

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

Finance and Performance Improvement Report: 2016/17 Quarter 2

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: £4.0m projected overspend

Performance Position: 80% of service measures at or close to target

- At quarter 2 the Council is forecasting a year-end overspend of £4.0m. This includes Children's Trust £3.2m overspend and Regeneration & Environment £2.1m. These overspends are offset by £2.9m one-off underspends including Treasury management £2.3m. The projection includes the expected delivery of £37.4m savings towards the £40.2m target, leaving a shortfall of circa £2.8m mainly from the Modern & Productive, Appropriate Assets and Digital Council programmes, the shortfall is included in the outturn figures shown above. Further details are provided in paragraphs 23 - 24 and Appendix A.
- The overall performance of our service measures is good with 80% (37 out of 46) exceeding or close to local targets, this is a slight decrease to the previous quarterly figure of 89%; more detail explaining this is provided in paragraph 25. We have increased the recycling rate for domestic waste, reduced the number of permanent admissions to long term care and 67% of the Council's spend is with local providers. Measures that are further from our local targets are Direct Payments, Investment supported by Business Doncaster, sickness and permanent absence of children in care at secondary level; 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 32 and Appendix B;
 - Note the new additions to the Capital Programme, as detailed in Appendix D.

AREAS PERFORMING WELL

Armed Forces Covenant



Gold Award achieved



Recycling rate for household domestic waste has increased to

51.5%



(against a target of 46.8%)

Admissions to residential care for over 65s currently

31 per month



lowest rate for 3 years

(47 per month in 2015/16)

Children with first choice school placement



Reception	Secondary
96.4%	95.7%

exceeded national and regional performance

Average number of days to process new claims - Council Tax Support

24.51 - Days



(Target 25 Days)

Staff - Performance Development Reviews



Achieved 97%



88%

of grass cutting works completed against programme



(against a target of 80%)

AREAS FOR IMPROVEMENT

Persistent Absence of Children in Care Secondary Schools has increased to

23%

(against a target of 6.9%)



19.4%

of people using social care who receive a direct payment



(against a target of 23.3%)

Investment into Doncaster with the support of

BUSINESS DONCASTER IS £5.5m



(against a target of £12m by Quarter 2 16/17)

60%



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

(against a target of 85%)

Sickness - Whole Authority

9.69 days



(against a target of 7.90 days)

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

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

6. At 72% Doncaster's employment rate remains on a par with Yorkshire and Humber (72.2%) and the gap with the England national average stands at 1.9% points. The number of residents in highly skilled occupations currently stands at 36% a rise from 32.6% when compared to the last year. This equates to approximately 50,000 residents (aged 16+) in occupations which include managers, directors, science, health, social care teaching, research, engineering, technology, business and media professionals. There remains a gap with both Yorkshire & Humber (40.1%) and the England average (44.9%). Overall investment into Doncaster through Business Doncaster is behind target with £5.5m against a Q2 target of £12m but there is confidence that Q3 and Q4 will see an increase from the Business Incentive Scheme.
7. 67.1% 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. Recently released provisional GCSE results show an improvement from 50% to 54.5% meaning approximately 150 more students gained 5 A*-C GCSE grades. This measure will be replaced by the new national measures of attainment and progress in 8 subjects. Our apprenticeship profile exceeds the mayoral target of 750 apprenticeship starts with 1108 new apprentices created since 2013, and 48 of our internal apprentices have gained level 3 or above qualifications. The Independent Education and Skills Commission publish their findings in October which will help reshape an education and skills system for the borough.

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

8. The transformation plan for Adults, Health and Well-being is being implemented through Immediate Business Improvement (IBI) projects and seven longer term transformation plans. 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 2016-17 (31 per month) is significantly lower than the previous year (47 per month). The reduction in admissions is having an impact on the overall number of people receiving long term care which is now 1,470 and projected to decrease further in 2016-17. The starting figure for 2016-17 budget was 1,509 placements with a target for the end of year to reduce by 107 placements to 1,402; currently on target based on the seasonal forecast. The actual reduction is slightly less than anticipated 13 short term placements have been converted to long term and are included in the Q2 figures.
9. The Childrens Trust continues to report reasonable performance overall but some key indicators are off track and they are currently projecting a £3.4m overspend mainly on placements and agency costs, further details are provided in Appendix A. The percentage of Children in Need (CIN) children with an open and current plan is performing at 87% against a target of 95% and there remains strong focus on the quality of work.

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

10. There were 331 new homes built in Q2 (council and private sector providers) bringing a total of 444 so far for 2016/17 and is slightly less than the same period last year; and 17 affordable homes were completed in Q2, a total of 34 achieving our local target for Q2.
11. Household domestic recycling rates are higher than previous years, rising from 43% to 51.5% and exceed the target of 46.8%. Fly tipping collection within 5 days continues to be reported at 60% against an 80% target. Plans are in place to ensure better working patterns to improve performance. Grass cutting rates increased rising from 73% to 88.5% and is currently above target level of 80%. This improvement is due to the successful implementation of a recovery plan which included new machinery, recruitment and training.

Outcome 4: All families thrive

12. The Expanded Stronger Families Programme continues to achieve positive outcomes with families, 777 positive outcomes have been achieved, particularly around reducing crime and supporting people out of worklessness and financial exclusion. To meet targets the programme needs to identify and engage with more families (we currently have identified 962 families and are working with 769) which will be helped by further work to gather families who are eligible from across the Team Doncaster partnership along with initiating work with 193 families identified but not yet part of the programme.
13. Both the average number of days to process a new housing benefit claims and new council tax support applications both continue to achieve the target of 25 days.
14. 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 and are above national levels. Persistent absence for children in care at secondary level rose from 10% to 23%, indicating that 34 children in care at secondary level have high levels of school absence. Care leavers in Employment Training and Education is low at 41% and is one of the lowest regionally nationally.

Outcome 5: Council services are modern and value for money

15. 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.
16. Overall Council sickness is 9.69 days lost per full time employee, compared to a target of 7.9 for Q2. This is a slight reduction in the rate of absence from the last quarter (9.85 days) or 0.16 days which if continued would result in a projected annual rate that would exceed the corporate target of 7.9 days per FTE
17. Council Tax arrears reduced by just under £1.7m compared to a target of £1.4m and Business Rates arrears reduced by £1.2m well above the projected target of £850k. We continue to pay 95.7% of invoices within 30 days, meeting the target of 95%. 67% of local authority spend is with Doncaster companies against a target of 63%.
18. There is a delay in the Assets programme which shows a projected shortfall of £0.8m 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.
19. The percentage of channel shift to on-line service is 20.6% against a 40% target, with little movement since previous quarters 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 £0.9m shortfall. However there are 48% of transactional services now available to access online and we anticipate this proportion to increase further in 2016-17.

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

20. 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 council along with its partners are developing a programme for 2017/18 to focus on the things that matter most and will facilitate real change for the residents of Doncaster.

21. A new strategic risk on the implication for leaving the EU has been created and will be monitored to ensure we respond appropriately and effectively over the next year as further detail and implications emerge.

FINANCIAL POSITION

22. The projected outturn position for the Council is a £4.0m overspend. However, this includes circa £2.9m 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. Work is ongoing to plan for the 2017/18 budget and manage reserves going forward. A summary of the outturn position is provided below:

	Gross Budget £m	Net Budget £m	Total Variance £m
Services			
Adults Health and Wellbeing	146.7	81.8	0.9
Learning & Opportunities – Children & Young People (Includes Children's Services Trust £3.2m overspend)	86.2	46.4	3.2
Finance & Corporate Services	125.3	19.5	-0.2
Regeneration & Environment	126.1	39.0	2.1
Total Service Budgets	484.3	186.7	6.0
Council Wide			
General Financing / Treasury Management	7.7	7.7	-2.3
Council-wide savings targets	-1.1	-1.1	1.0
Other Council-wide	-7.8	14.5	-0.7
Subtotal	-1.2	21.1	-2.0
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	501.1	100.4	4.0

23. A summary of the major variances are provided below, with further details in Appendix A:
- a. The Adults, Health and Wellbeing Directorate is currently implementing immediate business improvements and longer term projects to modernise the service and deliver savings. 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. The Directorate has made significant progress, for instance, in making sure that individual's needs are being properly addressed as demonstrated by the reduction in the number of people 65 and over who are being admitted to residential and nursing settings. The overall number of residential placements has reduced from 1,509 at the start of the year to 1,470 at the end of September 2016, and they are forecast to decrease to 1,402 at the end of the year. Savings have also been delivered in 2016/17 on the commissioning budgets £1.6m and learning disability supported living placements of £0.3m.
 - b. The total forecast overspend of £0.9m at the end of Quarter 2 is broadly in line with the forecast at the end of Quarter 1 of £1.1m, although some individual areas have changed. There were some omissions within the quarter 1 projections for residential placements on short stay costs and income that have now been addressed, this results in an unfavourable swing on the budget in this quarter however this is offset by a reduction in other pressures across the service. There are three areas of concern that will need to be monitored closely over the coming months.
 - i. Transitions from Children's Service. The impact of individuals moving from Children's Services to Adult Services was identified as a potential budget

pressure with funding to be allocated during the financial year. This has been partially offset by changes to a block contract and is forecast to have a net £0.3m impact in the current year. To meet this pressure £0.3m funding has been allocated from the central budget on an on-going basis from 2016/17. The Directorate is also working closely with colleagues in Doncaster Children's Trust to actively seek to obtain improved information and better multi-agency to manage this potential cost pressure in the future.

