



Doncaster Council

Report

**Date: 19th November
2019**

To the Mayor and Members of Cabinet

2019-20 Quarter 2 Finance and Performance Improvement Report & 'Delivering for Doncaster' Booklet

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

EXECUTIVE SUMMARY

1. This report focuses on quarter 2 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.

Financial Position: £2.0m underspend

2. At quarter 2, the Council is forecasting a year-end underspend of £2.0m. 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 £17.8m 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 35 to 46.

Performance

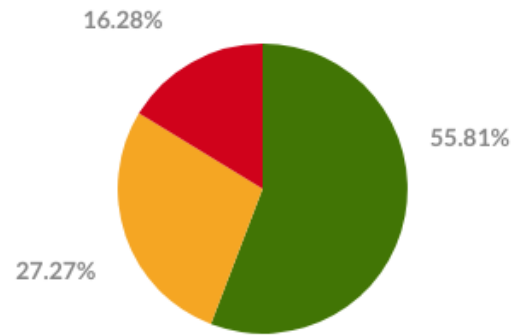
3. There are two kinds of indicators we use to monitor performance:

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:
43 service measures (profiled opposite).

There are an additional 10 service measures, which are recorded as information only as these do not have targets. A selection of service measures can be found within the booklet against each theme.



4. Key Performance elements include –

■ Green (24) ■ Amber (12) ■ Red (7)

- A further 289 new homes were delivered in quarter 2, bringing the total so far to 699 against our annual need of 920 homes per year. This is higher than the 628 homes delivered by the same time last year.
- The number of people living in residential care reduced again this quarter from 1,190 to 1,150 and over the last 12 months we have seen a reduction of 90 people in total.
- 73 % of our local authority spend is with local based suppliers and further work is being undertaken to promote local spend
- Additional spend outside of main employment contracts remains high, however agency worker spend has continued to positively reduce again in this quarter by 14.5%, a reduction of £84k reducing from £578k in quarter 1 to £494k at the end of quarter 2. In addition the number of assignments continuing for more than 6 months has reduced by 17% from 57% to 35% and from 24% to 2% for more than 1 year.

5. Further performance detail is contained in the accompanying **‘Delivering for Doncaster’ booklet**, which details the progress made in quarter 2 of our Doncaster Growing Together partnership transformation. This booklet also includes update on our key service standard measures, which give an overview of the services our residents receive.

6. Updates include:

- A refreshed Place Plan that will commission services according to the needs of different neighbourhoods and be outcomes focused
- Doncaster hosted a start for the prestigious UCI Road World Championships cycling event from our new closed Cycle Circuit at the Dome.
- Our Vibrant Town Centres saw a number of events being held over the summer which included the DN1 Festival and at its peak, had around 3500 in attendance at the Market Square.
- Exciting developments are underway in the expanding Civic and Cultural Quarter with the new cinema and restaurant complex starting to take shape and the approval of plans for the University Technical College (UTC).
- The development of the Education and Skills 2030 Strategy, which sets out how we intend to improve education and skills for residents of all ages over the next decade.






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 2 performance and financial information; including;
- note the allocations of block budgets in the Capital Programme, detailed in the Appendix A - Finance Profile in accordance with Financial Procedure Rules; and
 - note the earmarked reserves creation approval, detailed in paragraph 45;
 - note the virements for approval per the Financial Procedure Rules, detailed in the Appendix A - Finance Profile ; and
 - note the changes to the Strategic Risks that are detailed in paragraph 52 and in the Appendix B – Strategic Risk Profile

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

LIVING:



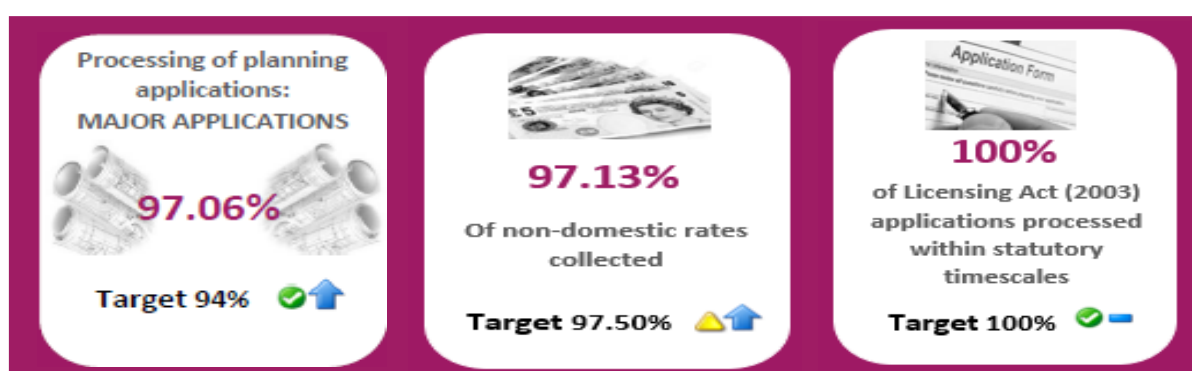
Service Standards				
				
5	2	-	-	-

9. Overall housing delivery this year has seen an additional 699 homes (286 in quarter 2) against our annual need of 920 homes. This is higher the 628 homes delivered by the end of Quarter 2 last year – a year which ended with a record delivery total. Doncaster has exceeded 1,000 net homes for the past 4 years and is on track to do so again this year. This is a significant achievement 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. The percentage of fly-tipping incidents investigated and removed within seven days remains has recovered from 51% at the end of

Quarter 4 last year to a target-exceeding 91% (target 85%). Household waste recycling is slightly above target at 51% (target 50%).

11. A couple of measures are marginally off track like land/highways cleanliness (91% vs 95% target) and programmed grass cutting which had one scheduled cut delayed by 1 week into the beginning of Quarter 3. A service review of the Streetscene service is underway to identify any means by which our response to littering, street cleanliness and fly-tipping can be improved.
12. Doncaster council has undertaken an exercise with One Carbon World to understand the levels of carbon we use in our operations, for example how much electricity, gas and water we use. We have established our baseline and we are now activity monitoring our energy and water use with a specific aim to reduce our consumption and therefore reduce the amount of carbon we use in the future. This is will now be included in our regular performance monitoring.

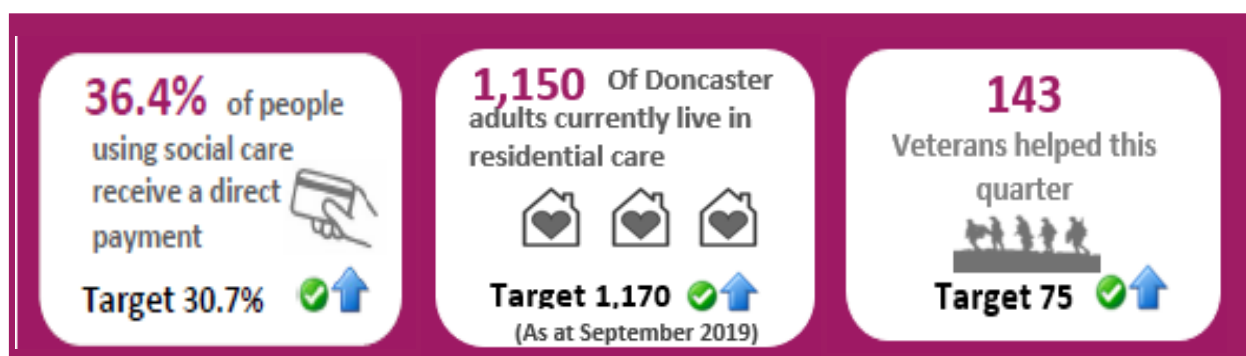
WORKING:








Service Standards				
3	1	-	-	-

13. 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 Quarter 2 performance (97%) remains above the locally set target of 94%. The percentage of residents in highly skilled occupations has reduced by 0.9 percentage points to 33.5% compared to last year; and remains much lower than Yorkshire and Humber (43%) and National Average (47%).
14. Non-domestic rates collected at the end of quarter 2 remains slightly below target at 97.02%. It is hoped that this position will improve in the second half of the year and efforts continue to keep accounts up to date in a timely manner and rigorous pursuits of outstanding debt remains ongoing
15. Our 'Working' strand of the Doncaster Growing Together programme saw a hive of activity in quarter 2, with the developments in Civic and Cultural Quarter including the continued work on the new Central Library and Museum, which is due to be open in Summer 2020.

