

## To the Chair and members of the Overview & Scrutiny Panel

### Finance and Performance Improvement Report: 2015/16 Quarter 4

Relevant Cabinet Members	Relevant Overview and Scrutiny Panel	Wards Affected	Key Decision
Mayor Ros Jones	Overview & Scrutiny Management Committee	All	Yes

#### EXECUTIVE SUMMARY

- The Council and its partners ('Team Doncaster') are committed to building a strong local economy as the foundation for enabling all residents to achieve their full potential within progressive, healthy, safe and vibrant communities. This reports focuses on the latest financial and performance information that indicate our position towards the 2015/16 budget and progress towards outcomes set out in the corporate plan.

**Financial Position: £1.3m overspend**

**Performance Position: 89% of service measures at or close to target**

- At the same time as adapting to these changing expectations, the Council must respond to on-going, unprecedented reductions in funding. Doncaster Council needs to deliver £109m savings over the period 2014/15 to 2016/17; including £39m in 2015/16. On the normal day to day operating budget the Council overspent by £1.3m; this overspend is funded from Minimum Revenue Provision (MRP) budgets in 2015/16 due to the changes implemented resulting in an overall underspend of £4.6m. The outturn includes Adults, Health & Wellbeing overspend of £4.7m (3% on Directorate budget); further details are provided in paragraphs 20 to 23 and Appendix A.
- The overall performance of our service measures is good with 89% (34 out of 38) exceeding or close to local targets which is similar to the Q3 position. We have the highest levels of house building in 15 years, investment into the borough is exceeding target and we have exceeded the mayoral target of 750 apprenticeships since April 2013. Measures that are further from our local targets are Direct Payments, Drug Treatment, NHS Health Checks and % of services with online transactional services; further detail is provided in Appendix A.
- The Council has significantly less resources and Staff and Members have moved the Council closer to being the modern, effective and agile Council it needs to be. Ensuring the Council's services and interventions are making a clear difference to the lives of residents, whilst providing value for money has never been more important.

#### EXEMPT REPORT

- This report is not exempt

#### RECOMMENDATIONS

- That the Chair and members of the Overview and Scrutiny Management Panel: -
  - Note areas of performance and financial information;
  - Note the virements approved by the Chief Executive and approve the virements for Cabinet detailed in paragraph 35 and Appendix B;
  - Note the introduction of a new charge detailed in paragraph 37 and delegate approval of the individual charges to the Director of Regeneration and Environment in consultation

with the Director of Finance and Corporate Services and the Portfolio Holder for Customer, Corporate and Trading Services.

- d) Note the carry forwards detailed in paragraph 39 and Appendix C;
- e) Note the allocation of funding in 2016/17 as detailed in paragraph 41 and Appendix C;
- f) Note the new additions to the Capital Programme, as detailed in Appendix E.

## AREAS PERFORMING WELL

Highest in 15 years...

# 1170



net additional homes provided  
(council & private sector build)

Investment into Doncaster  
with the support of

**BUSINESS DONCASTER WAS**

# £46.3m



(Target £35m)

## 1030 new APPRENTICESHIPS



### SINCE APRIL 2013

AGAINST MAYORAL TARGET OF 750

## Children with first choice school placement



Reception	Secondary
96.4%	95.7%

exceeded national and  
regional performance

# 67%



## OF SPEND IS WITH LOCAL PROVIDERS

(Target 60%)

## PERSONAL DEVELOPMENT REVIEWS



# ACHIEVED 95%



(Last year was 77%)

## PRIVATE SECTOR employment GROWTH IS ABOVE THE NATIONAL AVERAGE



National Average 4.9%

**DONCASTER 5.6%**



Repeat referrals into Childrens Social  
Care within 12 months (Trust)

# 23%

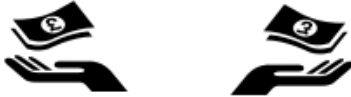
(target 25%)



## CONSISTENT THROUGHOUT 2015/16

## AREAS FOR IMPROVEMENT

480



people receive a direct payment

(17.9%) against a target of 25%

of our schools are judged "Good" or "Outstanding"



63%

against national of 85%

### Residents Accessing services digitally



15.8%

against target of 40%

£4.7m



Overspend on Adult Social Care



People who are aged 65 or over and admitted to long term care



This year 491 people have been admitted to long term care which is higher than other similar areas but good improvements made in Q4 with only 91 admissions.

## WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

### Outcome 1: All people in Doncaster benefit from a thriving and resilient economy

- Our apprenticeship profile shows 1030 new apprenticeships have been created since 2013, exceeding the Mayoral target of 750. Overall new investment gained into Doncaster has risen to £73m and exceeds target and 756 FTE jobs were created facilitated by Business Doncaster. A lower proportion of residents are in highly skilled occupations at 33.2% compared to 39% regionally and 45% nationally. At the end of the year, 4.5% (434) of our 16-18 year olds were Not in Employment Training or Education (NEET), lower than our near statistical neighbours Barnsley, Sheffield and Rotherham. Retail unit occupancy rates saw a slight dip from Q3 seasonal high of 90.3% to 87.9% but this end of year figure is 4% higher than previous year.

8. Schools judged 'Good or Outstanding' by Ofsted rose by 3% to 63%. This still puts Doncaster towards the bottom of the league table but improvement is limited as it is dependent on Ofsted's programme of inspections. The work commissioned by the Education and Skills Commission will help shape an education and skills system that works for the people of Doncaster and local businesses.

### **Outcome 2: People will live safe, healthy, active and independent lives**

9. The single transformation plan for Adults, Health and Well-being has been developed and regular reporting to the Adults Health and Well-being improvement Board is taking place. There has been some improvement seen particularly through work on admissions to long term care for older people which have reduced to 91 admissions in Q4 compared to a quarterly average of 133 for the rest of 2015/16. The reduction in admissions has had an impact on the overall number of people receiving long term care which is now below 1500 but higher placements throughout the year has resulted in a projected overspend of £2.3m. A strong management action plan has been implemented and targets set to help more people live independently at home and reduce residential placements in 2016/17. Early indications suggest that spend will be lower than the budget in 2016/17 but this will require close monitoring throughout the year.
10. The Children's Trust performance shows some key areas of strength such as 23% of repeat referrals to Children's Services have been constant throughout the year compared to 30% for 2014/15. This is a strong indicator that initial intervention provided by the Trust is more effective than previous years. Other areas of performance such as care leavers in suitable accommodation or in employment, training or education are off target and could be improved. Nearly £1m additional one-off funding has been provided to the Trust resulting in a break-even position, however this isn't sustainable. It will be a challenge to deliver the outstanding savings from 2015/16 and the additional 2016/17 targets next year.

### **Outcome 3: People in Doncaster benefit from a high quality built and natural environment**

11. There were a 209 new homes built in Q4 (council and private sector providers) bringing the total for the year to 1170 which exceeds last year's new build of 772 and is the highest achieved for some 15 years. Affordable homes built during 2015/16 totalled 161 against a forecasted 153.
12. Household domestic waste recycling rates remained constant throughout the year with a 4.2% increase on previous year and street cleanliness remains at an acceptable level for litter and detritus.

### **Outcome 4: All families thrive**

13. Persistent Absence for our children in care at a secondary level remains a concern at 15.9% for the year against the new national indicator for 10% absenteeism and stability of placements for our children in care, based on the number of moves, rose to 11% remaining just within target tolerance.
14. The Expanded Stronger Families Programme continues to develop at a good pace and identification processes are working well and we are increasing the number of families identified as eligible by other professionals, however there is still much more work to do. The January claim to DCLG was 10 families were found to have met the significant & sustained improvements required within the financial framework for all of their assessed or maintained employment for 6 months or more. In addition 247 families have achieved positive outcomes which have not as yet met the criteria for a full claim; nevertheless positive outcomes are being achieved

## **Outcome 5: Council services are modern and value for money**

15. Outcomes from this quarter's workforce digest have identified a number of emerging HR and OD risks outlined in appendix a. These continue to be the same as the previous quarter, and relate to organisational stability; performance management and additional workforce spend. It can be reported that there are signs that action is being taken to address and mitigate these risks, which are continuing to have a positive impact that now needs to be built upon and sustained
16. There is a delay in the assets programme which shows a projected shortfall of £1.2m savings this year although it is expected to deliver in future years. The Modern & Productive Workforce proposals have been agreed and although there is currently a shortfall of £2.2m in 2015/16, the savings will be delivered in subsequent years.
17. 2016-17 is the last year of corporate plan and work has started on a new plan which will set out the council's ambition for 2017-2021.

## **Outcome 6: Working with our partners we will provide strong leadership and governance**

18. The Council is increasingly an enabler and commissioner of services, but still directly delivers many diverse and complex services. The people of Doncaster and its businesses require the Council to keep up with society and adapt to their expectations in the type of services available and how they are delivered. The interim Commissioning and Programme Management (CPM) project will implement the 'commissioning' recommendations of the Activist report, as agreed by Executive Board. The Activist report provided a fundamental review of the Council's commissioning policies, methodology and reviewed its commissioning delivery structures, teams and functions. The overall objective of this project is to deliver continuous improvement in the Council's approach to commissioning.
19. The proportion of internal audit recommendations that have been completed in Q4 is 79% (15 out of 19). The four recommendations that have not been completed in q4 all have been re-profiled to be complete early in 2016-17, these include;
  - Overpayment Review of Direct Payments (due June 2016)
  - Create a L&O CYP Information Strategy and Information Governance Strategy (due April 2016)
  - Payment Card Industry Data Security Standard(PCIDSS) Compliance (due May 2016)
  - Procure to Pay (off contract spend) (due July 2016)

## **FINANCIAL POSITION**

20. The outturn position for the Council on the day to day operating budget is £1.3m overspend, this includes the adjustments for the carry forwards detailed at paragraph 39 and Appendix C (subject to approval). This overspend has been contained by using one-off savings but the underlying position is circa £7m overspend. The majority of the pressures have been addressed in the 2016/17 e.g. £4.6m for Adults, Health & Wellbeing, however there could be some on-going pressures going into quarters 1 and 2 and there are further savings to be delivered next year.

A summary of the outturn position is provided below:

	Gross Budget £m	Net Budget £m	Total Variance £m
<b>Services</b>			
Adults Health and Wellbeing	145.5	83.3	4.7
Learning & Opportunities - Children & Young People (Includes Children's Services Trust £3k underspend)	85.2	45.8	-0.4
Finance & Corporate Services	125.9	21.2	-1.9
Regeneration & Environment	128.2	41.0	-0.1
<b>Total Services Budgets</b>	<b>484.8</b>	<b>191.3</b>	<b>2.3</b>
<b>Council Wide</b>			
General Financing/Treasury Management	6.1	6.1	-1.1
Council-wide savings targets	-2.3	-2.3	2.4
Other Council-Wide	-1.3	18.1	-2.1
<b>Subtotal</b>	<b>2.5</b>	<b>21.9</b>	<b>-0.8</b>
Levying Bodies	19.6	19.6	0
Business Rates	0	-135.9	-0.2
<b>Subtotal</b>	<b>19.6</b>	<b>-116.3</b>	<b>-0.2</b>
<b>Total General Fund Services (excluding MRP budget £5.9m)</b>	<b>506.9</b>	<b>96.9</b>	<b>1.3</b>

21. The above overspend will be funded from the unused Minimum Revenue Provision (MRP) budgets in 2015/16, due to the MRP/BIF changes of £5.9m which were detailed in the 2016/17 Revenue Budget and Treasury Management Strategy reports. Taking into account the £1.3m overspend detailed above this will leave £4.6m, which will be the underspend outturn variance reported in the Statement of Accounts. The allocation of this balance in 2016/17 is considered in paragraph 41.
22. A summary of the major variances are provided below, further detail provided in Appendix A:
- Adults, Health & Wellbeing – The overall overspend for the Directorate is £4.7m which includes:
    - i. £2.3m overspend on independent residential placements for 2015/16; the resident numbers increased initially from 1,518 at the start of the year to 1,554 at the end of December 2015. This has been managed back down to 1,496 as at the end of March 2016, which has been achieved through the changes implemented in year including the introduction of the new panel process.
    - ii. The budget includes a saving for the future provision of existing in-house Residential Care Homes for older people. To deliver the saving a consultation was carried out and after considering the options it was decided to transfer the Council's Residential Care Homes to a 3<sup>rd</sup> party provider. The actual transfer to Runwood Homes took place on the 1<sup>st</sup> September 2015. Therefore the Council needed to run the homes for a longer period, which has resulted in the full saving not being delivered in 2015/16, although the full-year effect of the saving will be realised in 2016/17. This has created a one off cost pressure of £1.6m in 2015/16 on the residential budget which includes using £0.78m from the Service Transformation fund, and the lower independent residential placements costs are taken into account in the above pressure.

iii. Projected overspends on the cost of Care and Support at Home (personalisation) £1.4m, supported living contracts £0.7m; these are offset by one-off underspends on Care Act Grant £0.9m.

- Learning & Opportunities – CYP – This is mainly underspends in Learning & Achievement of £0.7m on vacancies, maximising grants and additional income from schools offset by undelivered central savings of £0.3m which are expected to be resolved in 2016/17.
- Finance and Corporate Services – this includes salaries underspends of -£1.0m across the Directorate mainly due to the early delivery of 2016/17 savings. And, additional income for housing benefit overpayments -£0.3m, which is due to the Real Time Information sharing from HMRC. This is a volatile area and future recovery of overpayments will be impacted by the roll out of Universal Credit, which commenced in September 2015.
- Regeneration & Environment – £1.2m shortfall against the Appropriate Assets savings target of £1.8m in 2015/16, £0.5m overspend on construction services due to a reduction in the value of capital projects impacting on the fee income and £0.3m overspend on Skills, Enterprise Policy & Improvement. These overspends are offset by underspends from the release of ERDF clawback provision -£0.3m in relation to the Inclusive Enterprise programme, additional planning fee income forecast underspend -£0.3m and underspends in Waste and Recycling -£0.7m mainly due to one-off savings associated with the PFI facility.
- Council-Wide – Underspend on centrally held items of -£1.1m, this is mainly the contingency funding for the reduction in Continuing Health Care (CHC) income which wasn't required in 2015/16 due to utilising alternative funding from CCG; this will be needed in 2016/17. Other underspends include -£0.3m arising from £28m prepayment of pension deficit contributions, -£0.4m new burden one-off grant for the reimbursement of property search fees and -£1.1m Treasury Management due to interest savings generated by being £62m under borrowed and additional interest generated through investments made. The Modern & Productive Workforce programme has been delayed causing a £2.2m overspend in 2015/16, although this will be delivered in future years.

23. The overall position has improved from the quarter 3 projection by £0.7m (£2.0m overspend forecast at quarter 3). This is mainly due to the Council's proportion of the forecast overspend for Doncaster Children's Services Trust being funded from the Service Transformation Fund (£0.9m) and therefore not impacting on the Council outturn position.

## **COUNCIL PRIORITIES – PERFORMANCE**

24. The following paragraphs provide a summary of progress against Corporate Plan outcomes. Performance is on track for 89 per cent of our service measures with 11 per cent currently below target. Further details are set out below and in the attached appendices.

### **Outcome 1: All people in Doncaster benefit from a thriving and resilient economy**

*Where are we now...*

- a) At 70.3%, Doncaster's employment rate for 16-64 year olds remains comparable with previous quarter and remains 2.4% behind the Yorkshire and Humber rate and 3.6% behind the national average. At 5.6% Private sector employment growth looks positive with a net increase of 2,200 jobs, the average weekly wage rate is £465 which is £15 less than the average Yorkshire and Humber rate and £67 less than the national average. The number of residents in highly skilled occupations rose 1% to 33.2% in line with national increase. The establishment the national college for high speed rail College will help

address this. 12.2% of 16-64 year olds claim out of work benefit claimants and exceeds the Yorkshire and Humber rate of 10.4% and national 8.9%. Our Ambition Programme which focuses on people sustaining employment for 6 months currently has 202 individuals enrolled and aims to assist their journey into employment.

- b) The total of new FTE jobs created through the support of Business Doncaster stands at (756) which is 5% up against an annual target of 720. Main contributors to the 300 FTE posts in Q4 came from Motorhog UK and Doncaster Healthcare. The local demand for apprenticeships continues reported a rise from 3350 to 3990 from 2013/14 to 2014/15.
- c) Overall new investment gained into Doncaster has risen to £73m and exceeds target, whilst investment gained with the support of Business Doncaster is calculated at £46m, surpassing its 2015/16 target by £9m. In 2014, new business start-ups increased by 27% (320) which is significantly higher than the rest of South Yorkshire, Yorkshire and Humber and the national average. Although the percentage of retail and retail service units occupied in the core area dropped 2% in Q4 to 87.9% this is 4% up on previous year.
- d) The 'Great Yorkshire Way' link road to Robin Hood Airport opened on the 29th February providing better links from the M18 and also improved access to the iPORT multi-modal logistics site and Airport Business Park, which will deliver higher skilled jobs for the next 10 years. Qualifications of the working age population reported a drop in 2014/15 data for both level 2 and level 3 qualifications by age 19. Doncaster has traditionally a higher level of vocational qualifications at a lower level which are not taken into account in the statistical first release of this performance.
- e) Schools judged 'Good or Outstanding' by Ofsted rose by 3% to 63% and Doncaster remains towards the of the national league table. Improvement is though limited as is dependent on Ofsted's programme of inspections. Validated results for GCSE 5 A\*-C including English and Maths was announced in January. Doncaster reported 50% against a national average of 53.8% and Yorkshire and Humber average of 55%. The number of 16-18 year olds who are not in employment, education or training (NEET) rose slightly to 4.5% (474) and is 0.9% lower than previous year and remains well below the national rate and regional neighbours. The slight rise in Q4 was anticipated as the 'Not Known' cohort reduced from 9.5% to 6% (633). Our apprenticeship profile exceeded the mayoral target of 1000 apprenticeship starts with 1030 new apprentices created since 2013.
- f) The Education and Skills Commission is gathering evidence to help shape a future education and skills system that works for the people of Doncaster and local businesses.

#### *Red measures*

- No red measures

#### *Next steps...*

- Progress work through the 'Ambition Programme'
- Doncaster Education and Skills Commission – final report September 2016
- Employment rate - males 0.4% lower than Yorkshire & Humber rate, females 3.7% lower, review disparity between genders

## **Outcome 2: People will live safe, healthy, active and independent lives**

#### *Where are we now...*

- a) The single transformation plan for Adults, Health and Well-being has been developed and key staff and resources are in place to ensure these changes happen quickly, including Ernst & Young to support the development of longer term business plans for our



transformation priorities and a full end to end review and redesign of the adult social care pathway.