- ii. Community Equipment budget. The Community Equipment budget is under increasing pressure with a £0.4m forecast overspend for the year. This budget is a key enabler within the transformation programme for service users to lead independent lives. In helping people to remain independent for longer at home, the use of equipment in their own homes is a major factor in this. Work continues to manage the demand on this service within budget, reviewing prescriber behaviour, and looking at the use of strength based assessment to signpost individuals direct to suppliers.
 - iii. Digital Council savings. The Directorate was allocated Digital Council savings of £0.7m, of which £0.2m in savings from alternative sources has been identified. This leaves a balance of £0.5m that is not currently seen as achievable in this year, although this will continue to be reviewed as the efficiency gains from the current programme are evaluated. Any balance remaining will be delivered in future years as part of the transformation programme.
- c. Overall the direction of travel is positive but there are issues that need to be monitored and the programmes that are currently achieving their objectives need to retain their current level of performance.
 - d. Learning & Opportunities – CYP – The £3.2m projected overspend for the Children's Trust reflects the £2.7m contract variation request for increasing levels of activity plus £0.5m which is the Council's 75% share of the remaining £0.7m overspend, £3.4m total reported overspend. Further actions are being undertaken to agree the contract variation figure and understand the options being progressed to release pressure on the forecast outturn and achieve a balanced budget moving forward.
 - e. Regeneration & Environment – £0.8m shortfall against the Appropriate Assets savings target of £2.4m in 2016/17. Construction Services is projected to overspend by £0.5m due to income targets not being achieved. Other overspends include Passenger Transport (for pupils and adults to day care facilities) £0.3m and Markets £0.3m. Action is being taken to improve the projected outturn position including general limits on expenditure and closer management of the budgets. On Passenger Transport a restructure is due to be implemented in January 2017, work is being undertaken to rationalise routes, requests are being challenged and further work is taking place with LO-CYP to review demand. A restructure is also planned for Statutory Planned Maintenance, Design and Project Management which is also expected to be implemented in January/February 2017 and to deliver savings to reduce this cost pressure.
 - f. Council-Wide – Underspend on centrally held items of -£0.6m, these are mainly one-off items including -£0.4m arising from £28m prepayment of pension deficit contributions and £0.2m final distribution of shareholder funds for Digital Region Limited. Projected underspend on Treasury Management of £2.3m, the main reason is the £1.5m saving which was highlighted in the Treasury Management Strategy 2016/17 to 2019/20 and will be included in 2017/18 budget. In addition, there is a £1.0m underspend on interest payment budgets due to interest rates remaining lower than expected and lower borrowing for capital schemes than expected. 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 £1.0m in 2016/17, although this will be delivered in future years.

COUNCIL PRIORITIES – PERFORMANCE

24. The following paragraphs provide a summary of progress against Corporate Plan outcomes. Performance is on track or close to target for 80 per cent (37 out of 46) of our service measures which is a slight decrease on 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) Latest data shows that Doncaster's employment rate for 16-64 year olds stands at 72%; the highest rate for 11 years and an increase of 4% points compared to the same time last year. Doncaster's employment rate remains 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 (2015) shows that at 5.5% our private sector employment growth looks positive, with 4,700 additional private sector jobs created between 2014 and 2015 across a range of sectors. Weekly wage rate at £465 is £15 less than the average Yorkshire and Humber rate and £67 less than the national average, 2016 data is expected to be released at the end of November. The number of residents in highly skilled occupations stands at 36%, equating to 50,000 residents, although slowly narrowing the gap, it is still behind the Yorkshire & Humber (40%) and the national average (45%).
- c) 11.9% of 16-64 year olds claim out of work benefit claimants and this is higher than the Yorkshire and Humber rate of 10.3% and national average of 8.7%. 29 people supported through our Ambition Programme have been in sustained employment for 6 months or more. The programme is aimed at assisting people in their journey to sustained employment.
- d) The total of new FTE jobs created through the support of Business Doncaster in Q2 period stands at 165 which is slightly behind the Q2 target of 185 but is overall is on track in year. At £5.5m, overall investment gained into Doncaster is behind the Q2 target position of £12m. Annual target stands at £40m but the service forecasts that the shortfall will be recovered during Q3 and Q4 through the Business Incentive Scheme.
- 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 remained fairly constant at 87.5% and is likely to remain stable into Q3 due to season retail outlets.
- f) The 'Great Yorkshire Way' link road to Robin Hood Airport, provides better links from the M18 and improved access to the iPORT multi-modal logistics site and Airport Business Park, and will help to bring higher skilled jobs for the next 10 years. Doncaster working age population with a level 3 qualification stands at 47.1% for 2015, with the next data release in April 2017. Note level 3 is equivalent to 2 or more A levels.
- g) 67.1% 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. Recently released provisional GCSE results show an improvement from 50% to 54.5% meaning approximately 150 more students gained 5 A*-C GCSE grades. This measure will be replaced by the measure of attainment and progress in 8 subjects. The

number of 16-18 year olds who are not in employment, education or training (NEET) remained stable at 4.5% (441). Reporting definition will change in Q3 as NEET and Unknowns will be combined. Our apprenticeship profile exceeded the mayoral target of 750 apprenticeship starts with 1108 new apprentices created since 2013 and 48 of our internal apprentices have gained level 3 or above qualifications which is slightly behind the Q2 target of 58.

- 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 21st October 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
- Overall investment gained (into and within Doncaster) with the support of Business Doncaster

Next steps...

- Review of business investment through to end of year Q3 and Q4 – Business Doncaster
- Doncaster independent Education and Skills Commission – review of findings. Consultation with the wider partnership will take place throughout November with formal response in the new year
- Renewed guidance and courses offered to schools for Ofsted preparedness

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

Where are we now...

- a) A new transformation programme was developed and is being implemented consisting of 2 key strands: Immediate Business Improvement and; Future Transformation. This programme will ensure that services are effective and efficient both now and into the future. Good progress has been made on the Immediate Business Improvement projects, which have delivered service improvements and the savings needed by the directorate during 2016/17. The business case for transformation over the next 5 years has been completed since quarter 1 and is planned to be implemented from November onwards.
- b) There were 521 ongoing direct payment agreements in place as at 30th September 2016. A joint management action plan, has been prepared to tackle this issue and increase take up of direct payments, 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, strengthening support to people who wish to receive a direct payment to become an employer, together with ensuring payments are made promptly. Management action is being taken to ensure that social work teams are focussing on direct. The commissioning care and support at home project will result in a large increase in the uptake of direct payments. Service users will be supported to take up a direct payment to increase their options and enable them to stay with their existing service providers if they wish to do so.
- c) Signs are really positive that there is now a strong grip on residential care admissions. In the last 2 months the new stretch target of 25 admissions per month has been achieved (August 23, Sept 19). To put the improvement into perspective, the monthly average for the same period in 2015/16 was 47, compared to an average of 31 in 2016/17. The monthly average of 31 is also slightly better than the 2015/16 Yorkshire and Humber and national averages, meaning that Doncaster is no longer an outlier on performance. There were actually 87 new agreements recorded in quarter 2 compared to the stretch target of 75. In the year to date there have been 186 new agreements compared to the stretch target of

158. Although the targets have not been achieved as a whole, performance is in line with expectations and original budget requirements. There has also been a marked improvement compared to the same period last year when the quarterly figure was 143 and the year date figure was 282. If only those agreements where DMBC contribute financially are counted, then the total number of new agreements for the year to date is 116 or an average of 19 per month. There were an additional 70 full cost self-funders. The resource (residential) panel is now managing the number of admissions within stretch target levels, as the last 2 month demonstrates. However, the date that agreements are input is still having an impact on monthly figures. This should improve in future as all Social Workers are now requested to complete input ASAP after panel agreement and delayed input is rigorously chased.

- d) The proportion of safeguarding referrals for people who had a separate referral in the preceding 12 months is 12.14% (71 out of 585 referrals), higher than our 10% target. This figure has increased in Q2 accounting for over a third of these repeat referrals and work is being completed to understand this increase in more detail which will be fed back to the Doncaster Safeguarding Quality and Performance group.
- e) The health outcomes of people in Doncaster are generally poorer than the national average. Performance measures on drug treatment performs under target in Q2 which is due in part to a number of complex opiate cases which is being dealt with by specific provider action plans.
- f) Overall the Childrens Trust continues to report reasonable performance and remain within tolerance target levels on a number of measures. Monitoring review meetings between the council and the Trust focus on both performance and financial management, with quality of work and financial management as key priorities. 87% of children in need cases were reported as having an 'open/current' plan. This figure rises to 91% with the inclusion of those children with a 'draft' plan awaiting completion but is below the 95% target. The number of repeat referrals to Childrens Services at 24% remained constant with previous quarter's performance, this measure is indicative of the affectivity of the initial intervention received. See appendix A (page 29-31).
- g) We saw an increase in the reported number of children living in households where domestic abuse occurs. In 12% of children and families assessments, domestic abuse is a factor.

Red measures

- Proportion of all in drug treatment who successfully completed treatment and did not re-present within 6 months (per cent).
- Proportion of people using social care who receive direct payments
- Proportion of repeat safeguarding referrals
- Permanent admissions to residential and nursing care homes per 100,000 population
- Percentage of children in need with an open and current plan (Trust)

Next steps...

- Monitor the provider action plan for Opiate exits.
- Implement the LGA peer review action plan for safeguarding adults.
- Continue to deliver the adults health and well-being Immediate Business Improvement (IBI) projects and develop quality business plans for the longer term transformation priorities.

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

Where are we now...

- a) There were 331 new homes built in Q2 (council and private sector providers) bringing a total of 444 so far for 2016/17. This is down on previous years position and work is underway to review the factors behind the reduction. Early indication from review of council and private sector numbers is that this is due to a reduction from private developer's contribution. The affordable housing programme for 2016 remains on track with another 17 council built properties completed in Q2 bringing a total of 34 year to date. Empty properties remains fairly static resting around 3500 based on council tax figures.
- b) Household domestic recycling rates are higher than previous years, rising from 43% to 51.5% and exceed the target of 46.8%. Fly tipping collection within 5 days continues to be reported at 60% against an 80% target. More instances are being recorded due online and through digital apps with a total of 3785 recorded this quarter. Plans are in place to improve performance through better working patterns and focused back alley clearances.
- c) 99.88% 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.
- d) Grass cutting rates increased rising from 73% to 88.5% and is currently above the target of 80%. This is improvement is due to the successful implementation of a recovery plan which included new machinery, recruitment and training.
- e) Latest carbon dioxide (CO2) omissions data (2014) reports 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 and biomass boiler at Adwick Leisure Centre contribute.
- f) Annually released data for 2016/17 regarding 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

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 and are above national levels.
- 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. Percentage of children who are 'school ready' measured as part of the Early Years Foundation Stage continues its positive trend rising 5% on previous year to 70%. Biggest challenge is anticipated to be around children receiving Free School Meals where there is still a gap of c.20%.