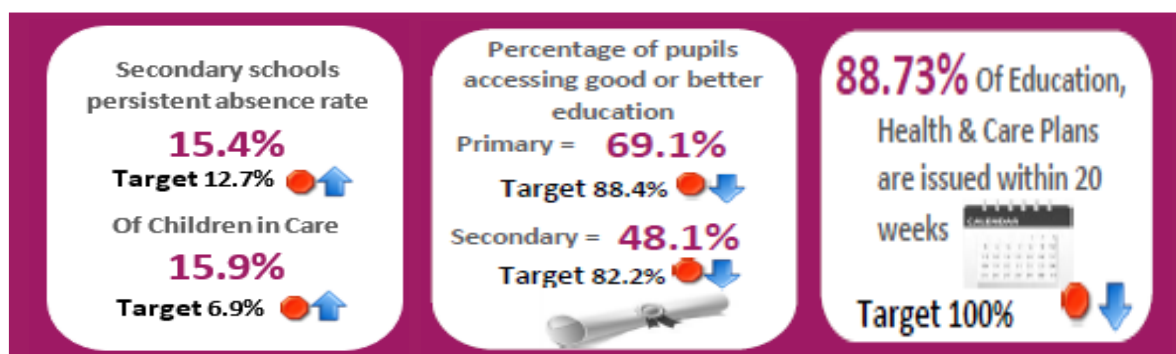
CARING:



Service Standards				
				
5	1	1	0	0

16. 'The current 'Your Life Doncaster' programme is entering its final phase and will be finalised by the end of March 2020. Adults Health and Wellbeing will then move to a more service driven and community focused approach. During the past 3 months there has been an increase in the number of people being helped at the first point of contact, through better information, advice and guidance. This has led to more people being independent and therefore fewer people needing to be assessed and moving on to formal social care support.
17. The Number of People living in Residential Care has reduced again this quarter from 1,190 to 1,150 and in the past 12 months this figure has reduced by 90 people in total. More people are now in the right care setting and are able to remain in their own homes independently, creating a better balance between residential care and other forms of long-term support, such as homecare and supported living.
18. The latest Delayed Transfers of Care (DTOC) rate for the Doncaster health and care system was 6.5 days per 100,000 population per day, which is better than the Better Care Fund (BCF) target of 7. The council and its health colleagues are working closely together to make sure that the flow of people into and out of hospital is proactively managed for the benefit of Doncaster people and for the more effective use of the available resources. This is particularly important as Winter approaches and the pressure on services consequently increases.
19. The number of Doncaster veterans being helped has increased significantly in quarter 2 to 143. This has followed on from a successful Armed Forces Week at the end of July, boosted by wider awareness and training across front line practise and coinciding with a dedicated communication and engagement campaign for self-identification of veterans.
20. More people are directing their own support through the use of direct payments. 907 people now access their care and support using a direct payment. This gives them much more control and choice of the services they receive and helps to maintain or increase their independence.
21. Despite the slight increase this quarter, data indicates that overall there has been a reduction in the time taken to complete adult social care assessment year on year over past 4 years within locality teams. A greater proportion of completed assessments are being completed within 28 days year on year with 44% in 2016 compared with 61% so far in 2019. This area of work still continues to be a priority.

LEARNING:



Service Standards				
3	3	3	-	-

22. The percentage of pupils accessing 'good or better' Ofsted rated schools remains comparable to previous quarter at both Primary and Secondary level with one school moving from 'requires improvement' to 'good' at primary level. There were no secondary schools inspected during Quarter 2. Our Learning Standards and Effectiveness Service provides support to schools, particularly with regard to their preparation for the new Ofsted Inspection framework and works with schools to develop their action plan. Academies are offered support but often prefer their own support from within the academy trust.
23. At 88.7% Special Education Needs, Education, Health and Care Plans issued with the 20 week timescale saw a drop in performance this quarter. This reduction was attributed to seasonal issues as the 6 week summer holiday period fell in this quarter, and a number of parental change requests to plans delaying plans being finalised. It is anticipated that performance will recover to usual level next quarter.
24. Persistent absence at secondary level shows a 3% improved position over a 3 year period with a reported 15.4% of pupils missing 19 days or more. This reduction is due to improvements in many of our targeted schools. These targeted schools received coaching and advice along with access to training and support through networks and Continued Professional Development events. Further targeted work with outlier schools will involve full audits of policy and practice in relation to leadership of attendance and inclusion. Doncaster has improved its national ranking when compared to the same period last year and is narrowing the gap towards the national level. Persistent absence for Children in Care at secondary level has also improved and we are working with schools to help identify trends as well as training sessions for Foster Carers. Securing secondary education places following placement moves remains a challenge, and is a priority for the virtual school which is also working alongside the Inclusion Service to deliver the secondary school inclusion charter which is making schools more accountable for exclusion decisions.
25. Early indications from provisional attainment results show improvements are expected at both Key Stage 2 and GCSE progress 8 and attainment 8 levels. Validated attainment data will be available in quarter 3.

CONNECTED COUNCIL:



Service Standards				
4	2	1	1	-

26. Service performance and some governance indicators continue to improve this quarter, specifically Performance and Development Review (PDR) completion and agency spend, with others requiring improvement.
27. The Skills Framework has been further embedded into our ways of working through the Performance and Development Review (PDR) scheme. Performance and Development Review completion rates currently stand at 97% for all staff against a target of 95%. However, completion rates for mandatory training covering various policies and procedures remains sporadic and requires improvement to ensure any potential risks to the council are kept to a minimum.
28. Spend outside of main employment contracts remains a risk, including agency worker spend. However agency worker spend has continued to positively reduce again in this quarter by 14.5%, a reduction of £84k reducing from £578k in quarter 1 to £494k at the end of quarter 2. Agency assignments should be used as a short-term solution to staff capacity or skills issues, and although the number of assignments has increased by 10 since the last quarter, the number of assignments continuing for more than 6 months has reduced by 17% from 57% to 35% and from 24% to 2% for more than 1 year. Performance management of assignments and spend will continue to be a focus throughout 2019-20.
29. The sickness absence rate for the quarter was 9.38 days per full time equivalent employee, which is slightly above the outturn for quarter 1 of 9.34 days and remains slightly above the corporate target of 8.50 days. The number of referrals to occupational health have increased by 20 this quarter from 179 to 199 with 76 (38%) related to absence from work and 123 (62%) related to health concerns at work referrals. However, the number of Occupational Health appointments missed has increased by 27 from 66 last quarter to 93 this quarter. This increase in missed appointments needs to improve to avoid the adverse impact on sickness absence levels as well as the service delivery and capacity.
30. During the quarter, a range of succession planning initiatives have taken place across all directorates. Where skills shortages have been identified, traineeships and career progression posts have been established. To help address the age profile a number of flexible retirements have taken place, allowing the creation of apprenticeship posts so knowledge can be transferred and career pathways introduced. Apprenticeship starts reached 76 by the end of quarter 2, against an overall target of 164 for the year, offering 73 different apprenticeships across the organisation, with 40% at higher/degree level.

31. The average number of days to process a new housing benefit claim for the year is 19.06, this continues to be above the 21 days target. The processing of new applications for Council Tax Support (CTS) is 20.85 days, just above the target of 21 days and an improvement on the 23.3 days reported in quarter 1. This is down to improved automation of Universal Credit notifications and gives confidence that the target will be achieved for the year
32. Local authority spend with local businesses is stable at 73% against a 66% target with spend equating to approximately £38.2m from a £52.3m total spend. Further work is being undertaken to promote local spend. The Council have set up a Doncaster Procurement Anchors Institution Group (DAIPG) that consists of major public sector anchors across Doncaster such as the local NHS Trusts, St Leger Homes, Doncaster Children's Services Trust (DCST) and Doncaster College. One of the objectives for the group is for the council to share best practices around local purchasing to allow these organisations to pursue local purchasing wherever possible
33. The 3 minute 33 seconds wait time in the One Stop Shop for the specialist teams for quarter 2 has improved dramatically on the 8 minutes 59 seconds reported in quarter 1 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.
34. 72% of services are available online, just short the 80% target. Phone calls answered within 150 seconds remains at 78% against the target of 90%. 7 new customer service advisors started at the beginning of October and we have commenced a rolling programme of recruitment to manage staff turnover within customer services.

