



Doncaster Council

Report

Date: 25th February 2020

To the Mayor and Members of Cabinet

2019-20 Quarter 3 Finance and Performance Improvement Report & 'Delivering for Doncaster' Booklet

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

EXECUTIVE SUMMARY

1. This report focuses on quarter 3 of the 2019/20 financial year. It indicates our current financial forecasts position against our 2019/20 budget and our performance against key Service Standards.

During this quarter many areas of Doncaster were affected by the recent floods. We recognise the sheer effort and team work required to support households and communities. During this time we worked closely with government bodies, national charities, partner organisations and local communities to provide aid and support to the residents affected. With this in mind the 'Delivering for Doncaster' booklet for this quarter is more focussed to give an overview of the impact and how our services were involved in the flood response and recovery. The booklet also includes a snapshot of our 'Business as Usual' Performance, of which some areas were impacted by the redirection of resources during this emergency.

Financial Position: £1.3m underspend

2. At quarter 3, the Council is forecasting a year-end underspend of £1.3m. 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 £17.5m expected to be delivered, leaving a projected shortfall of £1.4m and this will continued to be monitored throughout the year. Full details on the main variances are provided in paragraphs 38 to 49. In light of the current financial position, the Mayor is taking this opportunity to shore up the response to floods by investing additional capacity within community teams and early help services and to support flood resilience arrangements (£0.30m). In addition, revenue contributions will be made for the replacement of CCTV equipment (£0.50m) and the provision of additional resources to support the investment in our smaller leisure facilities (£0.50m).

Performance

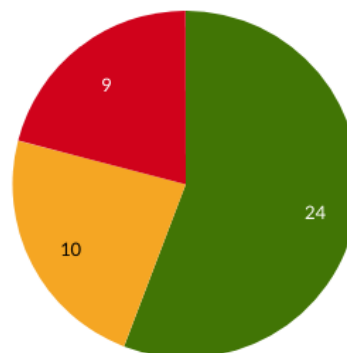
3. There are two kinds of indicators we use to monitor performance:

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 7 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.



■ Green (55.81%) ■ Amber (23.26%) ■ Red (20.93%)

4. Key Performance elements include –

- A further 218 new homes were built this quarter, bringing the total so far to 935 and has already exceeded our annual target/need of 920 homes per year.
 - The number of people living in residential care slightly reduced from 1,150 (in quarter 2) to 1143 and over the last 12 months we have seen a reduction of nearly 100 people in total.
 - Accessing care and support using a direct payment has increased to 941 people from 907 at the end of quarter 2. This gives them much more control and choice of the services they receive and helps to maintain or increase their own independence.
 - At 64%, provisional attainment results at Key Stage 2 show notable improvements particularly in maths and writing.
 - 70% of our local authority spend is with local based suppliers this equates to approximately £30.8m
 - The percentage of fly-tipping incidents investigated and removed within seven days fell significantly from 91% (target: 85%) to 45%. This was due to resources being redirected to respond to the floods.
 - We have now established baseline data on our electricity, gas and water usage and the forthcoming Environment Strategy will identify ways in which we can reduce our usage and minimise our carbon footprint.
5. Further performance information is contained in the accompanying **'Delivering for Doncaster' booklet**, which details the progress made on our key Service Standards in quarter 3.

EXEMPT REPORT

6. This report is not exempt

RECOMMENDATIONS

7. The Mayor and Members of Cabinet asked to approve, note and comment on the quarter 3 performance and financial information; including;
- approve the allocations of block budgets in the Capital Programme, detailed in the Appendix B - Finance Profile in accordance with Financial Procedure Rules; and
 - approve the creation of the earmarked reserves, detailed in paragraphs 39 and 48;
 - approve the virements per the Financial Procedure Rules, detailed in the Appendix B - Finance Profile ; and
 - note the proposal of a new strategic risk being developed detailed in paragraph 56. Details of Strategic Risks Profiles are detailed within Appendix C

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:



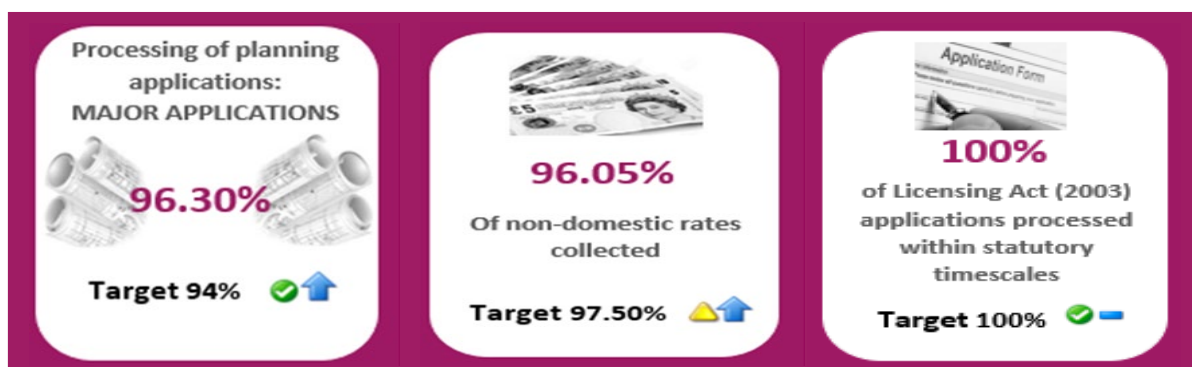
Service Standards				
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8. Q3 saw an additional 218 homes delivered, bringing the year to date total to 935. This is in excess of our year-end housing target (920) and is higher than the same time last year (905), a year which ended with a record delivery total for Doncaster. Of the 218 home delivered 35 deemed affordable homes, 28 were provided by the Council. This brings a full year total of 194 against and annual net need of 209 of affordable homes. 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 at

a time when other similar and nearby areas are struggling to meet their housing need.

9. A large proportion of this theme's service standards were either at or above their targeted levels of performance. Household waste recycling increased from Q2 to 52% (target: 50%), as did the percentage of estate roads in good to fair condition – increasing 1 percentage point from last year to 77% (target: 76%).
10. A few measures were off track this quarter, some marginally, some significantly so. Grass-cutting narrowly missed its programme target (96% vs target 98%) due to wet weather preventing completion of the final scheduled cut; and land/highways cleanliness was at 84% (target: 95%), with detritus clearance being significantly lower than the litter/graffiti/fly-posting elements. This occurred because sweeping work was suspended due to cold weather gritting taking place, and some resources being redirected to flood response activity.
11. The percentage of fly-tipping incidents investigated and removed within seven days fell significantly from 91% (target: 85%) to 45%. Again, this was due primarily to resources being redirected to respond to the floods; plus a number of very large fly-tipping incidents taking up significant resources/time to clear. 2113 incidents were reported and 2038 were closed leaving 242 open cases being dealt with.
12. Doncaster Council has established baseline data on our electricity, gas and water usage. The work of the Climate Change Commission and our forthcoming Environment Strategy will identify ways in which we can reduce this usage and minimise the carbon footprint from our operations.

WORKING:

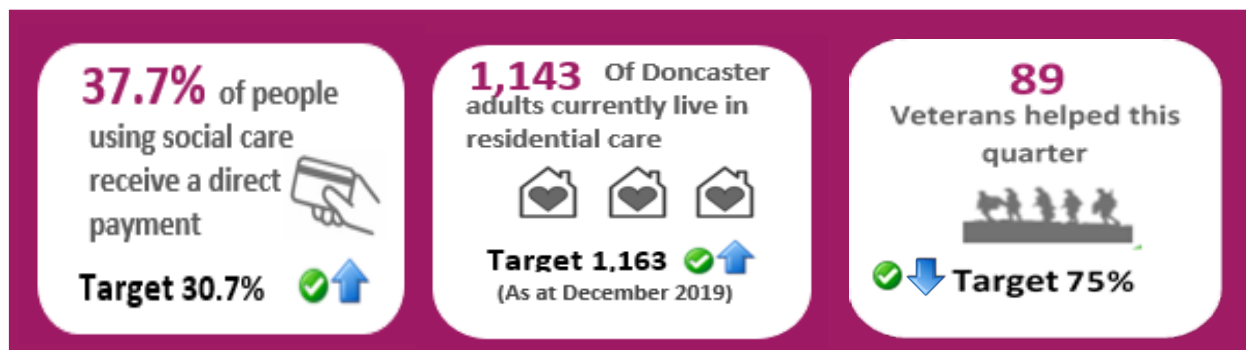


Service Standards				
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13. Doncaster's Planning service has maintained very high standards of performance with respect to the processing of major planning application within 13 weeks. Performance has been 90%+ against the national target (70%) for many years, and quarter 3 performance (96%) remains above the locally set target of 94%. The percentage of residents in highly skilled occupations has increased by 0.4 percentage points to 33.9% and remains much lower than Yorkshire and Humber (43%) and National Average (47%).
14. Non-domestic rates collected at the end of quarter 3 continues to remain slightly below target at 96.05%. A number of large assessments came into the list retrospectively with instalment plans only starting from January, which have lowered the expected outturn figure at the end of December. The volatility of

Business Rates can have sharp impacts on estimates both positively and negatively, so large assessments coming into the list or a major ratepayer either paying late or hitting financial difficulties can make forecasting the year end position very difficult to predict. Efforts continue to keep accounts up to date in a timely manner and rigorous pursuit of outstanding debt remains ongoing.

