

To the Chair and members of the Overview & Scrutiny Panel

Finance and Performance Improvement Report: 2016/ 17 Quarter 1

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 2016/17 budget and progress towards outcomes set out in the corporate plan.

Financial Position: £2.8m projected overspend

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

- At quarter 1 the Council is forecasting a year-end overspend of £2.8m. This includes Children's Trust £1.8m overspend and Regeneration & Environment £2.6m. These overspends are offset by £3.1m one-off underspends including Treasury management £2.3m. The projection includes the expected delivery of £36.3m savings towards the £40.2m target, leaving a shortfall of circa £3.9m mainly on Assets programme which is included in the Regeneration and Environment outturn figure shown above and Digital Council savings allocated to Directorates. Further details are provided in paragraphs 18 - 19 and Appendix A.
- The overall performance of our service measures is good with 89% (41 out of 46) exceeding or close to local targets, this is similar to the previous quarterly figure of 89%; more detail explaining this is provided in paragraph 20. We have the highest employment rate in 11 years, the time taken to process new council tax support claims is achieving target and 65% of our spend is with local providers. Measures that are further from our local targets are Direct Payments, Care leavers in education, training or employment, sickness and channel shift to online 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 Financial Officer, Chief Executive and Portfolio Holder detailed in paragraph 28 and Appendix B;
 - Note the new charges as detailed in paragraph 29 and note the change to the charge approved in the 2016/17 budget detailed in paragraph 34;
 - Note the new additions to the Capital Programme, as detailed in Appendix D.

AREAS PERFORMING WELL

Average number of days to process new claims

- Council Tax Support

24.78 - DAYS

(Target 25 Days)



BIG POWER SWITCH

£34.5K saving



= £300

average saving per household

95.6 %



of invoices are paid within 30 days

(Target 95%)

Employment Rate is

72%



HIGHEST RATE IN 11 YEARS,

equalling Yorkshire & Humber average %

65%



OF SPEND IS WITH LOCAL PROVIDERS

(Target 60%)



16 to 18 year olds who are not in education, employment or training (NEET's) is

4.5%

(better than the target of 6%)

AREAS FOR IMPROVEMENT

18.8%

of people using social care who receive a direct payment



(against a target of 20%)

Sickness - Whole Authority

9.85 DAYS



(against a target of 7.90%)

39% Care Leavers in Employment Training & Education

(against a target of 45%)

BELOW NATIONAL AND REGIONAL AVERAGES



82%

of Childrens Case File Audits requiring Improvement or better

(AGAINST A TARGET OF 95%)

20%

channel shift to on-line services by Doncaster Residents



(against a target of 40%)

Deliver 2016/17 Savings

£36.3m



(90% of Target)

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

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

1. Doncaster's employment rate is now on a par with Yorkshire and Humber (72.2%) and the gap with the England average has narrowed to 1.9 percentage points, this is the highest rate for at least 11 years and an increase of 4.1 percentage points compared to the same time last year. The number of residents in highly skilled occupations is at a record high – rising to 36% from 32.6% the same time last year. 50,000 residents (aged 16+) are now in highly skilled occupations which include managers, directors, science, health, social care teaching, research, engineering, technology, business and media professionals. There is still some way to go close the overall gap with the Yorkshire & Humber average (40.1%) and the England average (44.9%) and there remains some uncertainty in national economic projections, but this is indicative of positive progress.
2. 63.6% of Doncaster pupils are accessing good or better education in our schools (as reported by Watchsted). Doncaster remains towards the bottom of the national league table. Improvement is though limited as is dependent on Ofsted's programme of inspections. The recommendations by the Education and Skills Commission will be finalised in Q2 2016/17 and 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

3. The transformation plan for Adults, Health and Well-being is being implemented through Immediate Business Improvement (IBI) projects and supplemented through the work of 'EY' to develop longer term transformation plans which will be finalised by the end of August 2016. There has been some improvement seen particularly on admissions to long term care for older people and the number of people in long term care. The number of admissions in Q1 is 98 higher than the target of 83 but lower than the quarterly average of 126 for 2015/16. There are still concerns about the impact continuing healthcare (CHC) related funding changes, have on the level of admissions. The IBI project for CHC is implementing measures to address this situation. The reduction in admissions is having an impact on the overall number of people receiving long term care which is now 1,472 and projected to decrease further in 2016-17. Current information suggests that the forecast spend for 2016/17 will be within budget and the £0.8m savings target will be delivered; this will be closely monitored throughout the year. This forecast is based on the current number of placements 1,472 (411 full funders & 1,061 Council paid or part contributions from clients/CHC) decreasing to 1,396 by the year-end, slightly higher than the budgeted target of 1390.
4. The Childrens Trust continues to report reasonable performance overall but some key indicators are off track and they are currently projecting a £2.4m overspend mainly on placements (£1.8m for the Council based on the risk share agreement). The percentage of Children in Need (CIN) children with an open and current plan is performing at 86% against a target of 95%. Moreover the quality of case files still remains an issue with 82% reported as good or better against a 95% target.

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

5. During Q1 there were 113 new homes built (council and private sector providers), slightly less than the same period last year and 17 affordable homes were completed achieving our local target. The latest recycling rate figures are performing at 43% compared to a target of 35% and 99.8% is the percentage of waste collections (black, green, box, trade, trade recycling and clinical) that were completed on the scheduled collection day this is slightly below the target of 99.9%. Over 3.5 million collections were made in Q1.

- The proportion of people with Fly tipping collection within 5 days is performing at 60% compared to an 80% target. There have been nearly 3000 incidents in the period and a focus on dealing with an older backlog of cases which has already seen an improvement in performance and this will continue in Q2 16-17. Grass cutting was slightly behind target at 73% (target 80%); actions are in place to bring this service back to acceptable levels including new machinery, recruitment and training.

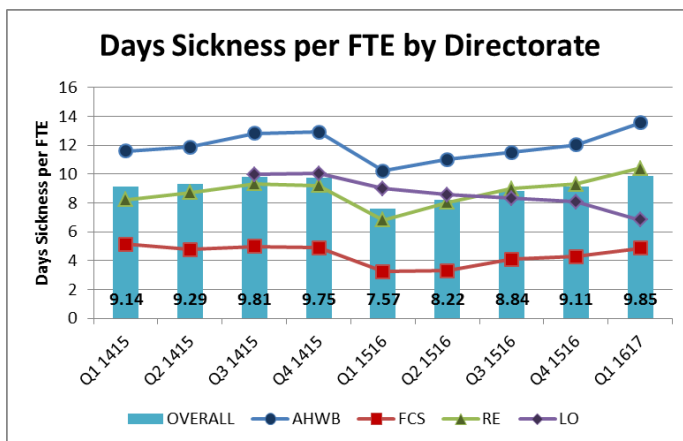
Outcome 4: All families thrive

- 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. So far the programme has supported 780 positive outcomes for families across Doncaster. However the Stronger families’ case management system is not yet embedded and may prevent our ability to maximise claims to DCLG later in the programme.
- Both the average number of days to process a new housing benefit claims and new council tax support applications are both achieving the target of 25 days.
- Care leavers in Employment Training and Education is low at 39% and is lowest regionally and lowest quartile nationally. Furthermore persistent absence for our children in care at a secondary level has improved but remains a concern at 9.8% compared to a target of 6.9%.

Outcome 5: Council services are modern and value for money

- Outcomes from this quarter’s workforce digest have identified a number of HR and OD risks specifically 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.

- Overall Council sickness is 9.85 days lost per full time employee, compared to a target of 7.9 for Q1. This has deteriorated for four consecutive quarters and some of the highest directorate sickness levels for a couple of years, particularly Adults Health and Well Being showing 13.55 days against a target of 9.5 days.



- Council tax arrears reduced by just under £2m compared to a target of £1.4m and Business tax arrears reduced by £2.3m well above projected target of £850k. We continue to pay 95.6% of invoices within 30 days, meeting the target of 95% and although slightly reduced from last quarter, 65% of local authority spend is with Doncaster companies against a target of 60%.
- There is a delay in the assets programme which shows a projected shortfall of £0.9m savings this year although it is expected to deliver some of the savings in future years there may be a shortfall overall that will need to be re-profiled.
- The percentage of channel shift to on-line service is 20% against a 40% target, with no movement since previous quarter despite comprehensive marketing. This may have an impact on our ability to achieve savings in this area in the future and the Digital Council Programme is currently projecting a £1.1m shortfall.

15. The number of complaints answered within 10 working days is showing lower levels for Regeneration and environment and the Childrens Trust with performance at 58% and 41% respectively. Further detail is provided in the customer services section of appendix a.
16. There are a number of service areas that are projecting overspends on transport budgets; over £0.6m in Passenger Transport, £0.3m Day Services transport of which £0.2m relates to a forecast shortfall on income and £0.1m for Streetscene transport which collectively flag an issue for concern.

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

17. 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 Commissioning project will implement the 'commissioning' recommendations of the Activist report, as agreed by Executive Board. The overall objective of this project is to deliver continuous improvement in the Council's approach to commissioning.

FINANCIAL POSITION

18. The projected outturn position for the Council is £2.8m overspend. However, this includes circa £3.1m one-off underspends which will not be available in 2017/18 to offset the pressures. It is important that overspends are reduced and planned savings delivered to outturn within the 2016/17 budget and prepare for 2017/18. A summary of the outturn position is provided below:

	Gross Budget £m	Net Budget £m	Total Variance £m
Services			
Adults Health and Wellbeing	147.2	82.1	1.1
Learning & Opportunities - Children & Young People (Includes Children's Services Trust £1.8m overspend)	82.7	45.2	1.8
Finance & Corporate Services	124.7	19.1	-0.1
Regeneration & Environment	125.2	37.9	2.6
Total Services Budgets	479.8	184.3	5.4
Council Wide			
General Financing/Treasury Management	7.9	7.9	-2.3
Council-wide savings targets	-1.2	-1.2	0.5
Other Council-Wide	-6.2	16.1	-0.8
Subtotal	0.5	22.8	-2.6
Levying Bodies	18.0	18.0	0.0
Business Rates	0.0	-125.4	0.0
Subtotal	18.0	-107.4	0.0
Total General Fund Services	498.3	99.7	2.8

19. A summary of the major variances are provided below, with further details in Appendix A:
 - a. The Adults, Health and Wellbeing Directorate is undergoing transformational change to modernise the service through a number of immediate business improvements and longer term projects. The majority of these are on track and progressing well, delivering the changes required and substantially achieving the 2016/17 £5.0m

savings target set. There are three areas of pressures leading to the current overspend position forecast at £1.1m for the 2016/17 financial year. The main areas of overspend are;

- i. Digital Council savings allocated to the directorate totalling £0.7m, where the financial benefits of service changes will not be achieved immediately and needs work to determine if the allocated amount is actually achievable within the programme,
 - ii. The community equipment budget is under increasing pressure with a £0.3m forecast overspend for the year, with additional pressures arising as a result of keeping people out of residential homes, and
 - iii. Day centre provision is showing an overspend position of £0.4m of which £0.3m relates to transport (£0.2m shortfall in transport income).
- b. Learning & Opportunities – CYP – The £1.8m projected overspend is the Council's share of the Children's Trust projected £2.4m overspend which is mainly on care ladder/placements and agency costs. We are working with the Trust to fully understand the pressures and potential options to reduce the projected overspend. LO-CYP will also be working with managers in Regeneration and Environment on the £0.6m passenger transport projected overspend mentioned below.
- c. Regeneration & Environment – £0.9m shortfall against the Appropriate Assets savings target of £2.4m in 2016/17, passenger transport £0.6m and £0.5m overspend on construction services due to income targets not being achieved. Action is being taken to improve the projected outturn position including general limits on expenditure, closer management of the budgets and work with LO-CYP on passenger transport.
- d. Council-Wide – Underspend on centrally held items of -£0.8m, these are mainly one-off items including -£0.3m arising from £28m prepayment of pension deficit contributions, £0.2m final distribution of shareholder funds for Digital Region Limited and £0.2m New Homes bonus funding. Projected underspend on Treasury Management of £2.3m, this includes £2.5m interest savings on loans taken out by the Council. There are several reasons for the forecast underspend on interest which include:
- An expectation when setting the original budget that the under-borrowed position could be reduced during the year by taking out more borrowing. This was based on the forecast that interest rates would increase during the year. This has not happened as interest rates remain low.
 - Lower interest rates than expected on new loans.
 - Delaying the timing of new loans to take advantage of lower rates.
 - Lower than expected borrowing for capital schemes.

It is difficult to accurately allocate specific savings to these specific areas. The savings in interest payments are partially offset by a projected shortfall of £0.2m on investment income due to reduced interest rates being available post Brexit. The Modern & Productive Workforce programme is forecasting a shortfall of £0.5m in 2016/17, although this will be delivered in future years.

COUNCIL PRIORITIES – PERFORMANCE

20. The following paragraphs provide a summary of progress against Corporate Plan outcomes. Performance is on track or close to target for 89 per cent (41 out of 46) of our service measures which is similar to the previous quarterly figure of 89%. 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) Newly released data shows that Doncaster's employment rate for 16-64 year olds has risen 1.7% to stand at 72%. This is the highest rate for 11 years and an increase of 4% points compared to the same time last year. Doncaster's employment rate is now on a par with Yorkshire and Humber (72.2%) and the gap with the England national average has narrowed to 1.9% points. It is also the highest in South Yorkshire and a clear narrowing of the gap against national average when compared to previous year's position.
- b) Latest national data shows that at 5.6% our private sector employment growth looks positive with a net increase of 2,200 jobs. The average weekly wage rate at £465 is £15 less than the average Yorkshire and Humber rate and £67 less than the national average but the long term trend is positive and although fluctuating is closer to the regional average than 10 years ago. The number of residents in highly skilled occupations rose a further 3% points to 36%, equating to 50,000 residents, but this is still behind the Yorkshire & Humber (40%) and the national average (45%). The establishment the national college for high speed rail College will help address this.
- c) 11.8% of 16-64 year olds claim out of work benefit claimants and this is higher than the Yorkshire and Humber rate of 10.2% and national average of 8.7%. In Q1 29 people who are registered with our Ambition Programme sustained employment for 6 months. The programme is aimed at assisting people in their journey to sustained employment and currently has 202 individuals enrolled.
- d) The total of new FTE jobs created through the support of Business Doncaster in Q1 stands at 112 which is behind the Q1 target of 200, however the pipeline of new jobs remains relatively strong for the year.
- e) 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. The percentage of retail and retail service units occupied in the core area dropped remained stable at 87.9%. It is though anticipated that this will fall due to retail changes in the Frenchgate Centre.
- f) The 'Great Yorkshire Way' link road to Robin Hood Airport, which opened on the 29th February is providing better links from the M18 and also improved access to the iPORT multi-modal logistics site and Airport Business Park and 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, we are awaiting 2015/16 data. 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.
- g) 63.6% of Doncaster pupils are accessing good or better education in our schools (as reported by Watchsted). Doncaster remains towards the bottom of the national league table. Improvement is though limited as is dependent on Ofsted's programme of inspections. Updated attainment results are due in Q2. The number of 16-18 year olds who are not in employment, education or training (NEET) remained stable at 4.5% (448) and is 2.3% drop for the same period last year. Links with the Stronger Families programme along with increased connectivity with schools and career professional network, and the Enterprise Adviser initiative has contributed to supporting young people to identify appropriate choices. Our apprenticeship profile exceeded the mayoral target of 1000 apprenticeship starts with 1066 new apprentices created since 2013. 35 of our 90 internal apprentices gained level 3 or above qualification. This was slightly behind the Q1 target of 42 but the Awarding Body is scheduled to assess 5 further learners early July.