FINANCIAL POSITION:

Revenue Budget

35. The Council is currently forecasting a year-end underspend of £2.0m for 2019/20 as at quarter 2. Planned savings for 2019/20 are largely on track with £17.8m expected to be delivered leaving a projected shortfall of £1.0m. A summary of the £2.0m underspend by service areas for 2019/20 is provided below:-

	Quarter 2				Quarter 1 Variance
	Gross Budget	Net Budget	Variance		
	£m	£m	£m	%	£m
Adults Health and Wellbeing	164.4	79.3	0.1	0.1%	0.0
Learning & Opportunities - Children & Young People	53.5	12.1	0.4	0.7%	0.5
Doncaster Children's Services Trust (DCST)	54.9	50.1	-1.1	-2.0%	-0.7
Corporate Resources	115.1	20.3	0.3	0.3%	0.1
Economy & Environment	92.4	38.4	-1.1	-1.2%	-1.0
Services Budgets	480.3	200.2	-1.4	-0.3%	-1.1
General Financing	6.8	6.2	-0.4	-5.9%	-0.3
Other Council-Wide budgets	12.4	-78.1	-0.2	-1.6%	0.3
Council Wide	19.2	-71.9	-0.6	-3.1%	0.0
Grand Total	499.5	128.3	-2.0	-0.4%	-1.1

36. Adults, Health and Well-Being is forecasting an overspend of £0.08m which reflects the costs to clean, transfer and store the Archives of £0.43m which has been offset by a review of grant usage within the service releasing (£0.35m). Across the remainder of Adults, Health and Well-Being there is an underlying pressure of £0.49m being funded from the one-off integrated Better Care Fund (iBCF) balance during 2019/20. This situation is chiefly driven by financial pressures in: -

- a. Working age adult residential placements (where an underspend on short stays is exceeded by an overspend on long term placements);
 - b. Homecare, direct payments and supported living;
 - c. Integrated Community Equipment;
 - d. A shortfall in income from fees and charges.
37. By contrast there has been a significant decrease in the projected spend for older people's residential placements. This is because of success in keeping a greater number of older people safely supported at home. In addition, staffing vacancies are being carefully managed to support the overall financial position while ensuring that service continue to run safely.
38. The detailed position of the Care Ladder is shown in the table below: -

Care Ladder		Budgeted Position at Month 6	Actual / Projected Position at Month 6	Variance at Month 6
Older People Residential	Client numbers at current month	777	763	-14
	Forecasted clients by year end	784	791	7
	Net Expenditure (£'000)	14,883	14,492	-391
Working Age Adults Residential	Client numbers at current month	179	198	19
	Forecasted clients by year end	180	206	26
	Net Expenditure (£'000)	8,937	9,948	1,011
Short Stay Residential	Net Expenditure (£'000)	1,814	1,084	-730
Direct Payments	Client numbers at current month	976	882	-94
	Forecasted clients by year end	1,051	906	-145
Home Care	Client numbers at current month	1,086	1,087	1
	Forecasted clients by year end	1,067	1,105	38
Total Non-Residential	Net Expenditure (£'000)	15,455	16,098	643
Extra Care	Client numbers at current month	117	120	3
	Forecasted clients by year end	120	120	0
	Net Expenditure (£'000)	1,864	1,751	-113
Supported Living	Client numbers at current month	329	322	-7
	Forecasted clients by year end	329	322	-7
	Net Expenditure (£'000)	16,879	16,938	59
Care Ladder Grand Total	Client numbers at current month	3,463	3,372	-91
	Forecasted clients by year end	3,582	3,450	-82
	Net Expenditure (£'000)	59,832	60,310	478

39. Learning & Opportunities - CYP projected outturn is a £0.437m over spend, excluding DCST. The main overspends are Dolly Parton Imagination Library one off pressure of £0.123m, Travel Assistance £0.337m and Learning Provision £0.217m, which are being offset by staffing under spends due to vacant posts in Partnerships & Operational Development and Commissioning and Business Development (£0.270m). The Dolly Parton Imagination Library ended in August 2019, and going forward we are promoting the use of bookstart 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 a Transport Assessment Officer has been appointed to offer alternative travel arrangements to single use taxis. The group is also looking at further ways the budget pressure can be reduced. Learning and Opportunities is currently developing and market testing a single offer for an integrated personalised Learning Provision (*Buy Doncaster, Learning Futures*). This new single offer is anticipating to become live for April 2020 as a chargeable service and as a tapered offer during the autumn term, in particular for an integrated training offer.
40. The Children's Services Trust (DCST) are reporting an under spend of £1.106m against the contract value for 2019/20. The underspend is a combination of reduced net costs to the Trust of £774k mainly due to under spends on the Care Ladder and how the Trust is funded for 'Out of Area children' who have educational costs within their placement. This means there is additional income of £332k that needs to be funded from the Dedicated Schools Grant (DSG) High Needs Block.

This will result in an additional pressure on the Dedicated Schools Grant High Needs Block for 2019/20 which is managed by the Council in consultation with Schools Forum. Further details in relation to Children's Services Trust (DCST) finance and performance will be provided in a separate report on the agenda.

41. Corporate Resources is forecast to overspend by £0.35m at quarter 2. The overspend mainly relates to £0.60m of on-going loss in the Customers, Digital and ICT section arising from housing benefits transferring over to Universal Credit (this results in a loss of housing benefit subsidy and housing benefit recovery) and £0.32m from the Traded Services, which transferred from Economy and Environment into the Finance section. These costs are mainly off-set by one-off salary underspends across the directorate of £0.42m.
42. Outside of the housing benefit overpayments issue (for which a proposal is included in the 2020/21 budget setting proposals) the Directorate is managing its resources effectively and has absorbed the £0.16m cost of the Communications Strategy. The performance of the Trading Services will be closely reviewed over the up-coming periods
43. Economy & Environment is projected to underspend by £1.17m. This is a result of Highways Operations £0.30m underspend due to over-recovery of overheads; Parking Development & Enforcement £0.56m underspend mainly from bus gate enforcement; Property Services £0.24m underspend across a number of services; Network Management £0.14m underspend mainly due to income from road closures; and Waste £0.17m underspend mainly due to lower tonnages than budgeted. These underspends are reduced by £0.37m of budgets transferred to Corporate Resources.
44. Council Wide budgets is forecast to underspend by £0.61m. This mainly relates to Treasury Management savings of £0.36m; lower than expected severance costs of £0.22m and an underspend in the levels of Minimum Revenue Provision required £0.15m. These are off-set in part by an overspend in Other Centrally Funded budgets £0.10m resulting mainly from the unavailability of capital receipts.
45. The healthy financial position of a projected £2.0m underspend means funding of £0.81m can be allocated to enable regeneration to move forward at a greater pace. The use of the underspend in these ways will be facilitated through the creation of earmarked reserves.
46. The balance of the underspend (£1.1m) will improve uncommitted reserves to an estimated £15.0m at year-end. The uncommitted reserves are not excessive for a Council of our size, which spends £499m a year; £15.0m would only run the Council for 11 days. This level of reserves is considered adequate to meet known risks and contingencies. Careful consideration should continue to be given before funding any unexpected costs from reserves and where possible unused funds should be transferred to the uncommitted reserves thereby increasing the balance available.

Housing Revenue Budget (HRA)

47. The outturn projection at quarter 2 is an underspend of £0.6m. The revised budget assumes a contribution of £1.3m from balances; the £0.6m underspend means that the contribution from balances is reduced to £0.7m. The variances are £0.4m underspend on expenditure which is due to a reduction in the management fee to St Leger Homes and expenditure from the tenancy sustainment fund. There is a positive variance of £0.2m on income.
48. Housing Revenue Budget balances are estimated to be £7.6m as at 31st March 2020, this is an increase of £0.6m from the position at quarter 1. 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 consultation paper “Building a safer future: proposals for reform of the building safety regulatory system” the consultation period ended on 31st July 2019. It is likely that there will be implications for both revenue and capital budgets in future years.