CARING:

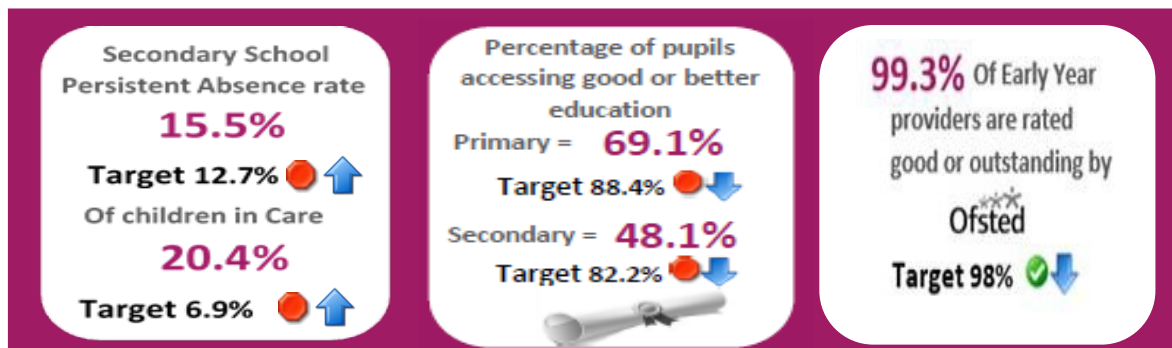


Service Standards				
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15. 'The current 'Your Life Doncaster' programme is entering its final phase and will be finalised by the end of March 2020. Adults Health and Wellbeing will then move to a more service driven and community focused practice development approach and any significant projects will be supported by the newly established programme and projects team.
16. This Quarter's performance headlines demonstrate that there is continued and sustained service improvement across a number of indicators and supports the organisations confidence to mainstream change to service management.
17. The Number of People living in Residential Care has reduced again this quarter from 1,150 to 1,143 and in the past 12 months this figure has reduced by 92 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 (DTCO) rate for the Doncaster health and care system was 5.6 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 during the winter approaches and the pressure on services consequently increases.
19. The number of Doncaster veterans being helped in quarter 3 was 89. Helped by wider awareness and training across front line teams, this remained above the target of 75 veterans, however resource pressures following the flooding in November 2019 presented some challenges.
20. More people are directing their own support through the use of direct payments. 941 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. The average time taken to complete a social care assessment dropped in Q3 from 49.6 days to 47.9 days, and represented a year-on-year reduction and a positive direction of travel over the last four years. The intention is to build on these successes and continue to focus on this area as we move forward.

LEARNING:



Service Standards

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22. The percentage of pupils accessing 'good or better' Ofsted rated schools remains comparable to previous quarter at both Primary and Secondary level. Quarter 3 had 4 published reports, with 3 schools retaining a judgement of 'good' and one moving from 'inadequate' to 'requires improvement'. A further 3 schools were inspected in the quarter but the reports are not yet published. There were no secondary schools inspected during Quarter 2. Our Learning Standards and Effectiveness Service provides support to schools, running courses on Ofsted readiness and inspection framework, reading and maths and teaching and learning reviews. There is a backlog of inspections with regard to inadequate schools which we expect will receive better/improving judgement during the academic year. Academies are offered support but often prefer their own support from within the academy trust.
23. The Percentage of Children accessing their entitlement to free childcare for 2,3 and 4 years olds has seen an improvement. Up take of the 2 year old entitlement has increased the most this quarter from 76.2% to 80%. This is due to the implementation of recommendations following a review of processes and procedures with all key partners and the increase in publicity materials being updated and distributed. We are currently finalising a social media campaign that will be released soon.
24. At 87.7% Special Education Needs, Education, Health and Care Plans issued with the 20 week remained comparable to previous quarter. It was anticipated that performance would rise back to normal levels this quarter, but 7 out of the 50 cases went over the 20 week timescale but did not fall into 'exception' category. Quality of plans is the priority rather than timeliness. Although below target Doncaster remains in the top quartile for performance.
25. Persistent absence at secondary level for Autumn and Spring Term was comparable to previous period but is a much improved position when compared to the same time last year as we improve our national ranking and narrow the gap towards the national level. At 15.5% this equates to 2531 pupils who are persistently absent, missing 19 days or more in the school year. 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. Persistent absence for Children in Care at secondary level rose to 20.4% with 33 out of 168 pupils persistently absent which is higher when compared to the same time last year. The service continues to work 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.

26. Early indications from provisional attainment results of show improvements at Key Stage 2 with 64% with notable improvements in maths and writing. Reading levels remain a challenge but we are narrowing the gap with national levels. Provisional figures for progress 8 at Key Stage 4 level also show an improving picture with final figures due at the end of January.

CONNECTED COUNCIL:



Service Standards				
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27. Service performance and governance indicator for Performance and Development Review (PDR) completion continues to improve this quarter, with others specifically agency spend and sickness absence management requiring improvement.
28. 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.
29. Agency worker spend outside of main employment contracts has increased during the quarter by £62k (12.55%) from £494k to £556k. Although assignments have only increased by 2 since the last quarter, a third (35%) have been for more than 6 months. Performance management of assignments and spend will continue to be a focus throughout 2019-20.
30. The sickness absence rate for the quarter was 9.96 days per full time equivalent employee, which has increased again this quarter by over half a day (0.58) and remains above the corporate target of 8.50 days. The trend identifies increases across all 4 service directorates in this quarter. On average 75% of all absences relate to long term issues. Appendix A is a breakdown of the analysis and accompanying narrative.

31. There remains a strong corporate focus and approach on health and wellbeing across the workforce which is championed by the Human Resources and Organisational Development team, in conjunction with Public Health, with a number of actions in place to address this upward trend as follows:
- Within the last few months, a new Health and Wellbeing Policy was developed and implemented to transform the provision of health and wellbeing interventions, focusing on a proactive approach and supporting an environment where health awareness, prevention and support is a key priority and to motivate employees to improve their wellbeing becoming the norm. The Policy is supported by procedures, separately focussing on managing sickness absence and maximising attendance and manager 'how-to' guides and a range of self-help resources.
 - Managing sickness remains a key priority for HROD Business Managers, challenging and supporting managers to ensure absence management is carried out effectively and efficiently. This is carried out in a variety of ways from having relationship management meetings with Heads of Service; utilising the data to highlight hotspot areas and sickness triggers on which to focus; providing focused support around long term and complex absence cases; delivering workshops / training to managers not only on application of policy and procedures, but also around interpersonal skills such as having difficult conversations.
 - The Occupational Health team also provide a range of high quality health services to our workforce, including physiotherapy and counselling services, resulting in waiting times for appointments being generally much lower than the NHS; these services receive excellent feedback from staff.
32. However, there is currently an issue with staff not attending appointments with Occupational Health. In quarter 3 a total of 83 appointments were missed out of 1047 (8%) and this has been a trend for several months and needs improvement due to the adverse impact on support for employees and on service delivery and capacity. Solutions are being considered to improve performance for missed appointments to include a further trial of sending text reminders to see if this impacts positively on attendance.
33. These actions now need to be better embedded by services and teams within directorates to improve the current performance.
34. The average number of days to process a new housing benefit claim for the year is 17.74, this continues to be above the 21 days target. The processing of new applications for Council Tax Support (CTS) is 19.44 days, above the target of 21 days and an improvement on the 20.85 days reported in quarter 2.
35. Local authority spend with local businesses is 70% against a 66% target with spend equating to approximately £30.8m.
36. The 2 minute 52 seconds wait time in the One Stop Shop for the specialist teams for quarter 3 is a slight improvement on the 3 minute 33 seconds reported in quarter 2 and is a dramatic improvement on the 8 minutes 59 seconds reported in quarter 1 against a 10-minute target. Customers are now directed to the self-service in the first instance, if they are unable to self-serve we have a team of Digital Assistants available to help.
37. The target for answering telephone calls in Customer Services is 90% in 150 seconds, this quarter we achieved 80%. During this quarter in response to the flooding situation the Public Information Helpline was opened in the evening of Thursday 7th November. This was maned 24/7 by Customer Services including 24 hours over the weekends. Working a 24 hour rota for this period and the increase in customer contact has impacted on this quarter's performance. We also experienced additional contact due to the Election.

FINANCIAL POSITION:

Revenue Budget

38. The Council is currently forecasting a year-end underspend of £1.3m for 2019/20 as at quarter 3. Planned savings for 2019/20 are largely on track with £17.5m expected to be delivered leaving a projected shortfall of £1.4m. A summary of the £1.3m underspend by service areas for 2019/20 is provided below:-

	Quarter 3				Quarter 2 Variance
	Gross Budget	Net Budget	Variance		
	£m	£m	£m	%	£m
Adults Health and Wellbeing	163.0	77.9	0.9	0.6%	0.1
Learning & Opportunities - Children & Young People	53.5	12.1	0.4	0.7%	0.4
Doncaster Children's Services Trust (DCST)	55.8	50.9	-1.0	-1.8%	-1.1
Corporate Resources	115.4	20.4	0.0	0.0%	0.3
Economy & Environment	92.9	37.9	-0.8	-0.9%	-1.1
Services Budgets	480.6	199.2	-0.5	-0.1%	-1.4
General Financing	6.5	5.9	-0.1	-1.5%	-0.4
Other Council-Wide budgets	12.3	-78.1	-0.7	-5.7%	-0.2
Council Wide	18.8	-72.2	-0.8	-4.3%	-0.6
Grand Total	499.4	127.0	-1.3	-0.3%	-2.0