- c) At 9%, the Children's Trust report an improvement in the stability for our children in care, in terms of number of placement moves and has consistently remained within target level since transfer to the Trust. 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 41% and is in the lowest national quartile and one of the lowest regionally. There is an Ofsted improvement action plan that the Trust and the council are work on with is aimed at strengthening the pathways for these vulnerable children. The Corporate Parenting Board maintains focus on both children in care and care leavers to improve positive life outcomes for children in care.
- d) With provisional results at 4% for A*-C GCSE, both attainment and persistent absence for our children in care, at secondary level are behind target/comparator levels and also remain a concern. Persistent absence for children in care at secondary level rose from 10% to 23%, indicating that 34 children in care at secondary level have high levels of school absence. Further analysis is underway regarding children in care attendance rates.
- e) The start of the school year in September saw a rise in the percentage of children with first choice school placements for both reception and secondary levels, ranking Doncaster 3rd nationally at reception level (96.4%) and top 10% nationally at secondary level (95.7%).
- f) Early Help remains a key area of focus and development into 2016/17. Our Early Help Hub received 1351 enquiries in Q2, 26% of these were for children pre-birth to 5 years of age (353).
- g) The Expanded Stronger Families Programme continues to achieve positive outcomes with families, 777 positive outcomes have been achieved, particularly around reducing crime and supporting people out of worklessness and financial exclusion. To meet targets the programme needs to identify and engage with more families (we currently have identified 962 families and are working with 769) which will be helped by further work to gather families who are eligible from across the Team Doncaster partnership along with initiating work with 193 families identified but not yet part of the programme. We have a robust process, working alongside Internal Audit for making claims to Dept. Communities and Local Government which has allowed us to claim 34 full claims so far in 2016-17. Further work with our partners so that we can demonstrate outcomes and also progress towards a case management system will improve our ability to claim in the future.
- h) The average number of days to process a housing benefit claim is 23.2 against a target of 25. The average number of days to process a new claim for council tax support is 24.5; 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

None

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
- Further analysis regarding children in care attendance rates

Outcome 5: Council services are modern and value for money

Where are we now...

- a) Overall Council sickness is 9.69 days lost per full time employee, compared to a target of 7.9 for Q2. This is a slight reduction in the rate of absence from the last quarter (9.85 days) or 0.16 days which if continued would result in a projected annual rate that would exceed the corporate target of 7.9 days per FTE. Further information is provided in Appendix A.

- 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 in some areas there are further 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 20.6 per cent of our customers contacted us on-line during quarter 2, with little movement over the previous 3 quarters. Key actions to increase takeup are being investigated. 48% of appropriate services are now delivered on-line, a slight increase on last quarter.
- d) In the first quarter of the year Council Tax arrears reduced by just under £1.7m, compared to the target of £1.4m, this reduction is up nearly £400k than the same period last year.
- e) Business Rates show a reduction of arrears in the second quarter of over £1.2m, which is well above the projected target of £850k. This reduction is over £400k more than for the same period last year
- f) Doncaster companies and suppliers are now used for 69 per cent of our total spend with third party providers. This is better than the 60 per cent target, and the highest percentage reported over the last 2 years.
- g) The percentage of invoices paid within 30 days is currently 96.7 per cent against a target of 95 per cent. This is considerably higher than the 88 per cent reported in the same period last year.

Red measures

- Whole authority sickness
- Percentage of channel shift to on-line services by Doncaster residents as a result of the Digital Strategy
- Contracts procured in 205/16 that have social value reflected in them

Next steps...

- Identify key actions to improve the percentage of on-line channel shift by Doncaster residents;

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

Where are we now...

- a) There have been 11 data protection incidents by the council this quarter and 12 by Doncaster Children's Services Trust. None were serious enough to be recognised as breaches by the Information Commissioner's Office. New e-learning modules have been launched and the Data Protection Officer continues to complete investigations and complete mitigating actions with high risk areas and where incidents occur.
- b) Mandatory training for elected members is currently at 85 per cent. This is in line with the 88 per cent reported for the same time last year. Additional mandatory training sessions have been scheduled.
- c) There has been no increase in the number of our significant partners that have completed a partnership assessment. Work is underway to increase the number of assessments completed
- d) Of the lead officers and members appointed to represent the Council on partnership boards, 50 per cent have attended Partnership Training, compared to a target of 25 per cent.

Red measures

- Significant partners that have had a completed partnership assessment

Next steps...

- Target partners that need to complete a partnership assessment;
- 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

25. There are 18 Strategic Risks and all have been updated as part of the Quarter 2 reporting process. The Heat Map shows a summary of the scores.
26. No risks have been identified for demotion. A new risk has been proposed to highlight the increasing impact of cyber threats; the wording for this risk is being developed and will be profiled at Quarter 3.



DONCASTER 2017 PROGRAMME

27. The Doncaster 2017 Programme is showing £2.8m projected slippage for 2016/17. This is mainly attributable to Modern & Productive Workforce (£1.0m), Digital Council (£0.9m), Appropriate Assets (£0.8m); these figures have been included in the projected overall financial position for the Council for 2016/17. The pace of transformation for some of the projects is slow; use of one-off funding has been used to meet shortfalls and some projects will extend beyond 2016/17 in order to achieve their outcomes.
28. The current target and projected savings for this year are as follows:

	£m
Target Savings	
2016/17	8.74
Carried forward from 2015/16	7.67
Total Target Savings	16.41
Projected Savings	
On-going	11.04
One-Off	2.54
Total Projected Savings	13.58
Slippage/Gap	2.83
(Slippage/Gap at Q1 was £2.91m)	

29. 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 £1.5m projected to be achieved beyond 2016/17, with a potential overall gap to manage in later years. Modern and Productive Workforce £2.0m to be delivered beyond 2016/17 reflecting the impact of the agreed changes to terms and conditions. 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. Although there is slippage on delivering the savings, the programme has delivered £1.8m savings to date, a further £2.0m is estimated for 2016/17 and 2017/18 giving an overall total of £3.8m at the end of the programme.

BUSINESS RATES, COUNCIL TAX AND RENT ARREARS

30. 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.
 - a. In addition, the accumulated Council Tax Collection Fund surplus attributable to Doncaster as at 31st March, 2017 is estimated at £4.5m. The longer term collection rate since 1993 is 98.55 per cent. The accumulated Business Rates Collection Fund deficit attributable to Doncaster as at 31st March, 2017 is estimated at £0.70m.
 - b. Current rent arrears at Q2 stand at £1.89m and are 2.51 per cent of the rent debit; there has been an increase of £0.02m from £1.87m at Q1 (2.49 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 September, the amount of former tenants' arrears was £1.1m, the same as Q1.

VIREMENTS FOR APPROVAL

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

LEVEL OF RESERVES

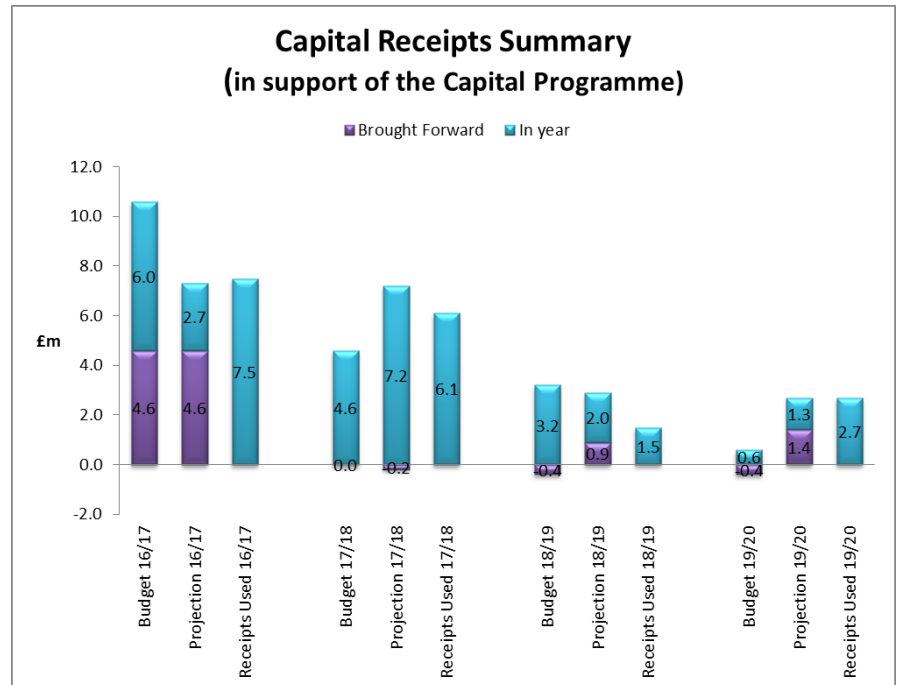
32. General fund uncommitted revenue reserve is estimated at £16.7m as at 31st March 2017.
33. The Council needs to ensure that the level of reserves is sufficient to meet any potential future costs. The budget strategy involves the use of £5m reserves for the 2017/18 budget, additional savings will be delivered in 2018/19 to get back to a balanced budget. 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.
34. The Council self-insures part of its insurable financial risk by holding excesses on the various insurance policies that it has in place. An insurance provision covers the estimated value of outstanding insurance claims for which the Council has a potential legal liability and potential claims incurred but not reported, as at 31 March 2016 the provision was £10.9m. Current information indicates that the full provision will not be required; this will be reviewed in preparation for year-end and any one-off savings incorporated into the quarter 3 financial projections. The full insurance portfolio is currently being tendered and is expected to be completed in February/March for the 1st April start, this will confirm the on-going budget requirement.

HOUSING REVENUE ACCOUNT

35. The 2016/17 HRA had a balanced budget which included a contribution of £3.2m from balances. The projection as at Q2 is that there will be an underspend of £0.7m, reducing the amount required from balances to £2.5m. The main variances are £0.2m projected underspend on overall management expenditure, £0.5m 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, £0.1m additional other income, £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

36. Capital expenditure totalled £23.6m as at quarter 2. At the end of the same quarter it is projected capital expenditure will total £111.3m for the year.
37. 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.
38. Capital receipts to be generated in year are still below the budgeted £6m but the current projection has increased to £2.7m. The position for future years has worsened due to uncertainty around a high value site which has been removed. This is mitigated due to more assets being added to the capital receipts programme so the future years position should improve as these assets are approved for sale and increase the projected income.
39. There is still a shortfall of £0.2m in capital receipts to fund capital projects in 2016/17 but it has decreased significantly since the last quarter due to the increase of in year receipts mentioned earlier and a change in profiling of current schemes which has moved costs to future years.