49. Current rent arrears at quarter 2 are £2.2m (2.95% of the rent debit); this is an increase of £140k from £2.0m (2.77%) at quarter 1. 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 budget therefore it is not expected to negatively impact on the monitoring position. As at 30th September, the amount of former tenants’ arrears was £1.1m a decrease of £0.1m from quarter 1, there have been write offs of £153k during the second quarter.

Capital Budget

50. The capital spend projection for 2019/20 at quarter 2 is £127.5m (£137.2m at quarter 1) with a further £265m projected to be spent in future years (£259m at quarter 1). Actual expenditure incurred so far this year is £27.7m. It is currently estimated that there will be a £13.2m shortfall in the required level of capital receipts. This is again due to sales that were expected to be completed in 2019/20 are now expected to complete in 2020/21. This position will continue to be closely monitored. For every £1m of the shortfall not recovered in 2020/21 there will be an additional revenue pressure of £52k for MRP and interest charges based on an asset with a 40 year life. The full £13.2m shortfall would mean an additional revenue pressure of £0.7m in 2020/21.

Collection Fund

51. 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	-137.17	-0.83	-3.66	3.39	-1.10
Doncaster Council	-111.87	-112.55	-0.68	-3.10	2.86	-0.92

* 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 and additional growth £-0.13m. The surplus has reduced by £0.28m from quarter 1 due to higher levels of relief being awarded than previously forecast.

Council tax arrears currently stand at £17.6m, compared to £18.1m target. The target for the reduction of Council Tax arrears was £1.7m for quarter 2 and this was achieved. 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	-94.50	-1.88	2.08	-2.15	-1.95
Doncaster Council	-45.39	-46.31	-0.92	1.02	-1.06	-0.96

* 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 £-1.23m and lower than estimated levels of retail relief being issued £-0.58m. There has been minimal change from quarter 1.

The target for business rates arrears is £4.4m and they currently stand at £4.7m. A reduction of arrears in the quarter of more than £1.32m, which is well above the projected target of £0.6m. The total level of outstanding arrears is now almost £0.2m less than the same time last year, which shows the continued commitment to pursue all debt irrespective of age.

STRATEGIC RISKS

52. We have reviewed the strategic risk register to ensure they remain aligned to the council's priorities. The register contains 13 risks, all have been profiled for Q2. Full detail is provided in Appendix B – Strategic Risk Profile.

OPTIONS CONSIDERED

53. Not applicable

REASONS FOR RECOMMENDED OPTION

54. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

Outcomes	Implications
Connected Council: <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 	Council budget and monitoring impacts on all priorities

RISKS & ASSUMPTIONS

55. 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: 23/10/19]

56. 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: 17/10/19]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initial: KM Date: 29/10/2019]

58. 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 Performance and Development Reviews (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: PW Date: 24/10/19]

59. 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: SH Date: 24/10/2019]

60. 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: 10/10/19]

61. 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

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

BACKGROUND PAPERS

63. Not applicable.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

64. N/A

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FINANCE PROFILE

Adult Health and Well-Being Revenue		Quarter 2 2019/20		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Adults Health & Wellbeing Total	164.407	79.341	0.081
✓	Adult Social Care&Safeguarding Total	102.778	70.171	-0.010
<ul style="list-style-type: none"> Care Ladder £478k overspend due to increased demand over budgeted projections (mainly under achieved savings). Primarily this is in WAA Resi £1.011m which represents an increase of circa 19 placements above budgeted numbers and non resi-care £643k. Homecare numbers and average costs of delivered packages are holding steady despite expected demographic changes. Direct Payment numbers have increased which is a positive but also average costs have increased (mainly on review rather than new Direct Payments) indicating that people's needs are increasing following a review of their care. This is offset by underspends within Short Stay Resi where a significant focus was given to sourcing more appropriate placements (a likely reason for the increase in WAA residential), OP Resi, and Extra Care placements. Senior Management continue to work with Finance and Performance colleagues to refine forecasts for the main Care Ladder areas. Overall assumptions as agreed at the various ASC management meetings reflect the anticipated activity predicted until year-end (36 additional Resi placements, no additional Homecare, and 24 additional Direct Payments). The forecast also assumes significant progress around specific savings projects and future transformation (also detailed in the Care Ladder). A deep dive is taking place around WAA residential numbers to understand the recent increase and to look at the correlation between the underspend in short stay and increase in residential. We are also looking at patterns and trends in direct payments to understand whether there are gaps in provision that should be commissioned and also why average costs have increased. Non-Care Ladder (£487k) This underspend is predominantly unclaimed income from RDASH to fund NROT posts (£217k), an unbudgeted spend of £53k on DOLS RPR which isn't included in the contract with Voicability and vacancies and backfill for people progressing to development posts, delays in recruitment and some staff on lower grades pending social work qualification (£323k). 				
⚠	Communities Total	25.218	13.819	0.218
<ul style="list-style-type: none"> The projected outturn for Qrt 2 is showing an overall overspend of £136k, which is in line with period 5. The pressures are largely attributed to Community Provision with an overspend of £105k, arising from the new income target of £600k in HEART, which is aligned to the revised Fees and Charges project due to be implemented in quarter 4. However this income pressure is largely being offset by a -£173k underspend in Day Services of which (£87k) is associated with staffing vacancies, (£95k) of transport efficiencies. Noting that the overall Day Services saving target for 2019/20 has been achieved. Residential Services are showing an underspend of (£22k) with (-£12k) arising from Amersall Courts staff vacancies, however, there is a £71k shortfall in income which is being offset by (-£78k) of staffing reductions. Short Stay - Eden Lodge has a (-£10k) underspend due to staff vacancies which will be recruited to in Nov/Dec. Hamilton Court is showing an underspend of (-£12K) associated with staffing vacancies but it's expected that the budget will be spent on backfill by year end. There is a £63k pressure in Libraries and Culture which is a swing of £45k from period 5. Libraries are showing an underspend of (-£131k) which is contributing to offsetting a £178k overspend in Heritage Services, which is mainly attributed to increased staffing salary costs, £30k loss of income from the parking meters which have been vandalised, £10k loss of income associated with weddings and events and £15k overspend on equipment. Arts and culture are also overspending by £16k on events. A zero based budget review of resources to manage the new library and museum service will be undertaken over the next month. Community Safety are projecting an overall £54k overspend, attributed to a £83k overspend in the Alarm Receiving centre, of which - £35k staff pressures, £40k as a result in the delay in gaining TGB approval for the new video management system and £4k associated with the wireless transition in Hexthorpe. Some of the pressures are being offset by an underspend of (£23k) due to staffing vacancies in the School Crossing Service and (£13k) of staff savings in the NRT team, (£2k) aligned to the IDVA team. Town Centre - Remains in line with period 5, with a £10k pressure as a result of not having a salary for the Team Leader Post. The Stronger Community Area Teams are projecting an underspend of (-£71k) a swing from (-£55k) in period 5. These underspends are associated with staff vacancies mainly in Central (-£35k) and South (-£30k), it is anticipated that these vacancies will be recruited to in Nov/Dec. Communities is forecasting an additional overspend of £0.08m over & above the £136k identified in the note above, this reflects the costs to clean, transfer and store the Archives of £0.43m which has been offset by a review of grant usage within the service releasing (£0.35m). 				

	Director Of Adult Services Total	2.915	1.384	-0.905
	<ul style="list-style-type: none"> Underspend on Management of Change budget (£430k), with projected costs included for DP Lead £34k and projected cost of inflating DP support packages £350k. Underspend of (£491k) relating to the use of one-off iBCF to balance the overall position for AHWB to a projected break-even position. 			
	Commissioning & Contracts Total	11.737	7.559	0.316
	<ul style="list-style-type: none"> Current forecast is an overspend of £315k. This relates to an overspend on Community Equipment of £394k offset by an overachievement of 18/19 contract savings of £82k (£482k achieved against a target of £400k). A paper is due to be taken to DLT re: proposals to address the overspend and future need/reprocurement of the service. Further analysis is taking place on the spend associated with Childrens and their current level of contribution. 			
	Public Health Total	19.640	0.648	0.005
	<ul style="list-style-type: none"> Small overpend on staff salaries continues, planning underway to reset budget for 20/21. 			
	Director Of Improvement Total	2.120	-14.240	0.459
	<ul style="list-style-type: none"> Overspend of £459k relates to unmet staff saving target which is being managed in year and offset by temporary vacancies/underspends on staffing budgets within Adult Social Care and Communities. 			

