



Doncaster Council

Report

Date: 16th June 2020

To the Mayor and Members of Cabinet

2019-20 Quarter 4 Finance and Performance Improvement Report

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

EXECUTIVE SUMMARY

1. This report focuses on quarter 4 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. Some impacts of Coronavirus were beginning to be felt during Q4 and where known have therefore been included in this report. However we know that these impacts have become much more pronounced as we move through the first quarter and will therefore be reflected in the Q1 20/21 reporting.

Financial Position: £1.4m underspend

2. The Council has achieved a positive outturn position of £1.4m underspend for 2019/20. Planned savings for 2019/20 were largely on track with £17.4m delivered leaving a shortfall of £1.4m. The outturn position is a £0.1m improvement compared to the quarter 3 forecast position. Full details on the main variances are provided in paragraphs 20 to 30.

Performance

3. Key Performance elements include –

- The Number of People living in Residential Care has reduced again this quarter from 1,143 to 1,122 and in the past 12 months this figure has reduced by 97 people in total.
- During the year 98 more people opted to control their own support through the use of direct payments, bring the total to 937.
- Our performance for principal and non-principal road maintenance both achieved their target, 98% and 96% respectively.
- The 'Your Life Doncaster' programme has now been completed and we are now moving to a more service driven and community focused practice development approach.

- Major Planning applications processed within targeted timeframes (96%) continues to significantly exceed the national target of 70%.
- Performance slightly dipped in the number of Special Education Needs, Education, Health and Care Plans issued with 20 weeks though we still remain in the top quartile nationally.
- The processing of new applications for Council Tax Support (CTS) is 18.69 days, ahead of 21 target. . This is the lowest figured report since the start of this indicator in quarter one 14/15 when it stood at 68.75 days.
- Our sickness absence rate for the quarter increased by half a day this quarter taking us to 10.55 days per full time equivalent employee.

EXEMPT REPORT

4. This report is not exempt

RECOMMENDATIONS

5. The Mayor and Members of Cabinet are asked to approve, note and comment on the quarter 4 performance and financial information; including;
 - the virements per the Financial Procedure Rules, detailed in the Financial profile attached as Appendix A;
 - note the carry forwards approved by the Chief Financial Officer, detailed in the Finance profile attached as Appendix A;
 - the Strategic Risk Register attached as Appendix B;

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

LIVING:

6. This year has seen our performance for principal road maintenance achieve target of 98% and slightly exceed the target for non-principal road maintenance at 97% (target 96%). The percentage of estate roads in good/fair condition (77%) also exceeded a target of 76%, which is a slight increase on last year's performance.
7. Land/highways cleanliness was marginally off track (89% vs 90% target). With the main element falling short being the clearing of detritus (63%) (Litter 95%, Graffiti 100%, Flyposting 100%). Performance has been in line with the target all year, but some works were hampered by the recent floods in November 2019 and the impact of COVID19 at the end of March. Household waste recycling also fell short of target (48% vs 50% target), which is a seasonal factor due to the winter pause on Green Waste collection .
8. Grass cutting was narrowly off track (94% vs 98% target) - the majority of cuts were completed, but part of the final cut was incomplete due to wet weather making ground condition unsuitable.
9. Performance against our fly-tipping response target (7 days) increased from 70% in Q1 to 91% in Q2 (target 85%) but then saw a reduction in Q3 (45%) due to resources being reassigned to respond to the flood recovery work. Q4 data indicates 76.65 % jobs were closed within the target timeframe; this represents a decline from the Q2 peak, but a substantial improvement on Q3.

WORKING:

10. The percentage of Major Planning applications processed within targeted timeframes continues to significantly exceed the national target of 70%. A locally set target of 94% has also been exceeded with a full year performance of 96%.
11. The collection of business rates final outturn figure of 97.22% is down on the 97.5% target figure, although due to an increase in business properties an extra £1.3M has been collected in the year compared to last year. The outturn figure is 0.60% lower than last year. One of the main reasons for this has been the coronavirus outbreak late in the year which saw a big increase in non-payment in March and the suspension of recovery action. There was a tenfold increase in the number of direct debit recalls in March as businesses struggled with cash flow issues as the coronavirus lockdown took hold. This meant that the cold calling of ratepayers who still owed Business Rates which occurs late in the year did not take place

CARING:

12. The 'Your Life Doncaster' programme has now been completed as planned. Adults Health and Wellbeing is now moving to a more service driven and community focused practice development approach, with significant projects being supported by the newly established programme and projects team.
13. The 4th Quarter's performance headlines have been affected by the Covid 19 emergency, but have remained relatively stable, considering the significant pressure placed upon health and care services over the period. During the past year there has been continued service improvement across a number of performance indicators, supporting confidence to mainstream changes to service management and operation, which will be the foundation for post pandemic recovery.
14. The Number of People living in Residential Care has reduced again this quarter from 1,143 to 1,122 and in the past 12 months this figure has reduced by 97 people in total. The emphasis this year has been to make sure that people are in the right care setting and preferably able to remain independent in their own homes. A better balance has therefore been created between residential care and other forms of long-term support, such as homecare and supported living.
15. The latest Delayed Transfers of Care (DTOC) rate for the Doncaster health and care system was 8.9 days per 100,000 population per day, which is higher than the Better Care Fund (BCF) target of 7. This was the final published result for 2019/20 and was expected to be high due to the pandemic. The fact that delays are not even higher is testament to the control that Doncaster Health and Social Care partners are exercising on the local health and care system. Over the past 12 months the average days delayed per 100k population was 7.56 which is only slightly higher than the BCF target and is a positive result. 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.
16. The number of people controlling their own support through the use of direct payments has stabilised at 937. This figure represents 98 more people having choice and control of the services they receive than at the same point last year, helping to maintain or increase their independence.
17. The average time taken to complete a social care assessment was 49.9 days in the quarter, which is 1 day more than the previous quarter. This represents an average reduction in waiting time compared to the previous year and a positive direction of travel over the last four years. The service is building on this reducing trend and is continuing to focus on service and response timeliness in future plans.

LEARNING:

18. The percentage of pupils accessing 'good or better' Ofsted rated schools has remained a challenge for Doncaster for a number of years. Performance is also impacted by the limited number of schools inspected by Ofsted during the school year and by previous Ofsted ratings prior to academy status. 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.
19. The Percentage of Children accessing their entitlement to free childcare for 2, 3 and 4 years olds has performed well throughout 2020/21. Up take of the 2 year old entitlement has increased the most this quarter rising to 83.3%. 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.
20. Special Education Needs, Education, Health and Care Plans issued with 20 weeks saw a slight drop in performance over the year. Although performance dipped, we still remain in the top quartile nationally with quality rather than timeliness being our priority.
21. Compared to last year end, we have seen an improvement in the Persistent Absence of secondary school pupils which has improved by nearly 3 percentage points. This reflects the improvements in leadership and practice around attendance and inclusion that has been achieved through a variety of strategies including the inclusion and attendance programme. It is likely that the impact of the floods in quarter 3 and also sickness and school closures will now significantly arrest this trajectory.
22. Reading, writing and maths at Key Stage 2 has remained broadly stable. Increasing 0.4 percentage points from last year's result to 60% improving Doncaster's position against both national and regional rankings. Results in writing and maths both improved, narrowing the gap to national to 1.4 percentage points in maths and just 0.5 percentage points in writing. Due to the Covid19 situation, there will be no end of Key Stage 2 assessments in 2020 for pupils in year 6. Finalised data released in January 2020, confirms the improved performance in GCSE results with a final figure of 44 points. This is a slight increase on the previously reported provisional figure of 43.8 points. Attainment 8 scores have improved since 2018 closing the gap to national average, and improving Doncaster's national rankings. 62% of Doncaster pupils achieve a standard pass (grade 4+) or better in both English and Maths GCSEs, an increase of +3.5 percentage points since last year. This brings Doncaster in line with its statistical neighbour local authorities.

CONNECTED COUNCIL:

23. Local spending remains a priority for the council and the sustained levels show the continued effort of the council to engage with the local supplier base through various tested methodologies, for example holding local market engagement events (specific to the contract requirements), attending Business Doncaster events such as the Business Showcase Event in February and supporting the local Chamber of Commerce in their events. The council has also offered training in bid writing and on how to use the Councils e-procurement portal. During 2019/20 the Council spent £129.8m with local suppliers, this equates to 71.6% of our £181m total spend for the year.
24. In addition to the above and something that is not currently measured is that the council is also leading the Doncaster Anchors Institutions Procurement Group

(DAIPG) that is made up of large public sector organisations from across Doncaster with an objective to increase not just the council's spend with local business but that of the other public sector anchors across Doncaster so that there is a collective push towards 'buy local'.

25. The final out-turn position for the average number of days to process a new housing benefit claim is well below target and a significant improvement on the 18/19 performance. The 16.64 reported for quarter 4 remains well below the 21 day target. The processing of new applications for Council Tax Support (CTS) is 18.69 days, below the target of 21 days. This is an improvement on the 19.44 days reported in quarter 3 and the lowest figured report since the start of this indicator in quarter one 14/15 when it stood at 68.75 days. These improvements are down to having key dedicated staff dealing with new claims and having weekly management meetings to discuss and monitor performance. Staff are very much engaged in the process to maintain motivation. This, allied with the ability to access HMRC data directly rather than ask the claimant has seen the improvement be maintained throughout the year.
26. We have changed the way in which we serve the majority of our customers who visit the One Stop Shop which has greatly reduced the number of customers that have to wait to be served, as they are now seen immediately by staff working in the self-service area. Customers are directed to the self-service in the first instance, if they are unable to self-serve, there is a team of Digital Assistants available to help. As most of our customers are now served in this way, the number of service specialists working in the one-stop-shop has reduced and the waiting times for these customers to be served is currently only 6 minutes. We introduced a new customer queuing system in January 2020 which has been designed to allow us to be flexible in how we work with the ability to change in response to our customer's changing needs.
27. In February we automated our business reception, replacing our manual visitor signing in process with an automated self-service check-in solution. The meeting organiser receives an email notifying them that their visitor has arrived, this also includes a photograph of their visitor allowing them to easily identify the person that is visiting. This self-check-in solution is being used by 99% of visitors, which has streamlined the process for booking business visitors in and out even accommodating those visitors who leave after 5pm.
28. Service performance and governance indicator for Performance and Development Review (PDR) completion currently stands at 94% for all staff against a target of 95%, with a consistent average target level being maintained through the year; and an improvement on last year by 1% (93%).
29. Agency worker spend outside of main employment contracts has reduced during the quarter by £22k (4.02%) from £556k to £534k. Assignments and spend have remained relatively level over the year with just over a third (36%) being for more than 6 months; and an improvement on quarter 4 outturn for 2019/20 with a reduction in spend of £114k.
30. The sickness absence rate for the quarter was 10.55 days per full time equivalent employee, which has increased again by half a day this quarter (0.59) with an outturn of 2 days above the corporate target of 8.50 days; with an increase of 1.46 days compared to quarter 4 in 2019/20. However, non-attendance of Occupational Health appointments has improved and reduced by 18 from 83 to 65 (6%) out of a total of 1129 this quarter.
31. A continuation of supported events including Black History Month, World Mental Health Day and Action against Domestic Violence were all recognised during the quarter, key elements of our on-going diversity and inclusion agenda.