- h) The independent Education and Skills Commission has finished its evidence gathering and as part of its review, is now formulating its final report which will be launched on the 14th September at the Keepmoat Stadium. The purpose of this review is to shape a future education and skills system that works for the people of Doncaster and local businesses.

Red measures

- Number of Apprentices completing a level 3 or above qualification as part of the council's internal apprenticeship programme
- Total new, FTE jobs, created through Business Doncaster, which have a life expectancy of at least 1 year
- Overall investment gained (into and within Doncaster) with the support of Business Doncaster

Next steps...

- Review of business investment through to end of year – Business Doncaster
- Doncaster Education and Skills Commission – final report September 2016
- Local Arrangements Supporting School Improvement (LASSI) meeting scheduled with Regional HMI Officer mid July

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 is being implemented along with the longer term business plans for our transformation priorities which were shaped with the support of our improvement partner Ernst & Young. Together, these form part of a full end to end review and redesign of the adult social care pathway.
- b) There was a rise in admissions to long term care for older people with 98 admissions in Q1 as a result of higher than target admissions in April and May. Both the Residential Care Panel and the Adults Health and Well-being improvement Board continue to focus on this area to ensure appropriate admissions. 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) There were 504 (18.8%) ongoing direct payment agreements in place as at 30th June 2016. A joint management action plan has been prepared to tackle this issue and increase take up of direct payments and to improve the pathway for people choosing this as an option to receive their personal budget. This will embed direct payments as a default within assessment and care management, and strengthen support to people who wish to receive a direct payment. It is recognised other immediate business improvements will ensure that the focus on personal budgets and direct payments is increased, to improve figures through the year.
- d) The health outcomes of people in Doncaster are generally poorer than the national average. Child obesity (age 10-11) at 34% is higher than national and regional levels. Research is underway and an Obesity Alliance is currently being established and a draft work plan is also in development. Performance measures on drug treatment performs under target in Q1 but NHS health checks for the 40-74 population achieved the Q1 target level.
- e) Overall the Childrens Trust continues to report reasonable performance overall. Regular review meetings continue to manage and monitor performance. The quality of work remains a high priority as identified through the case file audit programme, a process that was commended by the recent LGA Review. Performance though is currently below target at 82% (target 95%). 87% of children in need cases were reported as having an 'open/current' plan, which rises to 91% with the inclusion of 'drafts'. This is a key area of

focus. The number of repeat referrals to Childrens Services rose in Q1 to 24% and further analysis is planned by the Trust as this measure is indicative of the affectivity of the initial intervention received.

- f) Those households who took part with the Big Power Switch saved an average of £300 per household. A total saving of £34k in Q1.

Red measures

- Proportion of all in drug treatment who successfully completed treatment and did not re-present within 6 months (per cent).
- Permanent admissions to residential and nursing care homes per 100,000 population
- Percentage of children's case file audits rated requires improvement or better

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 work on development of obesity work plan, research and establishment of Obesity Alliance
- Children in Trust review of Children in Need open and current plans and increase in re-referral rates

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

Where are we now...

- a) There were 113 new homes built in Q1 (council and private sector providers) which is down on the same period in the previous year and work is underway to establish the factors behind the reduction, with early indication that this reduction is from private developers contribution. The affordable housing programme for 2016 remains on track with 17 council built properties completed in Q1 as per forecast/target level. A slight reduction in the number of reported empty properties resting around 3500 based on council tax figures.
- b) The average recycling rates for household domestic waste at 43% is higher than the same period for previous 2 years. At 81% reported litter and detritus levels are just above target, recently purchased new machinery will further improve the overall levels for detritus across the borough. Nearly 3000 new cases for dumped rubbish were recorded in Q1; this coupled with the clearing of older outstanding cases resulted in 60% being cleared within 5 days, however improvements are taking place and performance is improving and complaints have decreased. 99.8% of collections were reported as complete on the schedule day for Q1, which was slightly below the 99.9% target. This figure includes all waste collections (black, green, box, trade, trade recycling and clinical), which amounted to over 3.5 million collections in total over the last 3 months.
- c) Grass cutting was slightly behind target at 73% (target 80%), actions are in place to bring this service back to acceptable levels including new machinery, recruitment and training.
- d) Latest carbon dioxide (CO2) omissions data has recently been released, reporting Doncaster at 7.1 tonnes, a reduction of 0.6 tonnes from 2013 and 2.4 tonnes (25%) over the last 9 years. Deployment of solar PV on council owned homes and buildings contribute.
- e) The condition of our principal and non-principal maintained roads remains good and exceeds the 98% targets. The quality of roads is determined by the industry standard SCANNER survey which assesses the surface condition / maintenance of our roads. It is our maintenance strategy to retain these road networks in the upper national performance quartile.

Red measures

- Percentage of fly tips investigated and removed within 5 days from public areas

Next steps...

- Review of factors influencing build of new properties
- Continue the delivery of the 2015-18 Housing Development Strategy
- Delivery of service improvement plan – positive impact on grass collection

Outcome 4: All families thrive

Where are we now...

- a) The national measure for persistent absence is now based on 10% absenteeism as opposed to previous year's definition of 15% absenteeism. Primary school persistent absence to autumn 2015 was reported at 10.6% and Secondary level at 15.6% - both of which are higher than target levels. All primary settings will be allocated a named Education Welfare Officer and action plans will be put in place to cover the academic year 2016/17. All secondary settings will be offered an attendance review with action planning. Schools can though opt out of attendance support through the acadamisation agenda.
- b) 100% of young people with learning or other disability had a final Education Health Care Plan within the target of 20 weeks from initial request.
- c) The Children's Trust report an improvement in the stability for our children in care, in terms of number of placement moves at 9.8% with a 1.3% improvement for Q4 position. The Corporate Parenting Board has highlighted this as an area of focus as stability of placements is indicative of positive life outcomes for children in care. Percentage of care leavers in suitable accommodation exceeds its target of 85%, although there is concern about the level of care leavers in employment, training and education which is off track at 39% and is in the lowest national quartile and the lowest regionally. There is an Ofsted improvement action aimed at strengthening the pathways for these vulnerable children. 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 also remain a concern.
- d) Early Help remains a key area of focus into 2016/17. Our Early Help Hub received 721 enquiries in Q1 and 1843 Contacts. The proportion of Contacts received that progress to social care support was 26%. The majority of Contacts consist of request for information, advice and guidance (55%-60%).
- e) The Expanded Stronger Families Programme continues at a good pace and is well into its year two activities; strengthening links with service areas in its support to families. Q1 reported 780 positive outcomes achieved for the families identified and the programme is well on track for its 2nd year target of a further 909 families; a total of 1459 families over the two years. Currently 915 families have been validated / identified, and currently we are working with 781 families who meet 2 or more eligibility criteria.
- f) The average number of days to process a housing benefit claim is 24.57 against a target of 25. The average number of days to process a new claim for council tax support is 24.78; this just above the target of 25. A review of the process has led to a marked improvement in performance in these areas.

Red measures

- Children in Care persistent absence secondary level
- Persistent absence primary and secondary levels
- Children attending early education programmes (incl 2, 3 and 4 year old entitlement)

Next steps...

- Ongoing development and establishment of the 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 9.85 days lost per full time employee, compared to a target of 7.9 for Q1. This is slightly higher than last quarter (9.11 days) and considerable higher than the 7.57 days lost per full time employee that was reported for the same quarter last year. Further information is provided at paragraph 11.
- b) Outcomes from this quarter's workforce digest have identified a number of continuing HR and OD risks; which are 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 1. Despite comprehensive marketing the figure is the same figures was reported in the last quarter. 46% of appropriate services are no delivered on-line, an increase of 18 services since the last quarter.
- d) In the first quarter of the year Council Tax arrears reduced by just under £2m, compared to the target of £1.4m. Trend indicates that this is usually the biggest reduction as previous years debt that hadn't been billed since annual billing would start to be collected, often in a single payment. The reduction is up nearly £400k than for the same period last year, showing the continued determination of the Revenues and Enforcement staff to pursue all outstanding debt to a conclusion.
- e) Business Rates show a reduction of arrears in the first quarter of over £2.3m, which is well above the projected target of £850k. The greater than expected increase is partly due to large payments of over £1m by Next for a retrospective assessment that only came into the list in March.
- f) Doncaster companies and suppliers are now used for 65 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.
- g) The percentage of invoices paid within 30 days is currently 95.5 per cent against a target of 95 per cent. This is higher than the 91 per cent reported in for the same period last year.

Red measures

- Whole authority sickness
- Whole authority Performance Development Review
- Percentage of channel shift to on-line services by Doncaster residents as a result of the Digital Strategy
- Produce the budget for 2017/18 to 2020/21, including detailed savings for 2017/18

Next steps...

- Review initial proposals identified as part of the Medium Term Financial Plan for 2017/18 to 2020/21;
- Develop a Channel Shift Strategy;

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

Where are we now...

- a) There have been 7 data protection incidents by the council this quarter and 8 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 continue doing all we can to sustain this position.
- b) Mandatory training for elected members is currently at 77 per cent. This is higher than the 51 per cent reported and the same time last year. Additional mandatory training sessions have been scheduled.
- c) All Team Doncaster Theme Boards have signed up to a performance management framework.
- d) 31 per cent of our significant partners have completed a partnership assessment, slightly higher than the 25 per cent target.
- e) Of the lead officers and members appointed to represent the Council on partnership boards, 44 per cent have attended Partnership Training, compared to a target of 25 per cent.
- f) 100 per cent of Service Planning templates have been completed and uploaded onto Covalent, the Council's performance management system.

Red measures

None

Next steps...

- Continue to provide training and awareness on data protection, especially to areas where data protection incidents are reported;
- Ensure members who require mandatory training are aware of the training dates available and are encouraged to attend.

STRATEGIC RISKS

- 21. There are 17 Strategic Risks and all have been updated as part of the Quarter 1 reporting process. The Heat Map shows a summary of the scores.
- 22. No risks have been identified for demotion. A new risk has been proposed to highlight the short, medium and long term implications and impacts of the referendum; the wording for this risk is being developed. As a result of the quarter 1 challenge revised wording is being developed for the risk around austerity. (This wording will be available for Quarter 2).



DONCASTER 2017 PROGRAMME

23. The Doncaster 2017 Programme is showing £2.9m projected slippage for 2016/17. This is mainly attributable to Digital Council (£1.1m), Appropriate Assets (£0.9m), Modern & Productive Workforce (£0.5m) and Day Care Transport (£0.3m); these figures have been included in the projected overall financial position for the Council for 2016/17. It should be noted that the pace of transformation for some of the projects is slow; use of 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.
24. The current target and projected savings for this year are as follows:

	£m
Target Savings	
2016/17	8.74
Carried forward from 2015/16	7.59
Total Target Savings	16.33
Projected Savings	
On-going	11.01
One-Off	2.41
Total Projected Savings	13.42
Slippage/Gap	2.91

25. Key points on the programme are as follows:
- The 2016/17 target includes a significant carry forward which comprises unmet savings and savings that were met by one-off funding in 2015/16.
 - The pace of the following projects sees them extending beyond 2016/17 - Appropriate Assets £2.5m profiled beyond 2016/17 with a potential gap to manage. Modern and Productive Workforce £1.5m now profiled beyond 2016/17. Early Help £1.4m savings profiled beyond 2016/17 which rely on service transformation and other efficiencies.
 - 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.
26. 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

27. 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 31st March, 2017 is estimated at £4.3m. The longer term collection rate since 1993 is 98.55 per cent. The accumulated Business Rates Collection Fund surplus attributable to Doncaster as at 31st March, 2017 is estimated at £0.03m.
 - Current rent arrears at Q1 stand at £1.87m and are 2.49 per cent of the rent debit; there has been a decrease of £0.07m from £1.94m at year end (2.56 per cent). This performance is on track for a year end performance of 2.50 per cent and is currently ahead of profile. As at 30th June the amount of former tenants' arrears was £1.1m, a decrease of £0.23m from the year end. Write offs in Q1 were £0.34m.

VIREMENTS FOR APPROVAL

28. The virements approved by the Chief Financial Officer, Chief Executive and Portfolio Holder are detailed in Appendix B.