39. Adults, Health and Well-Being is forecasting an overspend of £0.92m relating to an overspend on Libraries and Culture within Communities which includes a number of variances with the most significant being the costs to clean, transfer and store the Archives in 2019/20 of £0.43m and a proposal to transfer £0.65m budget to an earmarked reserve to be carried forward to cover costs to be incurred in 2020/21 in relation to Libraries and Culture including one-off new library purchases not covered by the construction budget, retrieval and long-term storage of the Archives. Across the remainder of Adults, Health and Well-Being there is an underlying pressure of £0.28m being funded from the one-off integrated Better Care Fund (iBCF) balance during 2019/20, with a financial forecast that has improved by £0.21m since Quarter 2. This situation is chiefly driven by financial pressures in: -
- Working age adult residential placements (where an underspend on short stays is exceeded by an overspend on long term placements);
 - Homecare, direct payments and supported living;
 - Integrated Community Equipment;
 - A shortfall in income from fees and charges.
40. By contrast there has been a significant underspend projected 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.
41. The detailed position of the Care Ladder is shown in the table below: -

Care Ladder		Budgeted Position at Month 9	Actual / Projected Position at Month 9	Variance
Older People Residential	Client numbers at current month	781	760	-21
	Forecasted clients by year end	784	775	-9
	Net Expenditure (£'000)	14,883	14,404	-479
Working Age Adults Residential	Client numbers at current month	179	201	22
	Forecasted clients by year end	180	205	25

	Net Expenditure (£'000)	8,937	9,981	1,044
Short Stay Residential	Net Expenditure (£'000)	1,814	1,213	-601
Direct Payments	Client numbers at current month	1,014	920	-94
	Forecasted clients by year end	1,051	943	-108
Home Care	Client numbers at current month	1,075	1,079	4
	Forecasted clients by year end	1,067	1,079	12
Total Non-Residential	Net Expenditure (£'000)	15,805	16,246	441
Extra Care	Client numbers at current month	119	113	-6
	Forecasted clients by year end	120	113	-7
	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	16,951	72
Care Ladder Grand Total	Client numbers at current month	3,497	3,395	-102
	Forecasted clients by year end	3,532	3,437	-95
	Net Expenditure (£'000)	60,182	60,545	363

42. Learning & Opportunities – CYP projected outturn is a £0.376m overspend, excluding the Children's Services Trust (DCST), which is a decrease of (£0.062m) since quarter 2. The main overspends remain the Imagination Library non-recurrent pressure of £0.121m and the cost pressure around Travel Assistance of £0.429m. These are offset by managed staffing under spends across the Directorate (£0.190m). The reasons for the Travel Assistance overspend are two-fold. Previously decision-making for transport, attached to placements was not sufficiently robust, which meant in many cases there was a lack of understanding and awareness of associated travel costs for children placed out of Borough, many in single use taxis. The greatest increase is linked to the increase in out of Borough Special Education Needs placements. There is continued work around reducing costs; including the requirement for all transport costs to be included on placement requests to the Joint Resource Panel, to ensure visibility. The Council has also introduced a new transport assessment officer, whose role is to work with families and carers to explore travel arrangements that promote independence, in particular to explore alternative to taxis. Specifically, the service has now introduced independent travel training, which enables young people where possible to travel independently, encouraging greater independence post education too.
43. The Children's Services Trust (DCST) are reporting an under spend of (£1.0m) against the contract value for 2019/20, which is £0.1m less than at quarter 2 due to increased placements costs. The underspend is a combination of reduced net costs to the Trust of (£0.630m) 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 (£0.395m) 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.
44. Corporate Resources is forecast to underspend by £0.04m. The overspends mainly relate 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 £0.85m from reduction in income levels from the Traded Services transferred from E&E in the Finance section. These costs are mainly off-set by one-off salary underspends across the directorate of £1.00m, one-off budget transferred from E&E for the above Traded Services £0.38m and savings in borrowing budgets for Transport services £0.32m. The change from quarter 2 mainly relates to increases in projected salary underspends off-set by reduced levels of income from the services transferred from Economy & Environment.
45. The Directorate is proactively managing its resources and has absorbed the £0.16m cost of the Communications Strategy and the housing benefit overpayments issue £0.60m (for which a proposal is included in the 20/21 budget

setting proposals). The performance of the Trading Services is being closely reviewed.

46. Economy & Environment is projected to underspend by £0.82m. This is a result of Highways Operations £0.35m underspend due to over-recovery of overheads; Planning £0.25m underspend due to vacancies and "new burdens" grant funding; Network Management £0.14m underspend mainly due to income from road closures; Property Services £0.10m underspend across a number of services and buildings; Waste £0.10m underspend mainly due to lower tonnages than budgeted and Parking Development & Enforcement £0.13m underspend mainly due to income from bus gates. Previously reported underspends related to income from bus gates are no longer included as they have been earmarked to be spent on enabling regeneration. These underspends are reduced by £0.37m of budgets transferred to Corporate Resources.
47. Council Wide is forecast to underspend by £0.80m. During quarter 3, contingency budgets have been reviewed for known and expected commitments resulting in the release of £1.00m of funding. Other significant issues include lower than expected pension costs for former employees £0.20m, underspend in the levels of Minimum Revenue Provision required to fund the capital programme £0.15m, Treasury Management savings £0.12m and increased levels of buy-back of leave £0.12m. These are off-set in part by an estimate of £0.65m for the impact of the November floods which is the threshold for the Bellwin claim £0.45m and an additional £0.20m costs and £0.17m resulting from the unavailability of capital receipts to fund revenue costs.
48. The healthy financial position of a projected £1.3m underspend at the end of the financial year means it is possible to allocate funding on a one-off basis to specific projects. The Mayor is taking this opportunity to shore up the response to floods by investing additional capacity within community teams and early help services and to support flood resilience arrangements (£0.30m). In addition, revenue contributions will be made for the replacement of CCTV equipment (£0.50m) and the provision of additional resources to support the investment in our smaller leisure facilities (£0.50m). The use of the underspend in this way will be facilitated through the creation of earmarked reserves.
49. The balance of uncommitted reserves is £14.4m, which is not excessive for a Council of our size, which spends £499m a year; £14.4m 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)

50. The outturn projection at quarter 3 is an underspend of £0.7m. The revised budget assumes a contribution of £0.7m from balances; the £0.7m underspend means that the contribution from balances is reduced to zero. The variances are £0.5m 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. A decision was made to waive rents for tenants affected by the November floods and this is expected to cost £0.09m and is built into the above figures.
51. Housing Revenue Budget balances are estimated to be £8.3m as at 31st March 2020, this is an increase of £0.7m from the position at quarter 2. 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.

52. Current rent arrears at quarter 3 are £2.4m (3.29% of the rent debit); this is an increase of £261k from £2.2m (2.95%) at quarter 2. 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 31st December, the amount of former tenants' arrears was £1.2m an increase of £0.1m from quarter 2, there have been no write offs during the third quarter.

Capital Budget

53. The capital spend projection for 2019/20 at quarter 3 is £119.2m (£127.5m at quarter 2) with a further £304.7m projected to be spent in future years (£265m at quarter 2). Actual expenditure incurred so far this year is £49.3m. It is currently estimated that there will be a £12.2m 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. Based on an average asset life of 20 years and interest rate of 2.75% the shortfall would create an additional revenue pressure of £0.95m.
54. The Council is reliant on one high value sale completing in the current financial year to avoid an additional Minimum Revenue Provision charge of up to £65k, which would have to be met from revenue budget.

Collection Fund

55. 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	-136.62	-0.28	-3.66	3.39	-0.55
Doncaster Council	-111.87	-112.10	-0.23	-3.10	2.86	-0.46

* 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 offset by lower growth £0.35m. The surplus has reduced by £0.56m from quarter 2 due to higher levels of relief being awarded than previously forecast.

Council tax arrears currently stand at £16.3m, compared to £16.4m target. The target for the reduction of Council Tax arrears was £1.7m for quarter 3. This was not achieved due resources being deployed for flood related work however, overall performance remains on target.

b. Business Rates:

	Budget £m	Projection £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance* £m
Collection Fund	-92.62	-95.77	-3.15	2.08	-2.15	-3.22
Doncaster Council	-45.39	-46.93	-1.54	1.02	-1.06	-1.58

* 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 £-2.15m and lower than estimated levels of retail relief being issued £-0.56m.

The target for business rates arrears is £3.8m and they currently stand at £4.7m. The actual net position has not changed from period 2 due to a number new assessment being backdated to previous years and increasing the arrears value. The arrears from these new assessments will be paid through instalment plans during the remainder of the year.

STRATEGIC RISKS

56. 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 Q3. A new risks have been proposed around the Children in Care persistent absence at secondary level in view of our corporate parenting responsibilities. This risk will be developed and added to the risk register. Detail of all the Directorate Strategic Risk Profiles is contained within the Appendix C.