FINANCIAL POSITION:

Revenue Budget

32. The Council has achieved a positive outturn position of £1.4m underspend for 2019/20. Planned savings for 2019/20 were largely on track with £17.4m delivered leaving a shortfall of £1.4m. The outturn position is a £0.1m improvement compared to the quarter 3 forecast position. Although significant financial challenges remain for the future, this is a positive outturn position and will improve general reserves. A summary of the £1.4m underspend by service areas for 2019/20 is provided below:-

	Quarter 4				Quarter 3 Variance
	Gross Budget	Net Budget	Variance		
	£m	£m	£m	%	£m
Adults Health and Wellbeing	164.7	77.0	-0.7	-0.4%	0.9
Learning & Opportunities - Children & Young People	56.1	14.2	0.0	0.0%	0.4
Doncaster Children's Services Trust (DCST)	55.4	50.7	-1.2	-2.2%	-1.0
Corporate Resources	116.7	21.6	-0.3	-0.3%	0.0
Economy & Environment	92.6	37.1	-0.7	-0.8%	-0.8
Services Budgets	485.5	200.6	-2.9	-0.6%	-0.5
General Financing	6.8	6.2	-0.5	-7.4%	-0.1
Other Council-Wide budgets	7.7	-91.8	2.0	26.0%	-0.7
Council Wide	14.5	-85.6	1.5	10.3%	-0.8
Grand Total	500.0	115.0	-1.4	-0.3%	-1.3

33. Adults, Health & Well-being directorate outturn shows a (£0.67m) under spend, which is an improvement of (£1.59m) since quarter 3. AH&Wb had been forecasting an overspend of £0.92m at quarter 3 relating to an overspend on Libraries and Culture. There were also other underlying pressures being managed within the overall financial forecast including; working age adult residential placements (where an underspend on short stays was exceeded by an overspend on long term placements), Homecare, direct payments and supported living, Integrated Community Equipment and a shortfall in income from fees and charges. This was being offset by projected underspend for older people's residential placements, because of success in keeping a greater number of older people safely supported at home. In addition, staffing vacancies have been managed to support the overall financial position while ensuring that service continue to run safely.
34. The pressures from quarter 3 have remained however the overall position has improved significantly due to the following main factors: there has been a reduction of (£0.8m) on the adult social care fees contingency budget forecasted; a reduction of (£0.3m) on the care ladder, leading to a final outturn over spend of £0.07m on the overall care ladder; and, reductions of (£0.4m) and (£0.3m) across Communities and Commissioning service areas which include a number of reductions to actual outturn on staffing and other budget headings across teams from quarter 3 projections.
35. The detailed position of the Care Ladder is shown in the table below: -

Care Ladder		Budgeted Position at Month 12	Actual / Projected Position at Month 12	Variance
Older People Residential	Client numbers at current month	784	751	-33
	Forecasted clients by year end	784	751	-33
	Net Expenditure (£'000)	14,883	14,185	-698
Working Age Adults Residential	Client numbers at current month	180	203	23
	Forecasted clients by year end	180	203	23
	Net Expenditure (£'000)	8,937	10,157	1,221
Short Stay Residential	Net Expenditure (£'000)	1,814	1,300	-515

Direct Payments	Client numbers at current month	1,051	920	-131
	Forecasted clients by year end	1,051	920	-131
Home Care	Client numbers at current month	1,067	1,036	-31
	Forecasted clients by year end	1,067	1,036	-31
Total Non-Residential	Net Expenditure (£'000)	15,901	16,054	153
Extra Care	Client numbers at current month	120	123	3
	Forecasted clients by year end	120	123	3
	Net Expenditure (£'000)	1,864	1,627	-237
Supported Living	Client numbers at current month	329	322	-7
	Forecasted clients by year end	329	322	-7
	Net Expenditure (£'000)	16,879	17,021	142
Care Ladder Grand Total	Client numbers at current month	3,532	3,355	-177
	Forecasted clients by year end	3,532	3,355	-177
	Net Expenditure (£'000)	60,278	60,344	66

36. Learning & Opportunities – CYP outturn is a (£0.004m) under spend, excluding the Children's Services Trust DCST), which is an improvement of (£0.380m) since quarter 3. This is mainly due to a reduction of (£0.295m) in the over spend on Travel Assistance, which ended up at £0.134m at outturn. The main reasons for this are a combination of greater grip and control via the Joint Resource Panel, resulting in fewer pupils being placed in Out of Authority Education placements, and transport cancellations through the year being slightly higher than expected. The outturn over spend on Travel Assistance was offset by the management of vacancies within the Directorate.
37. The Children's Services Trust (DCST) final outturn position was an under spend of (£1.2m) against the contract value for 2019/20, which is (£0.2m) more than projected at quarter 3. The underspend is a combination of reduced net costs to the Trust of (£0.877m) mainly due to under spends on most headings in the Care Ladder, notably allowances and Independent Fostering Agency costs, 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 (£0.367m) that needs to be funded from the Dedicated Schools Grant (DSG) High Needs Block. This has resulted in an additional pressure on the DSG High Needs Block for 2019/20 which is managed by the Council in consultation with Schools Forum.
38. Corporate Resources has underspent by £0.33m at year end, but without emergency ICT costs of £0.18m for the Council's response to the Covid crisis (after having £0.76m of IT costs funded centrally), would have underspent by £0.51m. In addition to those emergency costs, the overspends mainly relate to £0.50m of on-going overspend from the under recovery of housing benefit overpayments in the Customers, Digital and ICT section and £0.48m from the Traded Services transferred from E&E (mainly reduced levels of income received offset by one-off borrowing savings). These are off-set mainly by one-off salary underspends across the directorate from vacant posts of £1.04m and one-off budget transferred from E&E for the above Traded Services deficit position £0.25m. The main changes from quarter 3 are the £0.18m of emergency ICT costs plus £0.21m of carry forward for costs in the Policy, Insight and Change area of work, offset by a decrease in under recovery of housing benefit overpayments £0.10m and increased salary underspends from vacant posts of £0.04m. The performance of the Trading Services is being closely reviewed.
39. Economy and Environment underspent by £0.67m. This is mainly a result of Planning £0.46m underspend due to vacancies and less legal and professional fees incurred as a result of less activity; Major Projects and Infrastructure £0.14m overspend mainly from under recovery of fees; Regulation and Enforcement £0.27m underspend due to £0.23m additional income from licensing and bus gates; Waste and Highways Infrastructure £0.53m underspend from £0.65m waste savings from reduced tonnages and lower disposal costs and £0.37m network permit income off-set by £0.30m under recovery of trade waste income from reduced customers and £0.37m of flood related costs. These underspends are reduced by £0.37m of budgets transferred to Corporate Resources.

40. Council Wide has an outturn overspend of £1.487m, a change of £2.290m since quarter 3. This is due to the following reasons (change since quarter 3 shown in brackets): -
- a. Other Centrally Funded: overspend of £1.850m as contingency budgets used to balance the 2019/20 budget rather than use reserves (£1.850m); overspend of £0.853m due to costs relating to the floods in November not eligible for the Bellwin claim - including the £0.447m threshold (£0.207m); £0.487m on centralised budgets largely due to £1.3m vired to 3 ear-marked reserves per the Q3 Cabinet report approval and an additional £0.765m vired to Corporate Resources for laptop purchases related to Covid-19 and £0.100m to the Flood Resilience ear-marked reserve during March (£1.560m); overspend of £0.246m as unlikely now to receive a 2019/20 dividend from the Yorkshire Purchasing Organisation due to Covid-19 (£0.246m); overspend of £0.170m due to unavailability of capital receipts contribution to revenue; underspend of £-0.077m Buyback of leave above anticipated levels (£0.039m); underspend of £-0.299m on Pension deficit and future service rate prepayments largely due to fewer schools converting to academies than expected (£-0.299m); and underspend of £-0.563m release of Insurance provision identified in Q4 (£-0.563m).
 - b. Technical Accounting: underspend of £-0.169m due to reduction in the levels of Minimum Revenue Provision required to fund the capital programme (£-0.014m).
 - c. Business Rates Retention: underspend of £-0.235m resulting largely from small business rate relief (£-0.204m).
 - d. Severance Costs: underspend of £-0.241m due to lower pension costs relating to former employees (£-0.039m).
 - e. Treasury Management: underspend of £-0.533m due to a combination of additional investment income of £-0.91m due to higher balances and higher than forecast rates and reduced external interest costs of £-0.442m due to borrowing later, thanks to cashflow and at lower than the 1.5% budgeted interest rate (£-0.416m).
41. The £1.4m underspend position will improve uncommitted reserves to an estimated £15.2m, which is not excessive for a Council of our size, which spends £500m a year; £15.2m 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)

42. The outturn position for the Housing Revenue Account is an underspend of £1.4m against the revised budget (based on the quarter 3 forecast position). The revised budget assumed a balanced budget with no contribution to or from balances; the £1.4m underspend is a contribution to balances and therefore overall balances increase by £1.4m to £9.7m as at 31st March 2020. The main variance in quarter 4 compared to the revised budget is £0.9m underspend on provision for bad debt, this is due to a better than anticipated position on tenants' arrears (especially the tenants claiming universal credit). The other positive variances are £0.3m underspend on SLHD management fee, £0.1m underspend across all other expenditure headings and £0.3m additional rent income. These savings were offset slightly by £0.2m overspend on depreciation (this funding is transferred to the major repairs reserve and is available to fund future capital investment).
43. Current rent arrears at year end were £2.1m (2.79% of the rent debit) compared to £2.4m (3.29%) as at quarter 3, this is a £0.3m reduction in the last quarter of the year. Current tenant arrears were £1.9m as at 31 March 2019, 2.61% of the rent debit. The amount of rent to be collected which had been paid to tenants via universal credit (which was previously paid direct to DMBC from housing benefit)

was £12.7m. Former tenants arrears at year end were £1.3m an increase of £0.1m from quarter 3, write offs in quarter 4 were £7k. Former tenants arrears were £1.1m as at 31 March 2019 and write offs during the whole year were £0.17m.