FEES AND CHARGES

29. It is proposed to introduce a fee for the Designated Point of Entry (DPE) inspection facility at Robin Hood Airport Doncaster Sheffield per Article 22 of Regulation (EC) No 882/2004. It is expected that this would generate income of circa £18k covering the expenditure costs of running the service. The proposed charges are detailed below:

Certificate of Entry Document (CED) or similar documentation	Standard Rate 07.00-19.00	Out of Hours 19.00-07.00 weekends and public holidays
Clearance not subject to sampling	£ 44.50	£89.00
Sampled	£75.00	£150.00
Charge for each additional Hour or part of if required	£45.50	£91.00

30. The actual costs of the laboratory analysis and courier charges will be added to these costs. Products requiring the issuing of clearance documents out of hours (19.00–07.00 weekends and public holidays) following sampling, will attract the additional out of hour's rate of £97 per consignment on top of the normal sampling rate.
31. In addition, if products have to be disposed of, by the Council, there is a minimum charge of £117 per consignment. Consignments over 1 tonne will be charged an additional £102 per tonne or part thereof. The additional hourly rate may be applied if the consignment requires special attention. Doncaster Council reserve the right to charge the additional hourly rate as appropriate for any official control when officer time is accrued waiting for documents or products to arrive or for products to be made ready for inspection or any other undue delay outside the control of officers of Doncaster Council.
32. There will be a charge of £45.00 for written confirmation for production to UK Border Agency or other agencies that a product does not require clearance by Doncaster Council.
33. We reserve the right to charge the appropriate additional hourly rate if this requires attending a transit shed or an ETSF to examine a consignment. We will send a letter on each occasion there has not been pre-notification by either entry onto TRACES or a fax or e-mail for products with a statutory obligation to pre-notify. The minimum cost will be £45.00 for a letter informing of the breach of regulation and any additional time spent on the issue will be recovered at the appropriate hourly rate.
34. At budget setting the Council set a Building Control fee of £507 including VAT in relation to domestic extensions up to 60m². The Council has experienced a fall in take up due to private sector competition, which if left to continue is likely to have a detrimental impact on the service. The Building (Local Authority Charges) Regulations 2010 retains the principle that charges may be determined on an individual basis with a view to covering the cost of the service without significant surplus or subsidy arising. With this in mind, the above fee has not been fully implemented in 2016/17 with the service offering a discounted rate of £300 including VAT to the end of July. From 1st August, it is proposed that the approved fees will be advertised but with an added statement that the service retains the right to charge an individually determined fee should market conditions dictate. This arrangement constitutes a change to the Council's fees and charges and has been approved by the Chief Financial Officer in line with the requirements of Financial Procedure Rules.

LEVEL OF RESERVES

- 35. General fund uncommitted revenue reserve is estimated at £16.7m as at 31st March 2017.
- 36. The Council needs to ensure that the level of reserves is sufficient to meet any potential future costs; this will be reviewed as part of the 2017/18 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.

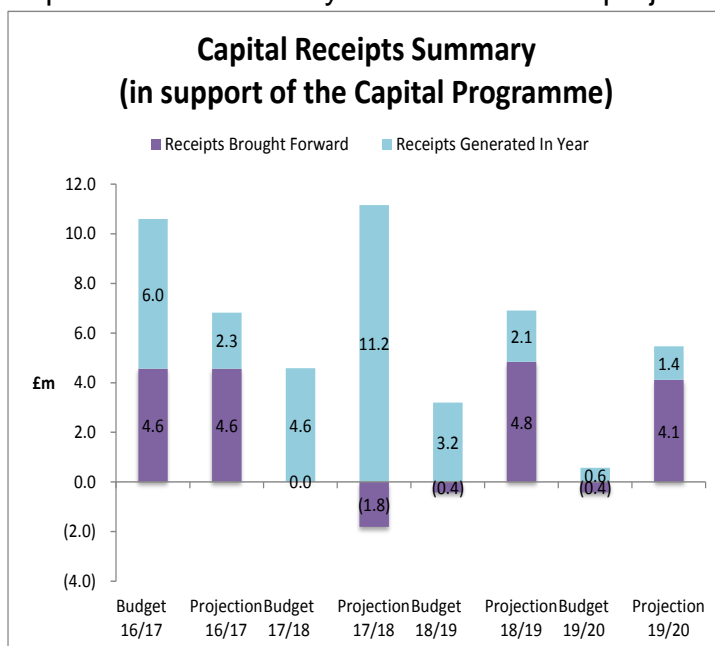
HOUSING REVENUE ACCOUNT

- 37. The 2016/17 HRA had a balanced budget which included a contribution of £3.2m from balances. The projection as at Q1 is that there will be an underspend of £0.7m, reducing the amount required from balances to £2.9m, a positive variance of £0.3m. The other main variances are £0.1m projected underspend on overall management expenditure, £0.3m additional rent income as a result of lower than budgeted void rent loss (budgeted 1.5%, actual 1.2%) and both average rent and property numbers are higher than budgeted, £0.3m saving from loan charges due to lower interest rates and an increase in RCCO (revenue contribution to the capital programme) of £0.4m to fund additions to the capital programme.

CAPITAL PROGRAMME

- 38. Capital expenditure totalled £7.7m at the end of quarter 1 against a budget of £122.69m, but capital spend is usually low in quarter 1 and so does not raise any concerns at this time.
- 39. The Capital Receipts Summary chart shows the estimated position for General Fund capital receipts at quarter 4 2015/16 and the revised projections in 2016/17.
- 40. As at quarter 4 2015/16 it was estimated the Council would receive £6.0m of capital receipts in the 2016/17 financial year. After review the previously expected sales were found to be unachievable and the estimated capital receipts have since been reduced to £2.3m. The expected sales have been re-profiled over future years and it is now projected that an additional £6.6m of capital receipts will be achievable in 2017/18, and £0.8m in 2019/20. An exercise has been carried out to review the sales programme and more assets are to be included to reduce the reliance on a low number of high value disposals going forward.

- 41. 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. On current projections there will not be enough capital receipts to fund the capital projects they have been allocated against in 2016/17. We will be reviewing the capital programme to ascertain current projected slippage on projects expected to be funded from capital receipts in 2016/17 and ascertaining if other projects can be delayed, re-profiled or cancelled.



2% Social Care “Levy”

42. It is estimated that the 2% social care “levy” in 2016/17 will result in £1.77m additional income. The Council put significantly more budget into Adult Social Care but the key things that will benefit Doncaster residents are increasing the payment rate to residential care and home care providers, which equated to £2m. The Council also increased the overall independent residential placement budget by £2.5m, which funds circa 150 additional placements for Doncaster residents.

OPTIONS CONSIDERED

43. Not applicable.

REASONS FOR RECOMMENDED OPTION

44. 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"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Be a strong voice for our veterans</i> • <i>Mayoral Priority: Protecting Doncaster’s vital services</i> 	<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"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
<p>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster’s vital services</i> 	
<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

45. 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

46. 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

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

HUMAN RESOURCE IMPLICATIONS

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

TECHNOLOGY IMPLICATIONS

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

EQUALITY IMPLICATIONS

50. 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.

51. 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

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

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Appendix A - Corporate Quarterly Performance Management Report






Quarter 1 2016/2017 - (1st April 2016 to 30th June 2016)






Understanding the Quarter 1 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
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Directorate Service Measures - Performance indicators (PIs) have been structured on Covalent with red, amber and green thresholds being tailored for each PI

Performance	Finance
 OK – Performance on target	An underspend of less than 3% or an overspend of more than 0.5%
 Warning – Performance mostly on target	An underspend of less than 5% or an overspend of more than 1%
 Alert – Performance below target	An underspend of more than 5% or an overspend of more than 1%
 Data Only – These performance indicators do not have targets	
 Unknown – 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
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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
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Council Wide - Governance Indicators

Sickness – Days per FTE		Value	Target	DoT	Traffic Light
Adults Health and Well-Being		13.55	9.50	↓	🛑
Finance and Corporate Services		4.84	5.75	↓	✅
Learning and Opportunities CYP		6.82	7.75	↑	✅
Regeneration and Environment		10.40	8.60	↓	🛑
81. (F&CS) Whole Authority Sickness		9.85	7.90	↓	🛑
PDR Completion - % of workforce with a PDR recorded		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	107 out of 124	86%	95%	↓	🛑
Finance and Corporate Services	110 out of 113	97%	95%	▬	✅
Learning and Opportunities CYP -	81 out of 99	90%	95%	▬	🛑
Regeneration and Environment	142 out of 153	93%	95%	↓	⚠️
82. (F&CS) Whole Authority	440 out of 489	90%	95%	↓	🛑
Internal Audit Recommendations - % completed that were due in period		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	4 out of 6	67%	100%	↓	🛑
Finance and Corporate Services	0 out of 2	0%	100%	↓	🛑
Learning and Opportunities CYP	None due	100%	100%	↑	✅
Regeneration and Environment	None due	100%	100%	▬	✅
Whole Authority	4 out of 8	50%	100%	↓	🛑
Data Protection breaches that had an initial assessment completed within 10 working days		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	3 incidents	100%	100%	▬	✅
Finance and Corporate Services	1 incident	100%	100%	▬	✅
Learning and Opportunities CYP	2 incidents	100%	100%	↑	✅
Regeneration and Environment	1 incident	100%	100%	▬	✅
Whole Authority	7 incidents	100%	100%	↑	✅
Corporate Plan Updates Completed		Value	Target	DoT	Traffic Light
Adults Health and Well-being	19 out of 19	100%	100%	↑	✅
Finance and Corporate Services	29 out of 29	100%	100%	↑	✅
Learning and Opportunities CYP	30 out of 33	85%	100%	↑	⚠️
Regeneration and Environment	34 out of 34	100%	100%	↑	✅
WA Corporate	112 out of 115	97%	100%	↓	✅

Note: External Recommendations and Mandatory Training Governance Measures to be introduced in Q2 2016-17













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
23. (AH&W) Proportion of people using social care who receive direct payments	Q1 2016/17			18.8%	20.5%	
24. (AH&W) Permanent admissions to residential and nursing care homes, per 100,000 population (65+ Only)	Q1 2016/17			170.7	144.6	
25. (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%	
26. (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%	
38.(AH&W) Proportion of repeat safeguarding referrals	Q4 2015/16			10.82%	10%	
39. (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)	Q1 2016/17			11.15%	14%	
40. (AH&W) PHOF2.22iii Cumulative percentage of eligible population aged 40-74 who received an NHS Health Check	Q1 2016/17			3.75%	3.3%	
43. (AH&W) The number of people that are currently in long term care	Q1 2016/17			1,472	1,470	
44. (AH&W) Assistive technology installations per 100,000 population , aged 65 and over (average per month)*	Q1 2016/17			454.6	444.2	

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
27. (AH&W) Number of repeat victims of Domestic Abuse	Q1 2016/17			727	825	-	-
30. (AH&W) Number of people participating at DCLT Leisure Centres per 1000 population (includes multiple visits)	Q1 2016/17			1506	1402	-	-
31. (AH&W) Infant deaths under 1 year of age per 1000 live births	2014			4.7	5	4	4.3

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
32. (AH&W) % Of children aged 10-11 that are classified as overweight or obese	2014/15			34.1%	32%	32.2%	33.3%
33. (AH&W) Percentage of adults achieving at least 150 minutes of physical activity per week (PHOF 2.13i)	2015			52.6%	57%	57%	56.3%
70. (AH&W) Number of positive outcomes achieved through the Expanded Stronger Families Programme	Q1 2016/17			780	400	-	-
71. (AH&W) Number of Families Engaged in the Expanded Stronger Families Programme	Q1 2016/17			781	777	-	-
72. (AH&W) HWBB3 Number of Families Identified as part of the Stronger Families Programme	Q1 2016/17			915	1,000	-	-
73. (AH&W) Number of family claims made to DCLG through the Expanded Stronger Families Programme	Q1 2016/17			10	10	-	-



PI commentary

PI 24: There is now much more confidence that the service has a grip on the whole management of cases and admissions. This has been helped by a greater focus on performance management in the directorate and the operation of a funding panel. Initial figures during April and May were a cause for concern, but intensive focus through the panel has continued to maintain the number of admissions on a downward trajectory. This area remains fluid and can see numbers change on a weekly basis and has taken robust action to closely monitor and manage. There are still concerns about the impact continuing healthcare related funding changes, have on the level of admissions (12 out of 98). The immediate business improvement project for CHC is implementing measures to address this situation.

PI23: 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 39: The 14% target is an average of performance for Opiate and Non-Opiates. Q1 saw a slight improvement to 11.15% but is still well behind target level. Non-Opiates are performing in the Top quartile range at 50.7% whereas the Opiate group is performing at 1.3% 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.

Adult Health and Well-Being Revenue

Traffic Light	Name	Quarter 1 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Adults Health & Wellbeing Total Revenue Variance	147.235	82.067	1.105
	Adults Social Care Revenue Variance	22.120	14.605	0.295

Adult social care is forecasting an overspend of £0.3m. This is made up of;

- Day centres forecasting an overspend of £0.4m, of which the majority is £0.2m is transport income shortfall and £0.1m is transport related expenditure.
- Occupational Therapist Team is forecast to overspend by £0.1m due to use of agency staff.
- This is offset by staffing underspends within community centres (£0.1m) and Care Management (£0.1m)

	Communities Revenue Variance	12.177	6.828	-0.106
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The service is forecasting a small underspend (£0.1m) mainly in relation to staff vacancies. Other items to note

- The Stronger Families Plan has been reworked at Q1 and it is anticipated that £0.2m carried forward grant will need to be drawn down to meet anticipated 16/17 expenditure levels.

	Director Of Adult Services Revenue Variance	1.673	1.673	0.707
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This area is forecasting an overspend of £0.7m. This is made up of;

- Un-allocated cuts from the AH&Wb part of the Digital Council savings programme. Proposals to meet these savings in the future include the introduction of a reconfigured service, aligned to a new community model from October 2016, although it is considered unlikely that this will deliver significant staff savings in 2016/17, but more likely in 2017/18. The structure and service transition for this is still being developed.

	Modernisation & Commissioning Revenue Variance	90.615	58.416	0.210
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This area has delivered a significant proportion of the directorate efficiency targets for 2016/17 of £2.5m, although a pressure remains on community equipment resulting in a forecast overspend of £0.2m. This is analysed below;-

- Residential Services - The net number of residential placements continues to fall from 1496 at the start of the financial year to 1472 at the end of June 2016. As a result the savings target of £0.8m is on target to be achieved despite the additional cost pressure arising from cases from Children's services for young people in transition. These additional cost pressures are estimated at £0.8m, but are being managed within the residential budget.
- Non-Residential Services - The budget includes an efficiency target of £0.4m, and appears to be on track.
- Community Equipment forecast to overspend by £0.3m and continues to be a pressure. It is recognised that additional costs in this area in purchasing high level community equipment to enable people to live at home longer in a safe environment. This may require the budgets to be re-aligned to reflect the changes to the service as we reduce residential placements and enable people to remain at home.
- Commissioning are on track to deliver the whole of the £1.0m budget savings target for the year.