OPTIONS CONSIDERED

40. Not applicable.

REASONS FOR RECOMMENDED OPTION

41. 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"> Mayoral Priority: Creating Jobs and Housing Mayoral Priority: Be a strong voice for our veterans Mayoral Priority: Protecting Doncaster's vital services 	Council budget and monitoring impacts on all priorities
<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> Mayoral Priority: Safeguarding our Communities Mayoral Priority: Bringing down the cost of living 	
<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> Mayoral Priority: Creating Jobs and Housing Mayoral Priority: Safeguarding our Communities Mayoral Priority: Bringing down the cost of living 	

Priority	Implications
All families thrive. <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	
Council services are modern and value for money.	
Working with our partners we will provide strong leadership and governance.	

RISKS & ASSUMPTIONS

42. 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

43. 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

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

HUMAN RESOURCE IMPLICATIONS

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

TECHNOLOGY IMPLICATIONS

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

EQUALITY IMPLICATIONS

47. 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.
48. The governance of the Corporate Equality and Inclusion Plan forms part of the quarterly reporting process, this information can be found at Appendix A.

CONSULTATION

49. 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 2 2016/2017 - (1st July 2016 to 30th September 2016)

Understanding the Quarter 2 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		13.19	9.50	↑	🛑
Finance and Corporate Services		5.54	5.57	↓	✅
Learning and Opportunities CYP		6.60	7.75	↑	✅
Regeneration and Environment		10.00	8.60	↑	🛑
81. (F&CS) Whole Authority Sickness		9.69	7.90	↑	🛑
PDR Completion - % of workforce with a PDR recorded		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	1055 out of 1118	94%	95%	↑	⚠️
Finance and Corporate Services	672 out of 672	100%	95%	↑	✅
Learning and Opportunities CYP -	437 out of 447	98%	95%	↑	✅
Regeneration and Environment	1987 out of 2050	97%	95%	↑	✅
82. (F&CS) Whole Authority	4151 out of 4287	97%	95%	↑	✅
Internal Audit Recommendations - % completed that were due in period		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	1 out of 2	50%	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	1 out of 4	25%	100%	↓	🛑
Data Protection breaches that had an initial assessment completed within 10 working days		Value	Target	DoT	Traffic Light
Adults Health and Well-Being	1 incidents	100%	100%	▬	✅
Finance and Corporate Services	6 incident	100%	100%	▬	✅
Learning and Opportunities CYP	1 incidents	100%	100%	▬	✅
Regeneration and Environment	2 incident	100%	100%	▬	✅
Whole Authority	10 incidents	100%	100%	▬	✅
Corporate Plan Updates Completed		Value	Target	DoT	Traffic Light
Adults Health and Well-being	20 out of 20	100%	100%	▬	✅
Finance and Corporate Services	29 out of 29	100%	100%	▬	✅
Learning and Opportunities CYP	33 out of 33	100%	100%	↑	✅
Regeneration and Environment	34 out of 34	100%	100%	▬	✅
Whole Authority	116 out of 116	100%	100%	↑	✅

Note: We are currently developing additional key governance indicators for example timely responses to Freedom of Information Requests, Compliance with Contract Procedure Rules, Sign Off of Key Policies and External Recommendations. These will be profiled for Q3 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	Q2 2016/17	↑	↑	19.4%	23.3%	🔴
24. (AH&W) Permanent admissions to residential and nursing care homes, per 100,000 population (65+ Only)	Q2 2016/17	↑	↑	151.6	Stretch:130.7 Budget:172.5	🔴*
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	Q2 2016/17	↓	↓	12.14%	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)	Q2 2016/17	↓	↑	11.13%	14%	🔴
40. (AH&W) PHOF2.22iii Cumulative percentage of eligible population aged 40-74 who received an NHS Health Check	Q2 2016/17	↑	↑	7.24%	7.31%	🟡
43. (AH&W) The number of people that are currently in long term care	Q2 2016/17	↑	↑	1,470	Stretch:1,366 Budget: 1,454	🟡*
43a (AH&W) The number of people that are currently in long term care (DMBC COST)	Q2 2016/17	↑	▬	1,049	-	🗺️
43b (AH&W) The number of people that are currently in long term care (FULL COST)	Q2 2016/17	↓	▬	421	-	🗺️
44. (AH&W) Assistive technology installations per 100,000 population , aged 65 and over (average per month)	Q2 2016/17	↑	↑	576.66	444.2	🟢

*Stretch Target RAG rating

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	-	-

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
30. (AH&W) Number of people participating at DCLT Leisure Centres per 1000 population(includes multiple visits)	Q2 2016/17			1827	1402	-	-
31. (AH&W) Infant deaths under 1 year of age per 1000 live births	2014			4.7	5	4	4.3
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%	56.1%	57%	56.3%
70. (AH&W) Number of positive outcomes achieved through the Expanded Stronger Families Programme	Q2 2016/17			777	450	-	-
71. (AH&W) Number of Families Engaged in the Expanded Stronger Families Programme	Q2 2016/17			769	1,004	-	-
72. (AH&W) HWBB3 Number of Families Identified as part of the Stronger Families Programme	Q2 2016/17			962	1,810	-	-
73. (AH&W) Number of family claims made to DCLG through the Expanded Stronger Families Programme	Q2 2016/17			34	123	-	-

PI commentary

PI 23: There were 521 ongoing direct payment agreements in place as at 30th September 2016. A joint management action plan, has been prepared to tackle this issue and increase take up of direct payments, 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, strengthening support to people who wish to receive a direct payment to become an employer, together with ensuring payments are made promptly. Management action is being taken to ensure that social work teams are focussing on direct payments. This will include the provision of better management information to ensure that areas of best practice and areas where improvement is needed can be accurately identified and addressed. The commissioning care and support at home project will result in a large increase in the uptake of direct payments. Service users will be supported to take up a direct payment to increase their options and enable them to stay with their existing service providers if they wish to do so.

PI 24: Signs are really positive that there is now a strong grip on residential care admissions. In the last 2 months the new stretch target of 25 admissions per month has been achieved (August 23, Sept 19). To put the improvement into perspective, the monthly average for the same period in 2015/16 was 47, compared to an average of 31 in 2016/17. The monthly average of 31 is also slightly better than the 2015/16 Yorkshire and Humber and national averages, meaning that Doncaster is no longer an outlier on performance. There were actually 87 new agreements recorded in quarter 2 compared to the stretch target of 75. In the year to date there have been 186 new agreements compared to the stretch target of 158. Although the targets have not been achieved as a whole, performance is in line with expectations and original budget requirements. There has also been a marked improvement compared to the same period last year when the quarterly figure was 143 and the year date figure was 282. If only those agreements where DMBC contribute financially are counted, then the total number of new agreements for the year to date is 116 or an average of 19 per month. There were an additional 70 full cost self-funders. The resource (residential) panel is now managing the number of admissions within stretch target levels, as the last 2 month demonstrates. However, the date that agreements are input



is still having an impact on monthly figures. This should improve in future as all Social Workers are now requested to complete input ASAP after panel agreement and delayed input is rigorously chased.

PI38: The proportion of safeguarding referrals for people who had a separate referral in the preceding 12 months is 12.14% (71 out of 585 referrals), higher than our 10% target. This figure has increased in Q2 accounting for over a third of these repeat referrals and work is being completed to understand this increase in more detail which will be fed back to the Doncaster Safeguarding Quality and Performance group.

PI 39: The 14% target is an average of performance for Opiate and Non-Opiates. Q2 saw a similar performance to 11.13% but is still 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.

PI 70-73: The Expanded Stronger Families Programme continues to achieve positive outcomes with families, 777 positive outcomes have been achieved, particularly around reducing crime and supporting people out of worklessness and financial exclusion. To meet targets the programme needs to identify and engage with more families (we currently have identified 962 families and are working with 769) which will be helped by further work to gather families who are eligible from across the Team Doncaster partnership along with initiating work with 193 families identified but not yet part of the programme. We have a robust process, working alongside Internal Audit for making claims to Dept. Communities and Local Government which has allowed us to claim 34 full claims so far in 2016-17. Further work with our partners so that we can demonstrate outcomes and also progress towards a case management system will improve our ability to claim in the future.

Adult Health and Well-Being Revenue

Traffic Light	Name	Quarter 2 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Adults Health & Wellbeing Total Revenue Variance	146.724	81.751	0.845
	Adults Social Care Revenue Variance	22.120	14.605	0.086


Adult social care is forecasting an overspend of £0.1m which is mainly due to £0.3m forecast overspend on Occupational Therapist Team due to use of agency staff covering vacant posts.

	Communities Revenue Variance	11.894	6.786	-0.028
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The service is forecasting to break even.

	Director Of Adult Services Revenue Variance	1.565	1.565	0.483
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This is mainly unallocated cuts relating to Digital Council savings of which it is forecast that £0.2m savings will be delivered against the £0.7m target, leaving £0.5m shortfall. There are proposals to meet the remainder of these savings from 2017/18 onwards through the introduction of a reconfigured service, aligned to a new community model which is being developed.

	Modernisation & Commissioning Revenue Variance	90.495	58.250	0.304
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A £0.3m overspend is forecast, this includes:

Residential Services - The number of residential placements has reduced from 1,496 at the start of the financial year to 1,470 at the end of September 2016, and it is forecasted to achieve the budget target at 1,402 by the end of the year. There is a pressure due to transitions from Children's Service (£0.6m) which has been partially offset by changes to a block contract (-£0.3m); £0.3m additional funding has been allocated from a central budget for the pressure in 2016/17 onwards. The Service is working with colleagues in Finance and Performance to improve the forecasting in this area, following errors in the quarter 1 forecasts, by looking in a greater level of detail on a monthly basis.

Community Equipment - This budget is forecast to overspend by £0.4m. This expenditure is incurred to help people live at home longer. The service is looking at additional sources of funding to meet this pressure and reviewing prescriber behaviour to ensure appropriate equipment is issued. This budget is a key enabler within the transformation programme for service users to lead independent lives.

Better Care Fund (BCF) - £0.8m underspend is expected on the £7.8m budget due slippage and underspending on some projects e.g. Falls, TeleHealth and STEP's. This does not impact on the outturn position, but the planned use of earmarked reserves is no longer required.