44. St Leger Homes will utilise £0.28m of the management fee underspend in 2020/21 to complete the required fire risk assessments.

Capital Budget

45. The capital spend outturn for 2019/20 was £86.9m in comparison to the Quarter 3 projection of £119.2m.
46. Asset sales in year generated £5.2m of capital receipts, this caused a shortfall of £8.4m. A number of high value sales that were expected to be finalised in 2019/20 have now slipped to 2020/21. A final instalment for an agreed asset sale totalling £2.8m was not received by the 31st March 2020, this is currently being pursued.

Collection Fund

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

a. Council Tax:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Use £m	Closing Balance* £m
Collection Fund	-136.34	-136.21	0.14	-3.66	3.39	-0.13
Doncaster Council	-111.87	-111.74	0.13	-3.10	2.86	-0.11

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

The overall collection fund deficit is largely attributable to lower growth £0.83m offset by the longer-term collection rate being higher than budgeted for £-0.64m offset. The position has worsened by £0.42m from quarter 3 due to lower levels of growth than previously forecast.

Council Tax arrears were £15.05m compared to the target of £14.75m at year-end. The target for reduction of Council Tax arrears was £1.65m for quarter 4 and the actual reduction in arrears was £1.26m. A significant factor in that has been the coronavirus outbreak late in the year which has seen an increase in non-payment and a suspension of recovery action.

b. Business Rates:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance* £m
Collection Fund	-92.62	-94.84	-2.22	2.08	-2.15	-2.29
Doncaster Council	-45.39	-46.47	-1.09	1.02	-1.06	-1.12

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

The variance in 2019/20 on the business rates collection fund is mainly due to increased levels of gross rates £-1.74m and lower than estimated levels of retail relief being issued £-0.55m.

Business Rates arrears were £3.06m compared to the target of £3.23m at year-end. The target for reduction of Business Rates arrears was £0.6m for quarter 4 and the actual reduction in arrears was £1.6m. Part of this was down to the write-off of some large debts but this was partially offset by the impact of the coronavirus outbreak late in the year which has seen an increase in non-payment and a suspension of recovery action.

STRATEGIC RISKS

48. 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 Q4.
49. We are still responding to the challenges arising from COVID-19 pandemic and in particular implementation of the care home strategy. This will have profound consequences for the service provided by the Council and ways of service going forward. Following the PM's COVID statement of the 10 May we are currently developing our recovery plans which will be informed by the forthcoming Governmental guidance.

OPTIONS CONSIDERED

50. Not applicable

REASONS FOR RECOMMENDED OPTION

51. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

RISKS & ASSUMPTIONS

52. 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: 20/05/20]

53. 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: 06/05/20]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initial: KM Date: 19/05/2020]

55. 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: 19/05/20]

56. 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: 18/05/2020]

57. 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: 23/04/20]

58. 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

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

BACKGROUND PAPERS

60. Not applicable.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

61. N/A

REPORT AUTHORS AND CONTRIBUTIORS

Sennette Wroot, Senior Policy & Insight Manager

Tel: 01302 737006, E-mail: sennette.wroot@doncaster.gov.uk

Matthew Smith, Head of Financial Management

Tel: 01302 737663, E-mail: matthew.smith@doncaster.gov.uk

Debbie Hogg
Director of Corporate Resources



FINANCE PROFILES

Adult Health and Well-Being Revenue		Quarter 4 2019/20		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✔	Adults Health & Wellbeing Total	164.749	76.986	-0.665
✔	Adult Social Care&Safeguarding Total	105.231	70.402	-1.035
•	<p>Adult Social Care has an underspend of (£1m), with the forecast reducing by (£0.5m) since month 9. Provision of care overall outturned almost to budget (£65k overspend), but within there were various issues:</p> <ul style="list-style-type: none"> - Although Residential Care spent to budget in total, in Working age adult placements there has been a growth above budget in long term placements. By contrast there has been a significant underspend for older people's residential placements. This is because of success in keeping a greater number of older people safely supported at home. - Non-residential care has similarly spent almost to budget (£60k over) but within there are significant variances with pressures within Home Care and Supported Living being offset by underspends in Direct Payments and an increase in CHC income. <p>In addition, staffing vacancies are being carefully managed to support the overall financial position while ensuring that service continue to run safely.</p> <p>The variance from the position forecast at Q3 is primarily due to fewer placements being made than forecast, unused contingency, and increased CHC income.</p>			
●	Communities Total	24.019	11.718	0.514
•	<p>The outturn at year-end PD12 in Communities is showing an overall overspend of £514k. This is a huge swing of (£406k) from QRT 3 - £920k</p> <p>The large change is attributed to underspends in Stronger Community Teams, Community Safety, and Community Provision, as follows</p> <p>Stronger Communities</p> <p>The savings have increased from circa (£70k) in Qtr 3 to (£297k) this is largely attributed to: Wellbeing ∫ The Linney Centre (£35k) salaries, (£3k) materials; Helping Hands Service (£11k)</p> <p>Stronger Communities Central ∫ (£16k) ∫ an additional (£5k) underspend on salaries & (£11k) on equip/materials</p> <p>Stronger Communities East ∫ (£57k) ∫ an additional (£10k) underspend ∫ on salaries in the East Area team and (£12k) running costs. Sandall beat (£6k) salaries, (£12k) running costs and (£4k) overachieved income.</p> <p>Allotments (£13k) underspend on running costs.</p> <p>Stronger Communities South ∫ (£13k) ∫ an additional underspend relating to salaries.</p> <p>Stronger Communities North ∫ (£58k) ∫ North Area team (£50k) underspend on salaries and (£5k) on running costs. (£3k) underspend relating to the Anticipate fund-North.</p> <p>Community Safety</p> <p>Underspend (£122k). The change between Q3 & outturn is (£152k) which is in the main staffing vacancies as identified above & additional income for CCTV monitoring</p> <p>This made up of an underspend (£88k) NRT, (salary vacancies fuel and equipment), (£28k) ARC expenditure due to further income being received for CCTV monitoring which wasn't anticipated at Q3. (£33k) under spend on the DA service due to delays in recruitment for some posts. 20/21 savings will be challenging and therefore in Q3 and Q4 the service have been focused on preparing for the challenge in the next financial year.</p> <p>Translation Services</p> <p>The underspend (£19k), which is a small reduction of £2k since Q3. The underspend is due to the Team Manager vacant post being offset against temporary grant funding</p> <p>Community Provision</p> <p>Underspend (£7k)</p> <p>In House Home Services has shown a budget pressure throughout the year as a target of £600k additional income was budgeted for in the Home Alarm service. However, one-off savings have predominantly offset this; Night Care (£219k), Home Care Management & Support Team (£67k) & (£22k) respectively.</p> <p>In House Residential Services has a (£60k) underspend, an increase of (£50k) since Q3, this change is mainly due to unsuccessful recruitment to posts (£35k) & running costs.</p> <p>In House Day Services has an underspend of (£223k), an increase of (£63k) since Q3. This is mainly due to further vacancies across the service (£53k), (£3k) running expenses & and additional (£7k) income from out of authority clients</p>			

Adult Health and Well-Being Revenue

Gross Budget (£m)	Net Budget (£m)	Variance (£m)
-------------------	-----------------	---------------

The underspend above are offset by £179k change in Re-ablement services which is in main due to budget movements to support overspends in other service areas under Communities

Town Centre Management

The underspend of (£111k) is a change of (£111k) since Q3 as was previously projecting to breakeven. The main change is an underspend in salaries of (£20k) which is offset by £6k additional expenditure on transport & £3k on running costs

Libraries and Heritage

Is overspent by £967k, this is a reduction of (£22k) since Q3. The main change is the reduction in expenditure in the Bibliographic Service within Libraries of (£30k), this is offset by minor increases in spend in Arts £4k & Heritage Services £4k.

 Director Of Adult Services Total	1.564	0.493	-0.531
 Commissioning & Contracts Total	11.262	7.052	-0.005
<ul style="list-style-type: none"> Contracts and Commissioning Outturn underspend (£5k), a swing of (£327k) from Q3. The main variances within this are: <ul style="list-style-type: none"> - Contract savings overachievement of (£82k) against target of £400k. - This is offset by £345k overspend on ICES contract. - Other variances not forecast at Q3 include: <ul style="list-style-type: none"> o £63k against SOLAR Centre budget. This is due to the delay in entering into funding agreement with CCG and is one-off in this year o (£74k) staffing vacancies ; staffing budgets have been reviewed and revised in line with restructure of Service for 20/21 o (£76k) Money Management service ; invoices for this service were in dispute throughout the year so a prudent forecast was made at Q3. Now that the issue has been resolved an underspend has occurred o (£116k) underspend on various other activity-based contracts o (£60k) unspent miscellaneous budgets" 			
 Public Health Total	20.725	1.750	0.009
<ul style="list-style-type: none"> Public Health overspend of £9k is due to an overspend in Leisure Services, this is mainly due to £7k less rental income than expected & an overspend in salaries of £2k 			
 Director Of Improvement Total	1.948	-14.429	0.383
<ul style="list-style-type: none"> Overspend 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. 			