Other items to note - Budget setting on the BCF assumed spend of approximately £7.8m. This has slipped by approximately £0.8m due to project drift and underspend on falls, tele-health and STEPs. This does not impact on the outturn position, but the planned use of earmarked reserves is no longer required.





	Public Health Revenue Variance	20.650	0.546	0.000
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The Public Health service has forecast the need to draw down £0.7m of reserves in order to break even.

Other items of note:

- Public Health has seen a further grant reduction from Public Health England of (£2.04m), (£0.58m) for 2016/17. This is in addition to 2015/16 in year cut of (£1.46m) for 2016/17.
- Further savings of (£0.20m) from wider determinants have also contributed towards the council's overall saving target.
- To ensure a break even position for 216/17 earmarked reserves of (£0.46m) was included in the approved budget.
- This position has deteriorated since the budget was set by £0.27m from unmet contract reductions in respect of the 0-5 year old health visiting and infection control leaving a forecast balance of PH reserves of (£0.31m) moving into 2017/18.

Adult Health and Well-Being Capital

Traffic Light	Programme Area	Q1 2016/17				
		Revised Base Budget	Q1 Projection (Full Year)	Revised Base Budget Future Years	Q1 Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	Adult, Health & Well-Being Total	7.00	6.58	11.18	12.46	0.79
	The overall programme is on track at Quarter 1 with the exception on the Housing Adaptations element of the programme which has a funding pressure. The funding element of this programme will be confirmed at Quarter 2.					
	Adult Social Care	4.70	4.19	8.43	11.04	0.37
	The main areas of spend are Housing Adaptations and Disabled Facilities Grants (DFG) (£4.2m). Major Changes to budget are an increase in Adaptations expenditure (£0.5m) and a decrease in DFG expenditure (-£1.0m).					
	Communities	1.80	2.34	1.25	1.42	0.42
	No significant issues in this area at Quarter 1. The main areas of spend are the capital payment to DCLT (£1.0m), Parks and Playing fields (£0.5m). The increase in anticipated expenditure is mainly due to the addition of a Cycle Facility (£0.65m) at Q1, funded by Corporate Resources.					
	Modernisation & Commissioning	0.50	0.05	1.50	0.00	0.00
	The change in this area is due to the re-profiling of the Extra Care Housing Scheme in Askern and Rossington (£0.5m).					





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
78. (F&CS) Housing Benefit - Average number of days to process a new claim	Q1 2016/17			24.57	25.00	
79. (F&CS) Council Tax Support Application - Average number of days to process new claims	Q1 2016/17			24.78	25	
80. (F&CS) Delivery of actions under 5 Core Themes of the People Strategy	Q1 2016/17			25	25	
84. (F&CS) % of services with a fully transactional on-line self service capability	Q1 2016/17			46	50	
85. (F&CS) % of invoices are paid within 30 days	Q1 2016/17			95.6	95	
88. (F&CS) % of Council Tax collected in the year	Q1 2016/17			94.28%	94.30%	
89. (F&CS) Percentage of Non-domestic Rates Collected	Q1 2016/17			95.45%	96.80%	
90. (F&CS) Deliver 2016/17 savings	Q1 2016/17	-	-	37.3	40.2	
91. (F&CS) Produce the budget for 2017/18 to 2020/21, including detailed savings for 2017/18	Q1 2016/17	-	-	21.4	26.6	
92. (F&CS) % of local authority spend with Doncaster companies/ suppliers	Q1 2016/17			65	60	
93. (F&CS) % increase in contracts procured in 2015/16 that have Social Value reflected in them	Q1 2016/17			67%	70%	
94. (F&CS) Percentage of expenditure (revenue transactions over £25k) that is within the framework of a contract.	Q1 2016/17	-	-	85	80	
97. (F&CS) Percentage of Lead Officers/Members appointed representatives that have attended the 'Partnership' training	Q1 2016/17	-	-	44%	25%	
98. (F&CS) Number of data protection breaches	Q1 2016/17			0	0	
99. (F&CS) % Members attending mandatory training	Q1 2016/17			77%	25%	
100 (F&CS) Percentage of Head of Service planning templates completed	Q1 2016/17	-	-	100%	100%	

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
81. (F&CS) Whole Authority Sickness	Q1 2016/17			9.85	7.90	-	-
82. (F&CS) Whole Authority PDRs	Q1 2016/17			90%	95%	-	-
83. (F&CS) % of channel shift to on-line services by Doncaster residents as a result of the delivery of the Digital Strategy	Q1 2016/17			20	40	-	-

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
86. (F&CS) Council Tax Arrears	Q1 2016/17			18,863,445.05	19,422,000	-	-
87. (F&CS) Business Rates Arrears	Q1 2016/17			7,674,230.84	9,158,000	-	-
95. (F&CS) Percentage of Theme Boards that have a Performance Management Framework in place and have reviewed Strategic Action Plans in place for 2016/17	Q1 2016/17	-	-	100%	100%	-	-
96. (F&CS) Percentage of significant partners that have had a completed partnership assessment	Q1 2016/17	-	-	31.25%	25%	-	-








PI commentary

PI 82: The continued low level of employee capability cases being recorded as managed is a concern and although there has been a slight drop in the level of completion of PDRs to the corporate target in this quarter, the increase relative to previous years does give more assurance that performance management is being undertaken. There still remain 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. Directorates also need to ensure that all development and performance improvement plans for those assessed at level 4 and 5 are in place





PI 91: Initial proposals of £21.4m have been identified within the Mid Term Financial Plan against a target of £26.6m. These proposals require further review and additional proposals need to be identified

Whole Borough Indicator PI 83: The % of channel shift remains at 20% despite comprehensive marketing (target 40%). A workshop has been held to identify ideas for a council-wide channel shift strategy and the use of the website is being monitored to assess if we are losing customers due to design or functionality.

Finance and Corporate Services Revenue

Traffic Light	Name	Quarter 1 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Finance & Corporate Services Total Revenue Variance	124.723	19.089	-0.063
	Customers, Digital & ICT Revenue Variance	7.790	5.497	0.079
This service is projecting an overspend of £0.1m resulting from reduced numbers of schools buying back the service and security charges for the One Stop Shop totalling an overspend of £0.2m, off-set by staffing vacancies being used in the up-coming restructure of £0.1m.				
	Finance & Corporate Director Revenue Variance	0.086	-0.160	0.055
The projected overspend of £0.06m results from the balance of the directorate wide Digital Council savings and work is continuing to allocate this by the end of quarter 2.				
	Finance Revenue Variance	105.653	5.578	-0.095
The £0.1m projected underspend is the net position from various salary and associated budget underspends of £0.1m, additional income from court fees, various grants and an audit refund £0.1m, off-set mainly from a combination of the income generation officer post, lower than expected levels of e-billing and the loss of the DCST contract for Internal Audit £0.1m.				
	HR, Comms & Exec Office Revenue Variance	4.361	3.473	-0.025
The £0.02m underspend is mainly from additional income due to school adverts, salary advances charges and attachment orders.				
	Legal & Democratic Services Revenue Variance	4.817	2.979	-0.038
The £0.04m underspend mainly results from increased Coroners recharges to Rotherham and underspend on the external legal costs budget.				
	Strategy And Performance Revenue Variance	2.017	1.722	-0.039
The £0.04m underspend mainly results from the delay in recruiting to a number of posts until quarter 2.				

Finance and Corporate Services Capital

Traffic Light	Programme Area	Q1 2016/17				Actual Spend £m
		Revised Base Budget	Q1 Projection (Full Year)	Revised Base Budget Future Years	Q1 Projection Future Years	
		£m	£m	£m	£m	
	Finance and Corporate Services Total	10.76	10.71	25.98	26.23	-0.01
<p>There are no significant issues in this area at quarter 1. The profile of the Customers, Digital and ICT element programme is currently under review and will be updated for Q2.</p>						
	Customers, Digital and ICT	3.14	2.89	0.38	0.63	-0.01
<p>The spend profile is largely unchanged from previously reported but a review is currently taking place and updated figures will be presented in the quarter 2 report. The level of available resources are unlikely to vary in total but the profiling of the projects, and expected spend, will be updated and so there are no significant issues to report. The major items of spend are the Social Care replacement system (£0.70m), the ICT Strategy (that contains a number of projects not yet in delivery) (£0.77m) and the Corporate EDM System upgrade (£0.47m). The major change is the re-profiling of £0.25m into 17/18 for the Social Care Case Management system.</p>						
	Finance	7.62	7.62	25.60	25.60	0.00
<p>There are no significant issues in this area, with the two areas of budget are the Investment and Modernisation Fund (IMF) (£7.00m) and the ERP System Development (£0.62m). In previous years the IMF allocation has been reduced during the year but the estimate has been maintained for the quarter 1 report. There are no major changes at Q1.</p>						
	Legal & Democratic Services	0.00	0.19	0.00	0.00	0.00

The Registrars relocation project (£0.19m) has been added during Q1 and is the only project in this area. There are no significant issues at quarter 1.










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
34. (L&O:CYP) A4. Percentage of Child Protection visits in timescale where child was seen by their Social Worker (Childrens Trust)	Q1 2016/17	-	-	86.54%	80%	
35. (L&O:CYP) A3. Percentage of Case File Audits rated Requires Improvement or better CT Contract Measure	Q1 2016/17			82.27%	95%	
36. (L&O:CYP) A8 Percentage of Children in Need with an open and current plan CYP (Childrens Trust)	Q1 2016/17	-	-	86.69%	95%	
37. (L&O:CYP) A1. Referrals to Children's Services that are repeat referrals within 12 mths (KIGS CH142) (Childrens Trust)	Q1 2016/17			24.1%	24%	
62. (L&O:CYP) B10. Stability of placements of looked after children: number of moves 3 or more (BV49 NI_062 PAF CF/A1) (Childrens Trust)	Q1 2016/17			9.8%	9.0%	
67. (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)	Q1 2016/17			100%	100%	
68. (L&O:CYP) % of children with first choice school placement in Reception	2016/17			96.4%	94%	
69. (L&O:CYP) % of children with first choice school placement in Secondary	2016/17			95.7%	95%	
74. (L&O:CYP) Contacts to the Early Help hub from social care	Q1 2016/17	-	-	42	-	-
75. (L&O:CYP) Number of enquires to Early Help Hub	Q1 2016/17	-	-	721	-	-
76. (L&O:CYP) Percentage of contracts to Social Care which do not meet the threshold for statutory intervention	Q1 2016/17	-	-	76	-	-
77. (L&O:CYP) Percentage of enquires to the Early Help Hub for children pre-birth to five years of age	Q1 2016/17	-	-	23.5	-	-

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
16. (L&O;CYP) Percentage of pupils accessing good or better education (Primary and Secondary settings)	Q1 2016/17	-	-	63.6%	-	85.1%	80.3%
17. (L&O;CYP) Achievement of a Level 2 qualification by the age of 19	2014/15			79.9%	79.9%		
18. (L&O;CYP) Achievement of a Level 3 qualification by the age of 19	2014/15			46.8%	58.0%		
19. (L&O;CYP) National measure of attainment in 8 subjects	New national measure – data not yet available						
20. (L&O;CYP) National measure of progress in 8 subjects	New national measure – data not yet available						
28.(L&O;CYP) Children with CP Plan per 10,000 pop aged U18 as at end of month (Childrens Trust)	Q1 2016/17	-	-	67.43	-	-	-
29. (L&O;CYP) Number of children living in households where reported domestic abuse occurs	Q1 2016/17	-	-	205		-	-
57. (L&O;CYP) Persistent Absence of Children in Care Primary schools (Absenteeism 10%)	Q4 2015/16			3.15%	3.8%	-	-
58. (L&O;CYP) Persistent Absence of Children in Care Secondary Schools (Absenteeism 10%)	Q4 2015/16			9.84%	6-.9%	-	-
59. (L&O;CYP) Percentage of Care Leavers in suitable accommodation (age 19-21 years) (Childrens Trust)	Q1 2016/17	-	-	87.65%	85%	-	-
60. (L&O;CYP) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years) (Childrens Trust)	Q1 2016/17	-	-	39.26%	45%	-	-
61. (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%	14.4%	13.7%
63. (L&O;CYP) Proportion of children attending early education programmes (including 2,3&4 year old entitlement)	2014/15	-	-	78%	89%	-	-
64. (L&O;CYP) Primary schools persistent absent rate (10% absenteeism)	Q1 2016/17	-	-	10.6%	9%	9%	-
65. (L&O;CYP) Secondary schools persistent	Q1 2016/17	-	-	15.6%	12.1%	12.1%	-

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
absent rate (10% Absenteeism)							
66. (L&O:CYP) % of children who are 'school ready' as measured by the Early Years Foundation Stage Profile	2015/16			65.4%	63%	66.3%	64.6%

PI commentary

PI 35 – Childrens Social Care case file audits are undertaken on a monthly basis. Analysis of 'inadequate' casefiles is showing that compliance is improving and focus remains on the quality of files and improving recording.

PI 36 – Children in need (CIN) who have an open and current plan (6mth) is a new Childrens Trust measure which emerged from the Ofsted inspection and there is an expectation that all CIN should have a current plan. Work is underway to ensure correct recording and classification

PI 37 – Re-referral rates to Children's Social Care is a measure indicative of the effectivity of the social care support/intervention. The slight rise in re-referral rates is being reviewed by the Children's Trust.

PI 74-77 – a number of new Early Help measures have been included for 2016/17 and as such we are not yet in a position to report direction of travel/trend. Comparator data is also not available for these measures.

PI 16 – the number of pupils attending good or better education settings is below target. Doncaster is towards the bottom of the national league table (source: watchsted.com)

















PI 19-20 - new national attainment measures have been introduced. Provisional GCSE data will be available in August.






PI 64-65 - Persistent Absence for Primary and Secondary levels is based on those children with 10% absenteeism or more. Attendance at Secondary levels causes particular concern. Primary levels will be allocated an Education Welfare Officer and action plans will be put in place. All Secondary settings will be offered an attendance review with action planning.