Quarter 2 2019/20				
Adults Health and Well-Being Capital	Budget	Projection	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
Adult, Health & Well-Being Total	7.1	7.8	31.2	36.9
<ul style="list-style-type: none"> There are no major concerns with the AHWB programme at Q2. The change from Q1 is mainly due to re-profiling of the Customer Journey & Leisure Facilities investments schemes into the next 2 years. 				
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 £2.2m and Disabled Facilities Grants (DFGs) £2.46m. Part of the DFG grant funding is currently allocated to the Eden Lodge lift scheme. 				
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. A new CCTV project at Bentley Park funded by section 106 monies has been added at Q2. 				
Modernisation and Commissioning	0.3	0.1	2.0	2.4
<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 £0.14m being made against the allocation in 19/20. The change from Q1 is due to the re-profiling of this scheme into future years. 				
Public Health	1.8	2.0	10.7	11.0
<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, and a scheme for Leisure Facilities investment which has a total investment of £10m expected by 2022/23. The change from Q1 is due to the re-profiling of this scheme into future years. 				

Quarter 2 2019/20			
Corporate Resources Revenue	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
Corporate Resources Total	115.095	20.333	0.348
Customers, Digital & ICT Total	74.760	8.560	0.543
<ul style="list-style-type: none"> This area is now forecast to overspend by £0.54m at period 6 following the move of the Revenues and Benefits section from Finance. This is mainly the on-going £0.60m 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 (with a budget pressure recorded in the 20/21 budget setting process). This is off-set by one-off salary underspends of £0.06m from across the service. These are shown as one-off as they are expected to be used as savings in 20/21. There has been minimal change from period 5. 			
Corporate Resources Director Total	0.694	0.337	-0.457


- This area is now forecast to underspend by £0.46m due mainly to changes following the transfer of a number of services from Economy and Environment (E&E). The services transferred had an accumulated overspend of £0.38m and these are showing in individual services, mainly Finance. Budget of equal value has been moved from E&E to off-set the overspend and has been moved to this area to allow services' actual performance to be reported without affecting Corporate Resources overall position. In addition, £0.06m for the former Assistant Director of Trading Services underspend has moved into this area to be used one-off in 19/20 and then the full £0.12m will be used to meet Senior Management savings in the 20/21 budget. These two items account for the changes from period 5.

 **Finance Total** **25.503** **0.622** **0.206**


- This area is forecast to overspend by £0.21m at period 6. Bereavement Services is forecast to overspend by £0.37m (reduced services therefore reduced income), Schools Catering is forecast to overspend by £0.16m (loss of surplus making schools) and Inpress is forecast to overspend by £0.05m (reduced activity). This is offset by Fleet Services underspend of £0.25m mainly from delayed borrowing savings and salary underspends. Other areas of Finance are underspending due to vacancies. The main difference from period 5 is a reduction in the Fleet underspend of £0.12m as more accurate projections have been possible as the Tranman system upgrade has progressed.

 **HR, Comms & Exec Office Total** **5.330** **4.312** **0.089**

- No significant issues in the area at period 6, with a projected overspend of £0.09m following the transfer into this area of Corporate Health and Safety. The projected costs of implementing the revised Communications Strategy are £0.09m (with £0.06m being one-off) and accumulated overspend from Corporate Health and Safety £0.11m are mainly off-set by £0.08m from one-off income from schools for job adverts and HR strategy advice (but is forecast to reduce in future years). There has been minimal change from period 5.

 **Legal & Democratic Services Total** **5.948** **3.868** **0.037**


- No significant issues in the area at period 6. A number of low level items largely off-set each other and resulting in the £0.04m overspend projection. There has been minimal change from period 5.

 **Strategy And Performance Total** **2.860** **2.636** **-0.071**

- No significant issues in this area at period 6. There is a projected underspend of £0.07m one-off underspends from vacant posts. There has been minimal change from period 5.

Quarter 2 2019/20


Corporate Resources Capital

	Budget	Projection	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
 Corporate Resources Total	33.0	28.4	45.5	41.4

- The majority of schemes are progressing in 19/20 with no known significant issues. The Q1809 DIPS project's profile and timeframe continues to be reviewed (this is in the Customers, Digital and ICT element of the programme). The largest allocations are for the Q1202 Investment and Modernisation Fund £12.19m, Q2282 Fleet/Plant Replacement Programme £8.00m and Q2298 Capital Receipts Flexibility £3.00m and ICT related projects £4.03m. Spend is low against the projection, and while unnecessary spend is to be avoided, this will be reviewed for period 9.


- A number of schemes have transferred into the Finance element of the programme from the Economy and Environment programme after period 3 and a full update will be available for period 9.

- There main reason for the overall variance is as a result of moving allocations from the Investment and Modernisation Fund into the Regeneration and Environment capital programme

 **Customers, Digital and ICT** **4.4** **4.0** **1.4** **1.8**

- The majority of schemes are progressing in 19/20 with no known significant issues. The Q1809 DIPS project's profile and timeframe continue to be reviewed. 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 and Q1884 Superfast Broadband £0.78m.

- There are minor in year variances resulting from re-profiling from 19/20 into 20/21 and 21/22, the majority of which relates to Q1418 Council Wide Systems following a review of that allocation

 **Finance** **28.4** **24.1** **44.1** **39.6**

- The Trading Services schemes have been transferred into this programme from the Economy and Environment programme after period 3, and a full review will be completed and reported for period 9.




<ul style="list-style-type: none"> The largest allocations for 19/20 are the Q1202 Investment and Modernisation Fund £12.19m, Q2282 Fleet/Plant Replacement Programme £8.00m and Q2298 Flexible Use of Capital Receipts £3.00m. Spend totals £1.64m and after removing the IMF element (as that is an allocation of funds that are moved to other schemes when approved), this equates to under 10% of the projection 					
	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 6. 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 6 with both the schemes progressing as expected. The Iken Case Management System Q2491 has been added to the programme after period 3, resulting in the variances 					



		Quarter 2 2019/20		
Learning and Opportunities; CYP Revenue		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Learning & Opportunities CYP Total	108.428	62.174	-0.669
✓	Centrally Managed	4.796	0.257	0.000
✓	Partnerships & Operational Del	9.427	2.660	-0.030
<ul style="list-style-type: none">Partnerships & Operational Development overall is due to under spend by (£0.030m) which is a decrease of £0.010m since month 5. There is a one off pressure from the Dolly Parton Imagination Library £0.123m, this service now withdrawn from August 2019, and going forward promoting the use of bookstart and community libraries, and Traded income shortfall of £0.142m within the Education Welfare Service. These pressures are offset by staffing under spends of (£0.145m) due to vacancies in Early Years, Locality Delivery, Partnerships & Engagement and Education Welfare Service, and additional Schools Fines income of (£0.150m). Dedicated Schools Grant (DSG) for 2019-20 is predicted to overspent by £3.7m due to pressures within the High Needs Block which includes Out of Authority Placements and expenditure on SEN / Alternative Provision. It is expected that this overspend will be offset by savings in future years.				
●	Commissioning & Business Devel	39.282	9.151	0.467
<ul style="list-style-type: none">Commissioning & Business Development projected outturn is an over spend of £0.467m, which is a decrease of (£0.058m) since month five. The main areas of overspend are as follows: Travel Assistance costs £0.337m mainly due to the increased number of pupils and students accessing education outside of the authority due to provision and demand. 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 a Transport Assessment Officer has been appointed to offer alternative travel arrangements to single use taxis. In addition, all requests for resources, across health, education and social care must now include associated transport costs to make sure that the joint resource panel is fully aware of all costs and allows for greater grip and control. This is also aligned to Future Placement Strategy, which has the vision of keeping children at home, or as close to home as possible, meaning less future transport costs. The group is looking at further ways the budget pressure can be reduced. Learning Provision £0.217m above budget due to increased support provided by the Learning Standards and Effectiveness team as part of the challenge and support process and expected deficits where maintained schools are subject to a sponsored academy conversion; the team continue to work with schools to mitigate this pressure through financial recovery plans in advance of conversion. These costs are all expected to be temporary and not ongoing into 2020-21. LOCYP is currently developing and market testing a traded single offer for an integrated personalised Learning Provision (Buy Doncaster, Learning Futures) 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. Projected traded income shortfalls to be closely monitored to consider if these are budget pressures that will carry forward into future financial years. The projected over spends are offset by staffing under spends in Educational Psychology (£0.125m) 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	54.923	50.106	-1.106
<ul style="list-style-type: none">At month six DCST are reporting an under spend of (£1.106m) against the contract value for 2019/20, an improvement of (£213k) since month five. The underspend is a combination of reduced net costs to the Trust				