OPTIONS CONSIDERED

57. Not applicable

REASONS FOR RECOMMENDED OPTION

58. 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

59. 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: 28/01/20]

60. 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: 17/01/20]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initial: RH Date: 29/01/2020]

62. Key performance indicator outcomes that are specific to the workforce are detailed within the body of the report and appendix A 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 Review (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: 27/01/20]

There are no specific technology implications in relation to this report. However, technology continues to be a key enabler to support performance improvement and 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: 28/01/2020]

63. 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: 17/01/20]

64. 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

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

BACKGROUND PAPERS

66. Not applicable.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

64. N/A

REPORT AUTHORS AND CONTRIBUTIORS

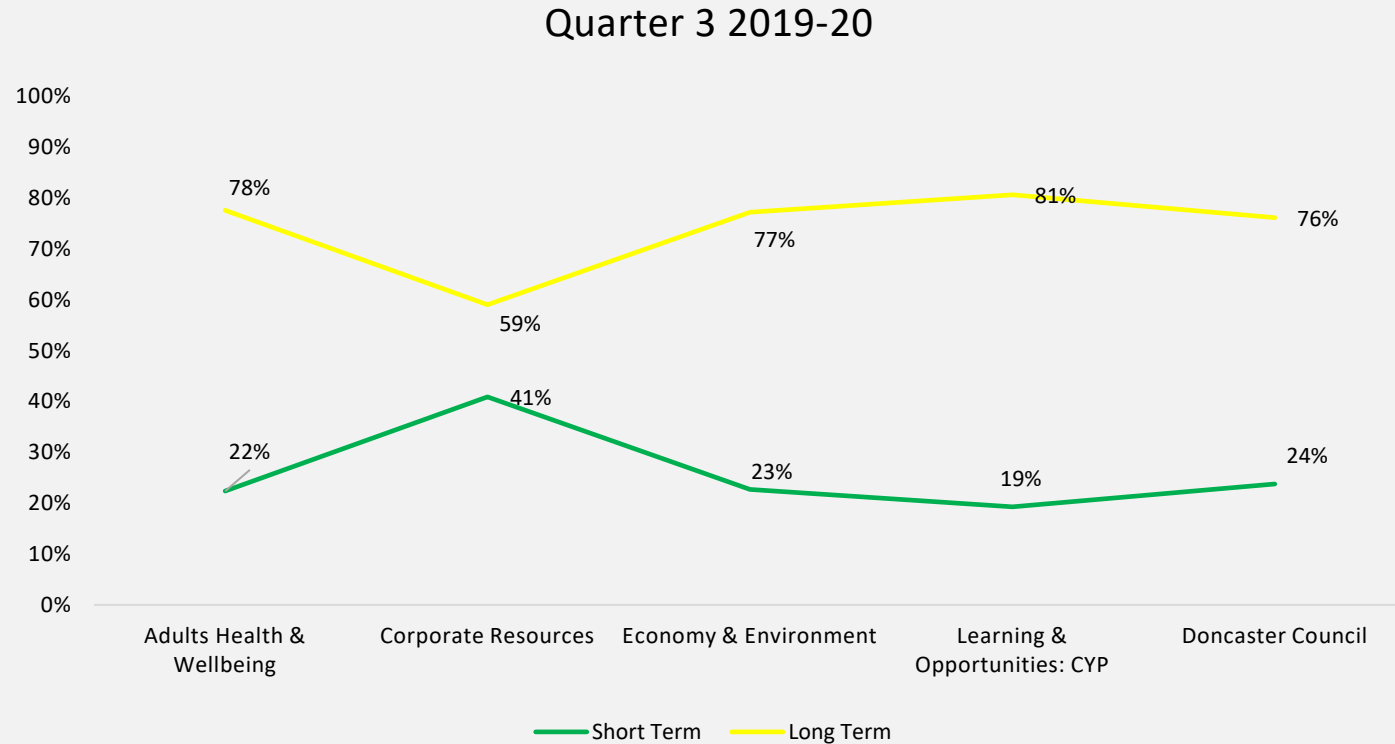
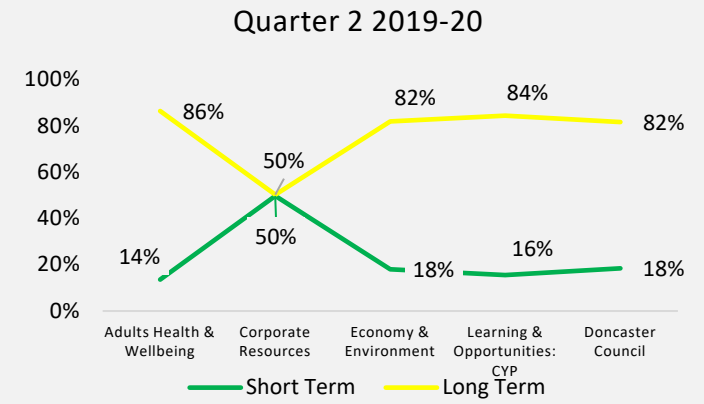
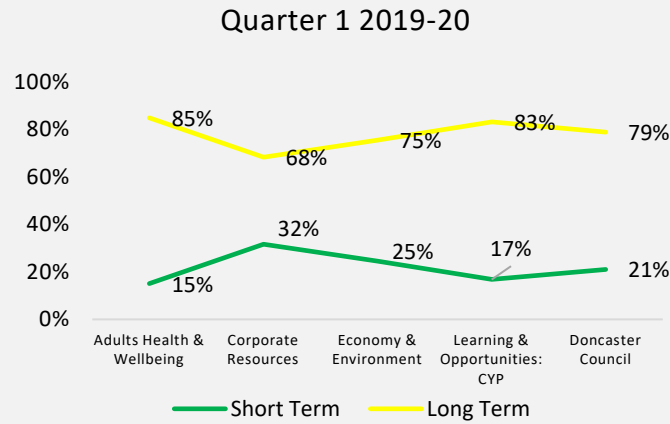
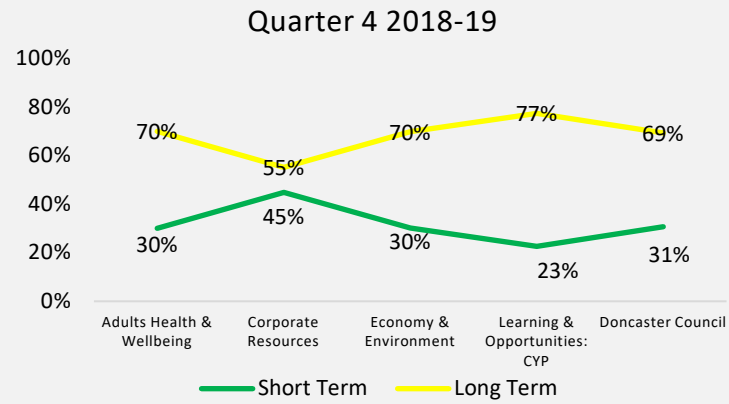
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Debbie Hogg
Director of Corporate Resources

Absence Management

Long Term vs Short Term Trends



Appendix A

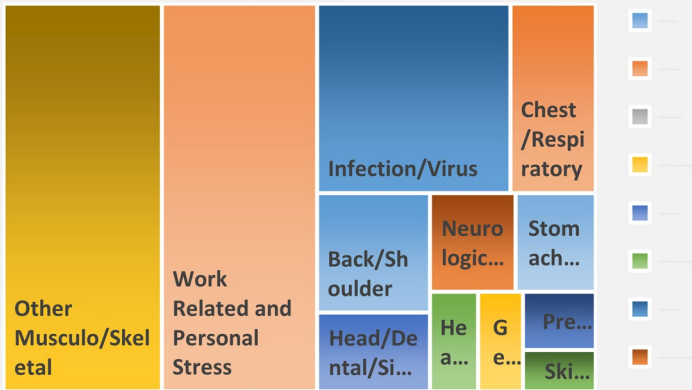
Quarter 3 has seen a continuation of the trend from the previous three quarters of long term absence being responsible for over 75% of all absences in Doncaster Council.

This trend is replicated across all Directorates with the exception of Corporate Resources who have a closer split of long term and short term absence.

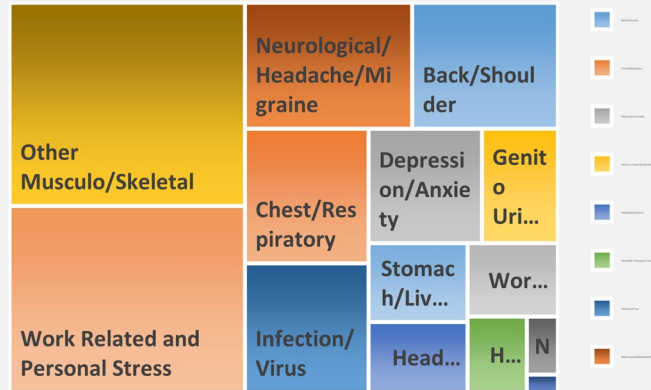
Reasons for Absence

The treemaps below show how many days sickness absence has been recorded against each reason for absence. The larger the box the more days that have been recorded against the reason for absence.