Traffic Light	Name	Quarter 2 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Public Health Revenue Variance	20.650	0.546	0.000

Public Health has seen a further grant reduction from Public Health England of (£2.04m), (£0.58m) for 2016/17 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 breakeven position for 2016/17 the use of reserves was required. Q1 estimated the use of reserves to be £0.72m this has been revised at Q2 to £0.63m.

This leaves a forecast balance of PH reserves of (£0.40m) moving into 2017/18.


Adult Health and Well-Being Capital

Traffic Light	Programme Area	Q2 2016/17				Actual Spend (£m)
		Revised Base Budget (£m)	Q2 Projection (Full Year) (£m)	Revised Base Budget Future Years (£m)	Q2 Projection Future Years (£m)	
	Adult, Health & Well-Being Total	6.58	6.30	12.46	13.77	2.40


The overall programme is on track at Quarter 2 with no significant issues.

	Adult Social Care	4.19	4.17	11.04	11.56	1.20
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The main areas of spend are Housing Adaptations and Disabled Facilities Grants (DFG) £4.2m.

	Communities	2.34	2.08	1.42	2.20	1.20
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The main areas of spend are the capital payment to DCLT £1.0m, Parks and Playing fields £0.5m. The decrease in anticipated expenditure is mainly due to the re-profiling of the Closed Road Cycle Circuit (£0.62m) into 2017/18. This decrease is offset by the addition of various S106 funded schemes (play areas, zebra crossing) £0.24m and the Campsall Park bridge restoration £0.12m funded from Corporate resources (£0.05m) and an RCCO from Adults Health and Wellbeing (£0.07m).

	Modernisation & Commissioning	0.05	0.05	0.00	0.00	0.00
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The spend is on Safe and Well centre (Jubilee Court) £0.05m.

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	Q2 2016/17	↑	↑	23.20	25.00	✓
79. (F&CS) Council Tax Support Application - Average number of days to process new claims	Q2 2016/17	↑	↑	24.51	25	✓
80. (F&CS) Delivery of actions under 5 Core Themes of the People Strategy	Q2 2016/17	↑	↓	50	50	✓
84. (F&CS) % of services with a fully transactional on-line self service capability	Q2 2016/17	↑	↑	48	50	✓
85. (F&CS) % of invoices are paid within 30 days	Q2 2016/17	↑	↑	96.7	95	✓
88. (F&CS) % of Council Tax collected in the year	Q2 2016/17	↓	↑	94.25%	94.30%	⚠
89. (F&CS) Percentage of Non-domestic Rates Collected	Q2 2016/17	↑	↑	96.18%	96.80%	⚠
90. (F&CS) Deliver 2016/17 savings	Q2 2016/17	↑	↑	37.4	40.2	⚠
91. (F&CS) Produce the budget for 2017/18 to 2020/21, including detailed savings for 2017/18	Q2 2016/17	↑	↑	27.9	28.6	✓
92. (F&CS) % of local authority spend with Doncaster companies/ suppliers (CORPP01)	Q2 2016/17	↑	↑	67	63	✓
93. (F&CS) % increase in contracts procured in 2015/16 that have Social Value reflected in them	Q2 2016/17	↓	↓	57%	72%	✗
94. (F&CS) Percentage of expenditure (revenue transactions over £25k) that is within the framework of a contract.	Q2 2016/17	↑	↑	89	85	✓
97. (F&CS) Percentage of Lead Officers/Members appointed representatives that have attended the 'Partnership' training	Q2 2016/17	↑	↑	50%	50%	✓
98. (F&CS) Number of data protection breaches	Q2 2016/17	▬	↑	0	0	✓
99. (F&CS) % Members attending mandatory training (GOVS 01)	Q2 2016/17	↑	↑	85.4%	50%	✓
100 (F&CS) Percentage of Head of Service planning templates completed	Q2 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	Q2 2016/17			9.69	7.90	-	-
82. (F&CS) Whole Authority PDRs	Q2 2016/17			97%	95%	-	-
83. (F&CS) % of channel shift to on-line services by Doncaster residents as a result of the delivery of the Digital Strategy	Q2 2016/17			20.6	40	-	-
86. (F&CS) Council Tax Arrears	Q2 2016/17			17,188,094.4	17,991,000	-	-
87. (F&CS) Business Rates Arrears	Q2 2016/17			6,413,989.8	8,309,000	-	-
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	Q2 2016/17			100%	100%	-	-
96. (F&CS) Percentage of significant partners that have had a completed partnership assessment	Q2 2016/17			31.25%	50%	-	-

PI commentary

PI 93: 72 contracts were let, of which 41 or 57% contained social value principles

Whole Borough Indicator PI 81 – Sickness is currently 9.69 days against a target of 7.9 days.

Whole Borough Indicator PI 83 - Overall across quarter 2, 20.6% of transactions were completed on-line. July was 19%, August was 20% and September was 23%. This was made up of a total of 51,142 unique users from the Doncaster area. This still obviously falls way short of our very ambitious channel shift % target across Doncaster's population. Therefore, key actions to increase are being investigated, the first being council tax e-billing.

Whole Borough Indicator PI 96: 5 out of 16 partnership assessments have been completed most of which are sourced from work initiated in March 2016. There has been no improvement in the figure in Q2 but work is planned in Q3 to target the remaining partnerships to improve the performance and increase the number of partnership assessments completed.

Finance and Corporate Services Revenue

Traffic Light	Name	Quarter 2 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Finance & Corporate Services Total Revenue Variance	125.323	19.527	-0.189
	Customers, Digital & ICT Revenue Variance	7.898	5.606	0.163

The service is projecting an overspend of £0.16m at the year end, due mainly to £0.14m reduction of income from schools, software licensing pressures £0.05m, one stop shop security £0.02m and one off legal costs for town centre wi-fi installation £0.02m. These are partially offset by staffing related underspend of £0.07m.

	Finance & Corporate Director Revenue Variance	0.185	-0.060	-0.025
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The £0.02m underspend in this area relates mainly to salary underspends in year.

	Finance Revenue Variance	105.813	5.578	-0.205
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The main pressure, due to the under-recovery of housing benefit overpayments £0.35m, is off-set by one-off grants of £0.33m plus in year salary underspends of £0.17m from across the service.

	HR, Comms & Exec Office Revenue Variance	4.373	3.485	0.062
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The £0.06m overspend in this area is due mainly to the late delivery of savings from the shared services contract £0.12m, offset in part by salary underspends, one-off dividend income from the shared services contract and additional income from schools for adverts, advance payments and attachment orders totalling £0.07m.

	Legal & Democratic Services Revenue Variance	4.876	3.038	-0.124
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The estimated £0.12m underspend results mainly from salary underspends across the service.

	Strategy And Performance Revenue Variance	2.177	1.880	-0.061
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The £0.06m underspend results mainly from salary underspends across the service.

Finance and Corporate Services Capital

Traffic Light	Programme Area	Q2 2016/17				
		Revised Base Budget (£m)	Q2 Projection (Full Year) (£m)	Revised Base Budget Future Years (£m)	Q2 Projection Future Years (£m)	Actual Spend (£m)
	Finance and Corporate Services Total	10.71	8.54	26.23	25.10	0.30
	Customers, Digital and ICT	2.89	2.48	0.63	1.05	0.24
	Finance	7.62	5.78	25.60	23.92	0.06
	Legal & Democratic Services	0.19	0.28	0.00	0.13	0.00

The low level of spend is a concern at this stage of the year with projects in delivery but the corresponding spend is not yet showing. If the Investment and Modernisation Fund balance of £5.16m is discounted (is an allocation of funds not a project), the projected spend is £3.38m, and so spend is around 10% of estimate. Services have been challenged on their projections.

£0.42m of spend and resources have been re-profiled to 2017/18 at quarter 2, with the main element of this being part of the (ICT Strategy £0.29m). The largest remaining elements of this programme are the Corporate EDM upgrade (£0.47m), the Carefirst project (£0.45m) and the ICT Strategy 2014-2017 (£0.49m). The low level of spend when compared to the estimate is a concern, with information from the service that projects are in development but the spend has not been invoiced.

Two elements form this area of the programme, the Investment and Modernisation Fund (£5.17m) and the ERP System development (£0.62m). The major change is moving £1.69m of the IMF to the Regeneration and Environment programme for the Smartlight project. The IMF is an allocation and so does not incur spend. The ERP system is estimated to incur the majority of its spend in early 2017. No concerns in this area at quarter 2.

This area consists of two projects for the move of the Registrars Office from Elmfield Park, the second of which is the conversion of part of Priory Place for weddings (£0.22m) and is the new addition during quarter 2. Both these projects are relatively new and so have not incurred any spend as yet. No major concerns at quarter 2.

Learning and Opportunities - CYP Corporate Plan Performance Indicators and Finance





















Overall Performance against Directorate Service Measures



Traffic Light: Red 1 Amber 0 Green 7 Unknown 4

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)	Q2 2016/17	↓	↓	83.33%	80%	✓
35. (L&O:CYP) A3. Percentage of Case File Audits rated Requires Improvement or better CT Contract Measure	Q2 2016/17	↑	↑	100%-	95%	✓
36. (L&O;CYP) A8 Percentage of Children in Need with an open and current plan CYP (Childrens Trust)	Q2 2016/17	↓	↓	86.65%	95%	✗
37. (L&O:CYP) A1. Referrals to Children's Services that are repeat referrals within 12 mths (KIGS CH142) (Childrens Trust)	Q2 2016/17	↑	↑	24.04%	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)	Q2 2016/17	↑	↑	9.0%	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)	Q2 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	Q2 2016/17	↓	↓	32	-	📊
75. (L&O;CYP) Number of enquires to Early Help Hub	Q2 2016/17	↑	↑	1,351	-	📊
76. (L&O;CYP) Percentage of contracts to Social Care which do not meet the threshold for statutory intervention	Q2 2016/17	↑	↑	13	-	📊