Adults Health and Well-Being Capital	Quarter 4 2019/20			
	Budget	Outturn	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
 Adult, Health & Well-Being Total	7.1	7.2	31.2	25.2
<ul style="list-style-type: none"> There have been some changes since Q3 leading to an overall variance between Q3 & Q4 of £0.7m. This has mainly arisen as a result of delays and budgets have been re-profiled into future years as detailed below.. 				
 Adult Social Care	4.7	4.7	18.4	23.3
<ul style="list-style-type: none"> The main schemes in Adult Social Care are the Adaptations Schemes (£2.2m) and Disabled Facilities Grant Funded Private Adaptations Scheme (DFGs) (£2.3m). Part of the DFG grant funding in 19/20 was used to fund the Eden Lodge lift scheme. The variance from Q3 is mainly due to slightly less expenditure on DFGs (private sector housing) than anticipated (£0.2m) offset by a slight increase to anticipated costs of Adaptations to Council owned properties (£0.05m). 				
 Communities	0.3	0.3	0.1	0.7
<ul style="list-style-type: none"> Schemes within Communities include Heritage Services projects, Library Service schemes and section 106 funded open space improvements/play area installations. The majority of the change since Q3 is within Libraries and Culture (£0.5m). There has been uncertainty and delays with several schemes and this has led to the re-profiling of all unspent budgets into 20/21. The most significant variances from Q3 are (£0.2m) Chequer Road Fire Safety Works and (£0.1m) Cusworth Hall Improvement works. Both are due to delays with the schemes and the re-profiling of the budgets into 20/21. 				
 Modernisation and Commissioning	0.3	0.1	2.0	0.4
<ul style="list-style-type: none"> The main scheme within Modernisation and Commissioning is the Customer Journey Development scheme (£0.5m over 3 years). This scheme has begun to take shape in 19/20 with commitments being made against the allocation. The change of £0.1m since Q3 is due to delays and the subsequent underspent budget has been re-profiled into later years of the scheme. Some resources that are no longer required will be released to make resources available for other schemes. 				
 Public Health	1.8	2.1	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 (up to £1m), the partially grant funded Closed Road Cycle Circuit scheme (£1.7m over 4 years) and a potential scheme for Leisure Facilities investment, for which the total investment is still being agreed. The £0.2m change from Q3 is due to an overspend on construction costs within the Cycle Circuit scheme, which were not quantified until after the scheme was fully complete, including post-installation drainage work, in Q4. 				

Corporate Resources Revenue

		Quarter 4 2019/20		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Corporate Resources Total	116.650	21.630	-0.336
✓	Customers, Digital & Ict Total	75.715	10.084	0.144
•	<p>M12 - This area has overspent by £0.14m at year end, but without emergency Covid related costs being allocated here would have underspent by £0.03m. Emergency purchases of ICT equipment of £0.94m were made to support the Council's response to the crisis, with £0.76m of this funded centrally leaving £0.18m in CDICT. Outside of this, the main overspend was for the on-going £0.50m under recovery of housing benefit over-payments as a result of a lower number of cases and less over-payments (with a budget pressure included in the 20/21 budget setting process). This is mainly off-set by one-off salary underspends of £0.35m from across the service (vacant posts and one-off as they are being used as savings in 20/21) plus a number of lower level underspends and over recovery of income.</p> <p>Outside of the £0.18m remaining cost of emergency purchase of ICT equipment referred to above, there has been a reduced overspend of £0.56m from month 9. This mainly consists of a reduction in under recovery of Housing Benefit overpayments £0.10m, an increase in salary underspends from vacant posts £0.19m and a number of lower level reductions in cost and over recovery of income across the service.</p>			
✓	Corporate Resources Director Total	0.545	0.187	-0.246
•	<p>M12 - This area has underspent by £0.25m at year end due mainly to changes following the transfer of a number of services from Economy and Environment (E&E). The services transferred had an accumulated overspend of £0.38m and these are showing in individual services, mainly Finance. Budget of equal value has been moved from E&E to off-set the overspend and has been moved to this area to allow services' actual performance to be reported without affecting Corporate Resources' overall position. In addition, 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. This is off-set by the carry forward of £206k budget into 20/21 to meet costs in the PIC team's area of work agreed at year end and this is the material change from month 9.</p>			
✓	Finance Total	25.964	1.082	0.059
•	<p>M12 - This area has overspent by £0.06m at year end. This is a wide ranging service and the more significant elements are as follows. Schools Catering overspent by £0.43m due mainly to an under recovery of income £0.58m (loss of schools), offset by £0.15m from underspends on salaries and food. Bereavement Services overspent by £0.39m (reduced services so less income). These are on-going issues to review in 20/21. These are offset by £0.64m underspend on Fleet Services mainly from one-off delayed borrowing savings plus, £0.37m of salary underspends from across the non-Trading part of the service.</p> <p>The £0.09m move from underspend to overspend from month 9 is mainly due to the Schools Catering overspend increasing by £0.24m (lower than expected income partly due to school closures for Covid 19), Bereavement Services increase overspend £0.17m (less income than projected) offset by an increased underspend in Fleet £0.38m due in part to further borrowing savings.</p>			
✓	Hr, Comms & Exec Office Total	5.301	4.128	-0.085
•	<p>M12 - This area has underspent by £0.09m at year end. The overspend from the Corporate Health and Safety £0.20m (under recovery of income and a number of smaller pressures) is mainly off-set by £0.07m from one-off income from schools for job adverts and HR strategy advice (this is forecast to reduce in future years), salary underspends of £0.16m across the service (mainly vacant posts) and £0.08m from the delayed delivery of the Communications and Engagement Strategy. The £0.16m change from month 9 is mainly due to increased levels of salary underspends across the service £0.10m plus a number of lower level underspends from income and non-salary budgets. £0.17m of budget has been carried forward for the Communications and Engagement Strategy agreed at year end. This would have shown as a reduction in underspend but has been off-set by the combination of no longer reporting a £0.09m pressure for this as the spend will take place in 20/21 plus £0.08m of one-off budget that will now be used in 20/21.</p>			
✓	Legal & Democratic Services Total	5.901	3.820	-0.105
•	<p>M12 - This area has underspend by £0.10m at year end. This is mainly due to increases in Coroner related costs of £0.17m (pathology, mortuary and medical costs) off-set by salary underspends across the service £0.07m (mainly vacant posts), increased income from SLHD £0.07m and recovery of court costs £0.05m, and increased recharge to Rotherham MBC for the Coroners service £0.05m. There are a number of lower level underspends across the service in addition to the main items above. The £0.07m increase in underspend from month 9 mainly relates from increased income £0.14m (SLHD £0.08m), an increase in the recharge to</p>			

Corporate Resources Revenue

	Quarter 4 2019/20		
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
Rotherham MBC for the Coroner's Service £0.05m and a reduced levels of Members allowances incurred £0.03m, off-set by an increase in Coroner related costs of £0.14m.			
 Strategy And Performance Total	3.224	2.330	-0.105
<ul style="list-style-type: none"> M12 - No significant issues in this area at year end with a one-off underspend of £0.10m from vacant posts. There has been a small reduction in the level of underspend from period 9. The population of the revised structure has been implemented. 			

Corporate Resources Capital	Quarter 4 2019/20			
	Budget	Outturn	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
 Corporate Resources Total	33.0	10.4	45.5	45.9
<ul style="list-style-type: none"> The main areas of 19/20 spend are Q2282 Fleet/Plant Replacement Programme £5.02m and ICT related projects £2.88m and Q2298 Capital Receipts Flexibility £1.16m and ICT related projects £4.03m. Further information is contained in the sections below. 				
 Customers, Digital and ICT	4.4	2.9	1.4	3.7
<ul style="list-style-type: none"> The main elements of spend for 19/20 are Q2634 £0.76m for the emergency purchase of ICT equipment to support the Council's response to the Covid crisis, Q1809 £0.63m for the DIPS project and Q1414 £0.55m for the desk top and mobile upgrade programme. In the main there are no significant issues with schemes in this area. There are three significant areas of re-profiling Q1884 Superfast Broadband -£0.78m (confirmation now received for timing of spend), Q1809 DIPS -£0.50m (revised delivery timescale) and Q1414 Desktop and Mobile Upgrade -£0.38m (work continuing into 20/21) and these are off-set in part by Q2634 Urgent Procurement of IT £0.77m referred to above (which accounts for the total programme variance). 				
 Finance	28.4	7.2	44.1	42.2
<ul style="list-style-type: none"> The Trading Services schemes have been transferred into this programme from the Economy and Environment programme after period 3. The main elements of 19/20 spend are Q2282 Fleet/Plant Replacement Programme £5.02m and Q2298 Flexible Use of Capital Receipts £1.16m. The main reasons for the variance is the removal of £12.06m Q1202 Investment and Modernisation Fund unused allocation (from the programme) and £2.48m Q2282 Fleet/Plant Replacement Programme re-profiled into 20/21 following some vehicles not being replaced, lower than expected costs and some purchases put on hold. 				
 HR, Comms & Exec Office	0.1	0.2	0.0	0.0
<ul style="list-style-type: none"> No know significant issues in this area at year end. This area of the programme contains the replacement HR/Payroll system that is being jointly procured with Rotherham MBC at an estimated £0.24m. Scheme is progressing - phase 1 went live in June '19 and phase 2 estimated for summer 2020, with a small re-profiling of the balance of the allocation 				
 Legal & Democratic Services	0.1	0.1	0.0	0.0
<ul style="list-style-type: none"> No significant issues in this area. 				