of (£774k) mainly due to under spends on the Care Ladder, and how the Trust is funded for Out of Area children who have educational costs within their placement which means there is additional income of (£332k) that needs to be funded from the Dedicated Schools Grant (DSG) High Needs Block. 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 2 2019/20			
	Budget	Projection	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
✓ Learning & Opportunities - CYP Total	12.7	8.5	20.4	22.0
<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	6.9	18.8	19.7
<ul style="list-style-type: none"> Largest elements are £3.3m for the new Bader school, £1.6m for the school condition programme including roofs, £0.65m for additional school places, Safeguarding & Access £.5m and funding devolved to schools (DFC) £.5m. Some slippage here due to Bader school delayed start and delays to planned increases to school places into 2020-21 				
✓ Partnerships and Operational Delivery	1.2	0.9	0.1	0.6
<ul style="list-style-type: none"> Largest element here is the new Inclusion development at East Dene at £.6m which should open in January 2020 and also includes work at Heatherwood school. The current year reflects some expected slippage on the original budget due to delays to plans to use the remaining Inclusion Services monies, these monies should be spent in 2020-21. 				
✓ 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 				

Economy & Environment Revenue	Quarter 2 2019/20		
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓ Economy & Environment Total	92.360	38.370	-1.174
✓ Economy & Development Total	27.509	6.893	-0.440
<ul style="list-style-type: none"> Period 6 overall underspend mainly from: - Planning underspend -£116k mainly from: - <ul style="list-style-type: none"> a. Overspend (one-off) £34k under recovery of planning fees. b. Underspend (on-going) -£21k legal and professional fees. c. Underspend (one-off) -£100k vacant posts. Major Projects and Infrastructure underspend -£14k mainly from: - <ul style="list-style-type: none"> a. Overspend (on-going) £72k developer contributions in Design. b. Underspend (one off) -£88k from vacant posts, over recovery of fees and small variances on other headings. Business Doncaster underspend -£64k mainly from: - <ul style="list-style-type: none"> a. Underspend (one-off) -£49k vacant posts. b. Underspend (one-off) -£24k provision for potential GHEP (ESIF) clawback now unlikely to be required. Property Services -£245k underspend mainly from: - <ul style="list-style-type: none"> a. Facilities Management underspend -£46k; includes overspends on Mary Woollett repairs, an additional temporary post and Civic Office electricity costs, plus underspends on business rates, utility costs and Mary Woollett income. b. Strategic Asset Management overspend £113k largely from asset savings not yet achieved. c. Energy underspend (one-off) -£121k mostly re. Carbon Reduction Commitment. d. Design underspend (one-off) -£51k vacant posts from delays in restructure. e. Public Buildings Maintenance Underspend (one-off) -£149k PBM over recovery of overheads and income from contract work in excess of target. 			

	Director Economy & Environment Total	0.046	0.003	0.375
	<ul style="list-style-type: none"> Overspend (one-off) £375k due to budget transferred to Corporate Resources to balance overspends in Trading Services and the Health & Safety team. 			
	Environment Total	63.105	30.591	-1.132
	<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. Waste Trade income is £190k under achieving due to the loss of customers to competitors. Overspend (one-off) £40k Due to Overspends on the smart light scheme having to be met from the street lighting revenue budgets. Underspend (on-going) -£234k Network management due to the additional income being generated through the street works and permit schemes (identified as new saving in 20/21) and Waste PFI Disposal and associated costs is £333k underspent. Underspend (one-off) -£462k Due to income generated through the Bus Gate schemes and £300k Highways Operations additional income generation which won't reoccur once the overheads have been realigned. Further underspends include additional car parking income £110k, selective licensing income £78k and Vacancies in PBS £39k. Additional Comments - There is £1m of savings due to be taken in 20/21 from highways £500k, Waste £300k and Network Management £200k. This is as well as working towards further savings of up to £3m for 20/21 onwards. 			
	Strategic Housing Total	1.700	0.883	0.023
	<ul style="list-style-type: none"> Overspend (one-off) £73k SLHD Management Fee mainly from additional premises costs and supplies and services. Overspend (one-off) £5k under recovery of G&T rents (voids) Underspend (one-off) -£55k mainly for LIP Team staffing vacancies. 			

Economy & Environment Capital		Quarter 2 2019/20			
		Budget	Projection	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Economy & Environment Total	82.4	82.7	148.7	164.8
	<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. 				
	Economy & Development	45.4	47.9	63.8	74.8
	<ul style="list-style-type: none"> Main areas of spend include DN7 Unity Link Road (£12.0m), Doncaster Culture & Learning Centre (£11.0m), CCQ Cinema (£7.0m), A630 West Moor Link (£6.3m), St. Sepulchre Gate/Station Forecourt (£3.9m) and Strategic Acquisitions £1m plus a programme of planned maintenance to Council buildings of £1.4m. The projected spend at Quarter 2 is £4.6m less than at the Quarter 1 mainly due to: - <ul style="list-style-type: none"> a). CCQ Cinema Infrastructure - £0.7m re-profiled to 2020/21. The original profile was to complete by March 2020 but due to issues with the first procurement process the contractor appointment was delayed and works did not commence on site until 5 months after intended. The construction programme has been reduced as much as possible but some expenditure will take place in April 2020. b). Enterprise Market Place Phase 2 - £1.5m reduction. The SCRIF grant has been deferred so the project has been moved to later years pending further developments. c). Transforming Cities Fund Tranche 1 - £1.3m increase as the five projects funded from the grant have now been added to the programme. d). West Moor Link - £0.7m has been re-profiled to 2020/21. e). Strategic Acquisitions Fund - £3.0m moved into 2020/21 due to the shortfall on capital receipt position. Strategic Acquisitions Fund - £3.0m moved into 2020/21 due to the shortfall on capital receipt position. The £1.0m will be spent on repairing pot holes. SCRIF grant has also been deferred in relation to St Sepulchre Gate phase 3. This was originally profiled in 2020/21 but the project has now been moved to later years pending further developments. £5.0m of SCRIF grant relating to West Moor link is still un-ringfenced. Whilst this remains the case there is the risk that SCR allocate the funding to other projects. A decision from the Combined Authority is expected in January. 				

- The following risks are associated with the DN7 project but not included in the current profile pending further developments: -

£0.66m potential shortfall in funding over main contract cost.

£0.30m additional works may be required relating to issues with culverts.

£0.58m re. early warning notification from contractor, which is intended to be managed within programme.

- The Major Projects Team are working on resolving these issues but in the meantime the likelihood of the first two occurring has meant that a capital bid for contingent resources has been made as part of the 2020/21 budget setting process.

	Strategic Housing	29.4	24.1	79.4	84.5
	<ul style="list-style-type: none"> The main areas of spend include: Works to HRA properties £17.0m and Council House New Build £4.5m. The main variances from the budgeted spend relate to works to HRA properties The forecast spend on thermal efficiency works has been revised due to ongoing contractual negotiations (£1.0m) along with a revision against structural works due to contractor capacity issues (£0.2m) The areas align to the priorities of the housing capital programme (Four year programme approved by Council 4 March 2019):- a). Council House build programme b) Council House improvement and maintenance programme. c). High rise fire safety improvements. d). Energy efficiency works. 				
	Environment	7.6	10.7	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 £1.19m. The 19/20 capital allocation is supported by a carry forward of the unspent element of 18/19 LTP Funding which has a full schedule of work profiled against it. 				