Doncaster Childrens Trust Contract Measures Year 2 2016/17

Traffic Light: Red 4 Amber 4 Green 7 Data Only 1 Unknown 6

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	Q1 2016/17			88.38%	92%	
(L&O:CYP) A06. Percentage of children currently on a child protection plan for 2 years or more (Childrens Trust)	June 2016			2.05%	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 (Childrens Trust)	June 2016			13.79%	16%	
(L&O:CYP) B9. Stability of placements of looked after children: length of placement >2 years (NI_063) CT Contract Measure	Q1 2016/17			72.5%	70.0%	

Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
(L&O: CYP) B8. Average length of Care Proceedings (Number of Weeks) CT Contract Measure	Q1 2016/17			35.0	26.0	
(L&O:CYP) C14. Number of FTE Posts covered by agency staff (Social Care) CT Contract Measure	June 2016			14.84%	8%	
(L&O:CYP) C15. Staff Turnover (leavers in month expressed as % of FTE) CT Contract Measure	June 2016			1.60	-	
(L&O:CYP) C16. Percentage front line Staff Receiving Supervisions in Timescale in Accordance with Policy CT Contract Measure	June 2016	-	-	86.28%	-	
(L&O:CYP) D17. Gross Expenditure v Plan CT Contract measure	May 2015	-	-	-	-	-
(L&O:CYP) D22. Cash flow measure detailing 6 month cash flow, highlighting any drawdown need in line with contract (Childrens Trust)	-	-	-	-	-	-
(L&O:CYP) D23. Separate spend against plan figure for each funding streams additional to annual contract agreement (Childrens Trust)	-	-	-	-	-	-
(L&O:CYP) D24. Breakdown of forecast variances over £250k (Childrens Trust)	-	-	-	-	-	-
(L&O:CYP) F01. Youth Offending Services - % Cohort currently NEET (Childrens Trust)	June 2016	-	-	72.73%	75%	
(L&O:CYP) F03. Youth Offending Services - Custody rates (Childrens Trust)	-	-	-	-	-	-
(L&O:CYP) F02. Youth Offending Services - Reoffending rate after 12 months	June 2016	-	-	-	-	-
34. (L&O:CYP) A4. Percentage of Child Protection visits in timescale where child was seen by their Social Worker (Childrens Trust)	Q1 2016/17	-	-	86.54%	80%	
35. (L&O:CYP) A3. Percentage of Case File Audits rated Requires Improvement or better CT Contract Measure	Q1 2016/17			82.27%	95%	
36. (L&O:CYP) A8 Percentage of Children in Need with an open and current plan CYP CT	Q1 2016/17	-	-	86.69%	95%	
37. (L&O:CYP) A1. Referrals to Children's Services that are repeat referrals within 12 mths (KIGS CH142) CT Contract Measure	Q1 2016/17			24.1%	24%	

Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
59. (L&O:CYP) Percentage of Care Leavers in suitable accommodation (age 19-21 years) (Childrens Trust)	Q1 2016/17	-	-	87.65%	85%	
60. (L&O:CYP) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years) (Childrens Trust)	Q1 2016/17	-	-	39.26%	45%	
62. (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	Q1 2016/17			9.8%	9.0%	

PI commentary

The revised suite of performance indicators arising from the annual contract review are now in place and will provide 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 (and quarterly jointly with Finance) and again at the high level Quarterly performance meeting. Exceptions report promotes further investigation via deep dive enquiries and escalation to higher level meetings.

The Quarter 1 Trust Performance Report demonstrated 6 measures that were red RAG rated and a further three measures that have remained within contract tolerance (Amber rated). Positive trends are evident for staff turnover re – referrals which are repeated within 12 months and from the volumetric data for staff sickness.

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

A1 Percentage of referrals that are repeat referrals within 12 months

Not a serious or pressing issue at the moment but an important PI nonetheless. National outturn performance (2015) was in the bottom national and regional quartile. Performance over the last 5 quarters has improved and is at the level of the 2015 national average. There can be genuine requirements for a re- referral and the Trust stated that it was analysing this information.

It is of some reassurance that the Trust states that this is not reflective of premature de – planning or insufficient support on discharge

Much of the reported increase in re- referrals reflects the demand pressures at the front door, as well as 'step downs' from child protection.

A good number are 'inappropriate'- re – referrals (as with contacts more generally) The Trust expects the MASH to have a positive impact and as with contacts at the front door is addressing the 'appropriateness' of contacts and referrals with key partners.

A2 Timeliness of Single Assessments – (DMBC)

Performance has shown a slight downward trend, below tolerance for the past 2 Quarters. There continues to be a number of assessments open and overdue the 45 days threshold. 2015 outturn was good performance:- 91.7% (upper quartile) . National average = 81.5%. Noted that the no of referrals is increasing in absolute and proportionate (conversion) terms, - the latter being good news. Caseloads have increased in tandem with demand pressures which is impacting on performance. Whilst the average caseload is within tolerable bandwidths (17.5) this can be deceptive because of allocation of complex cases for example. Where there are high case numbers. The Trust states that it is addressing. There are procedural issues at play and a number of cases (approx. 1/3) simply require closure and team managers have been tasked with reviewing cases. As the LGA review identified the high levels of demand at the front door is a concern for the potential impact on caseloads, although the percentage of contacts proceeding to referral remains relatively low (approx. 25% in Q1)

A3 Case File Audits Requires Improvement or Better – (DMBC)

The Trust has set a commendably high threshold which the LGA Peer review recognised and which is reflected to some extent in the performance. What was also recognised is that there is a need to address quality of files, improving recording remains the issue. The sample size is small which means some variability can be expected. Welcome improvement in cases now classified as 'good' but 'Inadequate' cases remain stubborn to shift and is a potential area of concern. The issue is one of quality of case recording rather than compliance as was hitherto the issue. Practice Improvement Partners are taking work forward on this issue.

A8 - Percentage Children in Need with Open and Current Plan – (DMBC)

This is a new measure which was developed from the Ofsted inspection - there is an expectation that all CIN should have a plan. Performance needs to improve, the Trust is suggesting that cleansing of files is an issue in this and that performance will improve when cases have been

properly classified - a number are draft plans are not counted until the Trust is satisfied that these can be counted as proper plans, there are also a number which have not been closed correctly. Fundamentally, this is about categorisation Cases are being reassessed and number are in draft form or awaiting closure – the true figure claimed to be 92%. 8% of cases are stepped down from child protection and are ‘in transition’. The Trust states that this is a ‘procedural issue’ which is being addressed.

B8 – Care proceedings (average length of) (DMBC)

Performance has fallen in one quarter which the Trust states is due to a very small number of complex cases which skews the already small cohort.

B14 Percentage of Care Leavers in Employment, Training and Education (19-21 yrs) – (DMBC)

This indicator is challenging which is reflected in performance generally across the region. 'Meaningful contact' can be a challenge, given that young leavers may not wish to maintain contact and given that this cohort has comparatively lower attainment levels than the general cohort. Recognised need to progress employment opportunities and qualifications locally and Ofsted improvement action is to strengthen pathways for vulnerable children. However, outturn performance (2015) was 42% which was in the in the lowest national and regional quartiles – acknowledged that this is an Ofsted Improvement action and that actions are being progressed. The Trust is in contact with all care leavers at least every six months. The ‘keys to the future programme’ is a training programme and is one of a number of measures being deployed and investigated to support this vulnerable cohort into apprenticeships and employment.

C14 - Percentage of Front Line Staff Posts Covered by Agency Staff – (DMBC)

Performance has deteriorated and this has been raised with the Trust. Pressures from competing providers in a competitive market are driving this trend as well as rising levels of demand. This is not reflective of sickness levels or turnover (which are good) but the need to address demand pressures. Recruitment initiatives which include targeted recruitment are being trailed as well as reviewing some existing pay bands in order to mitigate this reliance.


B10 - Sort term placement stability

Although within tolerance this measure has shown some falling away in the last three quarters. However, 2015 outturn performance was around the same figure which was within the second highest national quartile and essentially average performance nationally and within the region. The Trust is attempting to repatriate CiC back into the Borough where possible, which will be having some impact. Not a serious cause for concern at the moment but worthy of monitoring.

F02 - Youth Offending Services reoffending rate after 12 months – (DMBC)

This is the first performance information which has been reported. And shows a slight fall in Q1 but remains within tolerance, as the Trust states this measure will show significant variations due to a small cohort. The Trust reports better figures in the latest monthly data and that the time – lag affects accuracy of reporting. Performance against this measure will be kept under review.

Learning and Opportunities; CYP Revenue

Traffic Light	Name	Quarter 1 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning & Opportunities CYP Total Revenue Variance	82.711	45.155	1.800
	Centrally Managed Revenue Variance	9.010	-2.056	-0.315

The underspend relates to the Directorate improvement fund which stands at (£465k) and off-sets un-met Digital Council target of £392k. The fund includes (£259k) vacancy management savings transferred following directorate monitoring review meetings - note this meets the target set out in the LOCYP 2016/17 Change & Transformation Plan (C&TP). Also note work on delivering the digital council target is progressing well, but now not expected to release savings until the financial year end.

£251k is being drawn down from the approved C&TP funding from the earmarked Service Transformation reserve. The C&TP included a value to address in-year spending pressures, whilst changes to services were progressed.

The Education Services Grant is expected to break even, against budget, based on known Academy conversions to date.

Dedicated Schools Grant (DSG) for 2016/17 is showing an in-year underspend of £1.586m, made up mainly from expected underspends on High Needs Contingency £1.245m and Pupils Educated out of Area £0.1m. Of the £1.27m DSG underspend brought forward from 2015/16, £0.1m has been allocated/approved for usage and proposals to utilise the remaining underspend have been presented to School Forum and are subject to further reporting and approval at the next meeting on the 13th October 2016.

	Commissioning & Opportunities Revenue Variance	5.145	3.228	0.140
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The projected overspend relates to Aiming High Service due to additional and higher unit cost short break and sessional support payments of £313k. The overspend is offset by a staffing underspend of (£60k) within Strategic Commissioning mainly due to the Head of Service leaving at end of July, and additional savings of (£114k) above the £200k 16/17 savings target for the Starting Well Service restructure, which are supporting the Early Help Programme plan.

	Learning & Achievement Revenue Variance	26.451	5.612	0.175
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The overspend of £175k mainly relates to a reduction in school attendance fine income of £110k following the judicial review and suspension of issuing new fines until further advice and increased demand for children with disability placements of £355k, which has built up from previous years. This is off-set by underspending on staff vacancies of (£220k), which is being managed in the lead up to the restructuring of services including transfer of Standards and Effectiveness function PIL. In addition we have written off an accrual for legal settlement costs in relation to a member of staff at a Secondary school which is no longer expected to be paid of (£64k).

	Childrens Services Trust Revenue Variance	42.105	38.371	1.800
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Doncaster Children's Services Trust have informed DMBC that their projected overspend is £2.4m based upon the current level of placements. The 75/25 risk share mechanism agreement for 2016/17 means the Council are liable to fund the Trust for £1.8m of the overspend. The detailed finance report is due from the Trust and it is expected to set out that the overspend is due to non delivery of reduction targets and increased activity - placements and need for interim agency social workers. The Trust are tasked with setting out their plans for addressing the gap and establishing a sustainable operating model.

Note, DSCT have reserves of £53k, therefore do not have the funds to cover their share of the over spend.

Learning and Opportunities CYP Capital

Traffic Light	Programme Area	Q1 2016/17				Actual Spend
		Revised Base Budget	Q1 Projection (Full Year)	Revised Base Budget Future Years	Q1 Projection Future Years	
		£m	£m	£m	£m	
	Learning & Opportunities - CYP Total	11.44	9.32	18.49	20.74	0.30

For 2016-/17 the LOCYP capital plan presented a net overspend of £193k with the option of resource swapping other Council capital funding to be paid back in 2017/18 when more LOCYP resources are available. This option is not now required given the expected variance against the budget.

	Centrally Managed	0.20	0.20	0.75	0.75	0.00
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£0.2m budget set aside for emerging schemes and will be used to cover various small overspends - school places and school conditions within L&A.

	Commissioning & Opportunities	1.74	1.18	0.30	0.30	0.00
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Budget relates to work on Early Help hubs (Starting Well Service) £0.6m and Childrens Home Trust bid £0.5m. The work on the hubs is under review and will be updated for Q2.

	Learning & Achievement	9.50	7.94	17.44	19.69	0.30
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Total expected spend relates to remodelling and expansion work to increase the number of school places £3.8m, Schools Condition Programme £1.9m, School Roof Programme £0.7m and devolved schemes funded and spent directly by Schools £0.6m. Change from budget relates to delays on Safeguarding & Access scheme, Hayfield Lane school places scheme and Devolved Formula Capital spend by schools offset by new schemes at XP East new School and Oaklands Childcare Unit.