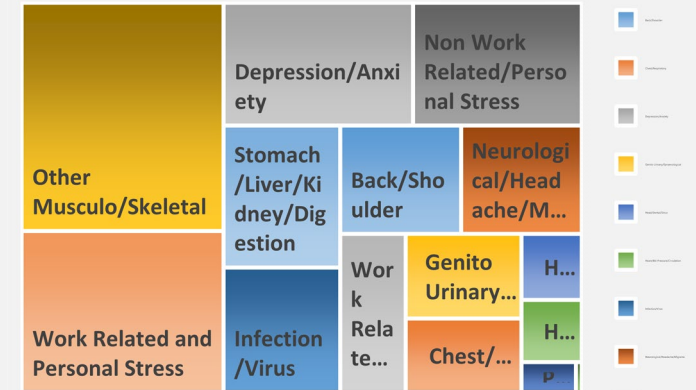
Quarter 4 2018-19



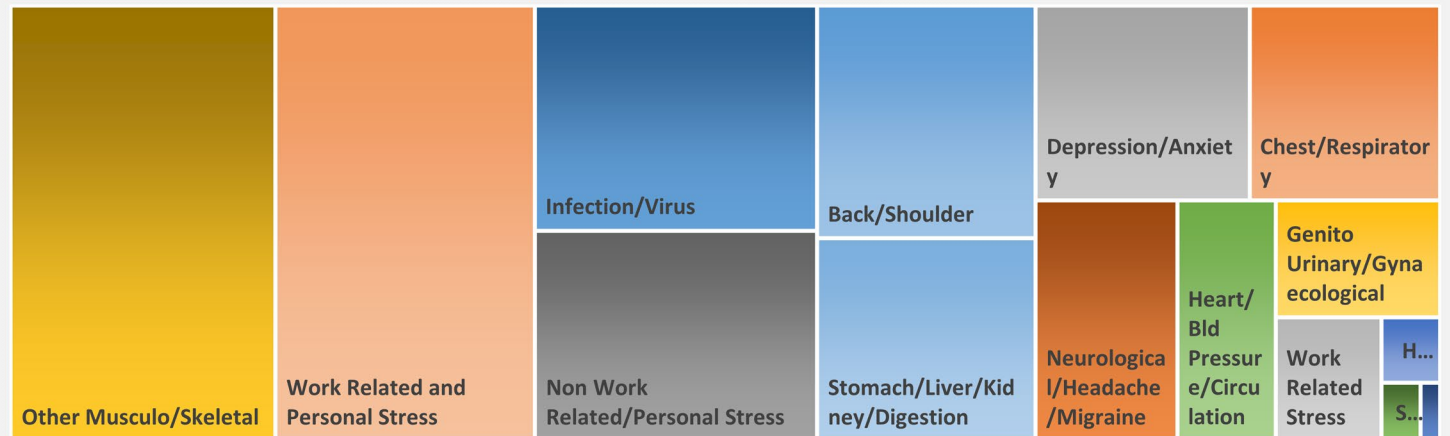
Quarter 1 2019-20



Quarter 2 2019-20



Quarter 3 2019-20







Quarter 3 has seen a continuation of the trend for the top 2 reasons for absence being Other Musculo/Skeletal and Work Related and Personal Stress.

In quarter 3 we saw Infection/Virus return in the top 3 reasons for the first time since quarter 4 of 2018/19. This is to be expected with quarter 3 being the start of 'flu season' and would also explain the slight increase in short term absence compared with previous quarters.


- Back/Shoulder
- Chest/Respiratory
- Depression/Anxiety
- Genito Urinary/Gynaecological
- Head/Dental/Sinus
- Heart/Bld Pressure/Circulation
- Infection/Virus
- Neurological/Headache/Migraine
- Non Work Related/Personal Stress
- Other Musculo/Skeletal
- Pregnancy Related
- Skin Conditions
- Stomach/Liver/Kidney/Digestion
- Work Related and Personal Stress
- Work Related Stress



FINANCE PROFILE

		Quarter 3 2019/20		
Adult Health and Well-Being Revenue		Gross Budget	Net Budget	Variance
		(£m)	(£m)	(£m)
	Adults Health & Wellbeing Total	162.954	77.946	0.925
	Adult Social Care&Safeguarding Total	103.203	70.629	-0.511
<ul style="list-style-type: none"> Our forecast has improved slightly to an overall underspend of (£510k). This is most likely because, in spite of the impact of floods, the otherwise mild winter has resulted in lower than expected social care demand. Our underlying position reflects some positive improvement in usage of care homes for older people. We are helping older people stay at home for longer but we are continuing to control homecare costs with our strength-based approach in spite of demographic pressures. Our performance in usage of care homes for younger adults continued to compare positively with other Councils. We have cleansed our data recently which has led to a rebalancing of long term and short term placement costs. We have cost pressure in Direct Payments which we are looking into. This mainly relates to increases in assessed needs of existing people we support rather than any unaccounted for increase in new people. We had planned to increase income from fees and charges this year but proposals are currently being consulted upon so any increase in income will not happen until 2020-21. We are managing our staffing establishment carefully and holding vacancies where it is safe to do so in order to remain within budget. 				
	Communities Total	24.765	12.886	0.920
<ul style="list-style-type: none"> The projected outturn for PD9 is showing an overall overspend of £920k. This is a change of £630k since PD8. The pressures are largely attributed to an overspend arising from pressures in Libraries & Culture of £622k for costs in 2019/20 identified below (this is partly offset by (£280k) GF that has been vired from Community Provision), plus £646k for the setting up of a reserve to cover 2020/21 & 2021/22 associated with additional works of £192k Arts, £316k Archives and £138k for the Library new build. Libraries & Culture - For 2019/20 Arts are now projecting an overspend of £147k. This is a decrease is of £25k since PD8 due to a budget within E&E Events being identified to cover £25k of costs. 2019/20 overspend this is mainly due to costs arising from Pilgrim Woman £109k, Culture festivals - Right up our Street £30k, Bawtry Illuminate £24k, Global Streets £25k, Americana festival £2k, offset by (£20k) income plus (£25k) from the Events budget. £603k projected overspend in Heritage Services for 2019/20, £433k of which is due to costs associated which the clean, transfer & storage of Archives, £58k 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. Offset by Libraries which are showing an underspend of (£128k) due to staffing vacancies. A zero based budget review of resources to manage the new library and museum service is being undertaken. The income target of £600k in HEART, which is aligned to the revised Fees and Charges project will not be implemented until 2020/21. However this income pressure is largely being offset by a (£160k) underspend in Day Services of which (£92k) is associated with staffing vacancies, (£78k) 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 is expected that the budget will be spent on backfill by yearend. Community Provision (£10k), this is a change of £280k since PD 8 due to realigning grant income and a one off virement of £280k GF to Libraries and culture. Community Safety are projecting an overall £30k overspend, attributed to a £7k overspend in Community Safety Management, £71k overspend in the Alarm Receiving centre, of which £36k is staff pressures, £31k 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 and an additional (£11k) income from PCC has been identified since PD8. Town Centre - Remains in line with PD 8. The Stronger Community Area Teams are projecting an underspend of (£71k). 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. 				
	Director Of Adult Services Total	1.866	0.423	-0.270

- 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	11.500	7.514	0.321
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- 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	19.500	0.688	0.005
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- Small overspend on staff salaries. not projected to increase and will be covered via public health grant next year.

 Director Of Improvement Total	2.120	-14.195	0.459
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- Overspend of £458k 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 3 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	7.7	31.2	24.8
<ul style="list-style-type: none"> • There are no major concerns with the AHWB programme at Q3. £10m has been removed from the Leisure Facilities Investment scheme, additional resources were requested during budget setting and the full scope of the scheme is to be reviewed during this process. 				
 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	0.7	0.1	0.2
<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 change from Q2 is due to re-profiling the Cusworth Hall improvements & Bentley Library schemes into 20/21. 				
 Modernisation and Commissioning	0.3	0.1	2.0	0.4
<ul style="list-style-type: none"> • The main schemes in Modernisation and Commissioning is 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. £2m has been removed from later years for an extra care housing project following review during budget setting. 				
 Public Health	1.8	2.0	10.7	0.8
<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 and the partially grant funded Closed Road Cycle Circuit scheme. £10m has been removed from the Leisure Facilities Investment scheme, additional resources were requested during budget setting and the full scope of the scheme is to be reviewed during this process. 				

Quarter 3 2019/20

Corporate Resources Revenue

	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
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 Corporate Resources Total	115.355	20.386	-0.041
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 Customers, Digital & Ict Total	74.790	8.589	0.533
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- M9 - This area is now forecast to overspend by £0.53m at month 9. 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 mainly off-set by one-off salary underspends of £0.16m from across the service. These are shown as one-off as they are expected to be used as savings in 20/21. The increase in overspend from month 8 is mainly due to increased recruitment in Customer Services £0.05m

 Corporate Resources Director Total	0.753	0.395	-0.459
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- M9 - This area is 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 reported without affecting Corporate Resources overall position. In addition, the salary budget for the former Assistant Director of Trading Services underspend has moved into this area to be used one-off in 19/20 and then £0.10m will be used to meet pressures in the 20/21 budget. No change from month 8

 Finance Total	25.528	0.561	-0.033
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- M9 - This area is forecast to underspend by £0.03m at month 9. Bereavement Services are forecast to overspend by £0.23m (reduced services therefore reduced income), Schools Catering is forecast to overspend by £0.17m (loss of surplus making schools) and Inpress is forecast to overspend by £0.06m (reduced activity). This is offset by Fleet Services underspend of £0.25m mainly from delayed borrowing savings, and £0.37m of salary underspends from non-trading parts of Finance. The £0.03m increase in underspend from month 8 is mainly due to additional salary underspend

 Hr, Comms & Exec Office Total	5.339	4.312	0.071
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- M9 - This area is forecast to overspend by £0.07m at month 9. 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 £0.18m 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) and salary underspends of £0.11m across the service. The £0.07m change from month 8 is the shortfall in income from income in Corporate Health and Safety

 Legal & Democratic Services Total	5.948	3.868	-0.035
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- M9 - This area is forecast to underspend by £0.04m at month 8. A number of low level items largely off-set each other and resulting in the projected underspend, with salary underspends of £0.08m in Legal Services being the largest individual item. The increase in underspend is mainly due to salary budgets

 Strategy And Performance Total	2.998	2.661	-0.119
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- M9 - No significant issues in this area at month 9. There is a projected underspend of £0.19m one-off underspends from vacant posts. There has been no change from month 8. The population of the revised structure is being implemented

Quarter 3 2019/20

Corporate Resources Capital

	Budget	Projection	Budget Future Years	Projection Future Years
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	£m	£m	£m	£m
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 Corporate Resources Total	33.0	28.0	45.5	41.3
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- 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 £12.01m, Q2282 Fleet/Plant Replacement Programme £7.50m 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 the remainder of the year.

- There main reason for the overall variance is as a result of moving allocations from the Investment and Modernisation Fund into the Economy and Environment capital programme and removal of an allocation in the Trading area of the programme.