Economy & Environment Revenue

		Quarter 4 2019/20		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Economy & Environment Total	92.640	37.094	-0.672
	Economy & Development Total	27.467	6.336	-0.339
<ul style="list-style-type: none"> Period 12 overall underspend: - <ul style="list-style-type: none"> Planning underspend -£456k mainly from: - <ul style="list-style-type: none"> a. Underspend (one-off) -£139k vacant posts. b. Underspend (one-off) -£118k increase in planning fee income. c. Underspend (one-off) -£118k legal and professional fees d. Underspend (one off) -£56k additional income from building control, grants, contributions and Local Records Centre. e. Underspend (one-off) -£25k savings on various other headings. <p>Major Projects and Infrastructure overspend £144k mainly from: -</p> <ul style="list-style-type: none"> a. Overspend (on-going) £102k under recovery of Strategic Infrastructure fees (net of staff vacancies and the reduction in fees that can't be earned from those posts). b. Overspend (on-going) £62k developer contributions in Design. c. Underspend (one-off) -£20k reduced Minor Works Pack costs. <p>Business Doncaster underspend -£103k mainly from: -</p> <ul style="list-style-type: none"> a. Overspend (on-going) £11k and overspend (one-off) £54k shortfall in apprenticeship levy income. b. Underspend (one-off) -£73k vacant posts. c. Underspend (one-off) -£35k provisions for potential SFA and GHEP (ESIF) clawback no longer required. d. Underspend (one-off) -£25k reduction in awarding body costs and increase in incentive payments income relating to apprenticeships. e. Underspend (one off) -£35k income various other headings including -£20k Business Showcase income. <p>Property Services £99k overspend mainly from: -</p> <ul style="list-style-type: none"> a. Facilities Management overspend £83k; includes overspends on Civic Office electricity costs and Mary Woollett repairs and income. Lower DCST SLA income after review postponed and the removal of internal recharges for room hire as part of a wider recharge review. Centralisation process has led to lower levels of budget being pulled back from services than the income target and will be reviewed in 2020/21. There have also been underspends on business rates and other utility costs. b. Strategic Asset Management overspend £300k largely from asset savings not yet achieved £239k. The balance of £61k results from the net of over and underspends across building budgets and team costs, some of the individual values are significant. c. Statutory Planned Main/Comp breakeven. d. Design underspend (one-off) -£60k mainly from vacant posts from delays in restructure net of reductions in expected income. e. Energy underspend (one-off) -£114k mostly re. Carbon Reduction Commitment. f. Public Buildings Maintenance Underspend (one-off) -£80k, mostly from contract income in excess of target - £182k net of under recovery of direct labour £53k and overheads £40k. <p>The overall position is £0.06m less underspend than the previous quarter mainly from: -</p> <ul style="list-style-type: none"> a. Planning increase in underspend mainly due to -£127k increase in fees received during the final quarter not previously forecast, plus a number of low level underspends and increases in fees across the service; b. Major Planning and Infrastructure increase in overspend is mainly due to £151k under recovery of fee income than the level projected at quarter 3; c. Business Doncaster accumulation of low level increases in underspends across the service -£47k; d. Property Services £183k movement to £99k overspent resulting mainly from increase repairs and maintenance charges and under recovery of income in Facilities Management (following review of DCST SLA charges and recharge review), with a number of off-setting changes to under and overspends across the service. 				
	Director Economy & Environment Total	0.043	0.000	0.375
<ul style="list-style-type: none"> Month 12 Overspend (One-off) £375k due to budget transferred to Corporate Resources to balance overspends in Trading Services and the Health and Safety team. No change from month 9. 				
	Environment Total	63.363	29.818	-0.747
<ul style="list-style-type: none"> Year End <ul style="list-style-type: none"> Overspend (on-going) £295k Shortfall on Trade Waste income due to loss of customers. £100k due to replacement of gully covers that have been stolen and £41k of Digital Council unachievable pressures. Overspend (one-off) £370k of direct costs related to the floods (Drainage £170k, Highway Maintenance £166k 				

Economy & Environment Revenue

Quarter 4 2019/20

Gross Budget (£m)	Net Budget (£m)	Variance (£m)
-------------------	-----------------	---------------

and eastside damage £34k). £50k of management costs for extra resource in Streetscene and £40k shortfall in Highways Operations which was due to the floods preventing the service from generating income.

Underspend (one-off) Waste has a variety of Underspends which collectively total £650k (Disposal, collection, HWRC and Green waste). Network Management permit and license income overachieved by £370k, Selective License income of £118k and additional bus gate income (in addition to £560k to west moor link road) £114k.

The £0.06m decrease in underspend from month 9 relates mainly to:-

Regulation and Enforcement increases to previously forecast income for bus gate fines (-£0.06m) and selective licensing income (-£0.04m);

Streetscene and Highways Ops - mainly due to reduction in recovery of surplus due to November floods affecting income in Highways (Direct Labour and Operation) £0.46m;

Waste and Highways Infrastructure - £0.28m increase in underspend due mainly to savings in PFI waste contract as a result of reduced tonnages being processed, with salary savings in Network Management offsetting £0.20m increased costs from flood related work in Highways.

Additional parking income over all car parks £60k. PBS underspend on staffing of £47k due to various posts vacant in year. Additional Comments - In addition there is £1.2m of savings due to be taken in 20/21 from highways £500k, Waste £300k, Network Management £200k and Bus Gates £200k. This is as well as working towards further savings of up to £3m for 20/21 onwards

	Strategic Housing Total	1.768	0.940	0.039
---	--------------------------------	--------------	--------------	--------------

- Period 12 overall overspend: -

Overspend (one-off) £52k SLHD Management Fee, mainly from additional premises and supplies and services costs net of underspends on vacant posts.

Overspend (one off) £22k recruitment costs for new Assistant Director Housing.

Underspend (one-off) -£35k LIP Team; mainly from -£67k staffing vacancies net of overspend on design fees for Travis Gardens (relates to potential capital scheme but costs cannot be capitalised as agreement to proceed has not been reached, so costs must be stood in revenue).

The overall position is £22k more overspend than the previous quarter, mainly from: -

Reduced overspend on SLHD management fee -£21k and further underspend on LIP Team staff costs -£13k but with increased LIP Team professional fees cost £36k and additional recruitment costs for the new Assistant Director Housing £22k.

Economy & Environment Capital	Quarter 4 2019/20			
	Budget	Outturn	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
 Economy & Environment Total	82.4	62.3	148.7	231.9
<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	32.5	63.8	87.6
<ul style="list-style-type: none"> Main areas of spend include Doncaster Culture & Learning Centre (£9.9m), DN7 Unity Link Road (£7.4m), CCQ Cinema (£5.4m), A630 West Moor Link (£2.7m), St. Sepulchre Gate/Station Forecourt (£2.4m) and Transforming Cities Fund Tranche 1 projects (£0.9m), Quality Streets and other town centre highways improvements (£1.2m) plus a programme of planned maintenance to Council buildings (£0.7m). The projected spend at Quarter 4 is £10.7mm less than Quarter 3 mainly due to expenditure re-profiled to 2020/21: - <ol style="list-style-type: none"> DCLC - £1.2m originating from standstill on site earlier in the year after asbestos was found and needed to be removed. CCQ Cinema - £1.6m from knock on effects of inclement weather. St. Sepulchre Gate/Station Forecourt - £1.6m reflecting resourcing issues in the DLO and the knock on effect of delays to the canopy works by LNER earlier in the year. 				

Economy & Environment Capital

Quarter 4 2019/20

Budget	Outturn	Budget Future Years	Projection Future Years
£m	£m	£m	£m

d. Transforming Cities Fund Tranche 1 projects - £0.3m due to the late start from delay in contractual arrangements with the SCR.

e. DN7 Unity Link Road - £1.3m. Significant flooding in November and subsequent months resulted in the programme being altered primarily as earthworks could not continue due to saturation of the land £0.8m (this had been expected to be £1.5m but has been managed lower); and the dedication of land is now expected in 2020/21 so can't be recognised in the costs until then £0.5m.

f. West Moor Link - £3.2m. The bridge replacement was scheduled for March 2019 but due to site issues and agreements with Network Rail this will take place in 2020/21. The bridge works were a significant cost leading to large value to be re-profiled.

g. Building Improvement Allocation - £0.8m. A number of projects expected to commence in 2019/20 have been moved back after reprioritisation of resources in response to the November floods.

The on-going programme does not take into the account the effect that the Covid-19 crisis will have on projects. Risks to projects from closedown and or slowed progress leading to increased costs and potential loss of financing (grants in particular) are still being assessed.

- £5.0m of SCRIF grant relating to West Moor Link has been finally approved this quarter and funding has been re-profiled to ensure that the £2.5m target for 2019/20 has been hit. All SCRIF projects achieved sufficient spend to fully utilise the grant and in some cases exceeded in year allocations to provide the SCR with additional expenditure to maximise the funding at a regional level.
- The DN7 scheme has already lodged additional budget bids for 2020/21 for increased costs of £0.90m and is in the process of identifying potentially significant further increases in cost which are likely to increase with the current Covid-19 crisis.



Strategic Housing

29.4

20.8

79.4

136.5

- The main areas of spend include: Works to HRA properties £17.0m and Council House New Build £4.5m. The main variances from the budgeted spend relate to works to HRA properties; The forecast spend on thermal efficiency works has been revised due to ongoing contractual negotiations (£1.0m) along with a revision against structural works due to contractor capacity issues (£0.2m) The areas align to the priorities of the housing capital programme (Four year programme approved by Council 4 March 2019):-
 - a). Council House build programme
 - b) Council House improvement and maintenance programme.
 - c). High rise fire safety improvements.
 - d). Energy efficiency works.



Environment

7.6

9.0

5.5

7.9

- Year-end expenditure and use of Local Transport Plan Highways Capital Maintenance Grant on schemes within Carriageways, Footways, Bridges, Flood/Drainage and Street Lighting totals £6.472m, with an additional £0.287m of expenditure against the DfT Pothole Grant. Any underspend on grant allocations have been carried forward for use against committed schemes in 2020/21.
- Year-end expenditure and use of Local Transport Plan Integrated Transport Grant on schemes within Traffic Management and Safer Roads totals £0.461m. 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 currently stands at over £4m across the Highways Infrastructure assets..