- b) Regular reporting to the Adults Health and Well-being improvement Board is taking place and some success is now being seen particularly through work on admissions to long term care for older people which have reduced to 91 admissions in Q4 compared to a quarterly average of 133 for the rest of 2015/16. The reduction in admissions has had an impact on the overall number of people receiving long term care which is now below 1500. Targets have been set for admissions and the number of people in long term care which aim to put Doncaster at or below national averages by the end of 2016-17.
- c) Direct payments should be seen in the context of this wider review as they are a means of delivering a service and not an end in themselves. Establishing an implementing a system that encourages self-care, builds community capacity to support people where they live and keeps being as active and healthy for as long as possible is the key to delivering high quality, person centred social care. A 'Direct Payment' Action Plan has been developed which will deliver improvements including an improved Money Management service, instant access cards and addressing outstanding debt. There still remains more we can do to support individuals who choose to take up a direct payment which will be addressed as part of the action plan and other projects in the transformation programme.
- d) The health outcomes of people in Doncaster are generally poorer than the national average and the performance measures on drug treatment and NHS health checks are performing under target as at quarter 4. Performance has improved for these two measures in Q4 particularly on NHS health checks, and plans are in place to improve performance including regular performance meetings with the providers to maximise performance.
- e) The Childrens Trust continues to report good performance overall. The number of repeat referrals to Childrens Services has surpassed the target level throughout the year averaging at 23%, this is indicative that initial intervention is more effective than previous years. Year 2 review of Trust arrangements has been completed and contract measures revised.

#### *Red measures*

- Proportion of all in drug treatment who successfully completed treatment and did not re-present within 6 months (per cent).
- Cumulative percentage of eligible population aged 40-74 who received an NHS Health Check.
- Proportion of people who access Direct Payments

#### *Next steps...*

- Implement the LGA peer review action plan for safeguarding adults.
- Deliver the adults health and well-being Immediate Business Improvement (IBI) projects and develop quality business plans for the longer term transformation priorities.
- Continued performance meetings with external providers to improve performance with regard to NHS Health checks and Drug Treatment performance.
- Monitoring of Year 2 Childrens Trust Contract measures

### **Outcome 3: People in Doncaster benefit from a high quality built and natural environment**

#### *Where are we now...*

- a) The number of empty properties across Doncaster remains constant at over the last few years, resting between 3500-3700. There were a 209 new homes built in Q4 (council and

private sector providers) bringing the total for the year to 1162 which already exceeds last years new build of 772 and is the highest achieved for some 15 years. In addition, there was a further 50 affordable homes built this quarter, with a total of 161 against a forecasted 153.

- b) Average recycling rates for household domestic waste remains consistent with previous quarters at 47% and is an increase on last year's average of 42.8%. Street inspections continue to report that our streets remain cleaner for both litter and detritus and at an acceptable level.
- c) Regarding fuel poverty, a total of 785 council properties received external wall insulation and loft insulation 'top-ups' providing potential gas savings of £300 per household and a total of 684 council properties received solar PV, giving an average savings of c.£175 for most households. This will deliver income of c.£5.8m to the Council/St Leger Homes for an outward investment of £2.5m.
- d) The industry standard SCANNER survey which determines the reported condition / maintenance of our roads demonstrates that these exceed set targets of 4% for both principal and non-principal roads.

#### *Red measures*

None

#### *Next steps...*

- Analysis to be undertaken of current level of reported empty properties (as determined by council tax records) to ascertain if the plateau level of 3550-3700 is churning and identify appropriate action
- To deliver the 2015-18 Housing Development Strategy.

#### **Outcome 4: All families thrive**

#### *Where are we now...*

- a) The full academic year's performance data released in February shows that persistent absence rates (15% absenteeism) for primary schools rose slightly to 2.7%, a rise that is in line with national increase. Secondary level saw a rise of 0.3% to 7% which was marginally higher than the national increase of 0.1%. The acadamisation agenda and schools being able to opt out of attendance support, plus an increasing migrant and traveller population at secondary school age impacts on the overall rate for the borough, however longer term trajectory shows an improvement above the national and regional levels.
- b) Data in relation to the numbers of children receiving their first choice school placement/admission will be released on national announcement day on the 1<sup>st</sup> March. This showed that 96.4% of Reception and 95.7% of Secondary placements received their first choice placements, substantially higher than both national and Yorkshire & Humber averages.
- c) 100 per cent of young people with learning or other disability had a final Education Health Care Plan within the target of 20 weeks from initial request.
- d) Children in care are a 'Team Doncaster' responsibility and require a partnership response to improve outcomes for young people in our care. The stability of children in care, in terms of number of placement moves showed a further deterioration from 9.9% to 11.1%, although this performance is still within target and the Trust assures that this relates to the recording of a small cohort of young people moving to independent living arrangements. Both attainment at GCSE level 5 A\*-C and persistent absence for our children in care, at secondary level are behind target/comparator levels and remain a concern. Although

better than last year, persistent absence for children in care remains an area for concern, particularly at secondary level.

- e) The Early Help Hub received 1180 referrals, 684 of which were accepted and supported by an Early Help Assessment (58%) the remainder were supported through various means including information, advice and guidance, and Single Agency Support which includes early help activity through Childrens Centre Services.
- f) The Expanded Stronger Families Programme continues to develop at a good pace and Doncaster continues to show that it is able to deliver. Identification processes are working well and we are increasing the number of families identified as eligible by other professionals, however there is still much more work to do. The January claim to DCLG was 10 families were found to have met the significant & sustained improvements required within the financial framework for all of their assessed or maintained employment for 6 months or more. In addition 247 families have achieved positive outcomes which have not as yet met the criteria for a full claim; nevertheless positive outcomes are being achieved.
- g) The average number of days to process a housing benefit claim is 23.18 against a target of 23. The average number of days to process a new claim for council tax support is 24.43; this just above the target of 24. A review of the process has led to a marked improvement in performance in these areas.

#### *Red measures*

- No red measures

#### *Next steps...*

- Ongoing development of Early Help Hub
- School Improvement Management Team to review persistent absence for children in care including breakdown against placement types
- Progress the implementation of the Stronger Families Case Management System

### **Outcome 5: Council services are modern and value for money**

#### *Where are we now...*

- a) Overall Council sickness is 9.11 days lost per full time employee, compared to a target of 8.5 for 2015/16. It is also a slight improvement on the equivalent quarter in 2014/15, 9.75 days lost per full time employee.
- b) Outcomes from this quarter's workforce digest have identified a number of major and emerging HR and OD risks. These continue to be the same as the previous quarter, and relate to organisational stability; performance management and additional workforce spend. It can be reported that there are signs that action is being taken to address and mitigate these risks, which are continuing to have a positive impact that now needs to be built upon and sustained. More detailed progress and next steps are set out at Appendix A of the report.
- c) An average of 20 per cent of our customers contacted us on-line during quarter 4; this is slightly lower than the 21.53 per cent reported in quarter 3. Intelligence tells us that 55 per cent of Doncaster residents have the ability to access our on-line services and we are using this information to develop a more targeted strategy.
- d) At the end of Quarter 4 a total of 346 contracts have been let, of which 299 (86 per cent) contain social value requirements. This is a vast improvement on the 52 per cent reported in quarter 2.
- e) In the quarter Council Tax arrears reduced by £1.1m, just short of the target of £1.3m. This has meant the year to date reduction has slipped off target by £5,000. However, the level of

reduction is almost £0.5m better than the same quarter in 2014/15. This shows the continued determination of Revenues and Enforcement staff to pursue all outstanding debt to a conclusion, irrespective of age.

- f) Business Rates arrears in the quarter have gone up by nearly £0.8m. This is almost exclusively down to a retrospective entry into the list for Next going back to 2010, for a total liability of over £0.9m. This entry only came in during March and there was no chance of any payment before year end; this has been taken into account in the budget.
- g) Doncaster companies and suppliers are now used for 67 per cent of our total spend with third party providers. This is better than the 60 per cent target, better than the 56 per cent achieved last year and a welcome boost to the local economy.
- h) The percentage of invoices paid within 30 days continues to improve, currently 96.5 per cent against a target of 95 per cent. This is a slight increase on the 95.1 per cent reported in quarter 3 and significantly higher than the 88 per cent reported in quarter 2.

#### *Red measures*

- Percentage of services with a fully transactional on-line self service capability

#### *Next steps...*

- Develop a more focused strategy to improve the per cent of channel shift to on-line service;
- Continue to add additional functionality online;

### **Outcome 6: Working with our partners we will provide strong leadership and governance**

#### *Where are we now...*

- a) There have been 9 data protection incidents by the council this quarter and 7 by Doncaster Children's Services Trust. None were serious enough to be recognised as breaches by the Information Commissioner's Office. This is good news for the authority and we will look to continue doing all we can to sustain this position.
- b) Mandatory training for elected members is currently at 87.7 per cent. This is just below the 95 per cent target set for quarter 4 but an improvement on the 84 per cent reported and the same time last year. Additional mandatory training sessions have been scheduled.
- c) The annual partnership summit took place at the Hub in November and hosted over 100 people from 44 different organisations. The next summit is planned for November 2016.
- d) The overall attendance rate at the Team Doncaster and Partnership Board meetings is 70.5 percent against a target of 75 per cent. This is slightly lower than the 73 per cent reported in quarter 3 and significantly lower than the 79.42 per cent reported in quarter 2.
- e) The interim Commissioning and Programme Management (CPM) project will implement the 'commissioning' recommendations of the Activist report, as agreed by Executive Board. The Activist report provided a fundamental review of the Council's commissioning policies, methodology and reviewed its commissioning delivery structures, teams and functions. The overall objective of this project is to deliver continuous improvement in the Council's approach to commissioning.

#### *Red measures*

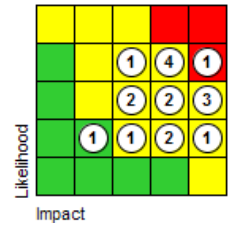
None

#### *Next steps...*

- Ensure members who require mandatory training are aware of the training dates available and are encouraged to attend.

## STRATEGIC RISKS

25. There are 18 Strategic Risks and all have been updated as part of the quarter 4 reporting process. The Heat Map shows a summary of the scores.



26. As a result of the Corporate Plan review for 2016/17 the following risks have been identified for demotion:

- Lack of capacity from house builders to build affordable properties;
- A failure to identify, or to act on, areas of serious performance weakness in the Doncaster Children’s Service Trust or in the Council, which could result in significant harm to a child or children which could have been avoided, or which could lead to an ‘inadequate’ judgement at Ofsted Inspection, which will negatively impact on the reputation of the local authority.
- DN17 Programme does not deliver the level of savings required and this impacts on the services the council can offer to the public;
- Poorly developed early help services could result in children and young people failing to maximise their opportunities and the council failing to improve or ameliorate health, education and life inequalities across the Borough;
- Failure to comply with the Data Protection Act 1998;
- Low staff motivation/morale and low performance;

27. As a result of the Corporate Plan review for 2016/17 the following new risks have been identified:

- Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of children’s services across the wider partnership system;
- Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk;
- Failure to adequately address a sufficient number of Children’s Trust PIs (as defined in the service delivery contract);
- Failure by the Council and the Trust to agree and set a realistic annual budget target;
- Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic benefit from the devolution deal.

28. As a result of the Corporate Plan review for 2016/17 the following risks have been reworded

- Failure to obtain assurance as to the safeguarding of children in the borough Failure to meet children’s safeguarding performance requirements which could lead to an ‘inadequate’ inspection judgement by Ofsted;
- Failure to achieve the budget targets for 2016/17 and 17/18.

## DONCASTER 2017 PROGRAMME

29. The Doncaster 2017 Programme outturn position for 2015/16 is £4.21m slippage. This is mostly attributable to Appropriate Assets (£1.23m), Modern & Productive Workforce (£2.17m) and Digital Council (£0.71m); these figures have been included in the overall financial position for the Council for 2015/16. It should be noted that the pace of transformation for some of the projects is slow; one-off funding has been used to meet the shortfalls and some projects will need to extend beyond 2016/17 in order to achieve their outcomes.

30. The current target and projected savings for this year are as follows:

	£m
<b>Target Savings</b>	
2015/16	12.37
Carried forward from 2014/15	2.74
<b>Total Target Savings</b>	<b>15.11</b>

**Projected Savings**

On-going	7.53
One-Off	3.37
<b>Total Projected Savings</b>	<b>10.90</b>
<b>Slippage/Gap</b>	<b>4.21</b>

(Slippage/Gap at Q3 was £3.60m)

31. Key points for 2015/16 are as follows:

- A shortfall in savings is projected on the following projects - Appropriate Assets £1.23m, Modern & Productive £2.17m, Fleet Management & Pool Cars £0.20m, Digital Council £0.71m.

32. Key points for 2016/17 and beyond are as follows:

- The pace of the following projects sees them extending beyond 2016/17 - Appropriate Assets £2m re-profiled into 2017/18 and an overall gap of £0.45m. Modern and Productive Workforce £1m now profiled beyond 2016/17. Early Help £1.4m savings profiled beyond 2016/17 which rely on service transformation and other efficiencies. Fleet Management & Pool Cars £0.12m re-profiled into 2017/18.
- It is recognised that Digital Council is a key enabler for transformation across the Council and therefore the digital strategy needs to be better embraced and embedded across the council to ensure the pace and successful delivery of projects within the programme and across the organisation as a whole.

33. The Implementation Boards that form part of the DN17 programme governance and support the outcomes and achievement of the £109m savings to 2016/17 have been reviewed to ensure they are fit for purpose going forward. Separate highlight reports for the Adults Improvement programme and Children's Trust will go to Directors (outside of the DN17 Programme) but as part of the quarterly Directors' Challenge to ensure appropriate assurance.

**BUSINESS RATES, COUNCIL TAX AND RENT ARREARS**

34. Collection monitoring information, percentage collected in year and arrears, for Council Tax and Business Rates is detailed in the outcome 5 above and Appendix A Finance and Corporate Service performance indicators.

- In addition, the accumulated Council Tax Collection Fund surplus attributable to Doncaster as at 31<sup>st</sup> March, 2016 is £5.1m. The longer term collection rate since 1993 is 98.55 per cent and the accumulated Business Rates Collection Fund deficit attributable to Doncaster as at 31<sup>st</sup> March, 2016 is £0.5m.
- Current rent arrears at Q4 stand at £1.9m and are 2.63 per cent of the rent debit; there has been a decrease of £0.2m from £2.1m at Q3 (2.78 per cent). As at 31<sup>st</sup> March the amount of former tenants' arrears was £1.2m, a decrease of £0.3m from 31<sup>st</sup> December.

**VIREMENTS FOR APPROVAL**

35. The virements approved by the Portfolio Holder are detailed in Appendix B. It is recommended that Cabinet approve the transfer of £2.37m from Council-wide to Directorates to fund the Modern and Productive Workforce one-off payment from the MRP budget change as detailed at Appendix B.

## **OTHER FINANCE UPDATES**

36. The Mexborough market schedule of charges includes charges for storage, which were omitted from the fees and charges in the 2016/17 budget setting report. Cabinet are asked to note that these will continue to be charged at the same level as 2015/16 as follows: mobile boxes £3.50 per box per week, standard store room £3.50 per room per week (store rooms 1 & 23 £4.60 and £5.75 respectively), large cages £9.20 per cage per week and small cages £7.00.
37. Cabinet is asked to approve the introduction of a new charge for a 'Mausoleum' burial system within the grounds of Rose Hill Cemetery. Mausoleum is a burial system which specialises in the provision of above and below ground burial chambers. This option will cater for those who have cultural needs or for families who prefer a different approach to 'earthen burial'. The Mausoleum is expected to generate greater income compared to standard burials. The actual fees will be approved by the Director of Regeneration and Environment in consultation with the Director of Finance and Corporate Services and the Portfolio Holder for Regenerations and Transportation.
38. During Q4 a business rates related bad debt of £132k was written off after all recovery attempts have been made and this is reported in line with Financial Procedure Rule D9. This amount had been provided for in previous years and had no effect on the 2015/16 outturn position. In 2010 a £141k refund was due to Peglers Limited but was sent in error to a firm called Peglers Partnership, who managed to cash the cheque. Recovery action started but in 2013 with £132k outstanding Peglers Partnership went into administration and the outstanding amount could not be recovered, and has now been written off.

## **2015/16 CARRY FORWARDS**

39. The carry forwards detailed in Appendix C have been put forward and are recommended for approval; these are not included in the underspend. These have been limited to maximise the 2015/16 underspend and meet the criteria for carry forwards, which includes that they were budgeted for and the expenditure was planned to take place in 2015/16 but did not occur for good reasons. These amounts will be added to existing 2016/17 approved budgets. Directorates that have overspent in 2015/16 cannot request any carry forwards.
40. To comply with the financial accounting regulations some balances should be held as earmarked reserves but instead have been included in the budget, and require re-representation in 2015/16. These balances are identified for specific purposes and to remove the funding would have a negative impact on future budget planning. These are not included in the underspend and are detailed in Appendix C for information.

## **ALLOCATION OF 2015/16 UNDERSPEND IN 2016/17**

41. The outturn underspend of £4.6m will be placed into General reserves, which will improve the underlying financial position. It is then proposed that £2.4m funding is re-allocated in 2016/17, along with the Borough Investment Fund (BIF) earmarked reserve of £10.1m as follows:
  - VER/VR – the year-end balance is £1.8m. It is proposed to increase this earmarked reserve by £5.7m to £7.5m balance, this would fund circa 300 people at an average £25k.
  - Service Transformation Fund – The Service Transformation Fund is being used to help DMBC achieve the savings targets in a timely and well managed way, and fund any shortfall on the programmes. The majority of the fund has been allocated to specific projects leaving an overall projected balance of £0.4m at the end of 2019/20 e.g. Adults transformation £2.2m and Early Help late delivery of savings £0.9m in 2016/17 and 2017/18. (The balance brought forward for 2015/16 was £10.1m, £3.3m spent in

year leaving a balance of £6.9m to be carried forward to 2016/17 to be spent on the projects identified). It is recommended to increase the balance by £6.5m to provide sufficient funding for the LO-CYP transitional and change programme £0.9m, £3m contingency to fund any slippage on the ambitious programme of savings in 2016/17 and a further £3m to deliver the 2017/18 and future years' programmes.

- Other items to deliver the necessary change of £0.3m as detailed in Appendix C.

