and the main theme of the morning was Industry 4.0.

A free business course with a track record of inspiring entrepreneurs was held at Doncaster Wool Market from 3rd to 14th June 2019. Organised by Doncaster Council's Business Doncaster team, over 40 people attended the **Pop-Up Business School's** two week course which encourages local people to turn their passions into businesses.



The 10-day course was open to anyone interested in starting their own business and making a living doing something they love.

Workshops were packed with unique content such as starting a business with no money, making a great website for free, sales and marketing, finding customers, managing social media and understanding legal challenges.

The course was a huge hit and one attendee commented: **"I'm fired up with all the things I can do, rather than confused by all the things I felt were barriers!"**

Another major development in Doncaster has started with work beginning on an exciting **new cinema and restaurant complex** next door to the Cast performance venue in the Cultural and Civic Quarter. The £8.5 million project has benefitted from £635,000 from the Sheffield City Region Local Growth Funding (LGF) and once complete will create more than 100 jobs and bring more than £530,000 of new business rates into the borough.

The area around the Civic Square has been transformed into a destination area in recent years, with investment in the Civic Office, CAST performance venue and the new central Library and Museum, currently being constructed and progress is evident following the steel frame installation.

Managing Director of Lindum Construction, said "It is exciting to see a council which has so much ambition and such a strong vision for the Doncaster region and we look forward to being part of that journey as it goes forward. "We will be aiming to use appropriate local companies during construction, which will be an additional boost to the local economy."




It is planned for the new development to be open in spring 2020.

SERVICE STANDARDS

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

 **9.34 days** 

Target 8.50 days  

The average number of days to process a new Council Tax Support Application is **23.3 days**



Target 21 days  

Customer Services Initial contact

Online  **45,675**

Face to Face  **18,045**

Phone  **51,684**

Our Council Tax collection rate is




94.48%

Target 95%  

Freedom of Information



87% Of requests are responded to within timescale

Target 95%  

The Council and its partners continue on the journey of significant transformation; and to ensure our priorities are achieved and we deliver for Doncaster it is vital that we have the right people, with the right skills and behaviours in place to deliver the change required. To support this, the embedded Leadership and Management Development Framework continues to offer interventions to strengthen capacity building and collaborative working with an emphasis on creating more job opportunities for apprenticeships and effective deployment of graduates.

As part of our commitment of being an inclusive employer, the Council has once again achieved a **Gold Standard Fair Train Work Experience Award** demonstrating the importance we place on delivering high quality and meaningful placements within the Council.



The **Performance and Development Reviews (PDR)** Scheme continues to provide a useful mechanism to ensure staff are clear on their objectives, are performing well and have appropriate development to fulfil their roles effectively. This has been a key quarter for PDR completion and achieved 92% completion of PDRs for all staff against a target of 95%.

Managing staff health and wellbeing is a key aspect of the Council's performance management framework. The Sickness absence rate for this quarter was 9.34 days per full time equivalent (FTE) employee which is slightly above the corporate target of 8.50 days, and is also a slight increase on quarter 4 outturn of 9.09 days per FTE.

At quarter 1, the Council is forecasting a year-end underspend of £1.1m. This is a positive position at this stage in the financial year and demonstrates the continued effort to manage the significant cost reductions in 2019/20. Planned savings for 2019/20 are largely on track with £17.7m expected to be delivered leaving a projected shortfall of £1.0m. This will continue to be monitored throughout the year. The main variances are £1.1m underspend on Regeneration & Environment services, £0.7m underspend on services delivered by the Doncaster Children's Services Trust offset by pressures for Learning & Opportunities Services £0.5m. Full details are provided in the main report paragraphs 32 to 39.

The **VoiCes of Doncaster** project that aims to develop a coordinating, representative structure for the Voluntary, Community and Faith Sector in Doncaster is progressing well! The team held a interactive event, with community performances, including Sharron Richards Choir from Bentley. However fun aside, there was lots of important discussion about putting the community sector right at the heart at influencing what happens across Team Doncaster.



There will be further consultation and engagement on this, which will include a Question Time-style debate at the pop-up Roundabout Theatre in the marketplace on 19th September. Watch this space and if you would like to get involved with the project, please contact: voicesofdoncaster@gmail.com

This year's **'Volunteers Week'** had an emphasis on promoting the importance of volunteering and showcasing the wonderful variety of opportunities we have available across the borough. A number of volunteer recruitment fairs were held, at Priory Place Methodist Church and in the new events and exhibition space in the new Wool Market. These have been extremely popular, attended by around 50 different community groups, charities and sports clubs each time. Civic Mayor Linda Curran marked the week by making a beautiful speech about how the kindness of our volunteers makes Doncaster the special place it is.