77. (L&O;CYP) Percentage of enquires to the Early Help Hub for children pre-birth to five years of age	Q2 2016/17			26	-	
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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)	Q2 2016/17			67.1%	-	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	2015/16	-	-	46.6	-	Data not yet avail	
20. (L&O;CYP) National measure of progress in 8 subjects	2015/16	-	-	-0.21	-	Data not yet avail	
28.(L&O;CYP) Children with CP Plan per 10,000 pop aged U18 as at end of month (Childrens Trust)	Q2 2016/17			65.03	-	-	-
29. (L&O;CYP) Number of children living in households where reported domestic abuse occurs	Q1 2016/17			546	-	-	-
57. (L&O;CYP) Persistent Absence of Children in Care Primary schools (Absenteeism 10%)	Q1 2016/17			5%	3.8%	-	-
58. (L&O;CYP) Persistent Absence of Children in Care Secondary Schools (Absenteeism 10%)	Q1 2016/17			23%	6.9%	-	-
59. (L&O;CYP) Percentage of Care Leavers in suitable accommodation (age 19-21 years) (Childrens Trust)	Q2 2016/17			86.5%	85%	-	-
60. (L&O;CYP) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years) (Childrens Trust)	Q2 2016/17			41.2%	45%	-	-
61. (L&O;CYP) Achievement of 5 or more A*- C grades at GCSE or equivalent for Children in Care (incl. English & Maths)	2015/16			4%	23.4%	14.4%	13.7%

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
63. (L&O:CYP) Proportion of children attending early education programmes (including 2,3&4 year old entitlement)	2015/16			89%	80%	-	-
64. (L&O:CYP) Primary schools persistent absent rate (10% absenteeism)	Q2 2016/17			10.6%	9%	9%	-
65. (L&O:CYP) Secondary schools persistent absent rate (10% Absenteeism)	Q2 2016/17			15.6%	12.1%	12.1%	-
66. (L&O:CYP) % of children who are 'school ready' as measured by the Early Years Foundation Stage Profile	2015/16			70%	63%	66.3%	64.6%

PI commentary

PI 36 – Children in need (CIN) who have an open and current plan (activity within last 6mth) is a new Childrens Trust measure which emerged from the Ofsted inspection. There is an expectation that all CIN should have a current plan. Work is underway within the Doncaster Childrens Services Trust regarding those cases that are in transition or where plans are written but are awaiting sign-off

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 19-20 - new national attainment measures have been introduced - provisional GCSE data showed a rise from 50% to 54.5%

PI 57-58 – Children in care attendance both primary and secondary levels declined in the 2015/16 academic year – secondary level rising 13.2% from previous reported period. Performance equates to 6 children in primary phase and 34 within secondary

Doncaster Childrens Trust Contract Measures Year 2 2016/17

Directorate Service Measure	Last Update	D.O.T (6 Month Trend)	Value	Local Target	** RAG
(L&O:CYP) A2. Percentage of Single Assessments completed within 45 days (YTD cumulative) CT Contract Measure	Q2 2016/17	Declining	82%	92%	
(L&O:CYP) A06. Percentage of children currently on a child protection plan for 2 years or more (Childrens Trust)	August 2016	Stable	2.74%	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)	August 2016	Stable	7.14%	16%	
(L&O:CYP) B9. Stability of placements of looked after children: length of placement >2 years (NI_063) CT Contract Measure	August 2016	Improving	73.4%	70.0%	

Directorate Service Measure	Last Update	D.O.T (6 Month Trend)	Value	Local Target	** RAG
(L&O: CYP) B8. Average length of Care Proceedings (Number of Weeks) CT Contract Measure	Q2 2016/17	Improving	24	26	
(L&O:CYP) C14. Number of FTE Posts covered by agency staff (Social Care) CT Contract Measure	August 2016	Volatile	11.22%	8%	
(L&O:CYP) C15. Staff Turnover (leavers in month expressed as % of FTE) CT Contract Measure	August 2016	Data only	1.98	-	
(L&O:CYP) C16. Percentage front line Staff Receiving Supervisions in Timescale in Accordance with Policy CT Contract Measure	August 2016	Volatile	78.14%	90%	
(L&O:CYP) D17. Gross Expenditure v Plan CT Contract measure	Information available at the end of the Quarter Provided from the Finance Service.				
(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 EET (Childrens Trust)	August 2016	New Measure	100%	75%	
(L&O:CYP) F02. Youth Offending Services - Reoffending rate after 12 months	July 2016 (Latest Data)	New Measure	32.46%	32%	
(L&O:CYP) F03. Youth Offending Services - Custody rates (Childrens Trust)	August 2016	New Measure	0.08	0.42	
34. (L&O:CYP) A4. Percentage of Child Protection visits in timescale where child was seen by their Social Worker (Childrens Trust)	Quarter 2 2016/17	Stable	86.55%	80%	
35. (L&O:CYP) A3. Percentage of Case File Audits rated Requires Improvement or better CT Contract Measure	August 2016	Improving	100%	95%	

Directorate Service Measure	Last Update	D.O.T (6 Month Trend)	Value	Local Target	** RAG
36. (L&O;CYP) A8 Percentage of Children in Need with an open and current plan CYP CT	August 2016	Improving	86.65%	95%	
37. (L&O;CYP) A1. Referrals to Children's Services that are repeat referrals within 12 mths (KIGS CH142) CT Contract Measure	August 2016	Stable	24.04%	24%	
59. (L&O;CYP) Percentage of Care Leavers in suitable accommodation (age 19-21 years) (Childrens Trust)	August 2016	Improving	86.5%	85%	
60. (L&O;CYP) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years) (Childrens Trust)	Q2 2016/17	Volatile	41.2%	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	August 2016	Improving	9.0%	9.0%	

PI commentary – As at August 2016

The revised suite of performance indicators arising from the annual contract review are into their second quarter and 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) at the high level Quarterly performance meeting and via the Childrens Scrutiny Panel and OSMC. The exceptions report promotes further investigation via deep dive enquiries and escalation to higher level meetings.

The Quarter 2 Trust Performance Report is not yet available, therefore the following information is based on the Trust's August 2016 Monthly Performance Report and demonstrated four measures were Red RAG rated and a further two measures that have remained within contract tolerance (Amber rated). Positive trends are evident for re-referrals which are repeated within 12 months, case file audits that require improvement or better and frontline FTE posts covered by agency staff.

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

A2 Timeliness of Single Assessments

Timeliness performance continues to decline and has been below target and tolerance for the past 3 quarters, although this is slightly ahead of the latest reported national outturn average (81.5%) Since June, assessments open are showing fairly high figures and referrals are increasing reflecting higher demand pressures within the system. It is known that high caseloads impact on assessment timeliness – although this is not cited as a problem by the Trust when challenged. The Trust response is that timeliness reports are shared between teams on a weekly basis and work is targeted to improve performance. There is a significant percentage of NFAs which should be closed much earlier and which is skewing the figures and this is the focus for Trust action and for Council challenge.

C14 Number of FTE posts covered by agency staff

Performance has improved slightly to within tolerance levels. This is not reflective of sickness or turnover levels which remain relatively good. Pressures from competing providers in a highly competitive market are driving this trend and recruitment initiatives are being trailed as well as reviews of existing pay bands in order to mitigate this reliance.

C16 Percentage Frontline Staff Receiving Supervisions in Timescale in Accordance with Policy

Performance at 78% in August shows this is the third month within the last 6 months where performance has fallen short; this is a critical indicator for assurance and could be a potential area for concern. Seasonal factors are playing a part and Trust is aware that managers need to update records – reassurance has been provided that supervisions are taking place and that this is a

recording issue – nonetheless performance needs to improve and the Trust has been made aware of this. Policy is 4 weeks. Maternity leave and long term sickness are valid reasons for not meeting timescale and are excluded from the calculation, other reasons not so. This is a KPI and performance needs to be closely monitored.

F02 Youth Offending Services – Reoffending rate after 12 months

Data comes from the national youth justice databases and is reported on a quarterly basis. The latest available data is July's and showed performance was better than regional and national figures.

PI 36 - A8 Percentage Children in Need with Open and Current Plan

There is an expectation that all Children in Need should have a plan. Performance at August shows the number of Children in Need falling slightly in July and August (at 87); but still higher than historical figures. Assurances from Trust that CIN have a plan, but there are children in transition. NFAs are being tackled and files closed where appropriate. Team leaders are picking up. DCST have suggested this PI should be re-evaluated and discussed in the next annual contract review, as methodology could be misleading, as the count excludes drafts awaiting sign off and those awaiting sign off for closure.



PI 60 - B14 Percentage of Care Leavers in Employment, Training and Education (19-21 yrs)

Performance in August showed a seasonal dip, more Care Leavers engaged in September and this is reflected in the Q2 figures where performance shows a healthy improvement. Performance is among the lowest in region, but not far adrift of most LAs with a similar demographic; national average is only 48%. This is a very challenging PI for LAs given the attainment and work readiness problems of this vulnerable cohort and the need to maintain meaningful contact. Around 20% are unavailable due to pregnancy or long term illness.

This is an important indicator in meeting Ofsted improvement requirements and for the Council in its role as Corporate parent. Performance is being tracked and addressed by both the Trust and the Council to meet with improvement plan requirements.

The Council and Trust are engaging at operational and strategic levels to drive this forward .Wrap around support packages which will prepare the cohort for EET as a precursor to employment and apprenticeships are required and efforts are being made to establish appropriate packages. High level joint officer meeting took place on 17th Oct 2016 and a series of quick wins and longer term actions agreed, including use of social enterprises to achieve work readiness; a Charter for CL; a steering group of key partners to be formed and a care leavers strategy to be developed; further innovative exploration of funding sources and locality working

Learning and Opportunities; CYP Revenue

Traffic Light	Name	Quarter 2 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning & Opportunities CYP Total Revenue Variance	86.168	46.430	3.225
	Centrally Managed Revenue Variance	10.557	-0.936	-0.294

The underspend relates to the Directorate improvement fund which stands at (£118k) and (£276k) being drawn down from the approved STF fund for LOCYP change & transformation. The STF funding included a value to address in-year spending pressures, whilst changes to services were progressed.

The Digital Council target of £392k has been met, mainly from one-off vacancy management savings. Work on delivering permanent digital council savings is progressing and is also being picked up as part of directorates (phase 2) service review. A shortfall is expected against the Education Services Grant of £27k due to the larger than forecast increase in academy conversions this year. In addition we are forecasting £75k of back-dated pre-Trust costs.


Dedicated Schools Grant (DSG) for 2016/17 is showing an in-year underspend of £1.46m, made up mainly from expected underspends on High Needs Contingency £1.06m and ASD provision £0.15m, partly offset by an expected overspend on Post 16 FE College & SPI providing £0.94m. Of the £1.19m 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	6.175	3.255	0.022
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There is a projected overspend of £332k within Aiming High service due to additional short break and sessional support activity. The overspend is offset by a staffing underspend of (£50k) within Strategic Commissioning mainly due to the Head of Service leaving at end of July, and additional savings of (£256k) above the (£200k) 16/17 savings target for the Starting Well service restructure, which is supporting the Early Help Programme plan.