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
07. (R&E) No. of people previously on JSA now in sustained employment (26 weeks +) as a result of the Ambition Programme	Q1 2016/17			29	7	
08. (R&E) Number of Apprentices completing a Level 3 or above qualification as part of the Council's Internal apprenticeship Programme	Q1 2016/17			40	42	
09. (R&E) Total new, FTE jobs, created through Business Doncaster, which have a life expectancy of at least 1 year.	Q1 2016/17			112	100	
14. (R&E) Overall Investment gained (into and within Doncaster) with the support of Business Doncaster	Q1 2016/17			4,553,877	5,000,000	
22. (R&E) Cumulative total number of new apprenticeships created since April 2013 (Mayoral Target).	2016/17			1,066	750	
45. (R&E) Big Power Switch - £s saved	Q1 2016/17			£34,485.00	£29,000.00	
47. (R&E) Recycling rate for household domestic waste	Q4 2015/16			43%	35.2%	
48. (R&E) Percentage of land and highways that are assessed as having deposits of litter and detritus at the required standards	Q1 2016/17			81.32%	80%	
49. (R&E) Percentage of fly tips investigated and removed within 5 days from public areas	Q1 2016/17	-	-	60%	80%	
50. (R&E) Missed collections at any participating address	Q1 2016/17			99.77%	99.9%	
51. (R&E) percentage of grass cutting works completed against programme	Q1 2016/17			73%	80%	
52. (R&E) Principal classified roads that are maintained	2015/16			98%	96%	
53. (R&E) Non-principal classified roads that are maintained	2015/16			97%	96%	

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
01. (R&E) Employment Rate in comparison to national average	Q4 2015/16			72%	72.2%	73.9%	72.2%
02. (R&E) Out of work benefit claimants (16-64) - Proportion/ Rate	Q3 2015/16			11.8%	10.2%	8.7%	10.2%
03. (R&E) % residents in highly skilled occupations	Q4 2015/16			36%	36.4%	44.9%	40.1%
04. (R&E) Doncaster working age population with qualification at NVQ 3 and above (%)	2015/16			47.1%	48.6%	57.1%	53.5%
05. (R&E) Private sector employment growth.	2014/15			5.6%	6%	4.9%	4.7%
06. (R&E) Wage rates (weekly full time - resident based)	2015/16			£465.50	£479	£527.60	£480.50
10. (R&E) Overall Investment Gained (into and within Doncaster)	2016/17			£13.5m	£18m	-	-
11. (R&E) Percentage of retail and retail service units occupied in the core area	Q1 2016/17			87.9%	89%	-	-
12. (R&E) Total Doncaster Business Stock (Number of Enterprises in Doncaster)	2014/15			8,090	-	-	-
13. (R&E) New business Start-Ups in Doncaster	2014/15			1,505	-	-	-
15. (R&E) 16 to 18 year olds who are not in education, employment or training	Q1 2016/17			4.50%	6.00%	7.8%	
21. (R&E) Total Apprenticeships in Doncaster (all organisations & companies)	2014/15			3,990	-	-	-
41. (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)	2015/16			8.9%	10%	10.4%	11%
42. (R&E) 5 Year rolling average of all people killed or seriously injured (KS1) on the roads	2015/16	-	-	118	123	-	-
46. (R&E) CO2 Emissions (per capita)	2014/15			7.1 tonnes	-	6 tonnes	7.3 tonnes
54. (R&E) Net additional homes provided (Council and private sector provider/build)	2016/17			113	-	-	-

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
55. (R&E & SLHD) Number of affordable homes provided (Council, and private sector provider/build)	Q1 2016/17			17	17	-	-
56. (R&E & SLHD) Total number of empty homes, as determined from Council Tax records.	Q4 2015/16			3,496	-	-	-

PI commentary

PI08 - Number of Apprentices completing a Level 3 or above qualification as part of the Council's Internal Apprenticeship Programme was behind target for Q1 – a number of learners are awaiting visit from awarding body accreditation officer who is due in July

PI09 – The number of jobs created with the support of Business Doncaster was down on target level for Q1 with a slow start in terms of job creation claims, however the service is confident that the pipeline of new jobs remains strong

PI10 – Overall investment was £4.5m down in Q1 due to lack of completions and evidence claimed, although the pipeline for new investments remains strong which will be reflected in Q3 and Q4.

PI14 – overall investment into Doncaster with the support of Business Doncaster was £4.5m down on the Q1 target (see comment for PI09)

PI06 – The wage rate remains at £465 compared to a national rate of £527 and Y&H of £480, which both saw a slight rise. Doncaster is aiming to achieve both high and quality jobs growth – therefore almost 40% of the 12,000 new jobs over the next 10 yrs are expected to be higher skilled (Level 4+) and better paid.






PI49 – Fly tip clear-up within 5 days fell short of its Q1 target. Performance was reported to be impacted by outstanding/backlog of collections from previous period. The former backlog is now more manageable.

PI50 – Missed collections includes bins, residual green, recycling, trade and clinical collections. Performance is slightly under the target set for Q1 and SUEZ have been given a stretch target to achieve.

PI51 – grass cutting programme fell slightly short of target. The service has undergone a major transformation with new working patterns for many staff and a recovery plan has been put in place to bring the service back on schedule. More staff are being recruited, there is new machinery, and training for staff


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.

Regeneration & Environmental Revenue

Traffic Light	Name	Quarter 1 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Regeneration & Environment Total Revenue Variance	125.193	37.888	2.602
	Development Revenue Variance	9.249	2.408	-0.155
Underspends from Transport Strategic Design & Infrastructure £143k, Development Management £136k and Major Projects £84k. Overspends from Bentley Training Centre £90k, Accredited Learning £60k and Building Control £58k. The figures for Development Management and Building Control contain £90k overspend relating to unallocated Digital Council saving targets.				
	Director Of Regeneration & Environment Revenue Variance	-0.384	-0.437	0.377
Overspend assumed because Digital Council saving assumed not to be achievable in full in 16/17 (£108k out of £430k assumed to be achievable).				
	Environment Revenue Variance	65.186	32.814	0.281
There are significant overspends due to Highways Asset Management overspending by £230k mainly due to change in legislation meaning significant additional footway works, Mexborough Car Park £160k due to no charges being made, Digital Council savings across Environment £143k. Street scene underspending by £185k mainly due to vacancies still to be filled as part of the recent restructure. Waste underspending by £145k mainly due to savings being achieved by diverting more waste to the PFI facility.				
	Trading & Assets Revenue Variance	51.142	3.103	2.099
The largest overspend relates to slippage against the Assets savings target £879k due to disposals not taking place as soon as planned. Other factors are overspends in Passenger Transport £618k, Construction Services £551k, Markets £229k and underspends against Schools Catering £382k. Action is being taken to improve the reported position - including general limits on expenditure, work with LOCYP on Passenger Transport.				

Regeneration & Environment Capital

Traffic Light	Programme Area	Q1 2016/17				
		Revised Base Budget	Q1 Projection (Full Year)	Revised Base Budget Future Years	Q1 Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m

	Regeneration & Environment Total	93.50	90.41	143.20	144.02	6.62
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Some schemes are accumulating expenditure at risk of funding or being abortive and must be closely monitored. Forecast expenditure has reduced from base budget mainly due to re-profiling of various schemes.

	Development - Non Housing	37.51	32.68	55.19	54.79	2.22
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Main areas of spend include High Speed Rail college (£16.8m), FARRRS Extension (£4.8m), DN7 Unity Link Road (£3.4m), Colonnades Refurbishment (£3.3m), Minor Transport Schemes (£1.4m) and Robin Hood Airport Business Park Development contribution (£1.1m). The 2016/17 programme has reduced by £4.8m from the revised base budget mainly due to the re-profiling of SCRIF projects £7.7m as outlined below but also includes increased expenditure in relation to the High Speed Rail College £3.0m.

SCRIF Urban Centre Projects - The following projects have decreased in 2016/17 due to the re-profiling of expenditure to later years as scheme timescales and scope are further developed through the SCRIF approval process. The overall value of the scheme remains the same.

St Sepulchre Gate / Station Forecourt £2.1m

Doncaster Market £1.5m

Quality Streets £1.3m

Lakeside Power Supply £0.6m

SCRIF FARRRS Extension - This has decreased in 2016/17 by £2.2m due to the re-profiling of expenditure to later years to reflect delays associated with the planning application and the SCRIF approval process. The overall value of the scheme remains the same. The project has exceeded the £1.4m secured Council funding and is currently spending SCRIF monies in advance of formal approval - it is estimated that £0.7m expenditure will be at risk before SCRIF is expected to be approved in October 2016.

High Speed Rail College - The increase of £3.0m is mainly due to the addition of £1.2m equipment to the budget, which will be met from additional BIS funding, and £1.7m works and associated funding brought forward from 2017/18 in response to revised contractor profiles

	Development - Housing	37.16	38.06	73.00	73.00	4.82
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No significant issues in this area at quarter 1. The main areas of forecast spend are:- Planned Maintenance to HRA properties (£16.2m), Council House New Build (£11.2m) and Thermal Efficiency Works (£4.9m).

The programmed expenditure is in line with the priorities of the housing capital programme (as approved by Council 1st March 2016) :-

1. Creation of new affordable homes through the Council House Building programme and Registered Social Landlords.
2. Thermal efficiency improvement works to council properties.
3. Improving and maintaining the existing housing stock.

	Environment	9.84	11.48	12.62	13.14	-£0.69
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	Trading & Assets	8.99	8.19	2.39	3.09	0.27
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The main areas of spend are Main Fleet Purchases (£2.2m), Property Investment Fund (£2.0m) and the Corn Exchange Roof & Facade (£0.5m). The 2016/17 programme has reduced by £0.8m mainly due to the re-profiling of the Corn Exchange roof and façade works £0.5m to later years, as scheme timescales have developed through the scoping of actual works in relation to the previous provisional budget, the overall value remains the same.

Strategic Risks

	<p>There are 17 Strategic Risks and all have been updated as part of the Q4 reporting process. The Heat Map shows a summary of the scores. Risk profiles are detailed in this section, highest to lowest.</p> <p>No risks have been identified for demotion. A new risk has been proposed to highlight the potential issues around exiting the EU and the wording for this risk is being developed. As a result of the quarter 1 challenge revised wording is being developed for the risk around austerity. (This wording will be available for Quarter 2).</p>
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Current austerity measures result in increased poverty in Doncaster, causing deprivation for citizens and restricting the borough's ability to improve and grow.

Simon Wiles

Current Risk	Current Position:	Target Risk
<p>20</p>	<p>Since the last update (linked to a previous risk related to the Welfare Reform agenda), Theresa May has been installed as the new Prime Minister and a re-vamped Cabinet has been put in place. Whilst there is a new Chancellor in place, Lord O'Neil remains as the Communities Secretary and Andrew Percy MP has been appointed as the Northern Powerhouse Minister. Since her appointment the new Prime Minister has spoken about the importance of economic policy working for all places and has placed a renewed focus on industrial strategy, which is an initial positive marker for future devolution.</p> <p>The results of the BREXIT referendum within Doncaster (68.96% to leave), has given HM Government further considerable concern as to the levels of poverty and deprivation in localities. On-going discussions are being held between Ministers, Politicians and officials on the level and type of interventions required to tackle high levels of deprivation within Communities, part of our recent ask to Government (Local Growth Fund Round 3) will assist in the positive uplift, however the potential intervention of £156m will not resolve the issues currently causing poverty within Doncaster.</p> <p>Mitigating Actions: St Leger Homes Chief Executive Susan Jordan Chairs the Anti-Poverty Group (APG), a borough wide partnership initiative consisting of a wide-range of statutory agency and voluntary sector representatives. Operating within a clearly defined strategy and detailed action plan, it reports directly to Team Doncaster and encompasses work that also takes place within the partnership-based Fairness and Inclusion forum. The APG works closely with the Stronger Families Programme, the Benefits Agency and DMBC Directorates to coordinate activity and address the needs of vulnerable families and individuals. In terms of growth, the Sheffield City Region continues to build momentum towards the introduction of the Northern Powerhouse. DMBC has a number of representatives within the governance structure and they will continue to push for continued investment within the Borough and highlight any potential risks to the Executive at the earliest possible time.</p>	<p>12</p>

Failure to achieve the budget targets for 2016/17 and 17/18.

Simon Wiles

Current Risk	Current Position:	Target Risk
<p>20</p>	<p>At Q1 the projected overspend for 2016/17 is £2.8m. Work is underway to update the budget gap and produce the budget proposals for 2017/18 in preparation for approval in March 2017.</p> <p>Mitigating Actions: On the 2016/17 budget targets further work will take place with managers to reduce projected overspends. General reserves are sufficient to meet the £2.8m potential overspend. The 2017/18 budget proposals are being reviewed and updated with managers and elected members to produce draft proposals and start the consultation in November 2016. Key risks to the 2017/18 budget have been identified and are being managed as part of the budget setting process.</p>	<p>12</p>

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

Current Risk		Target Risk
<p>16</p>	<p>Current position: Poor quality data seriously hampers the ability for the Council' to provide modern effective services. Moreover poor data and information will also reduce the effectiveness of the decisions that the Council can make. 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. In addition our ability to maximise the opportunities of linking up data automatically and supporting the digital council agenda which can be seriously impaired if the quality of the data in our systems is not up to standard.</p> <p>Mitigating Actions: 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. Progress continues on track to develop the new Data Quality Strategy to be agreed by 30th 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. It is likely that these actions will include a methodology for improve poor data in our systems, data quality standards and further training. 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>8</p>

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

Damian Allen

Current Risk		Target Risk
<p>16</p>	<p>Current Position: Provision attainment results are due in August. 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</p> <p>Mitigating Actions:</p> <ul style="list-style-type: none"> • Continue to deliver School Improvement 3 year Post Ofsted action plan which is currently midway through implementation, with an improving picture regarding quality of 'Leadership & Performance' and 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 • Independent Education & Skills Commission undertaking a review of education and skills across the borough - their final report is due in Sept 2016 	<p>12</p>

Health and social care services do not change fast enough , impacting on quality, accessibility and affordability of services for people who need them most

Kim Curry

Current Risk		Target Risk
<p>15</p>	<p>Current Position: The pace of transformation has increased significantly since Cabinet approved the Adults Health and Wellbeing Transformation Programme in March 2016. A further significant Cabinet decision has been made to introduce a new model of care and support at home, based upon 6 localities, each with a Strategic Lead Provider, and a framework of Borough wide Additional Support Providers with a phased approach to implementation. In addition, the National Development Team for Inclusion is progressing work to introduce a community led and person centred approach to social care and EY are nearing the completion of their business cases for the agreed 5 transformation themes. The Immediate Business Improvement projects are delivering the changes to improve services for vulnerable people in the borough and the financial picture has also improved as a result. The risk score of 15 has been retained since it is still "possible" that the changes will not happen quickly enough. However, the mitigating actions below should ensure that the modernisation of services remains on track.</p> <p>Mitigating Actions: Progress on transformation is rigorously monitored and challenged by the Adults Health and Wellbeing leadership team and by the established Improvement Board. Regular reports are presented to these both forums and recommendations are made and addressed where pace and intensity need to increase. Regular updates are planned for Directors and Cabinet Members so that appropriate and timely decisions can be scheduled and made. Financial outputs and outcomes from the programme will feed directly into the Medium Term Financial Strategy.</p>	<p>15</p>

Failure by the Council and the Trust to agree and set a realistic annual budget target