Learning and Opportunities; CYP Revenue

		Quarter 4 2019/20		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning & Opportunities Cyp Total	111.521	64.939	-1.248
	Centrally Managed	5.141	0.226	-0.004
	Partnerships & Operational Del	9.565	2.418	-0.120
	<p>Partnerships and Operational Development outturn is an under spend of (£0.120m), which is an increase of (£0.058m) since quarter three. There was a one off pressure from the Imagination Library £0.123m, 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 a Traded income shortfall of £0.150m within the Education Welfare Service, which is linked to fewer 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 managed staffing under spends of (£0.164m) due to vacancies in Early Years, Locality Delivery, Partnerships & Engagement and Education Welfare Service, and additional Schools Fines income of (£0.239m), as holiday related penalty notices have grown again, in line with national trends. The vacancies are being managed in a planned way with no concerns.</p>			
	<p>Dedicated Schools Grant (DSG) for 2019-20 overspent by £5.8m. This overspend is largely attributable to pressures within the High Needs Block with overspends against Mainstream Top Ups, Recoupment, Post 16 provision and SEN Placements which includes Out of Authority Placements and expenditure on SEN / Alternative Provision. It is expected that this overspend will be offset by savings and increased revenue in future years, with further work required within 2020-21 to achieve this. There has been an increase in children placed in out of authority educational placements, 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 to address this. 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 and is working well. 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.</p>			
	Commissioning & Business Devel	41.382	11.597	0.120
	<p>Commissioning and Business Development outturn is a cost pressure of £0.120m, which is a decrease of (£0.316m) since quarter three mainly due to a reduction in the over spend on Travel Assistance as outlined in the overall directorate comment.</p>			
	<p>There are two main cost pressure areas:</p> <p>Travel Assistance over spent by £0.134m primarily due to the increased number of pupils and students accessing education outside of the authority. The reasons for this are two-fold; previous decision-making forum for placements not being sufficiently robust and secondly the local educational provision not configured to meet needs for this cohort children. The reduced overspend from the projection at Q3 was mainly due to cancellations through the year being slightly higher than expected, and there was less growth than anticipated in the last quarter, due to less pupils being placed Out of Authority due to greater challenge at joint resource panel.</p> <p>Learning Provision £0.164m above budget due to increased support provided by the Learning Standards and Effectiveness team as part of the challenge and support process and expected deficits where maintained schools are subject to a sponsored academy conversion. The team continue to work with schools to mitigate this pressure through financial recovery plans in advance of conversion. These costs are all expected to be temporary and not ongoing into 2020-21. LOCYP is currently developing and market testing a traded single offer for an integrated personalised Learning Provision (Buy Doncaster, Learning Futures) to become live in totality for April 2020 as a chargeable service and as a tapered offer during the autumn term, in particular for an integrated training offer. Projected traded income shortfalls to be closely monitored to consider if these are budget pressures that will carry forward into future financial years.</p>			
	<p>The projected over spends are offset by managed staffing under spends in Educational Psychology (£0.121m) due to vacancies in the service within the financial year, and an under spend in Children with Disabilities placements (£0.090m) as there was no growth in 2019/20. This is a significant improvement on previous years and evidences the excellent work done in this area by the Council and Children's Trust. The Future Placements Strategy has been agreed by Cabinet in December 2019, and has moved onto the implementation stage but this has now been delayed by the impact of Covid 19.</p>			
	Childrens Services Trust	55.432	50.698	-1.244

Learning and Opportunities; CYP Revenue

Quarter 4 2019/20

Gross Budget (£m)	Net Budget (£m)	Variance (£m)
-------------------	-----------------	---------------

- DCST's final outturn position was an under spend of (£1.2m) against the contract value for 2019/20, which is (£0.2m) more than projected at quarter three. The underspend is a combination of reduced net costs to the Trust of (£0.877m) mainly due to under spends on most headings in the Care Ladder, notably allowances and Independent Fostering Agency costs, 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 (£0.367m) that needs to be funded from the Dedicated Schools Grant (DSG) High Needs Block. This has resulted 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 4 2019/20

	Budget	Outturn	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
 Learning & Opportunities - CYP Total	12.7	7.1	20.4	25.1
<ul style="list-style-type: none"> The actual overall spend is a lot lower than budget and this is mainly due to slippage to the proposed schools developments (noted below) and delays to the start of the Bader special school build. There have been delays also SEND developments with only two projects completed this year, the balance of monies are to be used in 2020-21. None of the planned Children Services trust monies were used and again some of these projects should happen in 2020-21. 				
 Centrally Managed	0.2	0.0	0.4	0.4
<ul style="list-style-type: none"> No expenditure incurred as planned, any monies required for emerging schemes have been moved to the service areas 				
 Commissioning & Business Development	10.8	6.3	18.8	22.2
<ul style="list-style-type: none"> Total spend relates to new school places £560k, £3.5m for the new Bader special school, £1.4m for the schools condition programme (including roofing), £500k for Safeguarding & Access and £400k for devolved schemes to schools for them to spend (DFC) 2 There has been a underspend against the budget due to slippage on two projects for school places £2.7m, Bader school was delayed so slippage of £500k, Schools condition programme saw some slippage of £500k as some projects were delayed and so costs will be incurred in 2020-21. These slippages were offset by slippage from 2018-19 re the school condition programme of £500k and also there was a new S106 funded scheme for £400k at Hall Cross school. 3 There will be sig higher costs in 2020-21 as a number of large school places projects are planned, although there is potential for delays to some of these and the Bader school should be competed with costs at around £3.5m. 				
 Partnerships and Operational Delivery	1.2	0.8	0.1	0.8
<ul style="list-style-type: none"> The Total spend includes work on the new scheme at East Dene £600k, completion of a scheme at Heatherwood school and development of a breakout area at Our Lady of Sorrows school £40k. There is a slippage of around £44k for projects, this should occur in 2020-21. There will be further expenditure on SEND related projects in 2020-21 as there is still a unallocated budget amount. 				
 Children's Services Trust	0.5	0.0	1.1	1.7
<ul style="list-style-type: none"> No expenditure incurred as planned projects re care leavers & family centre refurb have delayed to 2020-21. 				

Council Wide Budgets Revenue

		Quarter 4 2019/20		
		Gross Budget	Net Budget	Variance
		(£m)	(£m)	(£m)
	Council Wide Budget Total	14.484	-85.661	1.487
	Change Programme Total	0.000	-0.150	0.000
	Gnrl Financing/Treasury Mngmen Total	6.777	6.151	-0.533
	<ul style="list-style-type: none"> Outturn underspend £0.533m. The underspend is due to a combination of additional investment income of £0.91m due to higher balances and higher than forecast rates and reduced external interest costs of £0.442m, which includes the £0.229m from the pension prepayment exercise 3 years ago. The remainder is due to borrowing later, thanks to cashflow and at lower than the 1.5% budgeted interest rate. The additional underspend of £0.416m since quarter 3 relates to:- £0.229m Higher than expected Pension Prepayment budget transfer; £0.105m Investment income higher than expected; £0.018m Increased external interest saving due to reduction in borrowing; £0.031m Reduction on brokerage costs due to reduced borrowing/investment; £0.033m Additional income from Liftco income. 			
	Levying Bodies/Parish Precepts Total	16.348	16.348	-0.004
	Other Centrally Funded Total	7.403	-11.644	2.668
	<ul style="list-style-type: none"> Overspend £1.850m, contingency budgets used to fund £1.850m needed to balance the 19/20 budget rather than use reserves; Overspend £0.853m due to costs relating to the floods in November not eligible for Bellwin claim (including the £0.447m threshold); Overspend £0.487m on centralised budgets. £1.300m vired to 3 EMR per Q3 Cabinet report approval (£0.3m flood resilience, £0.5m CCTV equipment & £0.5m smaller leisure facilities). Additional £0.765m vired to Corporate Resources for laptop purchases related to Covid-19 and £0.100m to the Flood Resilience EMR during March; Overspend £0.246m as unlikely now to receive a 2019/20 YPO dividend due to Covid-19; Overspend £0.170m due to unavailability of capital receipts contribution to revenue; Underspend £-0.077m Buyback of leave above anticipated levels. Reduced by £0.039m from quarter 3 due to drop off in months 11 and 12 presumably due to leave being cancelled in March due to Covid-19; Underspend £-0.299m on Pension deficit and future service rate prepayments largely due to higher than budgeted income from schools; Underspend £-0.563m release of Insurance provision identified in Q4. 			
	Revnuue Costs Ex Cpital Progrmm Total	-26.154	0.000	0.000
	Technical Accounting Total	4.165	4.165	-0.169
	<ul style="list-style-type: none"> £0.169m underspend due to reduction in the charge in Minimum Revenue Provision. 			
	Business Rate Retention Total	0.000	-106.324	-0.234
	<ul style="list-style-type: none"> M12 - Underspend (One-off) -£235k resulting from revised estimate of grants receivable compared to be budget estimates. Variance results mainly from over estimation of retail relief claimed £277k off-set by under estimation of small business rate relief claimed -£362k for retail relief and new flood relief not known about at budget setting -£100k. The increase from month 10 relates mainly to an increase in small business rates relief and the inclusion of the flood relief. 			
	Severance Costs Total	5.945	5.794	-0.241
	<ul style="list-style-type: none"> £0.241m underspend due to lower pension costs relating to former employees. 			

Treasury Management Update – Outturn 2019-20

1. The outturn for Treasury Management is an underspend of £533k (an increase of £416k from quarter 3, following the transfer in of £229k budget to support the pension prepayment, £138k additional investment income, £15k saving on loan interest and £33k saving on contracts, due to reduced borrowing requirement). 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 £81m which is 14% 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 the Covid-19 pandemic, which has increased global growth uncertainty, trade disputes and the continued uncertainty (despite the election) of establishing beneficial trade agreements after Brexit..

Borrowing

Figure 1: The following table summarises the Councils forecast Debt Portfolio as at 31st March 2020.