	Learning & Achievement Revenue Variance	27.403	5.740	0.272
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The overspend of £272k mainly relates to: a reduction in school attendance fine income of £90k following the judicial review and suspension of issuing new fines until further advice and increased demand for children with disability placements of £353k, which has built up from previous years. This is off-set by running costs underspends of (£38k) and staff vacancies of (£143k), which is being managed in the lead up to the restructuring of services including transfer of Standards and Effectiveness function PIL.

	Children's Services Trust Revenue Variance	42.033	38.371	3.225
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Doncaster Children's Services Trust have informed DMBC that their projected overspend is £3.4m based upon the current level of placements. The £3.2m projected overspend for the Children's Trust reflects the £2.7m contract variation request for increasing levels of activity plus £0.5m which is the Council's 75% share of the remaining £0.7m overspend. Further actions are being undertaken to fully understand the reasons for the overspend, agree the contract variation figure and future actions to achieve a balanced budget moving forward. Note, DSCT have reserves of £50k, therefore do not have the funds to cover their share of the over spend.

Learning and Opportunities; CYP Capital

Traffic Light	Programme Area	Q2 2016/17				Actual Spend
		Revised Base Budget	Q2 Projection (Full Year)	Revised Base Budget Future Years	Q2 Projection Future Years	
		£m	£m	£m	£m	
	Learning & Opportunities - CYP Total	9.32	8.47	20.74	24.14	1.00
	No significant issues in this area at Quarter 2. The main areas of spend relate to the creation of new school places and the Schools Condition Programme.					
	Centrally Managed	0.20	0.20	0.75	0.75	0.00
	£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	1.18	0.56	0.30	0.81	0.00
	Budget relates to work on Early Help hubs (Starting Well Service) £0.6m and Childrens Home Trust bid £0.5m. Changes from Q1 relates to an update on the need for works on Early Help hubs.					
	Learning & Achievement	7.94	7.71	19.69	22.58	1.00
	Total expected spend relates to remodelling and expansion work to increase the number of school places £3.5m, Schools Condition Programme £1.9m, School Roof Programme £0.6m and devolved schemes funded and spent directly by Schools £0.6m. Change from Q1 relates to delays on the school places scheme at Stirling Primary due to a missing part for the new boiler. Note new schools condition schemes have been added but funded by reductions in other condition schemes.					

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	Q2 2016/17			29	11	
08. (R&E) Number of Apprentices completing a Level 3 or above qualification as part of the Council's Internal apprenticeship Programme	Q2 2016/17			48	58	
09. (R&E) Total new, FTE jobs, created through Business Doncaster, which have a life expectancy of at least 1 year.	2016/17			292	280	
14. (R&E) Overall Investment gained (into and within Doncaster) with the support of Business Doncaster	2016/17			5,545,877	12,000,000	
22. (R&E) Cumulative total number of new apprenticeships created since April 2013 (Mayoral Target).	2016/17			1,108	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	Q1 2016/17			51.5%	46.8%	
48. (R&E) Percentage of land and highways that are assessed as having deposits of litter and detritus at the required standards	Q2 2016/17			82.03%	85%	
49. (R&E) Percentage of fly tips investigated and removed within 5 days from public areas	Q2 2016/17			60%	85%	
50. (R&E) Missed collections at any participating address	Q2 2016/17			99.88%	99.9%	
51. (R&E) percentage of grass cutting works completed against programme	Q2 2016/17			88.5%	80%	
52. (R&E) Principal classified roads that are	2015/16			98%	96%	

Directorate Service Measure	Last Update	D.O.T (short)	D.O.T (long)	Value	Local Target	** RAG
maintained						
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	Q4 2015/16			11.9%	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.	2015/16			5.5%	-	3%	2.7%
06. (R&E) Wage rates (weekly full time - resident based)	2015/16			£465.50	£479	£532	£480
10. (R&E) Overall Investment Gained (into and within Doncaster)	2016/17			£19,592,777	£24,000,000	-	-
11. (R&E) Percentage of retail and retail service units occupied in the core area	Q2 2016/17			87.5%	89%	-	-
12. (R&E) Total Doncaster Business Stock (Number of Enterprises in Doncaster)	2015/16			9,195	-	-	-
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	Q2 2016/17			4.50%	6.00%	-	-
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	2015/16			8.9%	10%	-	-

Whole Borough Indicator - Team Doncaster	Update	D.O.T (short)	D.O.T (long)	Value	Local Target	National Average	Yorkshire & Humber Average
national median level and spending that amount would leave a residual income below the official poverty line)							
42. (R&E) 5 Year rolling average of all people killed or seriously injured (KS1) on the roads	2016/17			118	119	-	-
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)	Q2 2016/17			331	-	-	-
55. (R&E & SLHD) Number of affordable homes provided (Council, and private sector provider/build)	Q2 2016/17			17	-	-	-
56. (R&E & SLHD) Total number of empty homes, as determined from Council Tax records.	Q2 2016/17			3,483	-	-	-



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 Q2 – 8 apprentices were awarded their level 3 qualifications against a Q2 target of 15, 2 apprentices are awaiting examination results


PI14 – overall investment into Doncaster with the support of Business Doncaster totals £5.5m year to date at the end of Q2 against a £12m year to date target. Annual target stands at £40m but the service anticipates that the £35m shortfall will be recovered during Q3 and Q4 (PI linked to PI09)

PI49 – Fly tip clear-up within 5 days fell short of its Q2 target. 3785 incidents were reported in Q2, an increase of over 600 compared to same period last year. Resources have been limited over this period due to focus on back alley clearance work. Additional resource is being put in place along with a long term improvement plan to focus on back alley work in order to free up existing resources for fly tipping works across the borough

Regeneration & Environmental Revenue

Traffic Light	Name	Quarter 2 2016/17		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Regeneration & Environment Total Revenue Variance	126.094	39.013	2.083
	Development Revenue Variance	10.375	3.236	-0.099

Projected underspends from Transport Strategic Design & Infrastructure £128k, Development Management £122k and Tourism £48k. Overspends from Bentley Training Centre £90k and Accredited Learning £114k. The figures for Development Management and Building Control contain £55k overspend relating to unallocated Digital Council saving targets; however, the service contend that the £35k declared achievable by the DC team 2016/17 cannot be delivered.

	Director Of Regen & Environment Revenue Variance	-0.382	-0.434	0.138
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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	64.892	32.657	0.467
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Street Scene has an overall overspend of £217k which is made up of transport costs and income shortfall. The overspend is reduced by underspends on materials and staffing.

Parking Development is also overspending mainly due to the under recovery of fines income £215k.

Highways infrastructure is overspending due to Carriageway reactive maintenance costs of £60k (this is a reduction of £288k from Q1 as some costs to be met from Capital).

Highways Operations has an overall underspend on £167k due mainly to street lighting.

Digital Council pressure across Environment (and largely included above) total £144k.

	Trading & Assets Revenue Variance	51.208	3.555	1.577
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The largest overspend relates to slippage against the Assets savings target £774k due to disposals not taking place as soon as planned. Other factors are overspends in Passenger Transport £273k, Construction Services £400k, Markets £253k and underspends against Schools Catering £191k. Action is being taken to improve the reported position - including general limits on expenditure.

Regeneration & Environment Capital

Traffic Light	Programme Area	Q2 2016/17				Actual Spend £m
		Revised Base Budget	Q2 Projection (Full Year)	Revised Base Budget Future Years	Q2 Projection Future Years	
		£m	£m	£m	£m	
	Regeneration & Environment Total	90.41	87.95	144.02	151.00	19.93
Some schemes are accumulating expenditure at risk of funding or being abortive and must be closely monitored. Forecast expenditure has reduced from Q1 mainly due to reprofiling of various schemes. The programme now recognises the latest proposals in relation to the SCRIF Urban Centre Doncaster Markets Project.						
	Development - Non Housing	32.68	30.60	54.79	60.50	7.05
Main areas of spend include High Speed Rail college (£16.8m), DN7 Unity Link Road (£3.4m), Colonnades Refurbishment (£3.3m), FARRRS Extension (£3.1m), Minor Transport Schemes (£1.7m) and Robin Hood Airport Business Park Development contribution (£1.1m). The 2016/17 programme has reduced by £1.4m from the revised base budget mainly due to the re-profiling of FARRRS Phase 2 £2.3m and the CCQ Cinema Infrastructure contribution £0.6m as outlined below but also has some increased expenditure including FARRRS Phase 1 £0.4m.						
The SCRIF Urban Centre Markets Project has been completely remodelled and split into two phases, with a new business case submitted to the SCR. Phase 1 expands the original capital project involving works to the car park, Irish Middle Market and Wool Market for £3.4m and is linked with other Council projects including refurbishing the Corn Exchange. This increases the original £2.0m SCRIF requirement by £1.2m and includes retailer contributions of £0.2m for fit out. Phase 2 creates No. 1 Market Place; new retail, leisure and office space, through a new building framing the northern side of the market square, £6.0m to start 2019/20 (subject to full approval of SCRIF funding £1.5m and private sector investment £4.5m).						
FARRRS Phase 1 costs have increased by a further £0.4m; mainly from the final land cost being more than expected and other compensation events payable to the contractor. Funding for this has yet to be identified.						
FARRRS Phase 2 costs have decreased in 2016/17 by £2.3m having been reprofiled to later years after delays associated with objections to the planning application and the SCRIF approval process. The overall value of the scheme remains the same.						
DN7 and FARRRS Phase 2 projects have exceeded their secured Council funding and are currently spending SCRIF monies in advance of formal approval - it is estimated that £1.0m expenditure will be at risk before SCRIF funding agreements are signed between November 2016 and January 2017. The risk of this not happening is considered low.						
CCQ Cinema Infrastructure £0.6m - The Council is currently reviewing a revised Waterdale Development agreement proposal from Muse, which may lead to a new delivery model for this project. If the Council's SCRIF contribution is required it will not be until next financial year and has been re-profiled accordingly.						
	Development - Housing	38.06	38.00	73.00	73.90	11.72
The proposed development at Bristol Grove, Wheatley to construct 79 new dwellings has been accelerated. Funding for the development was budgeted in 2018/19 & 2019/20 and work on the construction phase is now scheduled to start this year, subject to Cabinet approval on 1/11/16. Phase one of the development will deliver 24 new units by March 2018 and is estimated at £2.8m. The delivery of the remaining 56 units estimated at £6.7m will be completed in future phases. The total cost for the delivery of 80 units is £9.5m. The demolition and decant of the site is being done on a phased basis to allow for the existing tenants to be relocated to suitable alternative properties. A new development at the Willow Estate, Thorne to deliver 35 affordable dwellings is scheduled to start this year, subject to Cabinet approval on 1/11/16. Both schemes will form part of the Council House new build programme. The block funding earmarked for Council house phase 3 developments has now been fully utilised. 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).						
	Environment	11.48	11.71	13.14	13.10	0.16
No major issues to report at Quarter 2. Main area of spend is Transport Schemes £11.5m						
	Trading & Assets	8.19	7.64	3.09	3.50	0.97
Main items of spend are Main Fleet Purchase £2.2m and the Property Investment Fund £2.0m.						
North Bridge Depot Modernisation Phase 2 - £0.5m re-profiled to 2017/18 largely due to delays in finalising the client brief, particularly in relation to details of the new fleet to be accommodated within the design. Overall projected expenditure remains the same.						