## **LEVEL OF RESERVES**

42. The specific ear-marked reserves include funding for the Service Transformation Fund (year-end balance £6.9m) which is proposed to increase as detailed in paragraph 41. The year-end balance includes the use of £25k in 2015/16 to fund the shortfall in delivering the Older People Social Education Centres/Day Centres and transport savings. As part of a year-end review of earmarked reserves those for Travis Gardens (£90k) and Mental Health Review (£25k) have been identified as no longer required and have therefore been released to general reserves.
43. General fund uncommitted revenue reserve is currently £14.5m; this includes the release of two earmarked reserves noted above. As detailed above, the MRP budget adjustments and outturn variance will increase the general fund uncommitted reserves to £19.1m. This will reduce in 2016/17 following the allocation of the use of underspends by £2.4m. The revised balance of the general fund uncommitted revenue reserve in 2016/17 will be £16.7m.
44. The Council needs to ensure that the level of reserves is sufficient to meet any potential future costs; this has been reviewed as part of the 2016/17 budget setting process. It is important we increase the level of uncommitted reserves to deal with the future financial sustainability and improve the Council's capacity to respond to any future funding reductions.

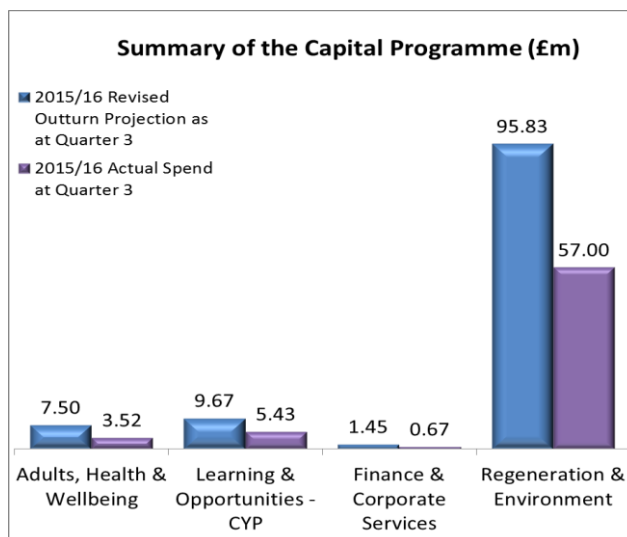
## **HOUSING REVENUE ACCOUNT**

45. The 2015/16 outturn position for the HRA was a £0.7m surplus which is added to HRA reserves, the HRA reserve is £6.86m as at 31st March 2016. The 2015/16 original HRA budget was a balanced budget which included a contribution of £3.1m from balances, the outturn position was a £0.7m surplus an overall positive variance of £3.8m. This is broken down as £2.5m which is slippage in the funding (revenue contribution to capital) for the Howards regeneration scheme in Wheatley and £1.3m of in year variances (explained below). The other main variances are £0.7m additional rent income as a result of higher than budgeted average rents as a result of relets of voids at target rents and a saving against the provision for bad debt of £0.4m as a result of slower than anticipated rollout of universal credit. There was also an underspend of £0.2m on capital charges due to more favourable interest rates, an overspend of £0.2m on general management due to new build feasibility fees and an underspend of £0.17m on the St Leger Homes Management Fee. St Leger Homes will utilise £100k of the underspend on the Management Fee into 2016/17, £80k for marketing on the Martindale project which has had a delayed start on site and £20k for recruitment to a member of the Executive Management Team. It had been anticipated that both of these items of expenditure would have occurred in 2015/16 and if they had the surplus on the Management Fee would have been £100k lower.



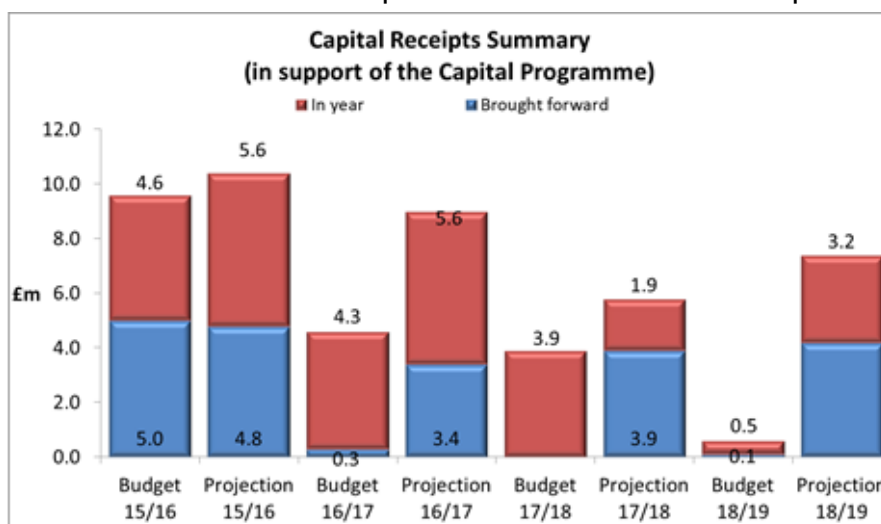
## CAPITAL PROGRAMME

46. Capital expenditure totalled £107.2m for 2015/16 against a quarter 3 projection of £114.5m, a reduction of 6%. This reduction is spread across the capital programme with no one project or programme having a large individual variance. Directorates need to continue to focus on delivery of projects to realise the benefits and outcomes in the timescale expected and make the best use of capital resources.



47. The capital receipt budget target was £4.6m but the vast majority of these estimated sales have been re-profiled into 2016/17, when the sales are projected to complete. We have received £2.6m for the Belle Vue site and part of Lakeside plot 1 which were expected in 2014/15 at budget setting and £2.1m for the unbudgeted receipt from the sale of care homes. These additional receipts offset the re-profiling of receipts and usable receipts of £5.1m were received in 2015/16.

The Capital Receipts Summary chart shows the estimated position for General Fund capital receipts at budget setting and quarter 4. The higher 2015/16 income figure is mainly due to receipts being received in 2015/16 that were expected in 2014/15 (with spend also largely re-profiled to 2015/16) and the estimated care home receipt that was confirmed after budget setting.



A continuing concern is that the capital receipts target relies on a small number of high value disposals. Capital receipts are a vital funding source to allow the successful delivery of the capital programme and it is therefore very important that receipts are delivered at the values and times estimated to prevent projects being delayed, re-profiled or cancelled.

48. The major changes for programmes are contained in Appendix A. The construction contract for the High Speed Rail College has been signed and work has begun.

## OPTIONS CONSIDERED

49. Not applicable.

## REASONS FOR RECOMMENDED OPTION

50. Not applicable

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

Priority	Implications
<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Be a strong voice for our veterans</i></li> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	<p>Council budget and monitoring impacts on all priorities</p>
<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
<p>All families thrive.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	
<p>Council services are modern and value for money.</p>	
<p>Working with our partners we will provide strong leadership and governance.</p>	

## RISKS & ASSUMPTIONS

51. Specific risks and assumptions are included in the Performance Improvement Report at Appendix A. A strategic risk report is also prepared on a quarterly basis.

## LEGAL IMPLICATIONS

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

## FINANCIAL IMPLICATIONS

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

## HUMAN RESOURCE IMPLICATIONS

54. There are no human resource implications arising from this report.

## TECHNOLOGY IMPLICATIONS

55. There are no technology implications arising from this report.

## EQUALITY IMPLICATIONS

56. 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.

57. The governance of the Corporate Equality and Inclusion Plan forms part of the quarterly reporting process, this information can be found at Appendix A – Equalities Summary.

## **CONSULTATION**

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

## **REPORT AUTHORS AND CONTRIBUTORS**

**Allan Wiltshire**, Head of Performance and Data

Tel: 01302 862307, E-mail: [allan.wiltshire@doncaster.gov.uk](mailto:allan.wiltshire@doncaster.gov.uk)

**Faye Tyas**, Head of Financial Management

Tel: 01302 862606, E-mail: [faye.tyas@doncaster.gov.uk](mailto:faye.tyas@doncaster.gov.uk)

**Simon Wiles**

**Director - Finance and Corporate Services**

## Appendices Contents

<b>Appendix A - Corporate Quarterly Performance Management Report.....</b>	<b>21</b>
<b>Council Wide - Governance Indicators .....</b>	<b>22</b>
<b>Adults Health and Well Being Corporate Plan Performance Indicators and Finance .....</b>	<b>23</b>
<b>Finance and Corporate Services Corporate Plan Performance Indicators and Finance .....</b>	<b>26</b>
<b>Learning and Opportunities - CYP Corporate Plan Performance Indicators and Finance .....</b>	<b>29</b>
<b>Regeneration and Environment Corporate Plan Performance Indicators and Finance .....</b>	<b>35</b>
<b>Strategic Risks.....</b>	<b>40</b>
<b>Equalities and Inclusion Plan .....</b>	<b>45</b>
<b>Workforce Digest .....</b>	<b>46</b>
<b>Customer Services.....</b>	<b>48</b>
<b>Appendix B - Virements in Quarter 4 .....</b>	<b>49</b>
<b>Appendix C – Carry Forwards and Use of Underspends .....</b>	<b>50</b>
<b>Appendix D - Treasury Management Update - Quarter 4 2015/16.....</b>	<b>53</b>
<b>Appendix E - Capital Programme New Additions Quarter 4 2015/16 .....</b>	<b>55</b>

# Appendix A - Corporate Quarterly Performance Management Report



## Quarter 4 2015/2016 - (1<sup>st</sup> January 2016 to 31<sup>st</sup> March 2016)

### Understanding the Quarter 4 Performance Report

Symbols are used within this report to give a visual representation of performance. These symbols, and what they represent, are detailed below.

#### Governance Indicators

on track	mostly on track	currently off track
----------	-----------------	---------------------

**Directorate Service Measures** - Performance indicators (PIs) have been structured on Covalent with red, amber and green thresholds being tailored for each PI

Performance		Finance
	<b>OK</b> – Performance on target	An underspend of less than 3% or an overspend of more than 0.5%
	<b>Warning</b> – Performance mostly on target	An underspend of less than 5% or an overspend of more than 1%
	<b>Alert</b> – Performance below target	An underspend of more than 5% or an overspend of more than 1%
	<b>Data Only</b> – These performance indicators do not have targets	
	<b>Unknown</b> – These performance indicators are unable to assess a traffic light rating due to missing data.	

**Direction of Travel** - The direction of travel looks at whether things have improved stayed the same or become worse when. The purple arrow is short trend and shows the current value compared to the previous quarter. The blue arrow is long trend and shows the current value compared over the last 3 years.

improvement	Same as last time	getting worse
-------------	-------------------	---------------

**Strategic Risk Profiles** - Risks are profiled in line with the Corporate Risk Management Framework and the risk profile score determines the overall status.

Low level risks with a score between 1 and 4	Medium level risks with a score between 5 and 19	High level risks with a score between 20 and 25
--	--	---

## Council Wide - Governance Indicators

Sickness		Value	Target	DoT	Traffic Light
Whole Authority		9.11	8.50	↓	⚠️
Adults Health and Well-Being		12.03	10.70	↓	🛑
Finance and Corporate Services		4.28	6.00	↓	✅
Learning and Opportunities CYP		8.07	9.70	↑	✅
Regeneration and Environment		9.29	7.60	↓	🛑
PDRs		Value	Target	DoT	Traffic Light
Whole Authority	4034 out of 4265	95%	95%	↓	✅
Adults Health and Well-Being	1072 out of 1138	94%	95%	↑	⚠️
Finance and Corporate Services	614 out of 661	97%	95%	↓	✅
Learning and Opportunities CYP	475 out of 527	90%	95%	↓	🛑
Regeneration and Environment	1847 out of 1941	95%	95%	↓	✅
Internal Audit Recommendations		Value	Target	DoT	Traffic Light
Whole Authority	15 out of 19	79%	100%	↑	🛑
Adults Health and Well-Being	3 out of 4	75%	100%	↑	🛑
Finance and Corporate Services	10 out of 12	83%	100%	↓	🛑
Learning and Opportunities CYP	2 out of 3	67%	100%	↑	🛑
Regeneration and Environment	N/A	100%	100%	—	✅
Equalities – Due Regard Statements		Value	Target	DoT	Traffic Light
Whole Authority - Equalities	8 out of 9	89%	100%	↓	🛑
Adults Health and Well-Being	N/A	100%	100%	—	✅
Finance and Corporate Services	4 out of 4	100%	100%	—	✅
Learning and Opportunities CYP	2 out of 3	67%	100%	↑	🛑
Regeneration and Environment	2 out of 2	100%	100%	—	✅
Data Protection Incidents		Value	Target	DoT	Traffic Light
Whole Authority	5 out of 7	71%	100%	↑	🛑
Adults Health and Well-Being	2 out of 2	100%	100%	↑	✅
Finance and Corporate Services	N/A	100%	100%	↑	✅
Learning and Opportunities CYP	1 out of 3	33.3%	100%	↓	🛑
Regeneration and Environment	2 out of 2	100%	100%	—	✅
<b>NB - None of the issues investigated were reportable as breaches</b>					
Covalent Updates		Value	Target	DoT	Traffic Light
Whole Authority	91 out of 99	92%	100%	↓	⚠️
Adults Health and Well-being	14 out of 19	74%	100%	↓	🛑
Finance and Corporate Services	27 out of 28	96%	100%	—	✅
Learning and Opportunities CYP	19 out of 29	66%	100%	↓	🛑
Regeneration and Environment	31 out of 33	94%	100%	↓	⚠️

# Adults Health and Well Being Corporate Plan Performance Indicators and Finance

## Overall Performance against Directorate Service Measures



Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
17. (AH&W) Proportion of people using social care receiving direct payments (ASCOF 1C 2a)	Q4 2015/16	↑	↑	17.9%	25%	⬇️
18a. (AH&W) The proportion of people who use services and carers who find it easy to find information about services - Service Users Only	2015/16	↑	↑	75%	74.5%	✅
18b. (AH&W) The proportion of people who use services and carers who find it easy to find information about services - Carers Only	2014/15	-	-	71.9%	65.5%	✅
19. (AH&W) The number of Adults Social Care users that are currently in Long Term Care *NEW*	Q4 2015/16	↑	↑	1,496	Target Set 16/17	📊
20. (AH&W) Assistive technology installations per 100,000 population , aged 65 and over (average per month)	Q4 2015/16	↓	↑	134.81	125.5	✅
21. (AH&W) Permanent admissions to residential and nursing care homes, per 100,000 population (65+ Only)	Q4 2015/16	↑	↑	164.3 (91 admissions)	178.7 (99 admissions)	✅
26.(AH&W) Proportion of repeat safeguarding referrals	Q4 2015/16	↓	↓	10.82%	10%	⚠️
28. (AH&W) Proportion of all in treatment, who successfully completed drug treatment and did not re-present within 6 months (PHOF 2.15i+2.15ii)	Q4 2015/16	↑	↑	10.6%	14%	⬇️
31. (AH&W) PHOF2.22iii Cumulative percentage of eligible population aged 40-74 who received an NHS Health Check	Q4 2015/16	↑	↑	7.6%	10%	⬇️

Whole Borough Indicator Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Aspiration	National Average	Yorkshire & Humber Average
22. (AH&W) Number of repeat victims of Domestic Abuse	Q4 2015/16	↓	↑	783	825	-	-
27. (AH&W) Number of people participating at DCLT Leisure Centres per 1000 population (includes multiple visits)	Q4 2015/16	↑	↑	1,506	1,402	-	-
52a. (AH&W) Number of families achieving positive outcomes* through the Stronger Families Programme	Q4 2015/16	↑	↑	247	-	-	-
52b. (AH&W) Number of Families engaging with the Stronger Families Programme	Q4 2015/16	↑	↑	550	550	-	-
30. (AH&W) % Of children aged 10-11 that are classified as overweight or obese	2014/15	↓	↓	34.1%	32%	33.2%	33.3%
32. (AH&W) Percentage of adults achieving at least 150 minutes of physical activity per week (PHOF 2.13i)	2014	↓	↓	50.9%	56.1%	57%	56.1%
29. (AH&W) Infant deaths under 1 year of age per 1000 live births	2014	↑	↑	4.7	5	4.0	4.3

\* The expanded Stronger Families programme supports complex families in a co-ordinated way across public services. A family may achieve a number of positive outcomes until they meet the criteria whereby we can submit a formal claim to DCLG as part of the national programme. The positive outcome information is collected by area teams and workers that are supporting families directly and demonstrate progress families are making; the claim information is subject to audit processes and potentially 'spot checked' by DCLG.







## PI commentary

**PI 17:** A full end to end review and redesign of the adult social care pathway will be undertaken as part of the transformation programme. Direct payments should be seen in the context of this wider review as they are a means of delivering a service and not an end in themselves. Establishing an implementing a system that encourages self-care, builds community capacity to support people where they live and keeps being as active and healthy for as long as possible is the key to delivering high quality, person centred social care. We have developed a 'Direct Payment' Action Plan which will deliver improvements including an improved Money Management service, instant access cards and addressing outstanding debt. There remains more we can do to support individuals who choose to take up a direct payment which will be addressed as part of the action plan and other projects in the transformation programme.

**PI 28:** The 14% target is an average of performance for Opiate and Non-Opiates and currently stands at 10.6%. Non-Opiates are performing in the Top quartile range at 50.2% whereas the Opiate group is performing at 1.8% well below the Top quartile range. To improve performance we have a provider action plan in place for Opiate exits including linking 2.5% of the annual contract value for 2016/17 to performance and a new service model which delivers; single point of access, New Beginnings Inpatient Detox and Structured Day Programme, Social Space, Mentors as Volunteers and a Hub and Spoke model in Bentley, Thorne, Mexborough and Doncaster Town.

**PI 31:** The performance in Q4 of 3% of the eligible population receiving a health check is above the expected quarterly target of 2.5%, but the cumulative % is still less than the target. This is attributable to the slow initial start to the new contract in Q1. The position statement on NHS Health Checks recommended an increased focus in year 2 on those people who do not regularly engage with GP practices, or who may be at the highest risk of undiagnosed cardiovascular disease e.g. those with mental health issues, learning difficulties or over 70. Recent published evidence shows that each year 1 cardiovascular event could be prevented for every 5000 people that receive a health check. Other areas are exploring whether or not the 'mandation' to ensure NHS health checks locally still stands. However, we currently have a legally binding contract with our provider of NHS Health checks, but we will be carrying out a review of how well the local service matches local need.