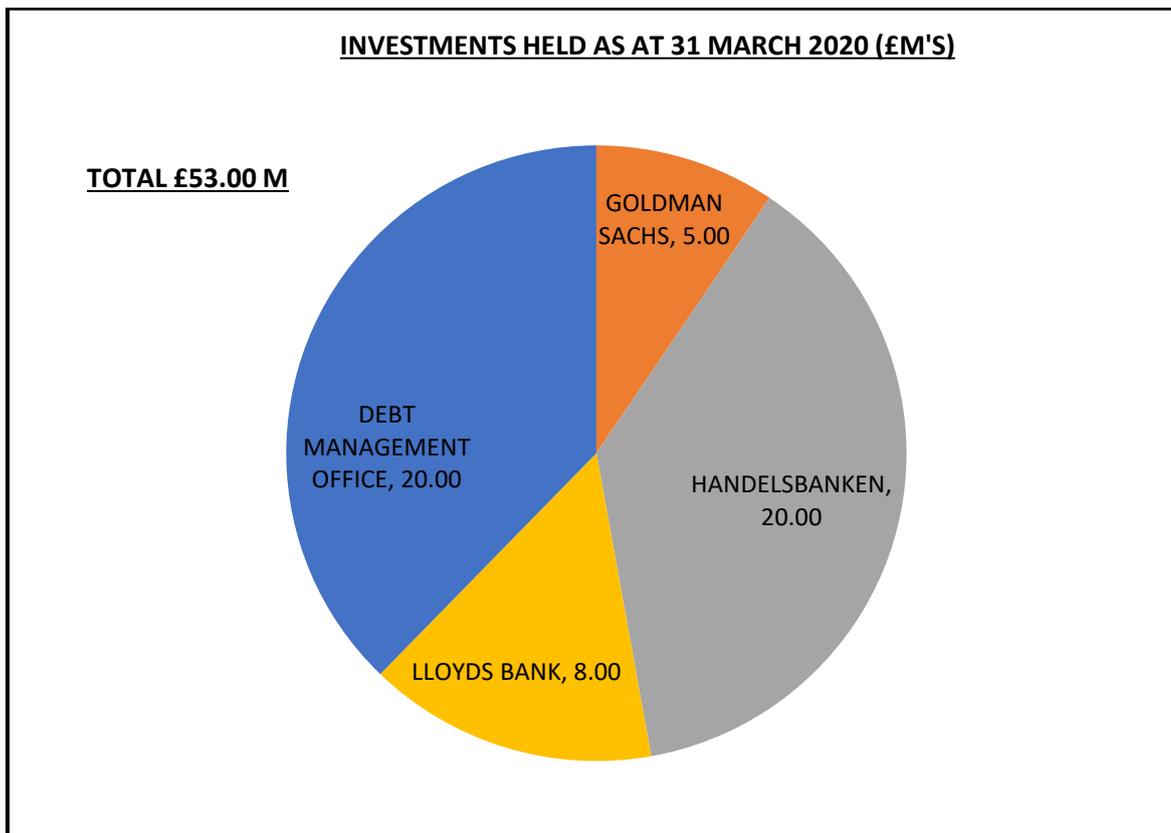
Doncaster Council Debt Portfolio and Maturity Profile as at 31st March 2020				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	19.68	98.690
12 to 24 Months	50	0	2.03	10.187
24 Months to 5 Years	50	0	8.43	42.288
5 Years to 10 Years	75	0	4.62	23.160
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			65.24	327.215
40 Years to 50 Years				
50 Years and above				
TOTAL			100.00	501.540

4. During the 2019/20 financial year, the Council had a borrowing requirement of £76.5m. £26.9m in new external borrowing to support the Capital Programme, £49.5m to replace loans maturing during the year. This reduced from £79.2m during Q4, mainly due to slippage on the Capital Programme.
5. Short-term interest rates remained low during the financial year. The Council was able to arrange all its borrowings below the budgeted rate of 1.5% during this financial year.
6. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 4th March 2019, were breached during the financial year.

Investment

7. The investment portfolio can be seen in Figure 2. The investments are a mixture of call accounts for liquidity, fixed rate bank investments / HM Treasury investments.
8. The current average investment rate is a creditable 0.91%, 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.
9. Officers can report that no investment limits were breached during the financial year 2019/20.

Figure 2: The following chart summarises the Council's investment portfolio as at 31st March 2020.



Risks

10. 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 was considered low, the markets indicated that there was a 50% chance that rates could fall by 0.25% by next December but Covid-19 brought this forward to the end of March and bank base rate was slashed from 0.75% to 0.1% to support the economy during the pandemic and recovery period. However, the reductions only happened in the last 2 weeks of the financial year, so had little impact on 2019-20 performance.
 - b. Counterparty risks are reviewed weekly and action taken to minimise the risk that any investments placed are not 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 makes 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 4 2019-20

	Funding Source	Allocation of block budget 2019/20 £m	Allocation of block budget Total £m
None this quarter			

Virements for Elected Mayor / Cabinet / Portfolio Holder Approval 2019/2020 Quarter 4

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	£
1	Consolidation of budgets for insurance, Multi-Function Devices and printing costs that have previously been recharged (2019/20 and 2020/21)	AHWB	(390,170)
		CR	990,390
		CWB	(5,400)
		E&E	(388,970)
		LOCYP	(205,850)

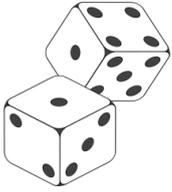
Carry Forwards

The following requests for carry forward have been approved by the Section 151 Officer: -

Service / Description	Amount £'000	Comments
Adults, Health & Wellbeing		
Askern Shakers	25	Fire proof stain to help alleviate anti-social behaviour
Safeguarding Adults Board	108	Section 256 (CCG) - carry forward of underspend from the budget managed jointly with the AHWB and the CCG for purposes of the Safeguarding Adults Board. This is a statutory function and the budget is restricted for the purposes of the Board.
Syrian Resettlement Grant. Communities	8	Home Office allocate funding in exchange for housing Syrian refugees and providing integration services as part of the Syrian Resettlement Programme. Underspend due to delayed start of the Education specific expenditure. Leeds City Council agreed to receive the grant and are the accounting body on behalf of itself and DMBC.
Community Safety	33	MHCLG - funding received to develop a Domestic Abuse Hub. New grant scheme.
Community Safety	25	CCG - Section 256 agreement for 19/20 drawn up in March 2020 with no time to deliver agreed projects.
Complex Lives	45	MHCLG - Flexible Homelessness Support Grant (FHSG). Underspends within complex lives - required for 20/21 commitments as per recent BCF bid and ongoing shortfall of grant allocation against plan.
Complex Lives	167	MHCLG - Rapid Rehousing Pathway (RRP). 19/20 Forecast Underspend was deducted from 20/21 Allocation, therefore needed in 20/21.
Complex Lives	15	MCHCLG via BMBC - Rough Sleeper Initiative (RSI). Small allocation specifically allocated to St Leger Homes via Barnsley Council and Doncaster Council.
Complex Lives	9	MCHCLG via BMBC - Private Rented Sector Fund (PRS). Small allocation specifically allocated to St Leger Homes via Barnsley Council and Doncaster Council.

Service / Description	Amount £'000	Comments
Stronger Families	108	MHCLG - Troubled Families Grant. Anticipated that underspends will be used to continue work beyond end of programme and supplement the Y6 of the scheme that was recently announced.
Libraries and Culture	40	Archives Storage costs slipped into 20/21 due to delay in transfer to storage.
Libraries and Culture	60	National Archives Grant. Contribution towards Costs of New Racking at New Archive - National Archives have awarded us £60k contribution on request towards the racking as they are keen for a new site to keep our Archives safe.
Learning & Opportunities: Children & Young People		
EY Development Fund	56	DFE Early Years Professional Development Fund . Four year project, 2018/19 to 2021/22. DFE grant allocations each year towards expenditure incurred for the Early Years Professional Development Fund activities. Funding has been awarded to local authorities for work that will enable and facilitate delivery of professional development to early years practitioners in pre-reception settings. This will develop (directly or indirectly) a high quality early years workforce.
EY Outcomes Fund	91	DFE Early Years Outcomes Fund. Two year project, 2018/19 to 2019/20. DFE grant allocations each year to build knowledge of how to improve, the collective operation of local services in securing good early language outcomes for children across the whole of South Yorkshire. Doncaster MBC are the lead Authority for this grant with delivery taking place across the 4 LA's and Sheffield Hallam University in South Yorkshire.
Corporate Resources		
Policy, Insight and Change A - Doncaster Growing Together 2	28	Delay the VR of post holder for a period of 6 months until the completion of DGT2 to focus on the policy development activity required. This has already been agreed in principle by the peer panel and post holder
Policy, Insight and Change B - AHWB	47	Create a short-term transition resource within PIC focused on supporting the Director of AHWB and the transition into the new role for the AH&WB Business Partner. This would mean delaying the VER of existing AH&WB Business Partner – this has already been agreed by the Peer Panel in principle for 3 months (£17k) and extending the fixed term contract of the Strategic Lead for Adults Transformation for 3 months (£30k)
Policy, Insight and Change C - DIPS	22	Bring in short term expertise and capacity to support the DIPS programme and the new PIC AH&WB business partner for a period of 3 months in the run up to the launch of the Adults module of DIPS.
Policy, Insight and Change D - DIPS	25	Provide an additional resource to support the delivery of the OD programme. This resource would fund for example coaching activity or any specific training or development that is required as the OD programme develops
Policy, Insight and Change E - DIPS	84	Provide funding for the Citizens Assembly that will be undertaken by through summer of 2020 to 'road test' the Climate Commission's recommendations (£50k) In addition extend the temporary contract of existing post holder for three months to the end of September to ensure capacity is retained to finalise work of the commission and continue to support to ongoing implementation (£14k) Production, marketing and communication and consultation on the Climate Commission draft and final reports (£20k)
Policy, Insight and Change - Town Fund Capacity Funding	313	Town Fund grant - the fund is provided to support the submission of business cases to Central Government to support the £50m allocation, the deadlines are for Autumn 2020, pending the impact on COVID19. This is a new Government initiative and Town Investment Plans are due for submission in Summer 2020
Communications and Engagement - new website and email marketing solution	166	This work was started in 2019/20 but was delivery was delayed mainly to the teams focus on the November floods. This has been discussed at Corporate Resources DLT and was requested to carry over funds into 2020/21. The e-mail marketing solution has been procured at £25k and is in place during 19/20
Policy, Insight and Change - BREXIT Preparations Fund	188	Section 31 grant - £288k of funding received and £100k expended in 19/20, leaving a balance of £188k. £165k in total to be passed to Doncaster Chamber and remaining retained by DMBC to meet the potential implications of Brexit.
Economy and Environment		
Strategic Asset Management - Colonnades Offices Repairs Sinking Fund	11	Tenancy agreements mean an element of service charge has to be set-aside for repairs to communal areas of building.