 Customers, Digital and ICT	4.4	4.0	1.4	1.8
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- 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. No significant variances

 Finance	28.4	23.7	44.1	39.5
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- This area is forecast to underspend by £0.03m at month 9. Bereavement Services are forecast to overspend by £0.23m (reduced services therefore reduced income), Schools Catering is forecast to overspend by £0.17m (loss of surplus making schools) and Inpress is forecast to overspend by £0.06m (reduced activity). This is offset by Fleet Services underspend of £0.25m mainly from delayed borrowing savings, and £0.37m of salary underspends from non-trading parts of Finance. The £0.03m increase in underspend from month 8 is mainly due to additional salary underspend.



 HR, Comms & Exec Office	0.1	0.2	0.0	0.0
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- 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 - phase 1 went live in June '19 and phase 2 estimated for summer 2020

 Legal & Democratic Services	0.1	0.1	0.0	0.0
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- No significant issues in this area at month 8. Both systems have been installed but issues remain with the voting and conference system which the company is working to resolve

Economy & Environment Revenue

		Quarter 3 2019/20		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Economy & Environment Total	92.927	37.850	-0.817
	Economy & Development Total	27.732	6.885	-0.404

- Period 9 overall underspend: -

Planning underspend -£251k mainly from: -

- Underspend (on-going) -£97k legal and professional fees.
- Underspend (one-off) -£130k vacant posts.
- Underspend (one-off) -£21k additional income from grants, contributions and Local Records Centre.

Major Projects and Infrastructure overspend £6k mainly from: -

- Overspend (on-going) £62k developer contributions in Design.
- Underspend (one off) -£41k from vacant posts (net of income reduction, overtime and agency).
- Underspend (one-off) -£15k various other headings.

Business Doncaster underspend -£56k mainly from: -

- Overspend (on-going) £11k and overspend (one-off) £49k shortfall in apprenticeship levy income.
- Overspend (one-off) £24k Visit Doncaster mainly from less TIC income than expected.
- Underspend (one-off) -£66k vacant posts.
- Underspend (one-off) -£35k provisions for potential SFA and GHEP (ESIF) clawback no longer required.
- Underspend (one-off) -£39k various other headings.

Property Services -£103k underspend mainly from: -

- Facilities Management underspend -£71k; includes overspends on Mary Woollett repairs and Civic Office electricity costs, plus underspends on business rates, utility costs and Mary Woollett income (some of the latter is still under review).
- Strategic Asset Management overspend £245k largely from asset savings not yet achieved £202k. The balance of £43k results from the net of over and underspends across building budgets and team costs, some of the individual values are significant.
- Statutory Planned Main/Comp underspend -£25k mainly from increased efficiency re. hard wired testing and additional income.
- Design underspend (one-off) -£35k vacant posts from delays in restructure.
- Energy underspend (one-off) -£134k mostly re. Carbon Reduction Commitment.
- Public Buildings Maintenance Underspend (one-off) -£92k mostly from over recovery of overheads and income from contract work in excess of target.

	Director Economy & Environment Total	0.046	0.004	0.375
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- Period 9
Overspend (one-off) £375k due to budget transferred to Corporate Resources to balance overspends in Trading Services and the Health & Safety team.





	Environment Total	63.448	30.079	-0.805
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- Period 9
Overspend (on-going) £42k Due to unachieved Digital Council savings in Regulation and Enforcement and £100k to cover the cost of stolen gully covers. Waste Trade income is £300k under achieving due to the loss of customers to competitors and the increase in collection costs to SUEZ.
Overspend (one-off) £0k Due to
Underspend (on-going) -£237k 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 £367k underspent.
Underspend (one-off) £375k Highways Operations additional income generation which won't reoccur once the overheads have been realigned. Further underspends include Outsourced Kingdom Contracts £100k, Selective licensing income £78k, Green Waste Disposal £64k, Additional Bus Gate Income £50k, PBS Salaries underspends £40k and Street Lighting Repairs and Renewalls £33k.




Additional Comments - Parking would have been underspent by £562k however this amount has been moved to cover costs on the West Moor Link Road. In addition 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	0.017
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- Period 9
Overspend (one-off) £68k SLHD Management Fee mainly from additional premises costs and supplies and services net of underspends on vacant posts.
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 3 2019/20			
		Budget	Projection	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Economy & Environment Total	82.4	75.7	148.7	214.2
<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	43.1	63.8	72.9
<ul style="list-style-type: none"> • Main areas of spend include Doncaster Culture & Learning Centre (£11.0m), DN7 Unity Link Road (£8.7m), CCQ Cinema (£7.0m), A630 West Moor Link (£5.9m), St. Sepulchre Gate/Station Forecourt (£3.9m) and Transforming Cities Fund Tranche 1 projects (£1.3m) plus a programme of planned maintenance to Council buildings (£1.4m). The projected spend at Quarter 3 is £4.6m less than at the Quarter 2 mainly due to: - <ul style="list-style-type: none"> a. DN7 Unity Link Road - £3.4m re-profiled to 2020/21 as a result of delayed earthworks due to recent adverse weather. Remaining external funding should still be drawn down this year. b. Strategic Acquisitions fund - £1.0m reduction. £0.2m allocated to purchase of leasehold interest in TH Motson premises and £0.8m re-profiled from 2019/20 to 2020/21 to reflect when future purchases are expected to be made. <p>£5.0m of SCRIF grant relating to West Moor Link is still un-ringfenced, with a final decision from the Combined Authority expected in January. To reflect the risk of the funding being allocated to other SCR projects West Moor Link is now shown as limited by the confirmed funding to the value of the bridge contract and associated works, £6.7m in total including sunk costs.</p> <p>The following risks are associated with the DN7 project but not included in the current profile pending further developments: -</p> <ul style="list-style-type: none"> a. £0.66m potential shortfall in funding over main contract cost. b. £0.30m additional works may be required relating to issues with culverts. c. £0.58m re. early warning notification from contractor, which is intended to be managed within programme. <p>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.</p> 					
	Strategic Housing	29.4	22.8	79.4	134.0
<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):- <ul style="list-style-type: none"> 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	9.8	5.5	7.3
<ul style="list-style-type: none"> • The main areas of expenditure in Environment are, Highways Asset Maintenance £7.8m Street Scene £0.70m which includes Parks and Pathways £0.23m. Street Light Improvement programme £1.035m. The 19/20 Highways 					


LTP Capital allocation is supported by a carry forward of the unspent element of 18/19 funding which has a full schedule of works profiled against it, this funding is profiled to be maximised this year. The service has managed spend across all the capital budgets, to maximise external spend first and retain internal funding for allocation as potential match funding to support the bid to the DfT for Challenge funds in 20/21 (we await confirmation on whether the bid has been successful). Also the Newton Ings footpath bridge replacement scheme has been put on hold as there is a possibility the Environment Agency may have some ownership responsibility and discussions are ongoing with assistance from the legal team. The Nov 2019 flood event has created a large backlog of safety works and also delayed delivery of the full capital programme (around 6 weeks delay and still increasing). External delivery support from Barnsley MBC and possibility Rotherham MBC has been secured. The 19/20 and 20/21 programmes will be assessed to maximise opportunities to fund elements of the flood damage, which stands at £4.1m across the Highways Infrastructure assets.

		Quarter 3 2019/20		
Learning and Opportunities; CYP Revenue		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning & Opportunities Cyp Total	109.324	63.005	-0.649
	Centrally Managed	4.796	0.257	0.000
	Partnerships & Operational Del	9.428	2.661	-0.062

- Partnerships & Operational Development (£0.062m) underspend:

Partnerships and Operational Development projected outturn is an under spend of (£0.062m), which is an increase of (£0.032m) since month quarter two. There is a non-recurrent pressure from the Imagination Library £0.121m, which was withdrawn in August 2019 after a comprehensive review including consultation with residents. The review recommendations have been implemented including the promotion of Book Start and local libraries. There is no expectation that there will be any further costs. There is a Traded income shortfall of £0.145m within the Education Welfare Service, which is linked to less schools than expected taking up the traded offer. Buy Doncaster is supporting the service to develop a plan to increase traded income. These pressures are offset by staffing under spends of (£0.153m) due vacancies within the financial year in Early Years, Locality Delivery, Partnerships & Engagement and Education Welfare Service. The service areas are managing the vacancies with minimal impact on service delivery and a review of all directorate vacancies will be completed by the end February 2020 post functional review. There has been additional Schools Fines income of (£0.185m) as holiday related penalty notices have grown again, in line with national trends.

Dedicated Schools Grant (DSG) for 2019-20 is predicted to overspend by £4.3m due to pressures within the High Needs Block which includes expenditure on Special Educational Needs, Out of Authority Placements and Alternative Provision. It is expected that this overspend will be offset by savings in future years. There has been an increase in children placed in out of authority placements (inc special educational needs), which is due to a combination of levels of need and local schools provision. There is a significant amount of work being completed at both operational and strategic levels. Operationally funding requests are now submitted to the multi-agency Joint Resource Panel, which has a mandate to ensure all local options have been explored prior to any out of authority placement being agreed. There is an expectation that this will stem the flow and allow a greater grip on resource allocation. Strategically senior education leads in the council are liaising with schools around the devolution of elements of the dedicated schools grant to ensure that locally there are the right services in place to support children, improving outcomes and reducing costs.