## Adult Health and Well-Being Revenue

Traffic Light	Name	Outturn 2015/16		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Adults Health &amp; Wellbeing Total Revenue Variance</b>	<b>145.509</b>	<b>83.302</b>	<b>4.707</b>
	<b>Adults Social Care Revenue Variance</b>	<b>27.695</b>	<b>18.863</b>	<b>1.174</b>
Adult social care overspent by £1.2m in respect of; A one-off shortfall on saving of £1.6m in respect of the in-house residential home transfer to Runwood Homes; underspend on the in-house provider service as a result of a number of vacant posts (£0.2m) pending service review and reorganisation. Day centre transport, the increase in charge was implemented on the 4th January 16, with transport users now paying the new £3 per journey charge; however, the 15/16 year-end figures show that the actual transport costs (incurred through Transport at North Bridge Depot and passed onto the service), are greater than originally anticipated, creating a £0.1m budget pressure for 16/17 and going forward. Discussions are in progress as to how this gap has occurred and how it can be bridged.				
	<b>Communities Revenue Variance</b>	<b>13.264</b>	<b>7.743</b>	<b>-0.045</b>
The Communities service marginally underspent, mainly within the Area teams (£0.1m).				
	<b>Director Of Adult Services Revenue Variance</b>	<b>1.420</b>	<b>1.400</b>	<b>-0.157</b>
The underspend (£0.2) in this area relates to the vacant AD post (£0.1m) and remaining balance of the "Management of change" budget (£0.1m)				
	<b>Modernisation &amp; Commissioning Revenue Variance</b>	<b>84.819</b>	<b>54.279</b>	<b>3.736</b>
Independent Residential Care - overspend of £2.3m. The resident numbers increased during the first seven and a half months from 1,518 at the start of the year to 1,554 at the end of December 2015 before being managed back down to 1,496 by the end of March 2016, as a result of changes made in year and introduction of the new panel process. Commissioned Care at Home service overspend of £1.4m. The CHC income under-achievement of £0.5m and £0.94m additional pressures have both been addressed in the 2016/17 budget process and additional funding allocated. Supported Living, additional contracted hours and new placements at the Woodlands development totalling £0.7m which have been addressed as part of the 2016/17 budget process Client contributions have exceeded budgeted amounts by (£0.6m) mainly due to the Direct Payment audit work.				
	<b>Public Health Revenue Variance</b>	<b>18.311</b>	<b>1.016</b>	<b>0.000</b>
Public Health has seen an in-year grant reduction of £1.46m (2015/16) and it was agreed that reserves would be used to meet this requirement. This has meant that Public Health reserves have reduced from £2.23m to £0.77m. The outturn position for 2015/16 has meant a contribution to reserves of £0.26m and this leaves reserves of around £1.03m going into 2016/17.				



This has been managed using agreed contract reductions, reducing discretionary spend and committing the public health reserve, this has meant some planned schemes have not gone ahead.

## Adult Health and Well-Being Capital

Traffic Light	Name	Outturn 2015/16	
		Q3 Projection (Full Year)	Outturn

	<b>Adults, Health and Well-Being Total</b>	<b>7.50</b>	<b>5.02</b>
--	--	-------------	-------------

There are no significant issues in this area at Outturn. In some cases expenditure has been re-profiled into 2016/17.

	<b>Adult Social Care</b>	<b>5.09</b>	<b>3.50</b>
--	--------------------------	-------------	-------------

The main areas of spend are Housing Adaptations and Disabled Facilities Grants (DFG) (£3.5m). The main variances from Q3 within Adult Social Care include delayed commencement on BCF funded schemes (£0.8m) and less expenditure than anticipated on DFGs (£0.8m). The BCF funded Extra care Housing scheme (£0.5m) is now not expected to commence until August 2016. DFG expenditure was lower for a number of reasons, works waiting to commence which have slipped into 2016/17, some cancelled cases (due to clients passing away, or unwilling to contribute towards the works, or not qualifying following financial means test for a DFG) and delays occurring with obtaining information from clients.

	<b>Communities</b>	<b>2.05</b>	<b>1.52</b>
--	--------------------	-------------	-------------

No significant issues in this area at Outturn. The main areas of spend are the capital payment to DCLT (£1.0m), Parks and Playing fields (£0.3m) and grant funded project work at the Museum (£0.1m). The main differences within Communities are due to parks and play area works being delayed and re-profiled into 16/17. These include Lakeside Play Area (£0.3m) delayed due to issues such as boundary line and contamination issues and The Avenue, Bentley (£0.2m).

	<b>Modernisation and Commissioning</b>	<b>0.35</b>	<b>0.00</b>
--	--	-------------	-------------

No significant issues in the area at Outturn. The main area of expenditure was the Adult Social Care System (£0.4m) which transferred to the F&CS Capital programme at the end of the year.

# Finance and Corporate Services Corporate Plan Performance Indicators and Finance

## Overall Performance against Directorate Service Measures



Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
55. (F&CS) Housing Benefit - Average number of days to process a new claim	Q4 2015/16			23.18	23.00	
56. (F&CS) Council Tax Support Application - Average number of days to process new claims	Q4 2015/16			24.43	24	
57. (F&CS) Delivery of actions under 5 Core Themes of the People Strategy	Q4 2015/16			100	100	
58. (F&CS) Whole Authority Sickness	Q4 2015/16			9.11	8.50	
59. (F&CS) Whole Authority PDRs	Q4 2015/16			95%	95%	
60. (F&CS) % of services with a fully transactional on-line self service capability	Q4 2015/16			28	40	
63. (F&CS) % of invoices are paid within 30 days	Q4 2015/16			96.5	95	
66. (F&CS) % of Council Tax collected in the year (LPI 09 was BV09)	Q4 2015/16			94.11%	94.10%	
67. (F&CS) Percentage of Non-domestic Rates Collected (LPI 10 Was BV10)	Q4 2015/16			96.02%	96.60%	
68. (F&CS) Deliver 2015/16 savings and prepare for the delivery of 2016/17 savings	Q4 2015/16			37.9	39.2	
69. (F&CS) % of local authority spend with Doncaster companies/ suppliers	Q4 2015/16			67	60	
70. (F&CS) % increase in contracts procured in 2015/16 that have Social Value reflected in them	Q4 2015/16			86.4%	75%	
71. (F&CS) Number of organisations that attend the partnership summit	2015/16			44	36	
72. (F&CS) Increased positivity from the Team Doncaster Partnership Health Check survey	2015/16			72%	75%	
73. (F&CS) % attendance at the Team Doncaster and partnership Board meetings	Q4 2015/16			70.5%	75%	
74. (F&CS) Number of data protection breaches	Q4 2015/16			0	3	
75. (F&CS) % Members attending mandatory training	Q4 2015/16			87.71%	95%	

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
61. (F&CS) % of channel shift to on-line services by Doncaster residents as a result of the delivery of the Digital Strategy	Q4 2015/16			20	40	-	-
62. (F&CS) % of residents operating digitally accessing Council Services	Q4 2015/16			15.8	40	-	-
64. (F&CS) Council Tax Arrears.(LPI 01)	Q4 2015/16			13,913,782.84	13,908,000	-	-
65. (F&CS) Business Rates Arrears.(LPI 02)	Q4 2015/16			6,105,452.65	6,052,000	-	-

## PI commentary

**PI 60:** The % of services online, against the eligible 634 on the local government service list. Is 28% against a target of 40%. Performance at Q1 was 10%, the 18% increase has been achieved through the introduction of additional functionality online. A number of developments are underway that will further increase performance.

**PI 68:** The projected overspend is £1.3m, although this includes one-off savings as detailed in paragraph 20 of the main report.




**Whole Borough Indicator PI 61:** An average of 20% of customer contact was on-line in quarter 4; this is a slight reduction from 21.53% in quarter 3. Further intelligence acquired using mosaic data tells us that 55% have the ability to shift on-line and monitoring shows us changes of behaviour, therefore we are now using this information to develop a more targeted strategy focused at a more realistic target. The most used service council tax also was not available on-line until March with a comprehensive leaflet to make aware and encourage people on-line. This should have an impact moving forward with further marketing strategies

**Whole Borough Indicator PI 62:** There were 45,782 unique users from the Doncaster area\* last quarter (Jan-Mar 2016). Also, the Google Analytics tool we use to measure the visits is suggesting that there were only 41,541 between Oct-Dec 2015 which is a change to what it was previously reporting in quarter 3. This could be attributed to the revised way samples visits. This means 14.4% of the population visited between Oct-Dec 2015 – 41,541 and 15.8% of the population visited between Jan-Mar 2016 – 45,782. \*Google Analytics recorded in the City dimension of Doncaster.

## Finance and Corporate Services Revenue

Traffic Light	Name	Outturn 2015/16		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Finance &amp; Corporate Services Total Revenue Variance</b>	<b>125.861</b>	<b>21.189</b>	<b>-1.939</b>
	<b>Customers, Digital &amp; ICT Revenue Variance</b>	<b>9.061</b>	<b>6.856</b>	<b>0.049</b>
The main underspend in this area was on staffing costs at £0.1m, plus various other lower value underspends and over recovery of income and are all one-off. This has been off-set by overspends mainly on software licencing costs £0.1m and the under recovery of income from recharges for landline and mobile costs £0.2m. These are on-going pressures and will be reviewed in 2016/17 quarter 1.				
	<b>Finance &amp; Corporate Director Revenue Variance</b>	<b>0.000</b>	<b>-0.246</b>	<b>-0.034</b>
The underspend consists of the early delivery of 2016/17 Corporate Services savings targets and underspends on training and professional fees.				
	<b>Finance Revenue Variance</b>	<b>104.681</b>	<b>5.829</b>	<b>-1.273</b>
The main underspends have come from staffing savings of £0.7m (of which £0.1m is being carried forward into 2016/17 to support the Adults change agenda), the recovery of Housing Benefit overpayment subsidy £0.3m and from New Burdens Grants plus Universal Credit Local Partnership funding from the DWP totalling £0.2m. (£0.1m of this is being carried forward into 2016/17 for areas including universal credit personal budget support, implementation of Digital Council work and the benefits processing team).				
	<b>HR, Comms &amp; Exec Office Revenue Variance</b>	<b>4.769</b>	<b>3.664</b>	<b>-0.263</b>
The main area of underspend is from additional income from facilitating school adverts and advance payments to schools and academies £0.1m. Other underspends include staffing savings, one-off income from a retrospective charge for supporting academies in 2014/15 and lower than forecast travel expenses in relation to the shared services contract.				
	<b>Legal &amp; Democratic Services Revenue Variance</b>	<b>4.863</b>	<b>3.016</b>	<b>-0.217</b>
The two main underspends are from staffing savings of £0.1m plus increased income from land charges and the Registrars service £0.1m. There are other lower level underspends from the Members budget and Monitoring Officer budget. These are off-set by an overspend for election costs of £0.1m arising from irrecoverable Election Manager costs, an increase to the reserve for upcoming elections and canvassing costs as part of long-term planning. £21k is being carried forward into 2016/17 for additional Coroner costs arising from a change in legislation on inquests.				
	<b>Strategy And Performance Revenue Variance</b>	<b>2.488</b>	<b>2.069</b>	<b>-0.201</b>
The main underspend is from staffing savings from vacant posts and secondment arrangements £0.1m, plus various other lower level underspends from a range of budgets. The budgets for this newly formed team will be reviewed in 2016/17.				

## Finance and Corporate Services Capital

Traffic Light	Name	Q4 2015/16	
		Q3 Projection (Full Year)	Q4 Actuals (Full Year)
	<b>Finance &amp; Corporate Services Total</b>	<b>1.45</b>	<b>0.44</b>
There are no significant issues in this area at outturn. The major change is discussed in the Finance section below.			
	<b>Customers, Digital &amp; ICT</b>	<b>0.97</b>	<b>1.05</b>
No significant issues in this area at outturn. The main areas of spend are CRM / Digital Council project (£0.2m), Electronic Document Management System (£0.2m), Carefirst (£0.2m) and installation of ICT hardware (£0.3m). There are no major changes from Q3 but the outturn is around half the level of spend estimated at Q2 due mainly to implementation of some elements of the ICT Strategy being delayed.			
	<b>Finance</b>	<b>0.48</b>	<b>-0.61</b>
No significant issues in this area at quarter 2. The main item of spend was the continuing implementation of the ERP system (£0.4m). An accounting adjustment has been made to the DRL provision as £0.9m of this was not needed and this element has been reversed, resulting in an overall credit of £0.6m.			
<b>Major change</b> - DRL Provision -£0.9m Accounting adjustment as per the above.			

## Learning and Opportunities - CYP Corporate Plan Performance Indicators and Finance













### Overall Performance against Directorate Service Measures



Traffic Light: Red 0 Amber 1 Green 4 Unknown 3

Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
24. (L&O:CYP) Case File Audits rated 'requires improvement' or 'inadequate' CT Contract Measure	June 2015	↑	↑	54%	To be determined by Trust Annual Review	
25. (L&O:CYP) A1. Referrals to Children's Services that are repeat referrals within 12 mths CT Contract Measure	Q4 2015/16	↓	↑	23.01%	25%	✓
42. (L&O:CYP) B10. Stability of placements of looked after children: number of moves 3 or more CT Contract Measure	Q4 2015/16	↓	↓	11.1%	9.0%	⚠
49. (L&O:CYP) % of young people with learning or other disability who have a final Education Health Care Plan within 20 weeks of initial request (new requests)	Q4 2015/16	▬	▬	100%	100%	✓
51a. (L&O:CYP) % of children with first choice school placement in Reception	2016/17	↑	↑	96.4%	94%	✓
51b. (L&O:CYP) % of children with first choice school placement in Secondary	2016/17	↑	↑	95.7%	95%	✓
53. (L&O:CYP) Number of referrals received by the 'Early Help Hub' to and from specialist services (step up / down)	Q4 2015/16	↓	↓	18	Targets not yet set – first initial data release from Early Help Hub	
54. (L&O:CYP) Number of people accepted and supported by an Early Help Assessment (reported through the Early Help Hub)	Q4 2015/16	↑	↑	684		

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Aspiration	National Average	Yorkshire & Humber Average
50a. (L&O:CYP) Primary school persistent absent rate (15% absenteeism)	Q4 2015/16	↓	↑	2.7%	3.8%	2.1%	-
11. (L&O:CYP) Achievement of a Level 2 qualification by the age of 19	2014/15	↓	↑	79.9%	79.9%	85.9%	84.8%
50b. (L&O:CYP) Secondary school persistent absence rate (15% absenteeism)	Q4 2015/16	↓	↑	7.0%	6.9%	5.4%	-
12. (L&O:CYP) Achievement of a Level 3 qualification by the age of 19	2014/15	↓	↑	46.8%	58.0%	58.7%	54.9%
14. (L&O:CYP) Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	2014/15	↑	↓	50.0%	59.1%	53.8%	55.1%
15. (L&O:CYP) Schools judged Good or Outstanding (Primary & Secondary settings)	Q4 2015/16	↑	↑	63.03%	80%	85.5%	81.2%
45. (L&O:CYP) B11. Percentage of care leavers age 19 in suitable accommodation (NI_147) CT Contract Measure	Q3 2015/16	↑	↑	98.6%	90.0%	-	-

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Aspiration	National Average	Yorkshire & Humber Average
46. (L&O:CYP) B12. Care leavers in education, employment or training (NI 148) CT Contract Measure	Q3 2015/16			53%	60%	-	-
47. (L&O:CYP) % of children who are 'school ready' as measured by the Early Years Foundation Stage Profile	2014/15			65.4%	63%	66.3%	64.6%
48. (L&O:CYP) Proportion of children attending early education programmes (including 2,3&4 year old entitlement)	2014/15			78%	89%	-	-
43a. (L&O:CYP) Persistent Absence of Children in Care Primary schools (Absenteeism 15%)	Q4 2015/16			8.42%	3.8%	-	-
43b. (L&O:CYP) Persistent Absence of Children in Care Secondary Schools (Absenteeism 15%)	Q4 2015/16			12.87%	6.9%	-	-
44. (L&O:CYP) Achievement of 5 or more A*- C grades at GCSE or equivalent for Children in Care (incl. English & Maths)	2014/15			8.7%	23.4%	-	-

#### PI commentary

**PI 12** - Achievement of a Level 3 qualification by the age of 19 remains an area for improvement in Doncaster with a reported 12% gap between Doncaster and the National Average.

**PI 14** – Published GCSE 5 A\*-C including English and Maths was reported at 50%. The Education & Skills Commission is to formulate and share its ideas on how to address the attainment levels verses skills gap to meet the needs of employers

**PI 42** – Stability of Placements Children in Care 3 or moves rose again in Q4 to 11% and now just sits below target tolerance level agreed with the Childrens Trust

**PI 43c** - Persistent Absence for Children in Care Primary is based on those children with 10% absenteeism or more cumulative figure for year end and stands at 2.1% based on data provided by Welfare Call and so is not yet verified by the Statistical First Release

**PI 43d** – Persistent Absence for Children in Care Secondary is based on those children with 10% absenteeism or more and stands at 15.9% for for the year. Year 11 pupils have the greatest number of day's absence. This remains an area of concern.

**PI 44** – Provisional data for Children in Care with 5 or more GCSE 5 A\*-C including English & Maths reported 8.7% against a 23% target, which is a decline from the 15% reported in the previous year (national was 12% in 2015). The appointment of the Senior Raising Achievement Officer will result in increased support and challenge with targeted cohorts in secondary settings with expected impact on in year progress. (NB: This is a measure which is based on a small cohort.)

**PI46** – Care Leavers in education, employment or training at 53% is below the 60% target value for last reported data in Q3. This measure has changed as part of the Childrens Trust contract review and will incorporate average for age 19-21 yrs for Q2

**PI 48** – Eligible 2yr olds has an aspirational DfE target of 80% and current value is 64%. For 3 and 4yr olds, the target is 97% and the current value is 93%. There is a new pilot aimed at targeting eligible 2yr olds which is due to roll out in the autumn term. The reorganisation of children's centres and the development of the Early Help Strategy will also contribute to improving performance.





**PI 51a & b** – number of children with first choice placement exceeded national levels for both Reception and Secondary levels.