Service / Description	Amount £'000	Comments
Strategic Asset Management - Colonnades Shops Tenants repairs fund	5	Tenancy agreements mean an element of service charge has to be set-aside for repairs to communal areas of building.
Planning Enforcement Fund	50	£50k grant from MHCLG, which is non-ringfenced but based on a direct bid from DMBC. Earmarked for use on enforcement/direct action at an illegal Gypsy and Traveller site at Stockbridge Lane - involving the removal of hardstandings/walls/caravans and re-seeding the site. Not spent in 19/20 as received in November and needed procurement of a company to carry out the direct action works. These were proposed for April 2020 but have had to be delayed re: Covid 19.
Facilities Management - Warmsworth Library Frontage	18	Quote for £21k to repair Warmsworth Library roof and gullies to prevent ongoing issues with leaks funded from revenue. The work has not yet been completed but have started.
Facilities Management - Stirling Social Centre Refurbishment	18	Essential remedial work for fire panel and emergency lighting at Stirling Social Centre - estimated at £64k. Scheme not complete.
Major Projects & Infrastructure	110	Future High Street Fund - carry forward of underspend of grant for continuation of consultancy/feasibility works in 20/21.
Council Wide		
Covid-19 Response	10,090	Covid-19 Support Grant - money announced and received in Q4 so no impact on Q3 position if carried forward. Although not ringfenced, expectation is that it will be spent on responding to Covid-19. The grant will fund the Mayor's 10 point action plan so would have a negative impact on future budget planning if not carried forward.
Flood Resilience	100	Increase the Flood resilience fund by £100k from £300k to £400k proposed in the Month 10 Directors report.
Overall Total	12,065	



STRATEGIC RISK PROFILE

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	Q3 19/20	Q2 19/20	Q1 19/20	Q4 18/19
	15	12	—	15	15	New Risk from Q2 19/20	

LOCYP Safeguarding Team Partnership working has been demonstrated through:

Attendance and contributions to DSCP sub group, Public Health, Prevent, JTAI audits, MST-CAN audits, health and safety, Be Safe, Domestic Abuse, task and finish groups and Education meetings (16 regular meetings over a term). Outcomes resulting in key messages and training development to all School Leaders / designated safeguarding leads. The team have focused on supporting mental health and well-being of LGBTQ young people and have delivered an extensive training the trainer programme.

Doncaster Children’s Safeguarding Trust monthly performance meetings share ICPC data/ conference report statistics and LADO performance reflects the support of all Doncaster schools. The team challenge and support any schools not representing statutory meetings. We will be extending this meeting to include MAAP team Managers so any concerns or positive practice can be shared and reported back to all DSLs across our schools

The Suicide Prevention Plan.

The LOCYP safeguarding team have supported a number of COVID-19 safeguarding briefing papers for schools and worked with partners to provide responses to edulog enquiries and to ensure every DSL has up to date information. For example new arrangements for child protection reviews and LAC reviews during COVID-19.

During COVID19 a revised model safeguarding policy has been developed to support schools. This includes a number of agency updates, demonstrating partner relationships remain strong.

The LOCYP safeguarding team are currently revising a number of 3 minute guides, including partner agencies to support strengthening safeguarding in educational settings. Supporting the whole school training offer and regular updates for DSLs.

School / Academy Performance

S175/157 Annual Safeguarding Reports over 70 schools (as at 3-Apr-20) have completed the enable safeguarding audit .With a system in place to support all schools to ensure we have 100% response rate by Jun-20. The data enables the team to respond to areas identified and work with partners to identify and respond to key priorities.

The DSCP practitioner forum provides voice for schools and the team continue to work in partnership with all professionals to cascade and support any developments coming from this forum, strengthening safeguarding in partnership.

Headline Figures

- 100% of Doncaster schools judged are judged effective for safeguarding.
- Education is the highest agency contributor to conference. (January 100% February 100% March 100%) for ICPC education representation at conference.
- 70 schools completed the S175 annual safeguarding audit. Target 100% by Jun-20.
- Doncaster is currently ranked 11th Nationally for support for LGBTQ young people
- Health and Well-being Pupil Lifestyle Survey (increased) response rate
- 48 staff trained and trainers to improve outcomes for LGBTQ young people

1,393 secondary responses across 9 schools

2,938 primary responses across 47 schools

Public Health have thanked the LOCYP safeguarding team for support

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	Q3 19/20	Q2 19/20	Q1 19/20	Q4 18/19
	15	10		15	15	10	10

Current position

The Adults Health and Wellbeing Transformation Programme was concluded as planned at the end of March 2020. Future change projects will be managed by the new projects and programmes function established within the corporate Policy, Insight and Change Team.

Doncaster health and social care partners must work together effectively to optimise people's health and wellbeing and manage demand for formal care services. This will require a constant focus on changing the way the local system operates. This close partnership working, if effective, will help people to live more independently, particularly after health care, reducing the need for direct social care support.

Mitigating Actions

New priorities are being introduced from April 2020, not least to successfully recover from the Covid 19 pandemic. In future, change will be much more service driven and better integrated with front line social care, communities and health.

Close working arrangements between Social Care, Communities and the Localities Model will drive an emphasis on wellbeing, prevention and safeguarding, to provide better outcomes for people and staff and make best use of the resources available. Earlier intervention will encourage and aid people to stay at home with independence and dignity and increase the quality and value of outcome

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

- The upgrade of all servers and systems to maintain security compliance has been completed
- The upgrade of all desktops to Windows 10 has been completed
- The upgrade of all telephony and mobiles continues to progress
- An independent security health check has taken place this quarter, as part of the annual accreditation process set by the Cabinet Office, with vulnerabilities being mitigated
- Working across the Yorkshire & Humber region with all public bodies to ensure a consistent response to FOI's to ensure that cyber defences are not undermined, along with the provision of specialist security training for staff

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

Current Position

Workforce issues in adults, health and wellbeing have impacted on the ability to transform services at the pace anticipated. The Transformation Programme is due to end on 31 March 2020, and work that was identified through close-down analysis will continue to be picked up with the Directors for AHWB and Public Health to ensure that all work areas/programmes/projects identified as 'priority' are picked up by the new Policy, Insight and Change team, in liaison with Directors. Closedown report to be shared in Q1 and strategic priorities established.

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	Q3 19/20	Q2 19/20	Q1 19/20	Q34 18/19
		12	12		12	12	12

Current Situation: 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. This dialogue is now also extended for both the recovery strategy and also to the LRF recovery cell work.

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

The potential for disruption to education has increased due to the COVID-19 pandemic and the decision not to carry out exams and assessments in 2020. These factors could have a negative influence on pupils to achieve national standards in future years and therefore the likelihood risk has been raised to 3.

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

Current position

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

The risk score has been increased slightly to acknowledge the potential impact of Covid 19 (particularly the lockdown conditions) and the fact that interim staffing arrangements are in place after the Head of Service for Safeguarding moved to another job outside the Authority.

Mitigating actions

Robust interim senior management staffing arrangements are in place

The safeguarding team is working on safeguarding enquiries and matters alongside colleagues in the Locality Teams.

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

Safeguarding staff 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.

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

Current position - The position is as reported in Q3 with no further large scale inspections but a continuing trajectory of improving school inspections, although the overall profile need to improve and this is subject to a time lag as previously reported. The biggest risk remains with the legacy themes for the JTAi and completing the Mental health theme. The Council is due to receive an inspection of Adult education by 2022, with a current grading of 'Good.'

Mitigating actions - work has commenced with a MA audit on the Domestic Abuse legacy theme. Work is needed to close down preparation for the Mental health theme. Adult education preparation is in place and there is assurance against this.

Failure to implement the Partnership priorities within the Doncaster Growing Together Portfolio	Current	Target	Trend	Q3 19/20	Q2 19/20	Q1 19/20	Q4 8/19
		9	6		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 DGT priorities and their delivery. There has been the introduction of the Response and Recovery cells across the partnership in response to COVID19. This will act as a catalyst to reviewing any future changes both to our long term priorities and to any future partnership arrangements.

Mitigating Action:

- Use the Response and Recovery arrangements to inform our Borough Strategy and future partnership review.
- Work towards the development of a new Borough Strategy for Doncaster that would be presented in Winter 2020. This would incorporate Doncaster Talks and other insight right across the partnership.

The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation	Current	Target	Trend	Q3 19/20	Q2 19/20	Q1 19/20	Q4 18/19
		9	6		6	6	6

Current Position: Likelihood Increased. Covid19 will in all likelihood have a negative impact upon the economy, to what extent is still uncertain, but we anticipate people across the borough will be impacted with loss of income and/or work at least in the short term.

Mitigating actions:

- Ensure we have a robust recovery and renewal strategy that puts in place some key interventions to support people and businesses to be resilient and find new opportunities in the recovery period.

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	Q3 19/20	Q2 19/20	Q1 19/20	Q4 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.

- The Corporate Health and Safety Team are supporting essential/priority council services with any H&S issues during the current COVID-19 Pandemic
- Due to the current COVID-19 Pandemic the H&S Training Team are putting plans in place to ensure that any lapsed H&S training for suspended non-essential services is refreshed before operatives return to normal operations.
- 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. Where required virtual meetings will be carried out, or direct telephone updates undertaken.
- 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 continues to be rolled out across Directorates to ensure Managers have the skills to utilise the new functionality, where required virtually training is being carried out or over the telephone during working from home conditions

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	Q3 19/20	Q2 19/20	Q1 19/20	Q4 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. Services are currently being delivered within the terms of the contracts in place.

Market Shaping and Development is being progressed within Strategic Commissioning. At the end of the quarter, this work has been impacted due to the Team Doncaster COVID19 Response work.

COVID19 Social Care Market Update - Daily Customer Relationship Management based contact is maintained with social care and support providers by Commissioning and Contracts staff to provide a combination of support and operational problem solving assistance together with information sharing (including data collection to inform action planning orientated around provider, service type and locality) and routes to escalation within Team Doncaster as appropriate. A range of financial and in-kind support has also been put place including:-

- an advance (recoverable) payment to all CQC regulated commissioned services to support cash-flow
- Corporate Supplier Relief Scheme to cover COVID19 related extraordinary costs incurred by providers
- Creation of the Social Care Academy to match potential employees with provider vacancies
- Access to Council sourced PPE equipment where providers own supply lines are disrupted

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	Q3 19/20	Q2 19/20	Q1 19/20	Q4 8/19
		5	10		10	10	10

Current situation

The outturn position shows a shortfall of £1.4m against the savings targets.

Mitigating actions

The above shortfall has been mitigated by underspends in other areas resulting the outturn position showing an overall underspend of £1.3m.



GOVERNANCE INDICATORS – Whole Authority

Whole Authority	Value	Target	DoT	Traffic Light
Sickness – Days per FTE	10.55	8.50	↓	🛑
PDR Completion - % of workforce with a PDR recorded	94%	95%	↓	⚠️
Internal Audit Recommendations - % completed that were due in period	50% (Q3)	100% (Q3)	↓ (Q3)	🛑 (Q3)
% of Large Transactions (over £25k) that are under contract	100% (Q3)	100% (Q3)	▬ (Q3)	✅ (Q3)
% of Service Plans elements updated within timescale	87.8% (Q3)	95% (Q3)	↓ (Q3)	⚠️ (Q3)
% of Freedom of Information Requests responded to within timescale	95%	95%	↑	✅