Council Wide Budgets Revenue		Quarter 2 2019/20		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Council Wide Budget Total	19.172	-71.888	-0.610
	Change Programme Total	0.000	-0.150	0.000
	<ul style="list-style-type: none"> P6 - No significant issues in this area at period 6. The savings have been identified and no change from period 5 			
	General Financing/Treasury Management Total	6.798	6.172	-0.361
	<ul style="list-style-type: none"> P6 - this area is projecting to underspend by £0.36m at period 6. No real change to P5. 			
	Levying Bodies/Parish Precepts Total	16.348	16.348	0.000
	Other Centrally Funded Total	11.733	1.799	0.103
	<ul style="list-style-type: none"> P6 - No significant issues in this area at period 6, with a projected overspend of £0.10m. This is mainly due to the unavailability of capital receipts meaning the £0.17m contribution to revenue will not be possible, off-set in part to an increase in the levels of leave being bought back £0.07m. There has been minimal change from period 5. 			
	Revenue Costs Ex Capital Programme Total	-26.154	0.000	0.000
	Technical Accounting Total	4.990	4.990	-0.154
	<ul style="list-style-type: none"> P6 - No significant issues in this area at period 6, with a projected underspend of £0.15m due a reduction in the charge in Minimum Revenue Provision. This has not changed from period 5. 			
	Business Rate Retention Total	0.000	-106.324	0.024
	<ul style="list-style-type: none"> P6 - No significant issues in this area at period 6. There is a one-off overspend of £24k resulting from revised estimate of grants receivable compared to be budget estimates. Variance results mainly from over estimation of retail relief claimed £291k off-set by under estimation of small business rate relief claimed -£236k for retail relief. This is a decrease in the projected overspend of £0.13m. 			
	Severance Costs Total	5.456	5.277	-0.222

- P6 - No significant issues in this area at period 6. There is a one-off underspend of £0.22m now projected after reviewing the available in year information. This is a newly reported underspend in period 6

Treasury Management Update – Quarter 2 2019-20

1. The estimated outturn for Treasury Management is an underspend of £361k (increase of £50k from quarter 1), 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. As an authority we remain under borrowed by £77m which is 13% of our Capital Financing Requirement (borrowing need). Remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt. This minimises interest paid on external debt but is not a permanent solution and does carry some interest rate risk.
3. Interest rate risk (risk of paying higher rates when borrowing is taken) has been reduced as borrowing rates have fallen over the first 6 months of this year, due to global growth uncertainty, trade disputes and the uncertainty of Brexit.
4. On 9th October 2019, the Public Works Loans Board (PWLB) increased the margin they charge as interest from 0.8% to 1.8%. This should not impact on our interest costs for this year, as we are focussed on borrowing short term from other local authorities. Any impact would come in the next financial year, as it may increase the rates offered within the local authority market, if demand starts to outstrip supply. The rates will continue to be closely monitored.

Borrowing

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

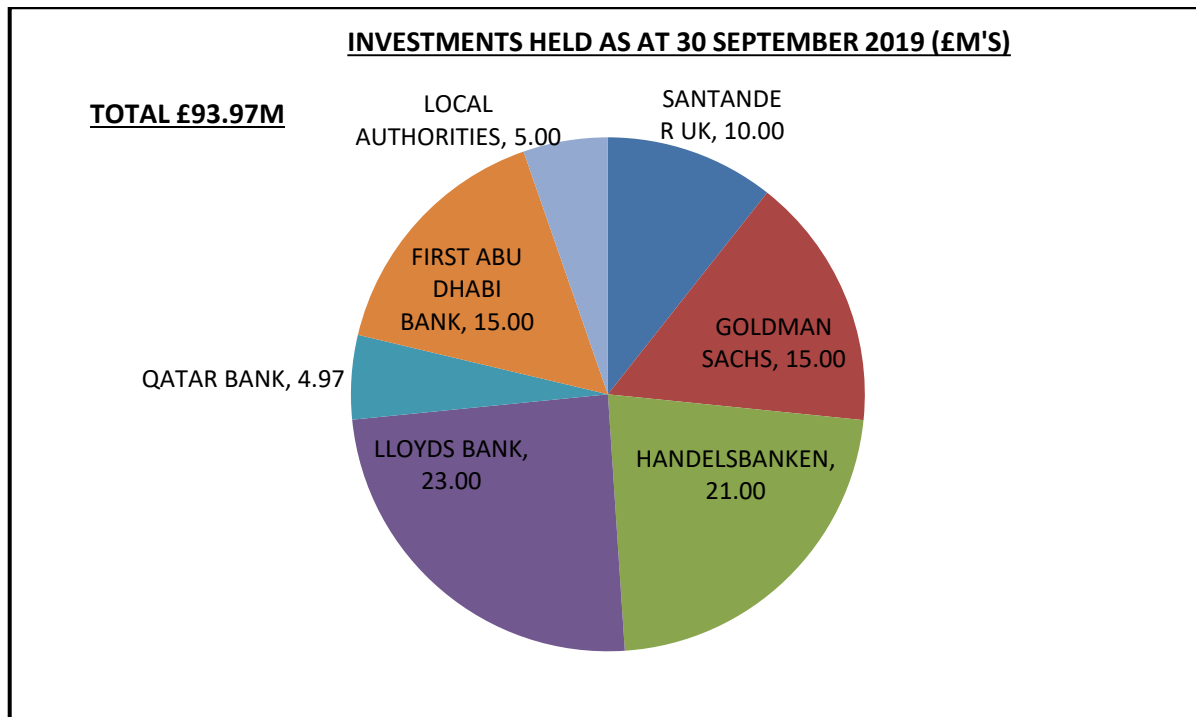
Doncaster Council Debt Portfolio and Maturity Profile as at 30th September 2019				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	10.57	54.728
12 to 24 Months	50	0	13.61	70.503
24 Months to 5 Years	50	0	8.17	42.288
5 Years to 10 Years	75	0	4.47	23.160
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			63.18	327.215
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-term interest rates remain low and offer opportunities. The recent increase in rates by PWLB has removed the opportunity to take long-term loans at value for money rates. We expect that this will lead to new lenders looking to fill the gap. We expect increased interest to lend from banks; pension funds and even the UK Municipal Bonds Agency may now be able to issue a competitive bond. Borrowing by issuing bonds will also become more popular, but bring additional scrutiny, are more complex than PWLB and have a much longer lead in time. We should still be able to operate within our target maximum borrowing rate of 1.5% for all new lending taken out during this financial year.
7. 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

8. 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.
9. The current average investment rate is a creditable 0.94%, against a benchmark rate of 0.57%, primarily because 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.
10. 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 September 2019.



Risks

11. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 4th March, 2019. Key risks relate to our investment portfolio: -
- a. The risk of reduced interest rates is considered high, due to Brexit uncertainty.
 - 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 2 2019-20

	Funding Source	Allocation of block budget 2019/20 £m	Allocation of block budget Total £m
Economy & Environment			
Economy & Development			
Allocation of Retained Public Buildings Investment Programme block budget to the following schemes: -		-0.211	-0.211
Bereavement Services new boiler		0.020	0.020
Denaby CC flood protection works		0.022	0.022
Mansion House kitchen floor(1st)		0.005	0.005
Rossington CC conservatory roof		0.020	0.020
Stirling Centre lighting/alarms		0.012	0.012
Tom Hill YC external repairs		0.005	0.005
Warmsworth Library frontage		0.010	0.010
Sprotbrough Library frontage		0.014	0.014
Stainforth Youth Centre electrical works		0.015	0.015
Mansion House upgrade fire alarm		0.030	0.030
Redmond Centre replace light fittings		0.013	0.013
Hatfield Library upgrade heating		0.045	0.045

Virements for Elected Mayor / Cabinet / Portfolio Holder Approval - 2019/2020 Quarter 2

Financial Procedure Rule B.14 – Proposals for virement between Directorates must be approved by the Chief Financial Officer, up to £250,000 and key decision approval is required for virements greater than £250,000 i.e. by Elected Mayor and/or Cabinet and/or Portfolio Holder. The value of the virement is defined as the gross annual budget.