# Doncaster Childrens Trust Contract Measures Year 2 2016/17

Traffic Light: Red 4 Amber 1 Green 2 Data Only 1 Unknown 14

\* Newly established PI, therefore no Direction of Travel applicable. Q4 update from DCST Quarterly Performance Scorecard

Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
(L&O:CYP) A2. Percentage of Single Assessments completed within 45 days (YTD cumulative) CT Contract Measure	Q4 2015/16			86.21%	95%	
(L&O:CYP) A06. Percentage of children currently on a child protection plan for 2 years or more	* Q4 2015/16	-	-	0.7%	3%	
(L&O:CYP) A09. Percentage becoming the subject of a Child Protection Plan for a second or subsequent time within a 2 year period	* Q4 2015/16	-	-	8%	16%	
(L&O:CYP) B9. Stability of placements of looked after children: length of placement >2 years (NI_063) CT Contract Measure	Q4 2015/16			69.4%	70%	
(L&O:CYP) B13. Percentage of Care Leavers in suitable accommodation (age 19-21 years) (	* Q4 2015/16	-	-	76%	85%	
(L&O:CYP) B14. Percentage of Care Leavers in Employment, Training and Education (age 19-21 years)	* Q4 2015/16	-	-	36%	45%	
(L&O: CYP) B8. Average length of Care Proceedings (Number of Weeks) CT Contract Measure	Q4 2015/16			28.0	26.0	
(L&O:CYP) C14. Number of FTE Posts covered by agency staff (Social Care) CT Contract Measure	March 2016			12.34%	8%	
(L&O:CYP) C15. Staff Turnover (leavers in month expressed as % of FTE) CT Contract Measure	* Q4 2015/16	-	-	1.5%	No target established	-
(L&O:CYP) C16. Percentage front line Staff Receiving Supervisions in Timescale in Accordance with Policy CT Contract Measure	* Q4 2015/16	-	-	86%	90%	
(L&O:CYP) D17. Gross Expenditure v Plan CT Contract measure	May 2015	-	-	N/A	0	-
(L&O:CYP) F01. Youth Offending Services - % Cohort currently EET	* Q4 2015/16	-	-	78.3%	75%	
(L&O:CYP) F03. Youth Offending Services - Custody rates (	* Q4 2015/16	-	-	0.07	0.42	
(L&O:CYP) F02. Youth Offending Services - Reoffending rate after 12 months	See footnote below	-	-	-	32%	-
23. (L&O:CYP) A4. Percentage of Child Protection visits in timescale where child was seen by their Social Worker	* Q4 2015/16	-	-	92%	80%	
24a.(L&O:CYP) A3. Percentage of Case File Audits rated Requires Improvement or better CT Contract Measure	Q4 2015/16			81.4%	99%	
25. (L&O:CYP) A1. Referrals to Children's Services that are repeat referrals within 12 mths (KIGS CH142) CT Contract Measure	Q4 2015/16			23.01%	25%	

Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
42. (L&O:CYP) B10. Stability of placements of looked after children: number of moves 3 or more (BV49 NI_062 PAF CF/A1) CT Contract Measure	Q4 2015/16			11.1%	9.0%	
A08. Percentage of Children in Need with an open and current plan	* Q4 2015/16	-	-	87%	95%	

### PI commentary

The Annual review of the contractual arrangements between the Council and the Trust has taken place which included the revised suite of performance indicators and provides a more robust assessment of performance. Performance monitoring and narrative is supplied through the Trust's Contract Performance Monitoring Report which is reported on a monthly basis and challenged at each monthly 'Challenge' meeting with the Trust. Exceptions report promotes further investigation via deep dive enquiries and escalation to higher level meetings.

The Quarter 4 Trust Performance Report demonstrated six measures that were at or exceeded target and a further four measures that have remained within contract tolerance. These measures covered all areas of the indicator set, demonstrating sustained performance with re-referral rates, more stability of children in care; children spending less time on a child protection plan and a more stabilised workforce.

The following indicators lay outside target and tolerance and actions have been identified through performance monitoring and challenge to address:

**A2 Timeliness of Single Assessments** – (DMBC) performance at 86% is below the 95% target value. Performance reflects the deterioration which had featured at Q2. From the volumetric measures there continues to be a high number of open assessments. Noted that a significant proportion are re-assessments, this is necessary to secure quality assurance but is militating against performance for this indicator. (Trust commentary) Additional measures have been put into place to performance manage the assessment process and address the variation that is occurring between the teams.

**A3 Case File Audits Requires Improvement or Better** – (DMBC) There has been continued fall in performance reflecting two previous quarters. Sample size is now provided (50) acknowledged that sample size is small and will increase. Dip sampling of 10 cases per month is also occurring. We now have graduated ranking with most audits in the Requires Improvement category, so there is work to be done; but acknowledge that DCST are applying rigorous standard which was also acknowledged by Ofsted. (Trust Commentary) Additional audit activity has been initiated from March 2016, and this will amount to approximately 200 per month. Increased rigour and a consistent approach to audit have been applied and further "audit of audit" activity is scheduled to check grading. Quality of cases in the Good category has increased recently with fewer cases in the Requires Improvement category.

**A08 Percentage Children in Need with Open and Current Plan** – (DMBC) This is a new measure which more appropriately should be worded 'Of the CIN cohort - % of those who have an open and current plan.' This measure attempts to capture all those children who are CIN who have an active Plan. Performance is below target – all CIN should have a plan. Ofsted highlighted compliance as an issue, lapsed and draft plans are being worked through and performance should recover when this exercise has been completed. (Trust Commentary) Draft plans are being identified and completed to ensure the target is achieved. Expectation is that as the focus is placed on recording issues and the finalisation of draft plans that this measure will see further improvement.

**B13 Percentage of Care Leavers in Suitable Accommodation (19-21 yrs)** – (DMBC) The scope of this indicator was extended to align with national reporting and covers 19 to 21 years to date only aged 19 is shown, development needed to capture full age-range. Recording issues are cited for low performance a figure closer to 90% would be expected, DCST reports "true performance" nearer 100%. (Trust Commentary) reported a slight dip in performance at 76% and to address this, the HOS has met with the 18+ service to look at improved recording of contact that will be picked up through staff supervision. The Annual Return is identifying a review of all carers and will result in improvement.



**B14 Percentage of Care Leavers in Employment, Training and Education (19-21 yrs)** – (DMBC) The scope of this indicator was extended to align with national reporting and covers 19 to 21 years to date only aged 19 is shown, development needed to capture full age-range. Recording issues are cited for low performance a figure closer to 45% is reckoned to be more accurate. Pathways to apprenticeships needs improving, recognition of vulnerable status of care leavers. (Trust Commentary) reported the change in recording practice for the 18+ service has meant the Q4 value was low at 39% but is expected to improve once fully implemented. Recent meetings with HOS, Trust Chief Executive and Chamber of Commerce have identified potential opportunities for the care leaver cohort.

**C14 Percentage of Front Line Staff Posts Covered by Agency Staff** – (DMBC) Figure is at the limit of tolerance (12.3% and recorded as amber) and has been close for a while, with implications of stability and for case management and costs. Staff turnover though, remains low.



**F02 Youth Offending Services reoffending rate after 12 months - (Trust Commentary)** Data was not available from the YJMIS System, which is the national youth justice database. This is a national problem experienced by all YOS.

## Learning and Opportunities CYP Revenue

Traffic Light	Name	Gross Budget (£m)	Outturn 2015/16 Net Budget (£m)	Variance (£m)
	<b>Learning &amp; Opportunities CYP Total Revenue Variance</b>	<b>85.215</b>	<b>45.824</b>	<b>-0.421</b>
	<b>Centrally Managed Revenue Variance</b>	<b>6.031</b>	<b>-3.896</b>	<b>0.249</b>

The outturn overspend is mainly due to undelivered corporate cuts; Digital Council £194k, which is being progressed and is planned to be resolved in 2016/17 and PPPR2 £86k, which is resolved for 2016/17.


Also note there were additional unexpected one-off costs relating to pre-Trust activity totalling £55k, such as solicitor fees, a £30k commitment for the Safeguarding Board agreed by the previous Director and we have funded £28k shortfall against the unaccompanied asylum seeker children grant. This sits with the Council for now but is the intention to agree transfer to the Trust in future years. The overspend is partly off-set by the Education Services Grant (£103k) more grant income than budgeted due to changes in academisation conversion dates. Note the Government is proposing to significantly reduce ESG grant from 2017/18, by c. £1.7m from £2.4m, and this is being considered as part of the Directorate's transformation programme.

Dedicated Schools Grant (DSG) outturn for 2015/16 shows an in-year underspend of £1.3m which will be carried forward to meet expected High Needs cost pressures in 2016/17 as reported to School Forum previously. The underspend is made up mainly from expected underspends on ARC's £423k, High Needs Contingency £101k, SEN Statement funding £111k, Growth Fund £130k & Pre School Inclusion/Portage £107k, Northbridge £120k, Early Years Pupil Premium £117k (which DfE confirmed will not be recouped back) and Early Years Speech & Language funding £152k (approved to be carried forward to 16/17).

Of the remaining £4.47m DSG underspend brought forward from 2014/15, £1.82m has been spent in 2015/16. The remaining £2.65m will be carried forward into 2016/17 and has already been approved for usage by School Forum. The total carry forward to 2016/17 is therefore £3.99m.

	<b>Commissioning &amp; Opportunities Revenue Variance</b>	<b>7.811</b>	<b>4.217</b>	<b>0.067</b>
---	---	--------------	--------------	--------------

The outturn overspend relates to Aiming High £378k due to additional short break and sessional support payments and charges from Doncaster CCG for share of care packages. The overspend is offset by staffing vacancies (£291k) mainly within Strategic Commissioning due to the time taken to fill posts in the new structure and Youth & Early Help where posts were filled on a temporary basis until 31st March 2016 to carry out the obligations of the service whilst it is under review to deliver savings.

	<b>Learning &amp; Achievement Revenue Variance</b>	<b>27.840</b>	<b>6.457</b>	<b>-0.734</b>
---	--	---------------	--------------	---------------

The underspend of £734k relates to staffing vacancies (£351k) due to the time taken to fill posts in new structures in line with the Ofsted action plan and in some cases the difficulty in recruiting to posts, continued work to maximise the use of DSG (£128k), additional trading with schools - includes fines (£283k) and less running costs (£31k). The underspend also includes (£38k) SEN Reform Grant after a carry forward was agreed for £73k to cover fixed term posts into 2016/17. This is off-set by overspending on children with disability placements of £97k due to additional placed in care costs. Since Q3 there has been an increase in the underspend on vacancies (£36k) and various other running expenses and maximisation of grant income.




	<b>Childrens Services Trust Revenue Variance</b>	<b>43.531</b>	<b>39.046</b>	<b>-0.003</b>
---	--	---------------	---------------	---------------

Doncaster Children's Services Trust outturned with a small surplus of £3,735, which under the 80/20 risk share agreement for 2015/16 means £2,988 is due back to the Council. It should be noted that this position was aided by one-off contract variations agreed for 2015/16 of £945k.

For information the Trust reported an overspend of £250k at Q1, £348k at Q2 and £917k at Q3 (equating to £734k to the Council under the 80/20 risk share).

The one-off contract variations were agreed following business case submissions by the Trust for - removal of reduction targets relating to £150k residential homes, £100k SGO/CAO fee review and £153k Digital Council review; and £546k SGO/CAO budget pressure due to additional back payments and increased activity. The Council will continue to carefully monitor the Trust's progress in delivery of efficiencies in 2016/17 as the level of one-off funding cannot be sustained.

## Learning and Opportunities CYP Capital

Traffic Name Light	Q4 2015/16	
	Q3 Projection (Full Year)	Actual Spend (Full Year)
 Learning and Opportunities CYP Total	9.68	8.81
There are no significant issues to report at Q4. Outturn expenditure has reduced compared to Q3 mainly due to less than anticipated schools devolved capital spend (outside Council direct control)		
 Commissioning & Opportunities	0.23	0.04
£150k was originally budgeted for children centre data/connectivity relating to new hubs / early help model, but delayed as scheme was revised (further £400k added in 16/17 for completion). £100k budget for Aiming High short breaks and spent £42k.		
 Learning and Achievement	9.45	8.77

Total spend relates to;- two specific government funded schemes of £1.9m (£6.2m total spend over 2 years); new school, Carr Lodge Academy, and a major extension to Hexthorpe Primary School. Both were completed for the September 2015 deadline. Cusworth/Richmond Hill PRU £1.3m, Schools Condition programme £1.9m, School Roof programme £0.5m and remodelling and expansion work to increase the numbers of school places £2.1m. Also devolved schemes funded and spent directly by schools £0.75m.

The underspend mainly relates to less spend against the devolved schools capital schemes than anticipated, slippage on some of the school place schemes and roll forward of SEND/autism places scheme as plans have had to be revised.

# Regeneration and Environment Corporate Plan Performance Indicators and Finance

## Overall Performance against Directorate Service Measures



Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
(R&E) 16b. Cumulative total number of new apprenticeships created since April 2013 (Mayoral Target).	2015/16			1,030	750	
02a. (R&E) No. of people previously on JSA now in sustained employment (26 weeks +) as a result of the Ambition Programme	2015/16	-	-	12	0	
04a.(R&E) Total new, FTE jobs, created through Business Doncaster, which have a life expectancy of at least 1 year.	Q4 2015/16			300	180	
06a. (R&E) Number of Apprentices completing a Level 3 or above qualification as part of the Council's Internal apprenticeship Programme	Q4 2015/16			28	30	
07a. (R&E) Overall Investment gained (into and within Doncaster) with the support of Business Doncaster	2015/16			46,394,600	32,000,000	
33a. (R&E) Solar – Number of homes benefiting from Council Housing Solar Scheme	Q4 2015/16			684	650	
33b. (R&E) Big Power Switch - £s saved	Q3 2015/16			£46,980.00	£32,000.00	
34. (R&E) Recycling rate for household domestic waste	Q3 2015/16			47.1%	37.8%	
35. (R&E) Improved street and environmental cleanliness: Litter	Q4 2015/16			2.6%	12%	
36. (R&E) Improved street and environmental cleanliness: Detritus	Q4 2015/16			7.7%	15%	
37a. (R&E) Principal classified roads where maintenance should be considered	Q4 2015/16			2%	4%	
37b. (R&E) Non-principal classified roads where maintenance should be considered	Q4 2015/16			3%	4%	
38a. (R&E) Deployment of solar PV on Council buildings	Q4 2015/16			11	11	

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Aspiration	National Average	Yorkshire & Humber Average
01. (R&E) Employment Rate in comparison to national average	Q3 2015/16	↑	↑	70.3%		73.6%	72.4%
02. (R&E) Out of work benefit claimants (16-64) - Proportion/ Rate	Q2 2015/16	↑	↑	12.2%		9.1%	10.7%
03. (R&E) Doncaster working age population with qualification at NVQ 3 and above (%)	2015/16	↑	↑	47.1%		56.5%	52.1%
04. (R&E) Private sector employment growth.	2014/15	↑	↑	5.6%		4.9%	4.7%
05. (R&E) Wage rates (weekly full time - resident based)	2015/16	↓	↑	£465.50		£521.10	£479.00
06. (R&E) % residents in highly skilled occupations	Q3 2015/16	↑	↑	33.2%		44.7%	39%
07. (R&E) Overall Investment Gained (into and within Doncaster)	2015/16	↑	↓	£73,263,932	£70,000,000	-	-
08. (R&E) Total Doncaster Business Stock (Number of Enterprises in Doncaster)	2014/15	↑	↑	8,090		-	-
09. (R&E) Percentage of retail and retail service units occupied in the core area	Q4 2015/16	↓	↑	87.9%	89%	-	-
10. (R&E) New business Start-Ups in Doncaster	2014/15	↑	↑	1,505		-	-
13. (R&E) 16 to 18 year olds who are not in education, employment or training	Q4 2015/16	↓	↑	4.50%	6.00%		
16. (R&E) Total Apprenticeships in Doncaster	2014/15	↑	↑	3,990		-	-
33. (R&E) The % households in fuel poverty (i.e. fuel costs are above the national median level and spending that amount would leave a residual income below the official poverty line)	2014/15	↓	↓	10.4%	10.4%	10.4% 2013/14	11% 2013/14
38. (R&E) CO2 Emissions (per capita)	2013/14	↓	↓	7.7 tonnes		7 tonnes 2013/14	8.1 tonnes 2013/14
39. (R&E) Net additional homes provided (Council and private sector provider/build)	2015/16	↑	↑	1162		-	-
40. (R&E & SLHD) Number of affordable homes provided (Council, housing associations, section 106 agreements)	2015/16	↓	↓	161	99	-	-
41. (R&E & SLHD) Total number of empty homes, as determined from Council Tax records.	Q4 2015/16	↑	↑	3,496	-	-	-

### PI commentary

**PI 02a** – 12 people have been in work for 13 weeks or more and have 13 apprenticeships

**PI04** - Doncaster created 4,500 additional private sector jobs between 2013 and 2014, a 5.3% increase. A reduction in public sector jobs of 2,300 meant the overall net change was 2,200. Doncaster is on track to meet its target of creating almost 12,000 net new jobs by 2024 as part of a Sheffield City Region target of 70,000. Delivering on this commitment would mean Doncaster has achieved a rate of jobs growth which is twice that forecast for the UK as a whole.

**PI04a** – Total new FTE jobs created through Business Doncaster, which have a life expectancy of at least 1 year. 300 new jobs created in Q4 giving a total of 756 for the year against an annual target of 720. Higher numbers in Q4 can be attributed to Motorhog UK and Doncaster Healthcare.

**PI16** - Total apprenticeships in Doncaster (all organisations and companies). Linked to internal Mayoral Pledge indicator 16a

**PI16a** - Mayoral target of 1000 apprenticeships since 2013 has been surpassed as we hit 1030. Through its focus on delivering the Mayoral Pledge, the Council is leading the Borough's drive to increase the number of apprenticeships to meet the growing demand from businesses, for example from Doncaster's expanding rail sector.

**PI06a** - Number of Apprentices completing a Level 3 or above qualification as part of the Council's Internal Apprenticeship Programme. The numbers starting and therefore completing a Level 3 Apprenticeship qualification is expected to increase over the coming 2 years. Currently 28 achieved level 3 against a target of 30.

**PI05** – The wage rate dropped to £465 compared to a national rate of £521 and Y&H of £479. Doncaster is aiming to achieve both high and quality jobs growth – therefore almost 40% of the 12,000 new jobs over the next 10 years (see Commentary for PI04 above) are expected to be higher skilled (Level 4+) and better paid. The critical mass of development projects underway (FARRRS, iPORT, DN7 Unity etc.) will contribute to this.

**PI09** – The percentage of retail and retail service units occupied in the core area dropped slightly in Q4 which was anticipated due to closure of seasonal retail outlets, but performance remains higher than previous year.

**PI13** – Young people Not in Employment, Education or Training has rose slightly to 4.5% (434) but remains below our near neighbour comparators. This was anticipated as the 'Not Known' cohort dropped from 9.5% to 6% representing 633 young people.



**PI02** - Out of work benefit claimants (16-64) - Proportion / Rate although declining over the past few years, we have seen a similar decline in both National and Yorkshire & Humber rates so no real narrowing of the gap.

**PI03** – The percentage of working age population with qualification at NVQ 3 has increased over the past 10 years (from 36.4% to 46.5%) and Doncaster has narrowed the gap with Yorkshire and Humber, but not with the national average.

**PI06** – although the percentage of residents in highly skilled occupations had a decline for the earlier quarters of the year, this showed a 1% increase in Q4 but remains well below that of comparators and national so than comparators. The work underway by the Education & Skills Commission will look to identify what action we can take to address this and the future HS2 College will also have a positive impact.

**PI34** – The recycling rates are provided one quarter in arrears.

## Regeneration & Environmental Revenue

Traffic Light	Name	Outturn 2015/16		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Regeneration &amp; Environment Total Revenue Variance</b>	<b>128.247</b>	<b>40.974</b>	<b>-0.135</b>
	<b>Development Revenue Variance</b>	<b>9.622</b>	<b>2.614</b>	<b>0.086</b>

Planning has underspent by £0.34m mainly as a result of additional planning fees. Skills, Enterprise Policy & Improvement has overspent by £0.32m, largely due to difficulties achieving the Skills saving target £0.23m (this will reduce to £0.15-£0.18m in 2016/17; R&E will review any further capacity to address the on-going pressure) and a shortfall at Bentley Training Centre £0.08m resulting from changes in the main contract. Investment & Major Projects has overspent by £0.10m mainly from one-off expenses for which there was no budget, such as HS2 station viability work and the European Jet Ski event.