Damian Allen

Current Risk		Target Risk
<p>15</p>	<p>Current position- The Trust has informed the Council that based upon current levels of placements it is predicting a £2.4m overspend in 2016/17. Under risk share mechanism of 75/25, this means that the Council is required to fund £1.8m and the Trust £0.6m of this projected shortfall. The Trust does not have sufficient reserves to address this gap.</p> <p>Due to the size of the forecast overspend it is likely that the Trust will be asked to attend scrutiny to explain the variance.</p> <p>Mitigating actions -The Trust has explained it will:-</p> <ul style="list-style-type: none"> > Sets out the contract performance measures and a report which explains the forecast outturn, assumptions and potential options for recovery > Care ladder numbers and strategies; > includes price and volume variances, so that it can see we are currently experiencing higher levels than the contract. Where there is a significant change in volumes the contract does allow for contract variations to reflect this, but it is acknowledged that this would need to be justified via a business case; > Progress regarding in - house fostering, numbers removed from register, new recruits, numbers housed etc. Employing a professional marketing campaign and fund this via pay costs. 	<p>10</p>

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

Damian Allen

Current Risk		Target Risk
<p>15</p>	<p>Current Position: 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 and will be further assessed by the Ofsted monitoring visit in August 2016.</p> <p>Mitigating Actions: 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 which was implicitly endorsed by the 'Getting to Good' seminar on 29th April, 2016. The LGA peer review of July 2016 has not raised serious concerns but has identified areas for improvement which carry potential risk.</p>	<p>15</p>

Failure to set robust assumptions on pensions deficit recovery and future contribution rate for the 2016 valuation

Simon Wiles

Current Risk		Target Risk
<p>12</p>	<p>Current Position: Initial discussions have taken place with the actuary for South Yorkshire pensions. However, since the initial discussions interest rates have fallen across the wider economy following the Brexit vote which potentially increases the level of the deficit and although an estimate was included within the Medium term financial plan this may not be sufficient.</p> <p>Mitigating Actions: The Council will be reviewing and challenging the assumptions made by the Actuary with SYPA and other LA’s in South Yorkshire. The Council will be working with other LA’s at a local and at a national level through the LGA to minimise any additional costs arising from the 2016 Valuation. Final results will be known early September 2016. The Council will also review the Medium-term Financial Plan.</p>	<p>4</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

Simon Wiles

Current Risk		Target Risk
<p>12</p>	<p>Current Position: We have now entered the final year of the current Equality Plan. The first two years concentrated on ensuring that systems and processes were in place to meet the requirements of the Equality Act 2010 and the Public Sector Equality Duty (PSED). This year’s actions are currently focussing upon effectively embedding the equalities, inclusion and diversity agenda internally – and externally. Year 3 has a new focus on improving external outcomes. With the assistance of the Local Government Association, work is currently underway to identify best practice. Leeds, Nottingham and Barnsley have been identified as ‘excellent’ and visits there have been planned. In addition, DMBC Internal Audit are currently auditing the Year 2 actions and will shortly produce their findings for the Equalities Steering Group and Portfolio Holder, Deputy Mayor Glyn Jones.</p> <p>Mitigating Actions: The Local Government Association have agreed to collaborate in the production of the new 3 year Equalities Plan for 2017-20. By working closely with LGA peers, the focus will be on improving/revising our approach to maximise the agenda’s impact internally and externally. A benchmarking exercise has commenced against the LGA’s comprehensive Equality Framework. Evidence will be collated to provide a suitable grading and ‘gap’ analysis. Governance arrangements continue to be strengthened with a review of the Steering Group membership. The new membership will be more senior and encompass a wider range of the organisational membership and is designed to further embed the work progressed in Year 1 and Year 2.</p>	<p>8</p>

Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of childrens services across the wider partnership system

Damian Allen

Current Risk	Current Position - The Children and Families Partnership Board is the fulcrum of the arrangements to discharge the S10 statutory responsibility. There were doubts as to the efficiency and effectiveness of this body which the DCS and AD Commissioning identified on appointment. The CFPB has since September been undergoing development work which has included revisions to operating practice and a number of key support documents such as the children and Young People's Plan.	Target Risk
12 Likelihood Impact	<p>Mitigating actions - A Governance review has recently concluded and this has led to some reforms which include:- an Interim executive Group which will drive forward the agenda with pace; review and revisions to the number and scope of sub groups; proposed revisions to the membership of the Board. Work is progressing to develop a much more 'fit for purpose' CYPP 2017 - 2020.</p>	8 Likelihood Impact

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

Current Risk	Current Position: A peer review action plan has been developed and endorsed by the Doncaster Safeguarding Adults Board and significant progress has been made implementing this. The Safeguarding Adults hub is now in place and has been operational since 4/4/16 to manage all safeguarding cases and clarify safeguarding pathways. A report of progress made in relation to the peer review action plan and the Safeguarding Adults hub will be presented to Doncaster Safeguarding Adults Board on 25.7.16. The board continues to provide a multi-agency training programme to support staff to deliver safeguarding in line with South Yorkshire Procedures and the Care Act 2014.	Target Risk
10 Likelihood Impact	<p>Mitigating Actions: A multi-agency guidance document has been developed and is currently being piloted 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 with a view to reducing inappropriate referrals to the Safeguarding Adults hub. 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. The LGA will revisit Doncaster in September to assess progress on the peer review recommendations. This will inform future improvement initiatives.</p>	10 Likelihood Impact

Risks with a score of less than 10

Risk Title	Risk Score	Owner
Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk.	9	Damian Allen
Failure to adequately address a sufficient number of Children's Trust PIs (as defined in the service delivery contract)	9	Damian Allen
Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal	9	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 identify and manage Health and Safety risks	8	Peter Dale
Failure to implement the Council's key borough objectives in partnership	6	Simon Wiles

Equalities and Inclusion Plan

Equality, inclusion and fairness matter to everyone, and the decisions we make about our customers, the people the Council employs; the money that is spent; and the services that are provided are all important to people with an interest in Doncaster. The Council recognises that it plays a fundamental role in eliminating unlawful discrimination and harassment; fostering good community relations; and demonstrating and promoting equality of opportunity.

The Council's Equality and Inclusion Plan 2014-2017 sets out, our equality objectives and other arrangements for embedding equality into everything we do, both internally and externally. It affirms our commitment and contributes to the Council's priority outcomes and is based on comprehensive consultation. The Plan sets out our objectives which are divided into five corporate equality objectives and eight service specific equality objectives.

During 2014-16 we have made significant progress against the Year 1 and Year 2 Action Plans, which aimed to make sure that the Council continued to meet the requirements of the Public Sector Equality Duty and to put the frameworks in place to meet our five corporate equality objectives.

A review of the progress we have made over the last year is currently taking place and will inform the content of our Annual Report for 2015/16, due to be published towards the end of September. The review is also informing the development of the actions we will take during Year 3. Our Year 3 Action Plan is set out in sections representative of our objectives and highlights the key pieces of work that will be undertaken during the 2016/17 year.

Our focus for the last two years have been on developing the Council approach and commitment to equality and inclusion and embedding equalities in everything that we do. Our approach for Year 3 is outcome focused and strengthens our quest to achieve fairer outcomes for local people irrespective of their characteristics.



Workforce Digest

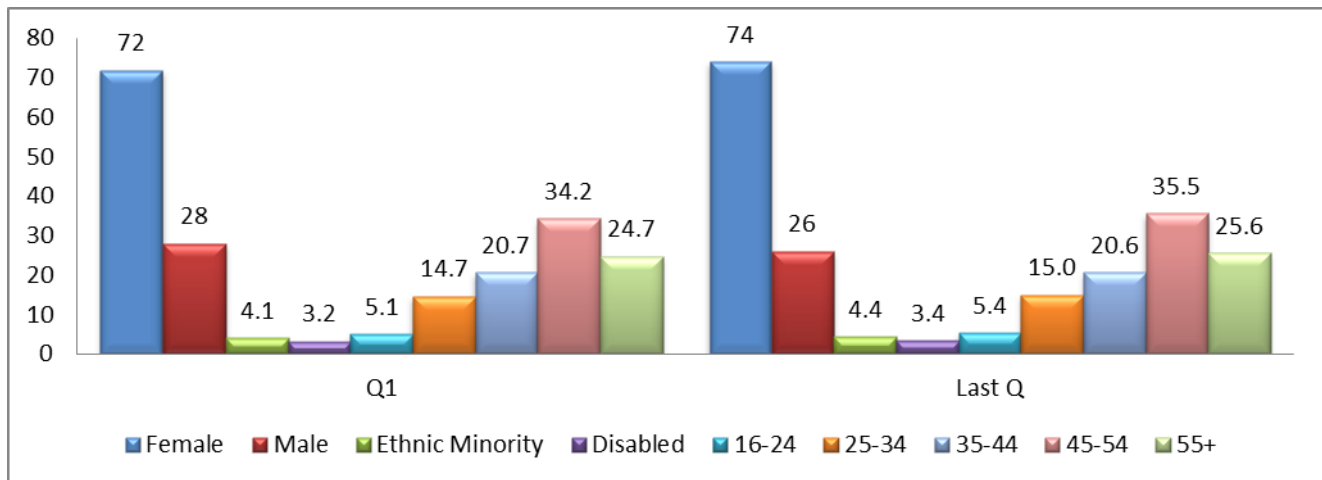
An accurate and up to date picture of the workforce information, trends, and risks is essential to achieving the cultural aspirations that the Council has set out in the Team Doncaster Charter to achieve better people management, engagement and communication and to help develop and deploy people better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

Top 3 Priority Risk Areas

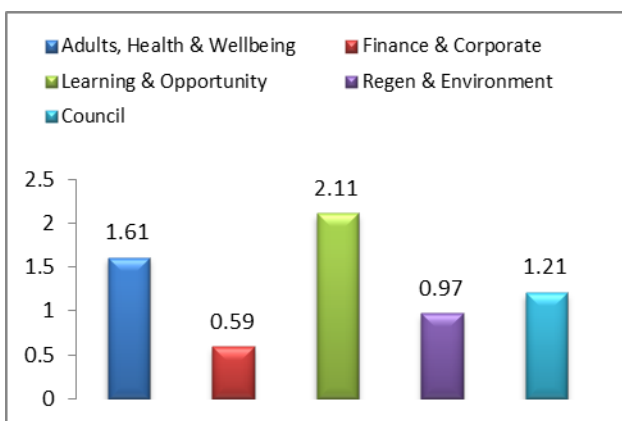
In the last report a number of major and emerging HR and OD risks were identified. These continue to be the same however in some areas there are early signs that action is being taken which is having a positive impact that now needs to be built upon and sustained.

1. **Organisation Stability:** The continued stability as shown in the low turnover (1.21% for the quarter compared nationally at 11% pa) and high retention rates (94% with 1 years' service, 84% with 3 and 78% with 5 years) continues to present 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.

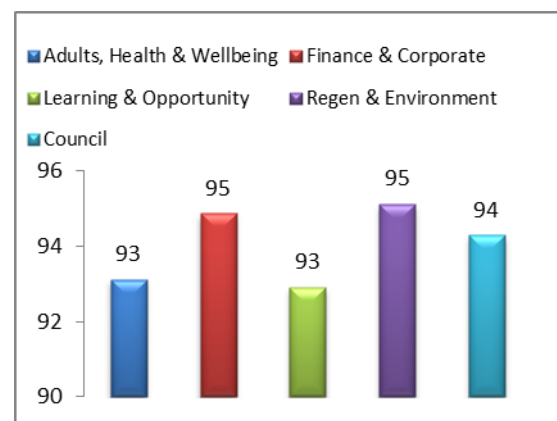
Council Workforce Profile Compared to last Quarter shown as %



Turnover Rate By Directorate %



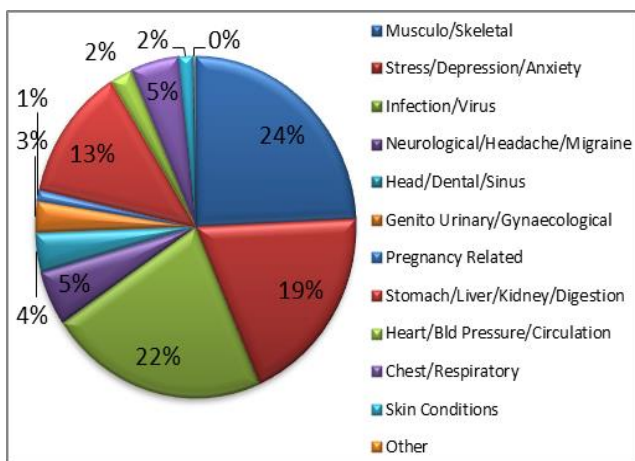
One Year - Retention Rate by Directorate %



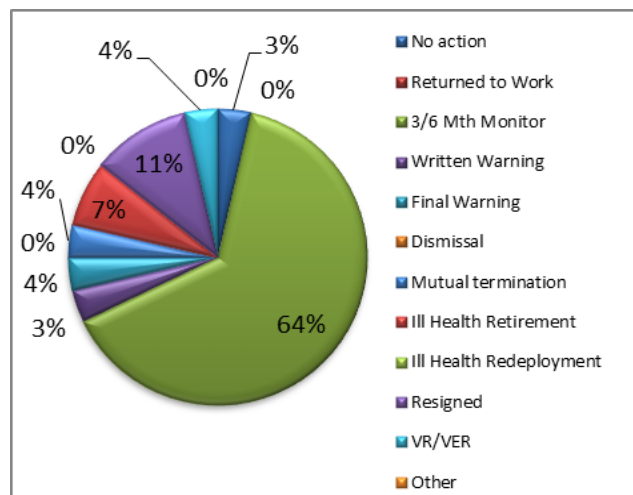
2. **Performance Management:** The continued low level of employee capability cases being recorded as managed is a concern and although there has been a slight drop in the level of completion of PDRs to the corporate target at 90% in this quarter, the increase relative to previous years still does give 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. Directorates also need to ensure that all development and performance improvement plans for those assessed at level 4 and 5 are in place. Rates of non-attendance on training courses have improved. Completion levels of mandatory training for managers, although improved since the last quarter also need to be addressed as these are below the targets required.

There has been a slight increase in the rate of absence from the last quarter, (9.11 to 9.85 days) which if continued would result in a projected annual rate which would exceed the corporate target of 7.9 days per FTE. This is a concern, and although there has again been improvement in some Directorates, with an overall on-going reduction and downward trend year on year, these are not currently being sustained in all Directorates. However, assurance of improvement in this area can be seen with the increase in the number of sickness triggers actioned and increasing demand for management development and other people management development activity which does give some assurance that this is being addressed in some areas.