	Commissioning & Business Devel	39.321	9.189	0.438
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- Commissioning & Business Development £0.438m over spend:

Commissioning and Business Development projected outturn is a cost pressure of £0.438m, which is a decrease of (£0.029m) since month quarter two. There are two main cost pressure areas. Travel Assistance costs are £0.429m, which are primarily due to the increased number of pupils and students accessing education outside of the authority. The reasons for this are two-fold. Previously decision-making for transport, attached to placements was not sufficiently robust, which meant in many cases there was a lack of understanding and awareness of associated travel costs for children placed out of Borough, many in single use taxis. The greatest increase is linked to the increase in out of Borough Special Education Needs placements. There is continued work around reducing costs; including the requirement for all transport costs to be included on placement requests to the Joint Resource Panel, to ensure visibility and the introduction of a transport assessment officer, whose role is to work with families and carers to explore travel arrangements that promote independence, in particular to explore alternative to taxis. Specifically, the service has now introduced independent travel training, which enables young people where possible to travel independently, encouraging greater independence post education too. Over the last two months, there has been an increase in the numbers trained and this will continue into the New Year. 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 offers assurance that all costs are now transparent and are being robustly considered. The chair of the panel has feedback that this is working well. It is important to note that all decisions are made in the best interests of children. 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 £0.161m above budget due to two main areas. Increased support provided by the Learning Standards and Effectiveness team, as part of the challenge and support process, which is helping to drive up the quality and performance of learning. The second area, are expected deficits when 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 (£0.113m) due to vacancies in the service within the financial year, and an under spend in Children with Disabilities placements (£0.101m) as there has been no growth in 2019/20 to date. The Future Placements Strategy has been agreed by Cabinet and is now moving into implementation.

	Childrens Services Trust	55.779	50.897	-1.025
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- The Children's Services Trust (DCST) (£1.025m) under spend:

At month nine DCST are reporting an under spend of (£1.0m) against the contract value for 2019/20, which is £0.1m less than at quarter two due to increased placements costs. The underspend is a combination of reduced net costs to the Trust of (£0.630m) 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 (£0.395m) 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 3 2019/20				
	Budget	Projection	Budget Future Years	Projection Future Years	
	£m	£m	£m	£m	
	Learning & Opportunities - CYP Total	12.7	7.6	20.4	23.0
	<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	6.5	18.8	20.0
	<ul style="list-style-type: none"> Largest elements of expenditure are £3.5m for the new Bader school development, £1.5m for the school condition programme inc roofs, £0.56m for additional school places, Safeguarding & Access £.5m and funding devolved to schools (DFC) £.4m. Some slippage here, compared to the original budget due to the Bader school start being delayed and delays to planned increases to school places into 2020-21. 				
	Partnerships and Operational Delivery	1.2	0.8	0.1	0.7
	<ul style="list-style-type: none"> Largest element here is the new Inclusion development at East Dene Centre at £.6m which should open in January 2020. The costs also include works at Heatherwood & Our Lady of Sorrows schools related to Inclusion Service development. The current year expenditure 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. The SEND grant is funding part of the cost of these works. 				
	Children's Services Trust	0.5	0.1	1.1	1.7
	<ul style="list-style-type: none"> Slippage on project development has occurred with developing care leavers accommodation so very little expenditure expected this year, there is potential for zero expenditure. 				

Council Wide Budgets Revenue

Quarter 3 2019/20

	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✔ Council Wide Budget Total	18.848	-72.211	-0.801
✔ Change Programme Total	0.000	-0.150	0.000
✔ Gnrl Financing/Treasury Mngmen Total	6.548	5.922	-0.117
• P9 - this area is still projecting to underspend by £0.11m at month 9 due to Treasury Management savings.			
✔ Levying Bodies/Parish Precepts Total	16.348	16.348	0.000
✔ Other Centrally Funded Total	11.660	1.726	-0.299
• M9 Underspend (one-off) £-0.35m. Underspend (one-off) £-1.00m contingency budgets have been reviewed for known and expected commitments resulting in the release of funding. Underspend (one-off) £-0.17m due to an increase in the levels of leave being bought back. Overspend (one-off) £0.17m due to the unavailability of capital receipts contribution to revenue. Overspend (one-off) £0.65m an estimate has been included for the impact of the November floods which is the threshold for the Bellwin claim £0.45m and an additional £0.20m costs.			
✔ Revnue Costs Ex Cpital Progrmm Total	-26.154	0.000	0.000
✔ Technical Accounting Total	4.990	4.990	-0.154
• M9 - No significant issues in this area at month 9, with a projected underspend of £0.15m due a reduction in the charge in Minimum Revenue Provision.			
✔ Business Rate Retention Total	0.000	-106.324	-0.030
• M9 - No significant issues in this areas at month 9. There is a one-off underspend of £33k resulting from revised estimate of grants receivable compared to be budget estimates. Variance results mainly from over estimation of retail relief claimed £296k off-set by under estimation of small business rate relief claimed -£263k for retail relief and an under estimation of grant for the capping of the multiplier -£54k.			
✔ Severance Costs Total	5.456	5.277	-0.201
• M9 - No significant issues in this area at month 9. There is a one-off underspend of £0.20m due to lower than expected pension costs for former employees.			

Treasury Management Update – Quarter 3 2019-20

1. The estimated outturn for Treasury Management is an underspend of £117k (reduction of £244k from quarter 2, following the transfer out of £250k budget to support regeneration projects). The underspend is due to a combination of lower borrowing costs than originally budgeted and we are forecasting higher investment income than in the Original Estimate.
2. As an authority we remain under borrowed by £79m 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) remains low as borrowing rates remain subdued, due to global growth uncertainty, trade disputes and the continued uncertainty (despite the election) of establishing beneficial trade agreements after 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 focused 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 31st December 2019.

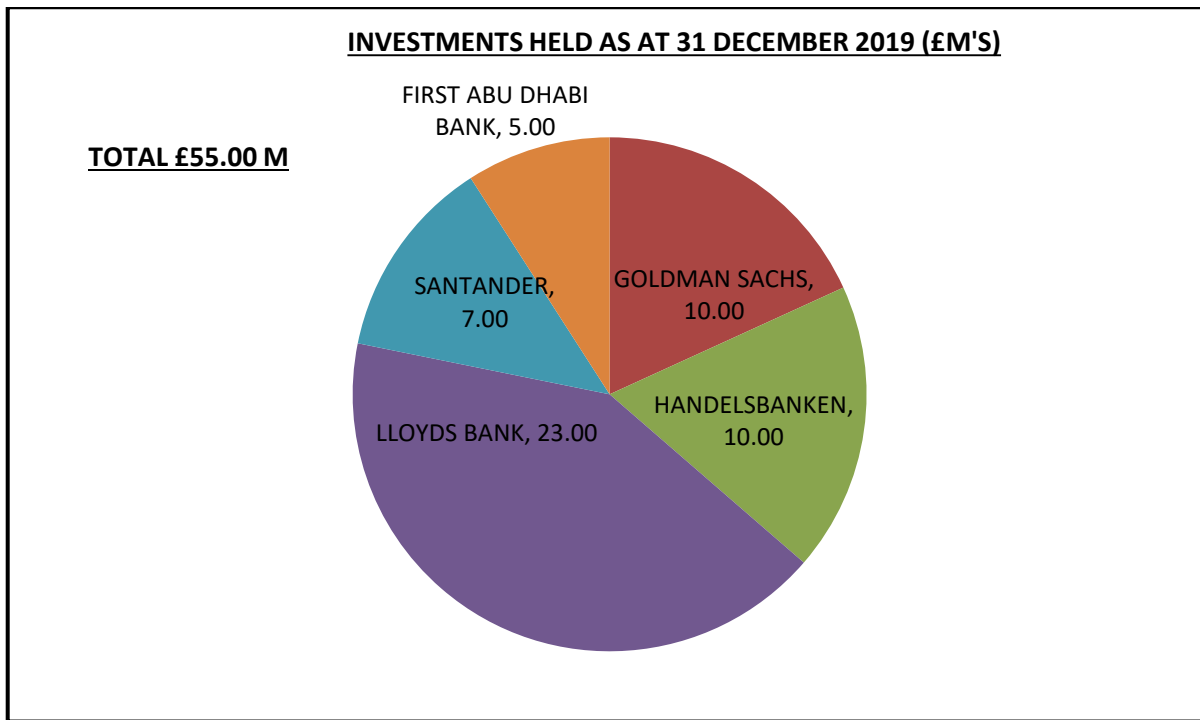
Doncaster Council Debt Portfolio and Maturity Profile as at 31st December 2019				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	18.37	94.728
12 to 24 Months	50	0	5.50	28.350
24 Months to 5 Years	50	0	8.20	42.288
5 Years to 10 Years	75	0	4.49	23.160
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			63.44	327.214
40 Years to 50 Years				
50 Years and above				
TOTAL			100.00	515.740

5. During the 2019/20 financial year, the Council has a borrowing requirement of £79.1m. £29.6m 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 doing so brings additional scrutiny from rating agencies and are more complex to arrange than a PWLB loan so have a much longer lead in time. By keeping to our strategy, 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 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 31st December 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 investment interest rates is considered low, the markets indicate that there is a 50% chance that rates could fall by 0.25% by next December.
 - 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 3 2019-20