	<b>Director Of Regeneration &amp; Environment Revenue Variance</b>	<b>0.054</b>	<b>0.002</b>	<b>-0.143</b>
---	--	--------------	--------------	---------------

Underspend due to release of ERDF Inclusive Enterprise clawback provision £328k following settlement of the claim offset by unallocated savings (including Agency & Procurement).

	<b>Environment Revenue Variance</b>	<b>66.973</b>	<b>35.072</b>	<b>-1.111</b>
---	-------------------------------------	---------------	---------------	---------------

Waste & Recycling has underspent by £0.72m mainly due to one-off savings associated with the PFI facility. This level of underspend is not expected to continue in 2016/17 and Waste budgets are being reviewed to ascertain the on-going position. Highways Operations underspent by £0.28m as a result increased productivity and more efficient ways of working, it is not expected these levels will be maintained in 2016/17. Network Management underspent by £0.06m as a result of higher than anticipated Road and Street works Act income.

	<b>Trading &amp; Assets Revenue Variance</b>	<b>51.597</b>	<b>3.285</b>	<b>1.032</b>
---	--	---------------	--------------	--------------

The overspend within Trading and Assets relates mainly to a construction services overspend of £1.3m. A key feature of this overspend being a result of the £1.2m shortfall against the Appropriate Assets saving target within Assets and Property, numerous minor underspend on other premises related expenditure e.g. back dated NNDR refunds contributed to the reduction of £383k in the Asset and property overspend predicted at Q3. Additionally, there were overspends within construction services resulting from under achieved external recharge income of £497k (This is due to the reduction in value of capital projects which has led to the fall in fee income).

## Regeneration & Environment Capital

Traffic Light	Name	Q4 2015/16		
		Q2 Projection (Full Year)	Q3 Projection (Full Year)	Actual Spend Q4
	<b>Regeneration &amp; Environment Total</b>	<b>98.16</b>	<b>95.83</b>	<b>92.93</b>

Some schemes are accumulating expenditure at risk of funding or being abortive and must be closely monitored. Forecast expenditure has reduced from quarter 3 mainly due to re-profiling of various schemes.

There still remains a risk around the clawback of ERDF grant used for the White Rose Way scheme. Council has created a provision to repay £432k but this is only 10% of the potential total. The Council has contested the claim for clawback and is awaiting a response from CLG.

Traffic Light	Name	Q4 2015/16		
		Q2 Projection (Full Year)	Q3 Projection (Full Year)	Actual Spend Q4
	<b>Development – Non Housing</b>	<b>21.59</b>	<b>20.87</b>	<b>19.04</b>

Main areas of spend include FARRRS Phase 1 (£15.2m), which is now open; High Speed Rail College (£1.8m); FARRRS Extension (£0.8m) and Minor Transport Schemes (£0.7m). The 2015/16 programme has reduced by £1.8m from quarter 3 mainly due to the re-profiling of the SCRIF DN7 Unity Link Road, Waterfront West and the High Speed Rail College projects.

High Speed Rail college - The contract for construction of the building was signed in early April and completion is expected in August 2017. The project is funded by grants from BIS and SCR. The BIS grant has been agreed with Birmingham City Council but the funding agreement between Birmingham and Doncaster Council has yet to be agreed. The SCR grant is subject to a further funding agreement which is also at draft stage. Current expenditure is effectively at risk.

SCRIF projects for DN7 Unity Link, FARRRS Extension, Urban Centre and Westmoor Link – these are in development and are at various stages in the SCRIF approval process. Progress towards the construction phase is dependent on final draw down of SCRIF funding. Failure to do so could lead to the preparatory works being abortive and being charged to revenue but this risk is considered to be low. The following projects have achieved Full Business Case approval and are in the process of satisfying conditions to achieve final draw down, which is expected to be at the dates shown: - DN7 Unity Link and FARRRS extension October 2016; Urban Centre projects for CCQ, Colonnades and Waterfront West June 2016. The securing of the contribution from the developer for the DN7 project is also being progressed.

FARRRS Extension has exceeded the level of approved budget draw down by £0.2m and the level of secured funding by £0.4m (the difference between these two figures results from the remaining LTP now needing to be provided from future allocations as current LTP has had to be diverted to more immediate financing issues relating to FARRRS Phase 1). These costs are eligible for SCRIF funding, which can be retrospectively applied to costs incurred since approval of the Full Business Case in April 2015 but will not be secured until full and final approval has been given. This is expected c. October 2016, by which time a further £0.6m is estimated to be incurred. This leaves c. £1.0m of costs at risk of being unfinanced if full approval is not achieved.

#### Major Changes: -

SCRIF Urban Centre Waterfront West -£0.3m. Expenditure re-profiled to 2016/17 due to delays from the rigour of the SCRIF approval process. Overall value of project remains the same but all expenditure now expected 2016/17.

High Speed Rail College -£0.5m. Costs in 2015/16 were less than anticipated as the planned expenditure included elements of pre-paid work which cannot be accounted for in 15/16. The project has been re-profiled to take this into account. The project is still expected to be fully funded by grant but the funding agreements with Birmingham City Council and Sheffield City Region haven't been finalised yet.

FARRRS Phase 1 £0.4m. Costs increased due to increase in volume of donated fill £374k. Other costs increases reflected in 2016/17 are to be funded by additional third party contributions of £70k and additional corporate resources made available from underspends on other R&E schemes.

SCRIF DN7 Unity Link Road Project -£1.0m. Expenditure re-profiled to 2016/17 largely due to delays from the CPO process and negotiating unexpectedly excessive statutory undertakers' fees. Until resolved there is a risk of a funding gap.

	<b>Development - Housing</b>	<b>43.56</b>	<b>42.67</b>	<b>42.23</b>
--	------------------------------	--------------	--------------	--------------

Due to the budget announcement regarding social housing rents being reduced by 1% for four years, all HRA funding has been reviewed. A revised four year programme of works was reflected in the quarter 3 figures, based on the forecast resources available.

The Decent Homes programme has now finished and has been offered to all tenants and those who still require decency will be picked up when they become void or as part of the re-inclusion programme.

The main areas of spend included Planned Maintenance to HRA properties (£30.9m), Council House New Build (£6.4m), Acquisition Programme (£2.3m), Maintaining Decency Standards (£2.2m).

#### Major Changes: -

Council House Building Phase 2 - Victoria Court £-0.3m. Unforeseen drainage delays has resulted in costs being reprofiled into 2016/17.

	<b>Environment Schemes</b>	<b>26.78</b>	<b>26.27</b>	<b>25.21</b>
--	----------------------------	--------------	--------------	--------------

No significant issues in this area at quarter 4. Main areas of spend are Highways & Street Lighting Projects (£11.5m); Waste PFI capital contribution (£7.7m), with the PFI facility becoming fully operational in July 2015 according to plan; and Waste Transfer Station (£5.4m), which became operational in October 2015 according to plan. The 2015/16 programme has reduced by £1.0m from quarter 3 mainly due to the re-profiling of the Smartlight scheme which has specific funding (prudential borrowing/Salix loan).

#### Major Changes:-

Surface Dressing £0.4m - this area of the programme has overspent because funding that had been identified from the DfT Additional Maintenance grant had to be used for additional works on the A19 St Georges Bridge scheme later in the year. This has been financed from the loan of corporate resources from the DN7 Hatfield Link project that were otherwise being re-profiled into 2016/17 financial year due to delays on that scheme; this will need to be repaid from the 2016/17 Highways LTP Maintenance allocation and the programme of works for that year adjusted accordingly.

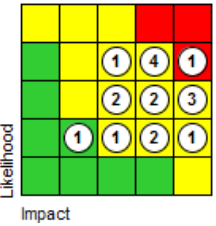
Traffic Light	Name	Q4 2015/16		
		Q2 Projection (Full Year)	Q3 Projection (Full Year)	Actual Spend Q4
	Trading and Assets	6.23	6.02	6.46

The main areas of spend are Main Fleet Purchases (£2.6m), Streetscene & Grounds Maintenance Fleet Purchases (£1.5m), Markets projects (£0.7m) and the Buildings Improvement Programme (£0.5m). The 2015/16 programme has increased by £0.4m from quarter 3 mainly due to the bringing forward of the Main Fleet Replacement Programme.

**Major Changes: -**

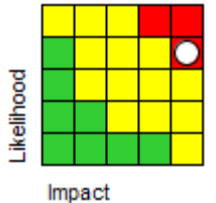
Main Fleet Replacement Programme £0.9m. The additional spend in 2015/16 is due to both the increased number and size of vehicles purchased at the request of the customer. Also vehicle racking £0.2m has been purchased that was not previously included in the estimated costs. This additional spend has been funded through Prudential Borrowing and has been deducted from the spend profile in 2016/17.

## Strategic Risks

	<p>There are 18 Strategic Risks and all have been updated as part of the Q4 reporting process. The Heat Map shows a summary of the scores.</p> <p>As a result of the Corporate Plan review for 2016/17 the following risks have been identified for demotion:</p> <ul style="list-style-type: none"> <li>• Lack of capacity from house builders to build affordable properties;</li> <li>• A failure to identify, or to act on, areas of serious performance weakness in the Doncaster Children’s Service Trust or in the Council, which could result in significant harm to a child or children which could have been avoided, or which could lead to an ‘inadequate’ judgement at Ofsted Inspection, which will negatively impact on the reputation of the local authority;</li> <li>• DN17 Programme does not deliver the level of savings required and this impacts on the services the council can offer to the public;</li> <li>• Poorly developed early help services could result in children and young people failing to maximise their opportunities and the council failing to improve or ameliorate health, education and life inequalities across the Borough;</li> <li>• Failure to comply with the Data Protection Act 1998;</li> <li>• Low staff motivation/morale and low performance;</li> </ul> <p>As a result of the Corporate Plan review for 2016/17 the following new risks have been identified:</p> <ul style="list-style-type: none"> <li>• Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of children’s services across the wider partnership system</li> <li>• Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk</li> <li>• Failure to adequately address a sufficient number of Childrens Trust PIs (as defined in the service delivery contract)</li> <li>• Failure by the Council and the Trust to agree and set a realistic annual budget target</li> <li>• Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic benefit from the devolution deal</li> </ul> <p>As a result of the Corporate Plan review for 2016/17 the following risks have been reworded</p> <ul style="list-style-type: none"> <li>• Failure to obtain assurance as to the safeguarding of children in the borough Failure to meet children’s safeguarding performance requirements which could lead to an 'inadequate' inspection judgement by Ofsted:</li> <li>• Failure to achieve the budget targets for 2016/17 and 17/18</li> </ul>
---	---

Simon Wiles

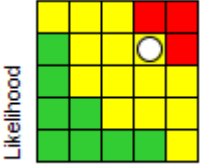
### Current austerity measures result in increased poverty in Doncaster, causing deprivation for citizens and restricting the borough’s ability to improve and grow

<p><b>Current Risk</b></p> <p><b>20</b></p> 	<p><b>Current position:</b> Score = 20 (impact 5 likelihood 4). The impacts of poverty and welfare reform continue to affect local people and are a risk to the achievement of Council and partnership objectives.</p> <p><b>Mitigating actions:</b> The partnership Anti-Poverty Strategy Group is delivering &amp; co-ordinating actions to address the causes and effects of poverty within the borough. An Anti-Poverty Summit in June will highlight the achievements and progress that is being made. Attendees will be asked to share information, good practice and learning points with colleagues from across all sectors. They will also be asked to help identify or acknowledge new or worsening issues within Doncaster’s communities, identify gaps in provision and propose solutions.</p> <p><b>Target risk score:</b> 12 (impact 3 likelihood 4). Poverty continues to be an issue in Doncaster, as evidenced by the recent Indices of Multiple Deprivation. The main task is to reduce the impact on local people.</p>
---	---



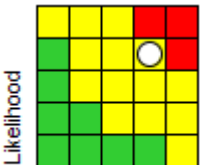
**Children and Young People do not achieve in line with national expectation**

**Damian Allen**

<b>Current Risk</b>	<b>Current Position:</b> Provisional Key Stage 2 Level 4 results for reading, writing and Maths combined have shown a disappointing drop in performance for 2015 putting Doncaster in the bottom quartile nationally. 2015 GCSE 5 A*-C inc English and Maths indicate a decline in line with the National trend but remain below the national average. Under the new Ofsted framework and inspection arrangements very few Doncaster schools have been subject to inspection, but those that have are improving their grades and the vast majority of interim Ofsted monitoring visits report positive progress The Key Stage 2 rapid improvement strategy has been approved by the Minister for schools and has engaged the vast majority of schools in Doncaster. All interim targets so far have been reached. An indicative projection for outcomes based on standardised tests in year 6 is encouraging and a range of very focused initiatives are in place to raise standards according to the new framework of tests. A Key stage 4 strategy is planned with the Academies and a variety of challenging curriculum groups are in place led by the LA and supported by the Teaching School Alliance
<b>16</b>	
Likelihood 	
Impact	<b>Mitigating Actions:</b> Continue to deliver School Improvement 3 year Post Ofsted action plan which is currently midway through its implementation – with an improving picture regarding the quality of ‘Leadership & Performance’ which will have an effect on the overall Ofsted outcomes. . Challenge Schools Commissioner and Sponsors of Academies on underperformance. . Ensure School Improvement Strategy is delivered, taking into account new Ofsted Measures. . Improve pupil attendance via enhanced early help . deliver the aspects of the education and skills strategy to include: Key Stage 2 and 4 rapid improvement initiatives Academy exploration and growth strategy for schools at risk of decline and those wishing to join Multi-Academy Trusts Revision support in the community for students and parents Leadership succession and recruitment support initiatives in partnership with the Teaching School Alliance <b>Target Risk Score:</b> Impact – 4, Likelihood – Possible 3

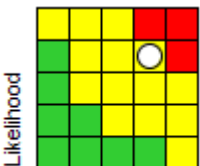
**Lack of capacity from house builders to build affordable properties**

**Peter Dale**

<b>Current Risk</b>	<b>Current Position:</b> The proposed changes to planning definitions and introduction of the new Starter Home product are still not finalised so the impact cannot yet be fully assessed.
<b>16</b>	
Likelihood 	
Impact	<b>Mitigation Action:</b> The Council have a continuous process of investigating alternative solutions through the Delivery Model and other funding solutions.

**Failure to achieve the budget target for 2015/16 and 16/17**

**Simon Wiles**

<b>Current Risk</b>	<b>Current Position:</b> For 2015/16 the council has a challenging programme of savings to deliver, which is being robustly managed by programme leads and reviewed by AD’s & Directors on a quarterly basis. The overall overspend forecast is £xm (to be updated following outturn 29/05/16); this includes a number of pressures which have been taken into account in the 2016/17 budget process and funding allocated accordingly.
<b>16</b>	
Likelihood 	
Impact	<b>Mitigating actions:</b> Developing other savings or utilising one off funds for any delays in the savings for 2015/16. <b>Target Risk Score:</b> Impact 3 x likelihood 3 = 9

**Failure to improve Data Quality will prevent us from ensuring that data relating to key Council and Borough priorities is robust and valid. Simon Wiles**

<b>Current Risk</b>	<p><b>Current position:</b> Poor quality data may seriously hamper the ability for the Council' to transform and poor data and information will also reduce the effectiveness of the decisions that the Council makes. There are specific examples that demonstrate this including adult social care client management system that at the moment does not provide the quality of data that is required to support and add value that is needed. There is also the ability of the council to maximise the opportunities of linking up data automatically and supporting the digital council agenda which can be seriously hampered if the quality of the data in our systems is not up to standard.</p>
<p><b>16</b></p>	<p><b>Mitigating actions:</b> To improve the quality of data across the organisation it will take time as we establish new processes and identify issues and links across the plethora of systems and data we currently hold. A new Data Quality Strategy will be developed and agreed by September 2016 which will set out the vision for data quality over the next few years and provide specific actions that will improve the quality of data across the council. Engagement across all Council departments will be required to ensure improvements are made quickly and appropriately. A register for all returns to central government will be updated and monitored to ensure the data supplied nationally is of good quality and ownership is clear. A business intelligence model which will support 'open data' across Doncaster is being discussed and will, once established help to support good and where appropriate automated information flows between systems improving the quality of data available in Doncaster. This risk links to all existing council plans, since the data we use informs all actions and decisions.</p> <p><b>Target risk:</b> Impact 4 (major) Likelihood 2 (unlikely)</p>

**A failure to identify, or to act on, areas of serious performance weakness in the Doncaster Children’s Service Trust or in the Council, which could result in significant harm to a child or children which could have been avoided, or which could lead to an ‘inadequate’ judgement at Ofsted Inspection, which will negatively impact on the reputation of the local authority Damian Allen**

<b>Current Risk</b>	<p><b>Current Position:</b> The formal arrangements to monitor and review the effectiveness and input of services to children provided by the Trust and the council are believed to provide assurance against this risk. Trust and Council performance has shown an overall improvement against the key indicators since the establishment of the contract. Ofsted commented that formal systems for the Council to monitor and challenge performance by the Trust exceed the requirements set out in the contract between the organisations.</p>
<p><b>15</b></p>	<p><b>Mitigating Actions:</b> The Council has formally agreed the results of the Annual Contract Review which includes a revised suite of performance indicators, which have been subject to extensive joint development between the Council and the Trust. The new indicators are believed to provide more effective assurance against this risk, alongside additional Quality Assurance reporting, and this new approach has been agreed; which taken together will contribute towards the establishment of a continuous improvement framework. The formal variations to the contract await the Secretary of State’s directions.</p> <p><b>Target Risk Score:</b> Impact 5 X Likelihood 3= 15</p>

**Health and social care services do not change fast enough , impacting on quality, accessibility and affordability Kim Curry**

<b>Current Risk</b>	<p><b>Current Position:</b> The work required to Transform Adult Social care services has not happened quickly enough in the past. Improved service outcomes, financial savings and ambition levels have not been where they need to be to ensure that services are effective and efficient now and into the future. Much progress has been made in the past 6 months and outcomes from the business improvement element of the transformation programme are starting to be delivered. Work on business cases for the 5 transformation themes will start in April 2016.. Due to the recent positive action the likelihood score has been reduced from 4 (likely) to 3 (possible).</p>
<p><b>15</b></p>	<p><b>Mitigating Actions:</b> The new Adults Health and Wellbeing Transformation Programme has been approved by Cabinet and is now being delivered. The cross council Improvement Board chaired by the Chief Executive is continuing to oversee key work and govern the transformation process, meeting on a three weekly basis. Immediate Business Improvement projects are now in progress with support and governance arrangements firmly in place to ensure outputs and outcomes are being delivered. Ernst and Young have been appointed to drive the transformation and will rapidly develop business cases for the 5 key transformation themes from April 2016. The National Development Team for Inclusion has been commissioned to help to develop a community focused and person centred model of care.</p> <p><b>Target Risk Score:</b> Impact 5 (out of 5) and Likelihood 3 (out of 5) = 15</p>