% Type of Sickness Occurring



Managing Attendance Outcomes



3. **Additional Workforce Spend:** There has been a reduction in the levels of additional spend on agency, casual workers, additional hours and overtime from 10% to 9% although these bring them back to the levels prior to the increase reported in quarter 4 of 2015/16. The reductions are largely due to a decrease in agency spend of 19% from the 13% increase seen last quarter and there has not been the expected decrease in overtime, additional and casual hours that should have resulted from the effective implementation of modern and productive workforce collective agreement changes. Whilst the reduction does give 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 £1.83m and the continued high levels of long term agency (39% are greater than 6 months) 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.

4. **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

Q1 2016/17



Quarter 1 Highlights

Customer Services have served 144,862 customers this quarter. We have experienced an increase in customer contact this period due to the Waste and Recycling route re-balance and the EU Referendum which generated an additional 4,000 calls from customers on its own. From April customers could apply for Zero Fare Bus Passes online and it is already our second most popular online process. It's looking like our younger customers are liking their services online.



ONE STOP SHOP
42,022



EMAIL
10,017



PHONE
92,823



ONLINE SELF-SERVE
12,357



**ONE STOP SHOP
AVERAGE WAIT**
09:53



**ONE STOP SHOP
AVERAGE SERVE**
09:05



**MY DONCASTER
APP
REGISTERED
USERS**



**CALLS ANSWERED
IN 20 SECONDS**

65%



**TOP 3 SELF SERVICE
REQUESTS**

- REQUESTING AN ADDITIONAL BIN
- ZERO FARE BUS PASSES
- DUMPED RUBBISH



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%

CUSTOMER SATISFACTION

72% EXCELLENT
16% GOOD
12% POOR

46%

**OF COUNCIL
SERVICES NOW
AVAILABLE ONLINE**

FREEDOM OF INFORMATION REQUESTS

DMBC: 293 95% ANSWERED IN 20 WORKING DAYS
DCST: 10 92%



DATA PROTECTION REQUESTS

DMBC: 3 100% ANSWERED IN 40 WORKING DAYS
DCST: 9 43%



"Customers Are Our Business and Define our Success"

COMPLAINT TRENDS

Q1 : 2016/17



Regen & Environment

Waste & Recycling -Changes to bin routes

Highways & Street Lighting -Length of time taken for repairs, lack of information for Customer Services to pass on to customers.

Street Cleaning -Length of time for litter to be picked up

Finance & Corporate

Benefits - Length of time waiting for calls to be answered

Customer Services- Standard of information provided to customers

Adults Health & W. Being

Main theme: attitudes / action of staff

L&O: Children & Young People

Process times for school admission applications



COMPLIMENTS

"Please find the attached application for your brilliant attention as per usual. Just to let you know that we are receiving excellent feedback on your behalf in terms of patients receiving their blue badge so quickly. This is REALLY helping many individuals. Many thanks once again. Keep up the good work, you are much appreciated"

Macmillan, Cancer Support



"Me and my husband came in last week for a blue badge and I cannot forget about the service we received I have been thinking about this all week that I must ring and thank them."

"I want to thank the staff I have never been as looked after as we were on Monday they were very helpful and even got a taxi for us, we are very grateful. We have never been as looked after as I was that day."

"I have just had a gent on the phone (didn't leave his details) But he wanted to thank everybody, he said whenever he rings up here were all 'absolutely wonderful' I told him I will pass it on J"

"Would like to thank Customer Services for being so polite and pleasant to talk to. You are very efficient and it makes a difference to speak to people like you, as people are not usually as polite or helpful as you have been"

What are our customers enquiring about this quarter ?

One Stop Shop

- Housing & Council Tax Benefit
- Blue Badges
- Licensing
- Council Tax
- School Admissions
- Residential Parking Permits
- Planning
- Housing

Contact Centre

- Bins, Recycling & Waste
- Grass Cutting
- Pest Control
- Street Lighting
- Elections
- Highways

"Customers Are Our Business and Define our Success"

Appendix B - Virements in Quarter 1

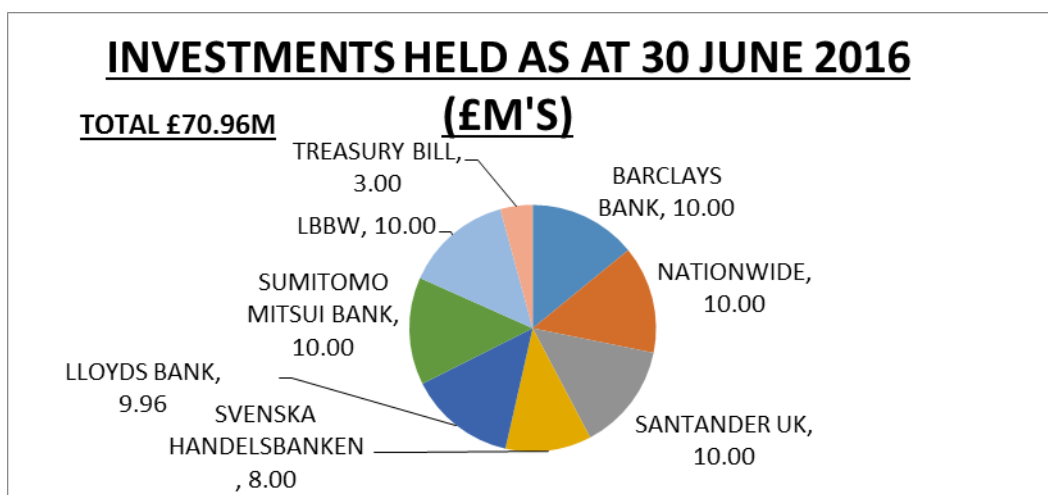
Reason		Directorate	2016/17 £
Amounts approved by Chief Financial Officer up to £0.10m			
1	Transfer of further premises and associated budgets to Assets and Property as part of the Appropriate Assets Programme to carry out the corporate landlord function: - Brodsworth Way Pavilion, Cantley Park Pavilion, Townfield Pavilion, Pavilions-Communities	R&E AH&WB	27,400 -27,400
2	Transfer of the Holmescarr building budget to Facilities Management	AH&WB R&E	5,760 -5,760
3	Transfer of the budget for the Sheffield City Region and Key Cities annual subscriptions to Strategy & Performance Unit	R&E F&CS	-46,250 46,250
4	Allocation of saving from Licencing Income review	R & E F&CS	-44,990 44,990
5	Allocation from contingency to buy out an element of Digital Council savings from the Change Programme	Council Wide R&E	-11,700 11,700
6	Movement of over delivered savings for the ERP strand of the Change Programme from F&CS to meet a shortfall in R&E	F&CS R&E	-14,000 14,000
7	Movement of salary budget in respect of PPR2 movement of posts between directorates	AH&WB F&CS	-25,260 25,260
Amounts approved by Chief Executive £0.01m to £0.25m			
1	Delivery of savings for the Senior Management strand of the Change Programme	AHWb Council Wide	-108,370 108,370
2	To write-out the shortfall of the Skills Review savings target to general contingency	Council wide R&E	-179,450 179,450
Amounts approved by Portfolio Holder £0.25m to £0.5m			
1	Delivery of savings for the Procurement strand of the Change Programme as a result of inflation savings from the Homecare contract	Council Wide F&CS	-278,590 278,590

Appendix C - Treasury Management Update - Quarter 1 2016/17

1. The forecast outturn for Treasury Management is an under spend of £2.3m. This has been achieved by taking advantage of the lower than forecast long term interest rates, which have fallen, both in the run up to the UK referendum, and as a result of the vote to leave the EU.
2. The under spend has been predominantly achieved by being under borrowed and delaying external borrowing as long as possible. DMBC is currently £76m under borrowed which is a key contributor to the underspend. If the £76m was borrowed at 2% there would be an additional external interest cost of £1.5m per annum.
3. The result of the UK referendum is dominating the money markets. A wide range of politicians, economists and institutions have varying views as to the probable outcome over the short and long term. The only certainty at the moment is that there will remain a considerable amount of uncertainty over the next few years and it is the role of the UK Government and Bank of England to steer the country successfully through. There are risks and opportunities at this time, which are outlined below.

Investment

4. The investment portfolio can be seen in Figure 1. The investments are a mixture of call accounts for liquidity, fixed rate investments, certificates of deposit and Treasury Bills.
5. The current average investment rate is 0.77%, against a benchmark rate of 0.36%. However this includes fixed rate investments which we will only be able to re-invest at lower rates post Brexit. Effectively the financial markets have priced in a reduction in interest rates of 0.25% for this financial year, with likely changes being made in August. However, there are many unknown factors that could require the Bank of England to take more monetary policy easing as the various pieces of data that show the direction of travel of the UK economy are released.
6. As part of the portfolio, the Council currently has investment balances of £20m which are in products linked to base rate. The rates currently being received are forecast to fall in line with bank base rate.
7. **Figure 1: The following chart summarises the Council's investment portfolio as at 30th June 2016.**



8. Officers can report that no investment limits have been breached during the financial year 2016/17.

Borrowing

Figure 2: The following table summarises the Councils forecast Debt Portfolio of £456.4m as at 30th June 2016.

DMBC Debt Portfolio and Maturity Profile as at 30th June 2016				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	6.56	29,926
12 to 24 Months	50	0	2.67	12,187
24 Months to 5 Years	50	0	9.33	42,560
5 Years to 10 Years	75	0	7.92	36,127
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			73.52	335,561
40 Years to 50 Years				
50 Years and above				
TOTAL			100.00	456,361

9. During the 2016/17 financial year the Council has a borrowing requirement of £36.3m. £13.1m in new external borrowing to support the Capital Programme and £23.2m to replace loans maturing during the year.
10. 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 will therefore target advantageous rates over the whole range of rates while applying a target borrowing rate of 2% for all new lending taken out during the year.
11. The Council will consider borrowing at higher rates if it feels that borrowing rates are likely to increase and a £15m loan was taken, for 50 years, at 2.77% during June as a hedge against increased rates post the UK referendum. This removed some risk relating to a remain vote and was at a saving of £40k per annum compared to the previous lowest 50 year rate obtained last year. This loan brings additional stability to the loans portfolio.
12. Historically low interest rates does provide an opportunity to reverse the under borrowed position but this would come at an additional budget cost, and based on forecast interest rates remaining low for the foreseeable future (50 year borrowing rates forecast to increase from 2.2% to 2.5% between now and March 2019) there is no real need to do so immediately.
13. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 1st March, 2016, have been breached during this financial year.

Risks

14. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 1st March, 2016. Key risks relate to our investment portfolio, these include the risk of reduced interest rates which has been covered above.
15. In addition two of the three main rating agencies have downgraded the UK sovereign rating from AAA. This is due mainly to the forecast reduction in Gross Domestic Product rate of growth, anticipated post Brexit.
16. They have also reviewed the credit ratings of all UK banks and, whilst not downgrading any ratings, they have changed the outlook for their ratings from either positive to stable, or stable to negative. This is an indication

that there is potential for a downgrade of ratings within the next 12 months. All the agencies and the Bank of England have confirmed that all UK banks are much better capitalised than they were at the time of the last shock to the system, the global credit crisis of 2009. None of the banks on the DMBC approved list are considered in danger of failure. Creditworthiness data is received on a daily basis from our Treasury Consultants and action will be taken to reduce exposure or remove institutions from the list if negative indicators deem it appropriate.

17. The low interest rate and heightened risk investment environment will make it difficult to place surplus funds successfully and it is therefore appropriate at this time to remain under borrowed and minimise the cost of holding funds until they are required.

General Banking

18. Lloyds Banking Group was awarded the contract to provide DMBC with general banking facilities from 1st January, 2016. 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 August 2016 (mainly waiting for cheques to be presented and customers changing the payment details on their accounts). In the meantime Cooperative Bank are continuing to provide basic support.

Appendix D – Capital Programme New Additions Quarter 1 2016/17

	Funding Source	New Addition 2016/17 £m	New Addition Total £m
<u>Adults, Health & Wellbeing</u>			
Grant to DCLT for cycle facility	Corporate Resources	0.65	0.65
Bentley new village S106	S106	0.04	0.04
Total Adults, Health & Wellbeing		0.69	0.69

Finance and Corporate Services			
Conversion of meeting rooms at the Civic Office to offices and location for weddings due to relocation of the Registrars Service	Corporate Resources and Earmarked Reserve	0.19	0.19
Total Finance and Corporate Services		0.19	0.19

<u>Learning & Opportunities: Children & Young People</u>			
Capital contribution towards the construction of a 5 court sports hall as part of the construction of the XP East Free School in return for extensive community use.	Minimum Revenue Provision	0.21	0.21
Oaklands Childcare Unit spend on internal and external work to make fit for purpose prior to transfer to the Trust.	LOCYP Resources + RCCO	0.07	0.07
Total Learning & Opportunities: Children & Young People		0.28	0.28

<u>Regeneration & Environment</u>			
Development			
Housing			
Council House New Build – Demolition of former depot at Fossard Close Intake and construct four, two bedroom bungalows. Funded from block allocation.	RCCO	0.62	0.62
Council House New Build – Phase 3 Block Allocation.	RCCO	-0.62	-0.62

	Funding Source	New Addition 2016/17 £m	New Addition Total £m
Demolition of former Social Education Centre Conisbrough.	Housing Usable Capital Receipts	0.17	0.17
Environment			
Allocation of various Highways Maintenance block budgets to new or re-instated schemes: -			
Pre-patching in Preparation for Surface Dressing		0.300	0.300
Multi-hog Works & Carriageway Patching		0.250	0.250
Leger Way Uncontrolled Crossing – Intake	LTP	0.055	0.055
Thorne Flyover		0.061	0.061
Almond/Chestnut Avenue Armthorpe		0.106	0.106
South Bus Station Subway Infill		0.090	0.090
Corresponding decrease in block budgets		-0.862	-0.862
Trading & Assets			
Allocation of Building Improvement Programme block budget to new schemes: -			
Askern Library Lift Alarm	Corporate Resource	0.001	0.001
Woodlands Library Anti-climb Railings		0.006	0.006
Corresponding decrease in block budget		-0.007	-0.007
Total Regeneration & Environment			