The following virements are proposed for approval: -

	Reason	Directorate	£
1	Return of inflation from Doncaster Schools Catering to central budgets	E&E CWB	-268,830 268,830
2	Allocation of apprenticeship levy from central budgets to Directorates	CWB AHWB CR LOCYP E&E	-440,200 123,230 89,610 57,890 169,470
3	Transfer of Trading Services from Economy and Environment to Corporate Resources following Senior Management review	E&E CR	-20,840,400 20,840,400
4	Transfer to off-set budget pressure from transfer of services from Economy and Environment to Corporate Resources	E&E CR	-375,000 375,000

Key:

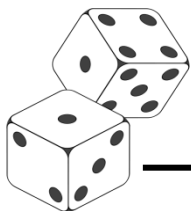
E&E – Economy and Environment

CWB – Council Wide Budget

AH&WB – Adults Health & Wellbeing

L&OCYP – Learning and Opportunities

CR – Corporate Resources



STRATEGIC RISK PROFILE

	Current	Target	Trend	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19
Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk, which in-turn puts the partnership at significant reputational risk	15	12		New Risk			

Recent inspections have evidenced the significant improvements made across the partnership other the past five years, in safeguarding children and young people, in-particular improvements made by the Children's Trust. Recent Ofsted inspections have been rated as good or above. RDaSH children safeguarding services were good and the Care Quality Commission have recently inspected the Acute hospital and findings are to be shared soon.

Actions to mitigate: The children and adult safeguarding boards have recently merged to ensure connectivity and there are systems and processes in place for serious case reviews and lessons learnt.

Monthly and Quarterly monitoring meetings also take place to review performance and quality measures

	Current	Target	Trend	Q1 19/20	Q4 18/19	Q3 8/19	Q2 18/19
Failure to deliver the Medium Term Financial Strategy (including the £16.5m of savings proposals) will result in significant budget overspends causing in an urgent need to identify further savings proposals with potentially significant on service delivery and the achievement of Council priorities	10	10		NEW RISK			

Current situation: Quarter 2 information shows a shortfall of £1m against the savings targets.

Mitigating actions: The above shortfall is mitigated by underspends in other areas with the Council projected to underspend by £2.0m at Quarter

	Current	Target	Trend	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19
If adults services do not change effectively, then it will be more difficult for partners to help people to stay healthy and independent, which could result in more people needing health and social care support for longer as demand increases.	15	10	↑	10	10	10	10

Current position: The current Adults Health and Wellbeing Transformation Programme has entered its final 6 months and will conclude at the end of March 2020. Demand for social care is not reducing and Doncaster health and social care partners need to work together effectively to optimise health and wellbeing, so that fewer people need formal care and that they are able to regain their independence quickly after care.

Mitigating Actions: A programme of change will be introduced from April 2020 which will be much more service driven and better integrated with front line social care, communities and health.

This will focus on wellbeing, prevention and safeguarding, driven through communities and adult social care services, to provide better outcomes for people and staff and make best use of the resources available. There will be greater focus on early intervention, helping people to stay at home with independence and dignity and increasing quality and value.

	Current	Target	Trend	Q1 19/20	Q4 18/19	Q3 8/19	Q2 18/19
Failure to successfully prevent a major cyber attack	15	6	—	15	15	15	15

The scoring for this risk will stay the same due to the nature of it - Critical Impact 5 and Likelihood 3 Possible. It will always be possible to suffer from a cyber attack and it would always have a critical impact on the Council, SLHD and DCST. What is important is how we deal with this threat through mitigating actions. Actions being taken for reporting this quarter are:

- Procurement of new Threat Management Gateway to replace the current arrangements which will soon be at end of contract.


- Continuation of the required upgrades of servers and systems to maintain security compliance.

- The upgrade of all desktops to Windows 10.

- The upgrade of all telephony and mobiles.


This is all going to plan. We have also recruited a cyber security university placement to increase our expertise and capacity.

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	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19
12	12		12	12	16	16

The risk level continues to be maintained at the same level; regular dialogue with senior personnel at SCR continues, especially on the contents of the proposed SCR industrial strategy.

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	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19
12	8		12	12	20	20


Current Position: Due to the demand for and pressure on AH&Wb 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 recruited to..

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.


Poor external agency ratings, ie Ofsted, may impact on the Councils reputation which could lead to government intervention, poor national profile and destabilise the partnership

Current	Target	Trend	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19
10	10		10	10	10	10

Current Position: The current Team Doncaster inspection profile is the best in more than a decade. individual agencies are also performing well, for example South Yorkshire Police, National Probation Service (2019 inspections) Inspection of local Authority Children's Services rating = good; Special educational Needs and Disabilities inspection (ungraded) but no Written Statement of Action (Improvement plan) required; Five of the six children's homes are rated 'Good' or better; Initial Teacher education rated 'Good' . The next major inspections will be that for Children's Services in or around October 2020 and the Joint Targeted Area Inspection which is impossible to schedule as this is not a risk based inspection.

Mitigating Actions: The latter is a significant challenge for which to prepare, however, strenuous efforts are being made via the Council's inspection sub group and the Joint Strategic Improvement group to ensure that there is the optimum level of assurance. There is a higher degree of risk in the state of preparedness for the legacy themes attached to the Joint Targeted Area Inspection (Neglect and Domestic Abuse) which will be addressed following completion of preparation for the new current theme of children's mental health. Shortcomings in compliance are rigorously challenged in the inspection group and via escalation to the Joint Strategic Improvement Group and ultimately, the Chief Officers' Group.


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

Current	Target	Trend	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19
9	6		9	9	9	9


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 the development of a new Borough Strategy for Doncaster that would be presented in Spring 2020. This would incorporate Doncaster Talks and other insight right across the partnership.


Children & young people may not achieve national standards in educational attainment which may impact on their readiness for a fulfilling adult life.	Current	Target	Trend	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19
	8	12		12	16	16	16

The gap to national standards is closing across all key stages and therefore there is less risk of this measure not being achieved

Failure to maintain and improve the management of health and safety may impact on the councils reputation and it's ability to mitigate risk to both colleagues and members of the public.	Current	Target	Trend	Q1 19/20	Q4 18/19	Q3 18/19	Q2 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 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. A new training package for managers is being implemented across Directorates to ensure Managers have the skills to utilise the new functionality.


An underdeveloped local market and ineffective management affects the ability to change services, leading to market instability and difficulty in meeting the needs of vulnerable people	Current	Target	Trend	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19
	8	8		8	8	4	4

Current Position: The care market within Doncaster is considered to continue 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/SROs
- 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
- Specialist accommodation needs analysis currently being undertaken to inform the Council's housing development planning programme
- LGA self assessment undertaken jointly by AHWb & LOCYP and PMO to assess capability and readiness to effectively shape the market/produce a MPS. Mitigating actions identified and implemented include:
 - Convening of MDT one council MPS task and finish group established, core membership identified, meetings commence
 - Dedicated SME staff resources secured from AHWb & LOCYP
 - Workstreams scoped (including data/intel, Coms, stakeholder engagement) and associated leads identified
 - PMO facilitated internal workshop planned to be held on 15th Oct
 - Interdependencies with other YLD Transformation Programme projects mapped and work packages developed and agreed to feed into MPS project.

The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation	Current	Target	Trend	Q1 19/20	Q4 18/19	Q3 18/19	Q2 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.

The Indices of Multiple Deprivation (IMD) has been released at the end of September. Although the initial analysis shows Doncaster has got relatively more deprived but much more in depth analysis needs to be done to understand the picture more fully.

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).

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	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19
	5	10		10	10	10	10

Current Position: There has been no incidents where staff have not complied with safeguarding policy and procedure

Mitigating Actions: During this quarter, a formal consultation was launched with staff around the Future Operating Model with the two key changes being moving part of the safeguarding service out to the four locality teams to both promote better joint working and to link in with community assets as part of safety planning. In addition, we are proposing Adult Social Care Teams complete enquiries where a person is either open to a worker or open to review.

In terms of the move to area based working this was well received and we have started to pilot this approach in the East Locality with initial positive feedback.

The move to enable Area teams to complete enquires has had a number of responses but we are not proposing to implement this until Mosaic goes live in March 2020.

We are in the process of revising our Safeguarding procedures following the launch of the South Yorkshire Safeguarding principles.

We are also working with partners to develop an All-Age Mash building on the joint working that is already taking place across the Borough



GOVERNANCE INDICATORS – Whole Authority

Whole Authority		Value	Target	DoT	Traffic Light
Sickness – Days per FTE		9.38	8.50	↓	🛑
PDR Completion - % of workforce with a PDR recorded		97%	95%	↑	✅
Internal Audit Recommendations - % completed that were due in period	4 out of 7	57%	100%	↑	🛑
% of Large Transactions (over £25k) that are under contract		100%	100%	↑	✅
% of Service Plans elements updated within timescale		89.9%	95%	↑	⚠️
% of Freedom of Information Requests responded to within timescale		96%	95%	↑	✅