<b>Current Risk</b>	<p><b>Current Position:</b> The formal arrangements to monitor and review the effectiveness and input of services to children provided by the Trust are believed to provide assurance to this risk. Overall the safeguarding indicators specific to children are now performing better than they were this time last year. Ofsted did not raise any concerns as to the safety of children in the borough, but did recommend improvements to social work practice which are being addressed through the Ofsted Improvement Plan.</p>
<p style="text-align: center;"><b>15</b></p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p><b>Mitigating Actions:</b> The draft Ofsted improvement plan was submitted to Ofsted on 9th February 2016. Ofsted responded positively stating that the draft Improvement Plan addressed the identified areas for development from the inspection and that it was clear that progress had been made across a range of aspects and where action is completed, arrangements are in place to ensure this is maintained. The finalised plan was submitted to Ofsted on 26th April 2016 and was along with attendant actions, subject to consultation and feedback at the 'Getting to Good' seminar on 29th April 2016.</p> <p><b>Target Risk Score:</b> Impact 5 X Likelihood 3 = 15</p>

Failure to deliver the actions identified in the Equality and Inclusion action plan may impact our ability to effectively embed and delivery the equality agenda which could result in the council being exposed to public 'due regard' challenge

Sennette Wroot

<b>Current Risk</b>	<p><b>Current Position:</b> The Year Two action plan is reviewed and monitored by the Equalities Steering Group and Portfolio Holder Deputy Mayor Glyn Jones. The final year action plan is being developed and is focusing more on the outcomes for the borough</p>
<p style="text-align: center;"><b>12</b></p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p><b>Mitigating Actions --</b> We have strengthened the governance arrangements and reviewed membership of the Steering Group to ensure the most appropriate colleagues are onboard and that Directorates are adequately represented.</p> <ul style="list-style-type: none"> <li>- Q4 see's the round up of the updates for the Year 2 Action Plan that was mainly focused on process activity, awareness and embedding. The Action Plan for Year 3 will be more outcome based and will capture activities being delivered and developed throughout the council and with our partners.</li> <li>- Additional assistance will be provided by the Strategy and Performance Unit to support the delivery of the actions;</li> </ul> <p><b>Target Profile -</b> impact 4 x likelihood 2 = 8</p>

DN17 Programme does not deliver the level of savings required and this impacts on the services the council can offer to the public

Simon Wiles

<b>Current Risk</b>	<p><b>Current Position:</b> The Doncaster 2017 Programme outturn position for 2015/16 is £4.21m slippage. This is mostly attributable to Appropriate Assets (£1.23m), Modern &amp; Productive Workforce (£2.17m) and Digital Council (£0.71m).</p>
<p style="text-align: center;"><b>12</b></p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>In order to achieve the savings targets of some projects, it has been necessary to extend them beyond the original deadline of 2016/17. Appropriate Assets £2m re-profiled into 2017/18 and an overall gap of £0.45m. Modern and Productive Workforce £1m now profiled beyond 2016/17. Early Help £1.4m savings profiled beyond 2016/17 which rely on service transformation and other efficiencies. Fleet Management &amp; Pool Cars £0.12m re-profiled into 2017/18.</p> <p><b>Mitigating Actions:</b> Work continues to embed the Digital strategy into the culture of the Council as it is recognised as a key enabler for the transformation of the council.</p> <p>The Implementation Boards, which form part of the Doncaster 2017 governance, have been reviewed to ensure that they are fit-for-purpose as the programme moves forward. In recognition of the continuing work of both the Adults Improvement Programme and the Children's Trust – now outside the DN17 programme – separate highlight reports will go to the Directors' meeting as part of the quarterly challenge and to ensure appropriate assurance.</p> <p><b>Target Risk –</b> 3 x 2 (6)</p>

<b>Current Risk</b>	<p><b>Current Position:</b> For the second quarter running, there have been no data protection breaches reported. Mitigating actions such as training, awareness, targeting where related incidents occur. Due to the nature of this requirement, the target risk will always remain major and possible with mitigating actions required continuously.</p>
<p style="text-align: center;"><b>12</b></p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	

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

Kim Curry

<b>Current Risk</b>	<p><b>Current Situation:</b> A Peer review action plan has been developed and endorsed by the Doncaster Safeguarding Adults Board and significant progress has been made implementing this, including the creation of a multi-agency safeguarding hub to manage all safeguarding cases and clarify safeguarding pathways. The safeguarding board will receive regular reports on the implementation of the peer review actions plan</p> <p><b>Mitigating Actions:</b> A multi-agency guidance document is currently being developed with partners which will provide clear guidance on when the criteria for a safeguarding concern has been reached. This will enable independent providers to make decisions on actions with areas of concern.</p> <p>The Council is currently working to develop local safeguarding policies aligned to South Yorkshire procedures, which will be accompanied by a mandatory training programme for key staff.</p> <p><b>Target Risk:</b> Impact 5 x Likelihood 2</p>
<p style="text-align: center;"><b>10</b></p> <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	

**Risks with a score of less than 10**

Risk Title	Risk Score	Owner
Poorly developed early help services could result in children and young people failing to maximise their opportunities and the council failing to improve or ameliorate health, education and life inequalities across the Borough	9	Damian Allen
Failure to set robust assumptions on pensions deficit recovery and future contribution rate for the 2016 valuation	9	Simon Wiles
Failure to identify and manage Health and Safety risks	8	Peter Dale
Failure to respond adequately to borough emergencies or mitigate effectively against the effects of extreme weather conditions e.g. flooding.	8	Peter Dale
Failure to implement the Council's key borough objectives in partnership	6	Simon Wiles
Low staff motivation/morale and low performance	4	Simon Wiles

## Equalities and Inclusion Plan

The table below outlines the key activity achieved during 2015/16 against the Council's equality and inclusion objectives. The emphasis in year two of our three year plan was focused on embedding equalities into our functions, ensuring staff and members received relevant information and training and that we have robust processes in place to continue to advance equalities. The focus for year three will be structured around achieving the best possible outcomes for local people.

### 1. To provide strong leadership, build organisational knowledge and commitment:

#### *Measures of success we have delivered:*

- Established a new corporate steering group to drive forward the Equality & Inclusion priorities and objectives;
- Developed on-line guidance for members and officers on the requirements of the Public Sector Equality Duty;
- Delivered mandatory training to members;
- Reviewed and strengthened corporate report and writing guidance;

### 2. Evidence based decision making to provide efficient, responsive services that meet the needs of local people improving outcomes and customer satisfaction

#### *Measures of success we have delivered:*

- Show due regard to the three aims of the general duty in our 'due regard' statements;
- Implemented a process to ensure all key decision reports contain a relevant due regard statement that clearly outlines any equality implications
- Spot checks on completed due regard statements to assess quality;

### 3. To know our local communities and understand their needs:

#### *Measures of success we have delivered:*

- Community profiles have been reviewed and updated in light of new data coming available. The profiles now report on demographic information on age, ethnicity and religion at community level.
- Equality factsheets have been published on the data observatory website;
- In Partnership, established the Inclusion and Fairness Forum;
- Developed guidance and support for managers who are undertaking consultation;
- Introducing a standard equality monitoring template across the organisation to generate consistent data;
- Published all strategic needs analysis;

### 4. To bring residents closer to the decision making process so that they help shape and improve service delivery:

#### *Measures of success we have delivered:*

- Launched the Voluntary, Community and Faith Strategy;
- Produce a statement of intent for the Community Engagement Strategy;

### 5. To encourage a diverse workforce in an inclusive and supportive workplace:

#### *Measures of success we have delivered:*

- Published the workforce profile as part of our Annual Equality Report;
- Internal workforce digests published quarterly;
- Policies are compliant with the Public Sector Equality Duty;
- Equalities E-Learning module available for staff;
- Revised the Dignity at work policy;

## Workforce Digest

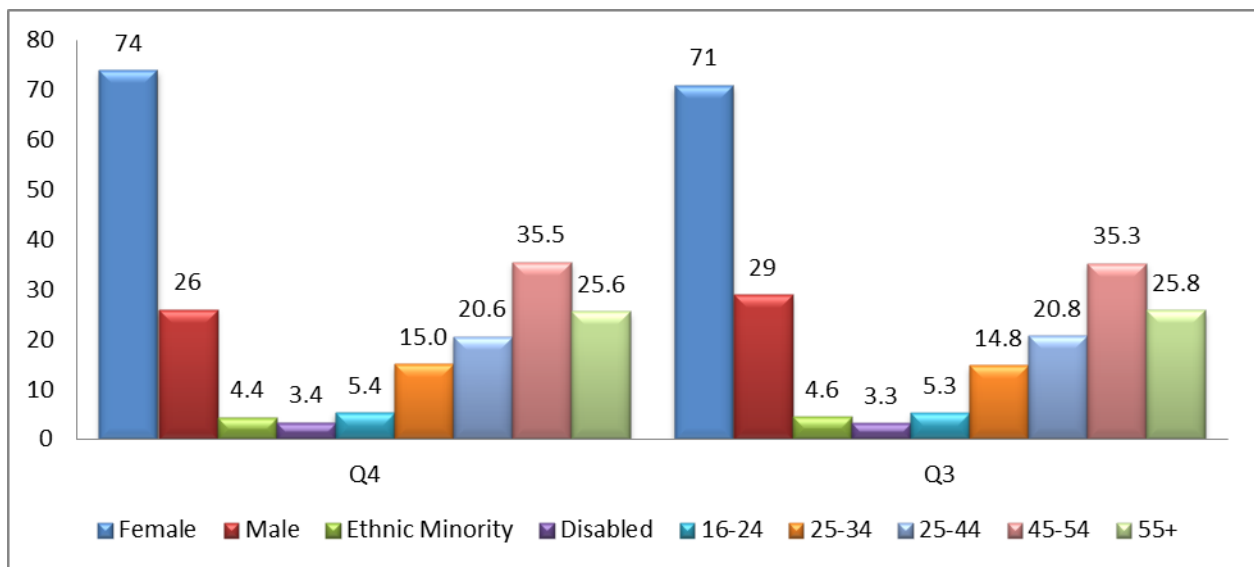
An accurate and up to date picture of the workforce information, trends, and risks is essential to achieving the cultural aspirations that the Council has set out in the Team Doncaster Charter to achieve better people management, engagement and communication and to help develop and deploy people better for the benefit of the whole organisation.

### Top 3 Priority Risk Areas

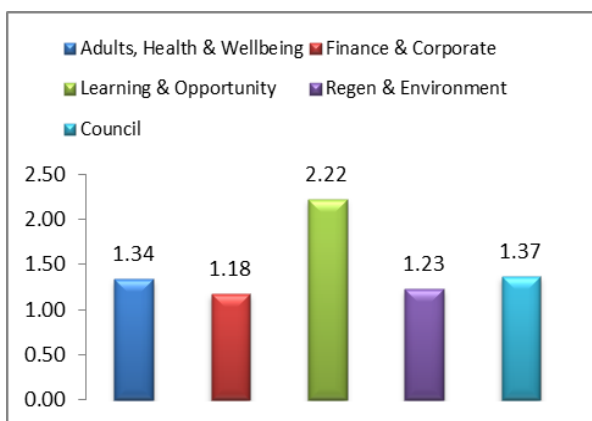
In the last report a number of major and emerging HR and OD risks were identified. These continue to be the same however in some areas there are early signs that action is being taken which is having a positive impact that now needs to be built upon and sustained.

1. **Organisation Stability:** The continued stability as shown in the low turnover (1.37% for the quarter or 5.57% cumulative for the year, compared nationally at 11% pa) and high retention rates (95% with 1 years' service, 84% with 3 and 79% with 5 years) is likely to be presenting the council with significant risks. Although these are normally associated with risk to organisational renewal capacity they are also likely to present a significant risk to the Council's transformation and change agendas, limiting the ability to affect change in the equalities profile, succession planning and meeting future skills needs. There is opportunity to address this at both a strategic level and service level. Areas with an ageing workforce also have the opportunity to integrate this into their workforce plans and should be considering succession.

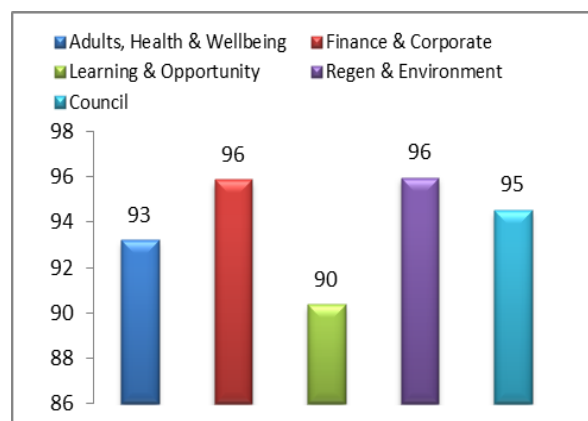
### Council Workforce Profile Compared to last Quarter shown as %



### Turnover Rate By Directorate %



### One Year - Retention Rate by Directorate %

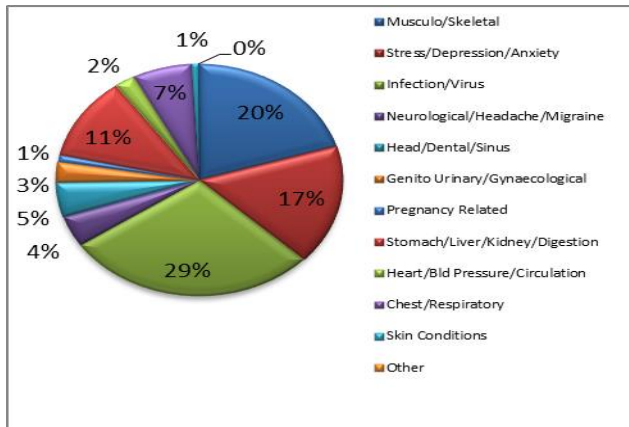


2. **Performance Management:** The continued low level of employee capability cases being recorded as managed (1 case completed during the quarter) is a concern and although there has been a slight drop in the level of completion of PDRs to the corporate target at 95% in this quarter, the increase relative to previous years still does give more assurance that performance management is being undertaken. There still remains a number of areas which are below the Directorate target and all Directorates need to ensure that the emphasis on performance management is sustained and that effective arrangements are in place for new employees and those returning from periods of absence, the completion of any outstanding PDRs and the

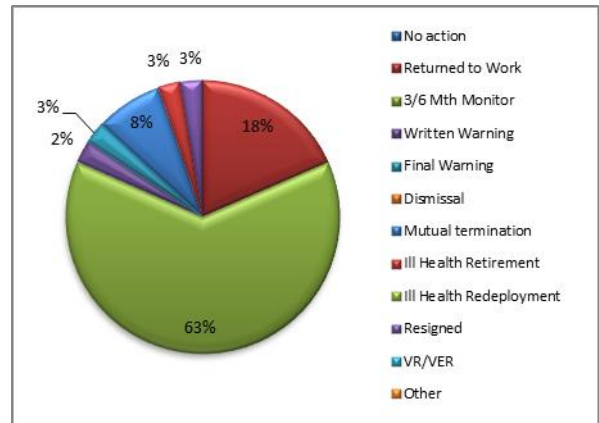
production of development or performance improvement plans for those assessed at level 4 and 5. Completion levels of mandatory training for managers also needs to be addressed as these are below the targets required.

There has been a slight reduction in the absence rate from the last quarter, although the overall rate has now exceeded the corporate target of 8.5 days per fte, with an outturn figure of 9.11 days per fte. That said, there is an overall continued reduction and downward trend year on year. In addition, there has again been improvement in timely actioning of sickness trigger points on the HR portal by some Directorates, although these are not being sustained throughout the period. However, assurance of improvement in this area can also be seen with increasing demand for management development and other people management development activity.

**% Type of Sickness Occurring**



**Managing Attendance Outcomes**



- Additional Workforce Spend:** The reductions seen in the levels of additional spend on agency, casual workers, additional hours and overtime have not been sustained into this quarter and with an increase from 9% back to 10%, with agency increasing by 13%. Whilst previous reductions gave some assurance that this issue is starting to be addressed, until this is sustained and reduced further it will remain as a key risk. The continued high levels of spend at £2.05m and the continued high levels of long term agency (42% are greater than 6 months) would still appear to indicate problems with the balance between the core and temporary workforce which should be used to provide numerical flexibility, expanding and contracting in size to meet fluctuations in demand. The implementation of the modern and productive workforce collective agreement contains new requirements for control of additional spend and Directorates need to ensure that they are complying with both these and working time provisions to address this risk. A greater emphasis on workforce planning, supported by the development of the corporate workforce planning framework will assist with this.

The combination of these 3 risk areas could indicate a culture where workforce management and performance has not been a priority and where change is not effectively achieved at pace. However, in this quarter, progress is continuing to be made and this needs to be sustained along with enhancing the capacity for the organisation to manage change.

**Actions to address and mitigate these risks:**

In the last report a number of actions were identified to mitigate against risk and the focus on these needs to be sustained.

- Corporate development of a strategic toolkit for workforce and succession planning; improving use of workforce data to assist with longer term workforce planning, budget reductions and non-contract spend particularly in areas with an ageing workforce, including creating apprenticeship roles, supporting secondments and talent spotting to develop staff; monitoring of turnover and stability rates to ensure workforce renewal and to inform decisions regarding the skills and qualifications required for the future workforce and addressing any gaps;
- Further training and development for managers to deal more effectively and consistently with standards of employee performance; continued targeting of staff hitting sickness triggers; during restructures to focus more on modern and efficient ways of working to support a digitalised council; continued focus on performance management, management of non-compliance and improving the quality of supervision. Corporate training and development support on emotional intelligence and personal resilience and the impact on other people.
- Better monitoring of agency assignments in particular longer term assignments that are not cost effective. Use of casual workers and targeting those workers with regular or excessive work patterns and employing on a more appropriate balance of temporary and permanent contracts or introducing other types of contract including annualised hours and peripatetic workers.

# CUSTOMER SERVICE PERFORMANCE

Q4 2015/16



## Quarter 4 Highlights

At the end of Quarter 4 25% of services that Doncaster Council offer are now available on-line. In Quarter 4, across the whole authority 20% of interactions were made via on-line channels.