	Funding Source	Allocation of block budget 2019/20 £m	Allocation of block budget Total £m
Corporate Resources			
Investment & Modernisation Fund – Allocation of block budget to Economy & Development (Mary Woollett LED Replacement)	IMF	-0.13	-0.13
Economy & Environment			
Economy & Development			
Strategic Acquisitions – Allocation of block budget to: -	Corporate Resources	-0.17	-0.17
Purchase of leasehold interest in TH Motsons premises		0.17	0.17
Investment & Modernisation Fund – Allocation of block budget from Corporate Resources: -	IMF	See Above	See Above
Mary Woollett Centre LED replacement		0.13	0.13
Retained Buildings – Allocation of block budget to: -	Corporate Resources	-0.041	-0.041
Bereavement Services Boiler – additional cost £16k		0.016	0.016
North Bridge Depot alterations re Tree/Play Team workshop		0.025	0.025
Housing			
Council House Build Unallocated- Allocation of block budget funding to individual approved schemes:-			-8.66
Council House Ph5 Adwick Lane, Toll Bar			3.55
Council House Ph5 North Eastern Road, Thorne			1.70
Council House Ph6 New Street, Blaxton			1.13
Council House Ph6 Athelstane Crescent			0.96
Council House Ph6 Appleby Road, Intake			1.32
Environment			
LTP DfT Highways Maintenance Grant – Allocation Of Block Budgets to additional schemes from the prioritisation list due to revised projections/reallocation of resources from within the programme.	LTP Highways Maintenance	-0.29	-0.29
UU GRAHAM ROAD CARRIAGEWAY		0.16	0.16
RU84 CROWTREE BANK CARRIAGEWAY		0.13	0.13

Virements for Elected Mayor / Cabinet / Portfolio Holder Approval

2019/2020 Quarter 3

Financial Procedure Rule B.14 – Proposals for virement between Directorates must be approved by the CFO, 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	£
	None this quarter		

Key:

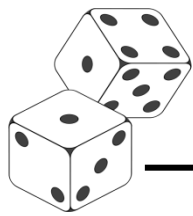
E&E – Economy and Environment

CWB – Council Wide Budget

AH&WB – Adults Health & Wellbeing

L&OCYP – Learning and Opportunities

CR – Corporate Resources



STRATEGIC RISK PROFILE

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

Current Position

There has been no incidents where the policies and standards have not been followed in the last quarter.

Mitigating Actions

The safeguarding team has now moved out to work on enquiries alongside colleagues in the Locality Teams.

The Safeguarding procedures continued to be revised and refreshed with colleagues from across Adult Social Care.

I alongside colleagues have attended a series of national workshops on best practice in terms of response to safeguarding concerns.

Work is progressing on co-locating Children's and Adults safeguarding triage teams

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

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 has remained static through 19/20 (Q1, Q2 & Q3). 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

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

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 services are being delivered within the terms of the contracts in place.

Market Shaping and Development is being progressed within the current YLD Transformation Programme (Strategic Commissioning mandate); progress this quarter includes:

- Task and finish project group meetings ongoing, plus weekly scrums
- Collation of existing market intel and sources of intel progressing via SPU led data work stream
- Coms plan developed including briefing delivered to Council Cabinet Portfolio holders
- Project plan and risk register developed, workstreams identified (including leads) and progressing, modules on all age residential care, workforce, homelessness, Extra Care/housing & Carers progressing remaining modules to commence imminently.
- PMO facilitated internal all age stakeholder workshop held 15th October 2019 to consider example Market Position Statements to inform development of Doncaster MPS
- Provider market Survey Monkey questionnaire developed, distributed and responses analysed as initial engagement tool to shape content and format of prototype Market Position Statement
- PMO facilitated external wider stakeholder engagement events planned for Jan to reflect findings of Survey Monkey and feedback on emerging prototype MPS

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.	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19
	15	10		15	10	10	10


Current position

The current Adults Health and Wellbeing Transformation Programme will conclude at the end of March 2020. Demand for social care is not reducing, therefore Doncaster health and social care partners need to work together effectively to optimise people's health and wellbeing. If this close partnership working is effective then fewer people will need formal care and they will be able to regain their independence quickly after care.

Mitigating Actions

New priorities will be introduced from April 2020 which will be much more service driven and better integrated with front line social care, communities and health.

There will be a 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 emphasis on early intervention, helping people to stay at home with independence and dignity and increasing quality and value.

Failure to implement the Partnership priorities within the Doncaster Growing Together Portfolio	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 8/19
	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 will run in parallel with the development of a new Borough Strategy.

Mitigating Action:

- Partnership review will help to shape the partnership function in 2020 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 Summer 2020. This would incorporate Doncaster Talks and other insight right across the partnership.

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

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

There has been no successful cyber attacks this quarter. 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 achieved in this quarter are:

- Implementation of new Threat Management Gateway.
- Continuation of the required upgrades of servers and systems to maintain security compliance - all due to be complete by 17th January.
- The upgrade of all desktops to Windows 10 is 99% complete and will be complete soon after the holiday period.
- The upgrade of all telephony and mobiles continues to progress.

An independent security health check is also due to occur in January as part of the annual accreditation process set by the Cabinet Office.

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	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 8/19
		10	10		10	New Risk from Q1 19/20	

Current situation
Quarter 3 information shows a shortfall of £1.4m against the savings targets.

Mitigating actions
The above shortfall is mitigated by underspends in other areas with the Council projected to underspend by £1.3m at Quarter 3

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

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. A dedicated session on the SEP is scheduled for the 31st Jan 2020

The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19
		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 has been on welfare reform but will be reviewed in early January. 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).

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	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19
		8	12		12	16	16

As noted in the previous two quarters, the gap to national standards is closing across all key stages. Key Stage 1 figures are now close to national. at Key Stage 2, significant progress has been made in Writing and Maths. At Key Stage 4, both Attainment 8 and Progress 8 show significant improvement on previous years. This improvement is also reflected further in the Key Stage 5 (A Level) results where this trajectory of improvement has continued

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

Current Position

As reported in quarter 2 the current inspection profile is the best reported in a decade and there are encouraging signs that the profile for schools is also improving, although as previously reported, the true picture is subject to a systemic time lag due to former inadequate schools converting to academy status and becoming exempt from inspection for a while. Work continues apace to prepare for the challenging Joint Targeted Area Inspection.

Mitigating Actions

The latter remains a significant challenge and the greatest risk among frameworks. Preparations are underway for a mock inspection. There is a logistics plan in place and dissemination to leadership teams has taken place. More needs to be done to improve practitioner understanding. An inspection against the two legacy themes remains the greatest risk and this will be addressed following completion of work on the latest theme of Children's Mental Health.

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	Current	Target	Trend	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19
	15	12		15	New Risk from Q2 19/20		

Headline Figures:

The LOCYP Safeguarding Team have a strong sense of partnership working to mitigate risk and this is captured through the sub group meetings and also the Buy Doncaster Learning Futures Offer, the team consult and respond to needs identified and also promote universal offers.

Impact:

- 100% of Doncaster schools judged are judged effective for safeguarding. Figure taken from 34 Inspections in the last academic year. This remains at 100
- Education is the highest agency contributor to conference. Last month Education achieved 100% performance.
- National Society for the Prevention of Cruelty to Children `Buddy` programme the LOCYP Safeguarding team has encouraged engagement from 35%-98% in 3 years
- Secondary schools engaging with the Child Sexual Exploitation Team school assemblies (60% increase)
- Increase in school sign up to the Pupil Lifestyle Survey Health and Well – Being survey. From 3 to 14 secondary schools. With a target to achieve, 100% secure sign up by April 2020.

Service Offer:

We have reached 22 settings this year with bespoke safeguarding training delivered to over 500 staff supporting children and young people, including early years practitioners.

Over 100 children and young people have received classroom based internet safety awareness

We have tailored safeguarding awareness sessions to parents/carers and continue to develop this support

We have delivered internal team training to the Music Service, Virtual School, Attendance and Pupil Welfare Service and Raising Achievement/Language Support Service.

Training:

1062 professionals `checked out` a training course during 31-Mar-19 – 07-Feb-20. Evaluations are good or better.

The Designate Safeguarding Lead Network meetings attract a regular 300-350 staff on a termly basis and are the core to bringing together agencies and schools/academies.

National Recognition:

Stonewall takes pride in our achievements and promotes Doncaster as the fastest improving authority for Lesbian, Gay, Bi, Transgender and Questioning + support. Doncaster is currently ranked 11th Nationally. 48 professionals across a range of agencies are now Stonewall trained trainers, in challenging Homo, Bi and Trans-phobic language, supporting Lesbian, Gay, Bi, Transgender and Questioning + mental health and support for trans young people. The LOCYP Safeguarding Team have developed a professional network to ensure links are made to the youth hub group, Lesbian, Gay, Bi, Transgender and Questioning + youth ambassadors and Lesbian, Gay, Bi, Transgender and Questioning + Steering Group

Keeping Children Safe on Line Achievements:

Keeping Children Safe (On- Line) is a key safeguarding service offer. The team facilitate a yearly on line safety conference. The next will be held on 13th February 2020. Confirmed speakers include the Department for Education, Counter Terrorism Unit, O2, National Crime Agency, Ineqe and Public Health. 62 professionals have confirmed attendance.

Doncaster is the lead authority promoted on the Zurich Municipal Safer Schools Page - 68 Doncaster schools/academies have access to the Ineqe Safer Schools App. This provides state of art information, training and alerts for all the school community. The app allows children, teachers, parents, careers to understand e-safety with weekly 60-second clips, alerts, training and differentiated material to support all learners of all ages.



GOVERNANCE INDICATORS – Whole Authority

Whole Authority	Value	Target	DoT	Traffic Light
Sickness – Days per FTE	9.96	8.50	↓	🛑
PDR Completion - % of workforce with a PDR recorded	97%	95%	▬	✅
Internal Audit Recommendations - % completed that were due in period	50%	100%	↓	🛑
% of Large Transactions (over £25k) that are under contract	100%	100%	▬	✅
% of Service Plans elements updated within timescale	87.8%	95%	↓	⚠️
% of Freedom of Information Requests responded to within timescale	81%	95%	↓	🛑