ONE STOP SHOP  
43,004



EMAIL  
8,562



PHONE  
83,024



ONLINE SELF-SERVE  
19,110



ONE STOP SHOP  
AVERAGE WAIT  
10:06



ONE STOP SHOP  
AVERAGE SERVE  
07:09



MY DONCASTER  
APP  
REGISTERED  
USERS



CALLS ANSWERED  
IN 20 SECONDS

69%



CUSTOMER  
SATISFACTION KIOSK



EXCELLENT - 64%  
GOOD - 21%

## COMPLAINTS TO THE COUNCIL

DIRECTORATE	VOLUME	% ANS IN 10 WORKING DAYS
F&C	49	98%
AH&WB	13	100%
R&E	285	58%
DCST	22	41%
LOCYP	4	100%
SLHD	239	96%

## TARGETS

ANSWER CALLS  
20 SECONDS  
ONE STOP SERVE  
TARGET 10.00 MINS

## CUSTOMER COMMENTS

"VERY POLITE"  
"VERY EFFICIENT SERVICE"  
"QUICK & EASY"  
"VERY GOOD CUSTOMER SERVICE"

## FREEDOM OF INFORMATION REQUESTS

DMBC - 314

96%

ANSWERED IN  
20 WORKING  
DAYS



DCST - 25

95%

## DATA PROTECTION REQUESTS

DMBC - 8

88%

ANSWERED IN  
40 WORKING  
DAYS



DCST - 15

53%

"Customers Are Our Business and Define our Success"



## Appendices Contents

### Appendix B - Virements in Quarter 4

Reason	Directorate	2015/16 £
<b>Amounts approved by Portfolio Holder £0.25m to £0.5m</b>		
1	CYPS contingency for special placements	410,570 -410,570
<b>Amounts proposed for Cabinet approval up to £0.50m</b>		
1	Use of MRP budget to fund the one-off payments made in January 2016 due to the Modern & Productive Workforce changes.	Adults, Health & Wellbeing 615,410 Finance & Corporate Services 503,930 Learning & Opportunities for Young People 232,640 Regeneration & Environment 1,015,710 Council Wide Budgets (2,367,690)

## Appendix C – Carry Forwards and Use of Underspends

### 2015/16 Carry forwards (paragraph 39)

		£'k
<b>Learning &amp; Opportunities - Children &amp; Young People</b>		
Learning and Achievement - SEN Reform Grant	Grant provided to support implementation of the new SEN code of practice (statutory duty - improving outcomes for vulnerable children). The implementation plan has been revised as work has progressed. It has been identified that additional assessments are required for the cohort of children to be reviewed and funding needs to be extended for 3 SEN Officer posts until March 2017. This cannot be met from the 2016/17 SEN grant allocation, which is fully committed towards increased work recently set out by the Government for under 5's and post 16 SEN children.	73
<b>Regeneration &amp; Environment</b>		
Waste & Recycling - Holmes Depot	To use £15k of underspend on the waste depots budget to undertake remedial work on site prior to hand back to Assets. SITA have fully moved out of Holmes Depot and Waste & Recycling are in the process of handing the site back to Assets. To do this, there needs to be some remedial work on the site, for which a quote was obtained. Work was hoped to be completed in 15/16, however due to planning complications the work for this has not yet started.	15
Highways Operations - North Bridge Office refurbishment	Projected surplus from Highways Operations to be committed to the refurbishment of block A meeting room/training room 1 and offices. It was agreed this was to be done in 15/16, furniture has been purchased in 15/16 but the works have not yet started because PBM were unable to do the work due to schools commitments.	20
<b>Finance &amp; Corporate Services</b>		
Human Resources - Scanning of HR records	Received additional monies 15/16 from Corporate Support funding to fund significant volume of scanning of HR records held in Copley House. Received £70k and spent £55k. This has virtually been cleared. Use of remaining £15k to be spent in 16/17 to enable this to be completed and for the same work to commence at sites in Balby and Thorne (this could not be done during 15/16 due to lack of access to site (Thorne) and poor condition of the building and records (Balby).	15
<b>Overall Total</b>		<b>123</b>

### 2015/16 balances transferred to earmarked reserves (paragraph 40)

		£'k
<b>Adults, Health &amp; Wellbeing</b>		
Public Health	Non-Discretionary - Public Health grant is ring-fenced to meet relevant outcomes. The Council is completed a government return confirming that the whole of the Public Health Grant.	264
Communities	Stone Wall Campsall Country Park - Restoration of Bridge - Drawn from general contingency and to be a non-discretionary carry forward.	50
Communities	Sport England Community Action Fund Grant - Development of "Let's get active Doncaster" programme.	39
Communities	Weight Management - professional activity programme - Health Contribution	10
<b>Learning &amp; Opportunities – CYP</b>		
Parent Partnership Service	Independent Support ring-fenced grant - funding a post in 2016/17	21
CAMHS	"Doncaster CCG via a section 256 agreement allocated funding from ring fenced grant "CYP Local Transformation Plan – future in mind"	

<b>Regeneration &amp; Environment</b>		
Planning - Large Sites Infrastructure Programme Capacity Fund	This is a non-ringfenced CLG grant from Homes and Communities Agency's Capacity Fund to provide resources for taking forward the DN7 project. The award is dependent on reassurance from the HCA that satisfactory progress is being made against the appropriate delivery milestones which were agreed with the HCA local team. The earmarked reserve was created at the end of 2014/15 for the purpose of carrying forward underspends against this grant to use to support DN7 as the programme progresses. The total allocation for 2015/16 was £87k.	68
Play Equipment Maintenance	Developer payment for ongoing inspection and Maintenance of open space at Old Road/St Andrews Road Conisborough (located on HRA land). To be utilised over a 15 year period from 16-17	15
SY Motor Trade Partnership	South Yorkshire Motor trade partnership was set up over ten years ago by the South Yorkshire Joint Trading Standards Committee. This is a statutory committee set up on the abolition of the South Yorkshire Authority in the 1980's. The Committee is in place to ensure a consistent approach to Trading Standards issues across the four South Yorkshire Authorities. Members pay a yearly subscription between circa £300 and £1000 per year to be part of the scheme. The money is administered by ourselves on behalf of the elected councillors who represent their respective authorities, in real terms it belongs to all four authorities not just Doncaster. The money pays for the wage of the allocated officer all paperwork, publicity, focus group and training events including an annual awards ceremony.	14
Proceeds of Crime Act	Proceeds of crime monies. The Act through its Asset Recovery Incentivisation Scheme enables the police and other enforcement bodies, like trading standards, to recover the criminal assets of those people living off the proceeds of crime. The service does not have an accredited financial investigator and has to outsource this to another authority. In this instance these monies are from a prosecution of a seller of counterfeit product and the service have signed memorandum of understanding. The Home Office specify that the ARIS payments should be used to further drive up performance on asset recovery and, where appropriate, to fund local crime fighting priorities for the benefit of the community.	15
DECC Central Heating Fund grant	Revenue grant to cover administration costs for Sheffield and Doncaster for the period April to June 2016 and the Sheffield University project evaluation of £11.4k to be paid in 16/17.	32
Pathways to Traineeships SFA	£130k SFA funding was allocated to the Council with a condition that it must be concentrated on expenditure to support the Internal Learning Programme and Care Leavers Programme by 31st July 2015. There is a £97k underspend against this allocation and despite numerous attempts by the SEPI team to discuss this with the SFA it has not yet been made clear whether the balance is to be repaid. It would therefore be prudent to carry forward the underspend so that the funding is available if this becomes the case.	97
<b>Total</b>		<b>815</b>

#### **Allocation of Underspend 2015/16 in 2016/17 (paragraph 41)**

		<b>£'k</b>
<b>Adults, Health &amp; Wellbeing</b>		
Museum Service – In year - donations & disposals, Healthy Lifestyles	This money has been specifically donated in 2015/16 by the public to assist the Museums - Cusworth Hall, the Museum & Art Gallery and the museum collections. We would seek to spend £5,000 on the additional funding required to support an extra apprentice for the Walled Garden/Park at Cusworth, £2,700 to support our 10% of funding for a grant-funding cataloguing post and £4,300 on specialist packaging materials to support the work of the temporary Curatorial Assistants who will be working to catalogue and better care for the	12

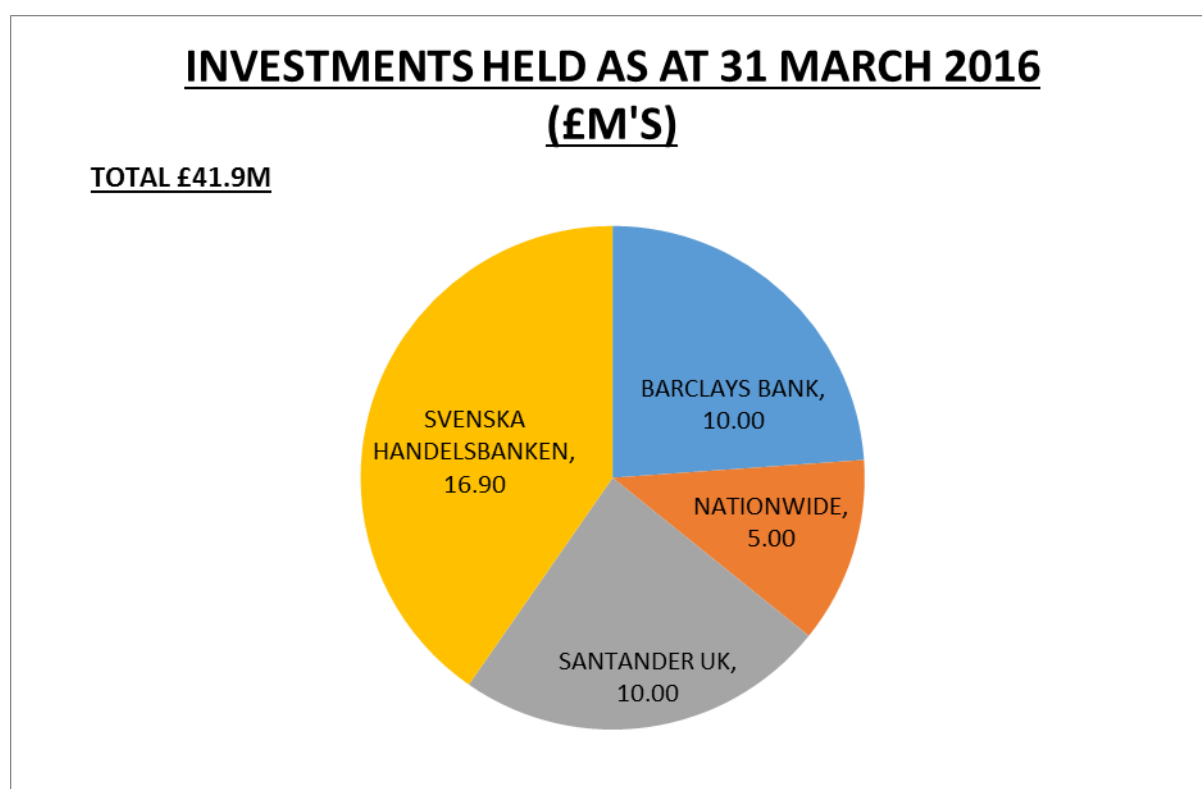
		£'k
	archaeology and natural science in line with Internal Audit instructions collections	
<b>Learning &amp; Opportunities – CYP and Regeneration &amp; Environment</b>		
Education Foundation	Phase 2 of the Education Foundation commissioned work - A programme of work to rethink the future of education, employment and business - for skills, growth and the future of young people in Doncaster.	85
<b>Regeneration &amp; Environment</b>		
Planning - Local Plan Evidence Base Reports	The Local Plan is committed to have several consultants reports prepared to be included in its evidence base (i.e. flood risk, CIL, green belt review). Though £60k of funding has been identified, together these reports and supporting advice are expected to cost approximately £112k creating an overspend of £52k that is being requested to be carried over from the Planning Application income underspend of £321k.	52
Passenger Transport - Swimming	The swimming service has in the past generated a surplus (£64k in 15/16). Due to increased coach hire costs many schools no longer wish to use the service and so it is no longer viable to provide it. Following a portfolio holder discussion the service will be maintained until September but this will be at a cost of £21k for which one-off funding is needed.	21
<b>Finance &amp; Corporate Services</b>		
Benefits/Financial Assessments	Funding for temporary Change/Development Officer post (grade 8) to support with Adults Change Agenda and additional temp Financial Assessment Officer (grade 6) for data cleansing/migration to CareFirst system.	54
Benefits HB/CTR	To fund overtime/additional hours for processing team based on 15/16 actuals to help manage workload and maintain reasonable processing times. Previously funded from New Burdens funding but none expected in 16/17. Base budget for these areas removed December 15 for Customer Services savings.	50
Benefits HB/CTR	To fund a temporary Change / development officer (Grade 8) to support work required with the Digital Council programme.	30
Benefits Universal Credit	To use the additional monies received from DWP to fund additional personal budgeting support for Universal Credit clients, this is done via contract with CAB.	55
Coroners - additional spend on prison deaths	The Coroners Service received extra DoLS funding of £90k in 15/16 has been underused by £21k due to the Assistant Deputy Coroner posts not being filled until February 2016. Will be used to offset expenditure resulting from seven deaths in prison that due to changes in legislation will all require inquests in 16/17.	21
<b>Total</b>		<b>295</b>

## Appendix D - Treasury Management Update - Quarter 4 2015/16

1. The outturn for Treasury Management is an underspend of £1.1m. This has been achieved by taking advantage of the lower than forecast long term interest rates, which have fallen in line with the falling oil prices and to reflect that the next interest rate increase is likely to be later than previously forecast. This is an increase of £0.2m from Quarter 3. Planned borrowing of £3m was not taken as cashflow didn't require it.
2. The under spend has been predominantly achieved by being under borrowed and delaying external borrowing as long as possible. DMBC is currently £73m under borrowed which is a key contributor to the under spend. If the £73m was borrowed at 4% there would be an additional external interest cost of £2.9m per annum.

### Investment

3. The investment portfolio can be seen in Figure 1. The balance has reduced by £33.5m since last quarter to £41.9m. The reduction was planned, as short term investments matured to cover the increased cash out flow that happens in the run up to the financial year end.
4. **Figure 1: The following chart summarises the Council's investment portfolio as at 31<sup>st</sup> March 2016.**



5. The average interest rate on the investment portfolio year to date is 0.69% against a benchmark target of 0.36%. As the Council is under borrowed to minimise risk and borrowing costs, all investments were made up to a maximum of 12 months, which reduces the level of interest rates available. Investment rates in general have reduced significantly over the last 24 months as a result of the Governments Funding for Lending scheme which provides banks with liquidity at extremely generous rates, reducing their reliance on obtaining funding from the rest of the market and thus driving rates down.
6. Officers can report that no investment limits have been breached during the financial year 2015/16.

## Borrowing

Figure 2: The following table summarises the Councils forecast Debt Portfolio as at 31<sup>st</sup> March 2016.

<b>DMBC Debt Portfolio and Maturity Profile as at 31<sup>st</sup> March 2016</b>				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	7.80	34,586
12 to 24 Months	50	0	2.75	12,187
24 Months to 5 Years	50	0	9.15	40,560
5 Years to 10 Years	75	0	7.03	31,161
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			73.27	324,688
40 Years to 50 Years				
50 Years and above				
<b>TOTAL</b>			<b>100.00</b>	<b>443,182</b>

7. During the 2015/16 financial year the Council had a borrowing requirement of £65.2m. £21.3m in new external borrowing to support the Capital Programme and £43.9m to replace loans maturing during the year. A reduction of £10.2m from Quarter 1.
8. Short and long term interest rates at historically low levels still offer opportunities for both shorter term borrowing and for locking in to long term historic low rates. We therefore targeted advantageous rates over the whole range of rates while applying a maximum borrowing rate of 4% for all new lending taken out during the year. Of the £62m borrowed £52m was over terms between 45 and 50 years, bringing additional stability to the portfolio, whilst locking into historically low long term rates.
9. The debt portfolio of £443.2m can be seen in Figure 2.
10. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 3rd March, 2015, have been breached during this financial year.

## Risks

11. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 3<sup>rd</sup> March, 2015.

## General Banking

12. Lloyds Banking Group was awarded the contract to provide DMBC with general banking facilities from 1st January, 2016. This followed Cooperative Bank putting us on notice that they will cease to support Local Authority Banking from 31/03/16, despite having a contract until 2018. A project team was established and the majority of accounts have now been successfully transferred to Lloyds Bank. It is planned that all Coop Bank accounts will be closed by end June 2016. In the meantime Cooperative Bank are continuing to provide basic support.
13. In addition to providing budget savings for the next 7 years, the move has provided the council with an excellent opportunity to review all our banking arrangements and we are working closely with Lloyds Bank to implement significant improvements to our banking efficiency and ensure that our banking is as cashless and paperless as possible.

## Appendix E - Capital Programme New Additions Quarter 4 2015/16

	Funding Source	New Addition 2015/16 £m	New Addition Total £m
<b><u>Adults, Health &amp; Wellbeing</u></b>			
<b>Communities</b>			
Museum and Art Gallery Security Improvements	Arts Council Grant (plus existing approved Corporate Resources)	0.00	0.04
<b>Adult Social Care</b>			
Brain in Hand Autism	Autism Grant	0.00	0.02
<b>Total Adults, Health &amp; Wellbeing</b>		<b>0.00</b>	<b>0.06</b>

<b><u>Finance and Corporate Services</u></b>			
<b>Customers, Digital &amp; ICT</b>			
Social Care Case Management System – Moved from Adults, Health and Well-Being, commonly known as CareFirst system	Earmarked Reserve and Corporate Resources	0.23	0.93
<b>Total, Finance and Corporate Services</b>		<b>0.23</b>	<b>0.93</b>

<b><u>Learning &amp; Opportunities: Children &amp; Young People</u></b>			
<b>Learning &amp; Achievement</b>			
DSG funding for safeguarding and access schemes at schools (e.g. reception security/fencing/toilets). £1m approved by Secretary of State and School Forum for spend in 15-16 however due to timescales resource swapped with 15-16 expenditure for spend in 16-17.	Dedicated School Grant	1.0	1.0
<b>Total Learning &amp; Opportunities: Children &amp; Young People</b>		<b>1.0</b>	<b>1.0</b>

<b><u>Regeneration &amp; Environment</u></b>			
<b>Environment</b>			
Multihog road planer, gritter, snow plow equipment and other ancillary equipment including stump grinder to facilitate all year round operations for the undertaking of preventative road maintenance repairs, permanent road patching, pothole repairs and to support the provision of winter services.	Earmarked reserves		0.15
Pothole Action Fund - funding for permanent pothole repairs or resurfacing to help prevent potholes from forming, funding to complement, rather than displace, planned highway maintenance expenditure in 16/17.	Un-ringfenced DFT grant		0.25
<b>Total Regeneration &amp; Environment</b>		<b>0</b>	<b>0.40</b>