Strategic Risks

	<p>There are 18 Strategic Risks and all have been updated as part of the Quarter 2 reporting process. The Heat Map shows a summary of the scores.</p> <p>No risks have been identified for demotion. A new risk has been proposed to highlight the increasing impact of cyber threats; the wording for this risk is being developed and will be profiled at Quarter 3.</p>
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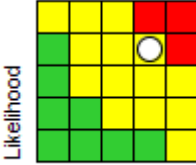
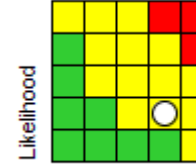
The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation

Simon Wiles

Current Risk	CURRENT POSITION:	Target Risk
<p style="text-align: center;">20</p>	<p>(Risk remains the same): The government of the day have spoken about the importance of economic policy working for all places and social mobility. There is also a renewed focus on industrial strategy, which is an initial positive marker for future devolution. However with the UK exiting the EU and the potential uncertainties that could bring to the national and local economy combined with a new policy direction of the government could impact this risk in the future. It is likely that in November 2016 the autumn statement should bring some clarity in updating this risk in Q3.</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. The governments benefit cap is being implemented from the 7th November. The Council are actively working with St Leger Holmes, The Department of Work and Pensions, Doncaster Citizens Advice Bureau and a range of partners to support individuals, for example work support and personal budgeting.</p> <p>TARGET RISK SCORE: Impact 3 X Likelihood 4 = 12</p>	<p style="text-align: center;">12</p>

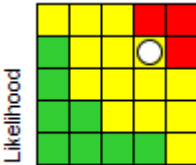
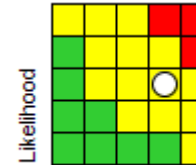
Failure to improve Data Quality will prevent us from ensuring that data relating to key Council and Borough priorities is robust and valid.

Simon Wiles

Current Risk	CURRENT POSITION	Target Risk
<p style="text-align: center;">16</p> 	<p>(Risk score remains the same) Data quality is inconsistent across many systems in the Council and there is a need to improve. The new 4 year Data Quality Strategy has been agreed at Cabinet 04.10.16 together with the Action Plan for 2016/17. communications to support the launch of the strategy has taken place and commencement of the implementation of the action plan. Key planned activity during Quarter 3 includes:</p> <ol style="list-style-type: none"> 1. Notification and completion of the Policy Sign Off by People Managers 2. Development and launch of the revised Self-Assessment Toolkit 3. Development and launch of the new eLearning module 4. Development and agreement of the Council's Data Quality Standards <p>MITIGATING ACTIONS</p> <p>Progress against the action plan will be reviewed by the Business Intelligence Board regularly and comprehensively refreshed on an annual basis. The action plan should establish data quality standards for the council which once agreed will bring consistency and along with the other actions contained within the action plan improve data quality across the organisation.</p> <p>TARGET RISK SCORE: Impact 4 X Likelihood 2 = 8</p>	<p style="text-align: center;">8</p> 

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

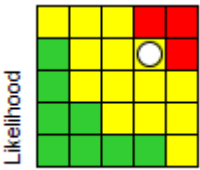
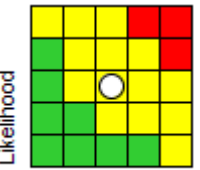
Damian Allen

Current Risk	CURRENT POSITION	Target Risk
<p style="text-align: center;">16</p> 	<p>Key Stage 2 results for reading, writing and Maths have resulted in Doncaster placing 148 out of 150 Local Authorities for Reading and 147/150 for Maths. The rapid improvement strategy is continuing and in addition to this a Reading Strategy is being developed to run alongside this as an additional focus on improvement in this area.</p> <p>National data for GCSE results is not yet available but performance in the 5 A*-C measure has shown significant improvement (over 10% points) for 6 Doncaster schools.</p> <p>A revised OFSTED Framework is placing more importance on Safeguarding and "diminishing differences" between disadvantaged pupils and their peers, particularly where they are more able. In recent OFSTED inspection the former has caused problems due to incomplete records. Additional guidance and training has been provided to reduce the risk of an adverse judgement.</p> <p>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"> . Development of an additional reading strategy to run alongside and complement the rapid improvement strategy. . Continue to deliver School Improvement 3 year Post Ofsted action plan which is currently midway through its implementation – with an improving picture regarding the quality of 'Leadership & Performance' which will have an effect on the overall Ofsted outcomes. . Challenge Schools Commissioner and Sponsors of Academies on underperformance. . Ensure School Improvement Strategy is delivered, taking into account new Ofsted Measures. . Improve pupil attendance via enhanced early help 	<p style="text-align: center;">12</p> 

. 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
TARGET RISK SCORE: Impact 4 X Likelihood 3 = 12

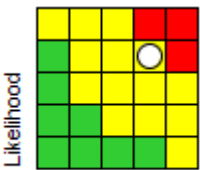
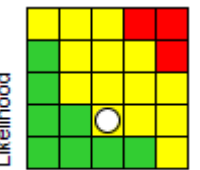
Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal

Peter Dale

Current Risk	CURRENT POSITION	Target Risk
<p style="text-align: center;">16</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>Given national political uncertainties around devolution deals the risk has increased to reflect the question mark of the Northern Powerhouse and Metro Mayors.</p> <p>MITIGATING ACTIONS Doncaster Council continues to keep up to date with the latest government think tank on devolution in addition to ensuring the right and appropriate representation at the various SCR boards/ meetings,. It is also appropriate that OSMC is engaged for its opinion on the issues relating to devolution an event which is scheduled for the 9th November 2016.</p> <p>TARGET RISK SCORE: Impact 3 X Likelihood 3 = 9</p>	<p style="text-align: center;">9</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

As a result of the decision for the UK to leave the European Union there is increased uncertainty across a number of policy and funding areas that could lead to disruptions in funding and/or projects locally in Doncaster.

Simon Wiles

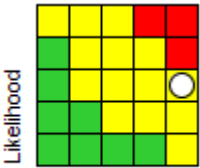

Current Risk	CURRENT POSITION	Target Risk
<p style="text-align: center;">16</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>There still remains a certain degree of uncertainty regarding the impact of the UK exiting the European Union. Article 50 of the Lisbon treaty is to be triggered before the end of March 2017 leading to a two year negotiating period prior to a formal exit from the union. The Chancellor Philip Hammond has pledged that local areas with existing EU funding agreements signed off by the time we exit the EU would receive replacement funding and it is likely that a 'repeal' act that would enshrine EU law into UK law may be part of the next parliamentary session. It is estimated that around half of the regulations applicable to local government originate from the EU.</p> <p>There remain some significant issues relating to the value of sterling and the uncertainty of EU national workers and their status after the two year negotiating period, particularly for businesses with high proportion of their staff from EU countries.</p> <p>MITIGATING ACTIONS The potential disruption of exiting the EU may impact on a number of areas of council business. We continue to discuss this with colleagues across our partnerships both locally and nationally working with the LGA who have 5 priority areas; Local government's position post-Brexit EU funding Developing a new legal base for local government Community cohesion Place-based impact</p>	<p style="text-align: center;">6</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

We will need to be agile enough to respond as new information is provided and as opportunities become available, lobby government on the things that matter most to us.

TARGET RISK SCORE: Impact 3 X Likelihood 2 = 6

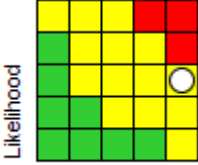
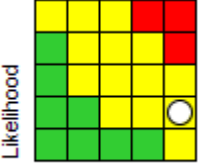
Health and social care services do not change fast enough , impacting on quality, accessibility and affordability of services for people who need them most

Kim Curry

Current Risk	CURRENT POSITION	Target Risk
<p style="text-align: center;">15</p> 	<p>This is a strategic risk since the work required to transform adult social care services has not happened quickly enough in the past. To address this situation a new transformation programme was developed and is being implemented consisting of 2 key strands: Immediate Business Improvement and; Future Transformation. This programme will ensure that services are effective and efficient both now and into the future.</p> <p>Good progress has been made on the Immediate Business Improvement projects, which have delivered service improvements and the savings needed by the directorate during 2016/17. The business case for transformation over the next 5 years has been completed since quarter 1 and is planned to be implemented from November onwards. There are now 7 major projects that will drive improved services, leading to better outcomes for people and helping the Council to deliver it's Medium Term Financial Plan.</p> <p>Overall, the situation has improved significantly over the past year and the target risk score has now been achieved.</p> <p>MITIGATING ACTIONS</p> <p>The new Adults Health and Wellbeing Transformation Programme was approved by Cabinet in March 2016. It is being and will be delivered via 7 major projects as follows: Customer Journey: Community Led Support: Transforming Commissioning: Digital and Technology: Performance Management and Continuous Improvement: Alternative Service Delivery Models and Health and Social Care Integration. If implemented effectively, these projects will modernise services leading to better outcomes for people and efficiencies that will help the Council to operate within it's financial envelope over the next 5 years.</p> <p>The cross council Improvement Board chaired by the Chief Executive, with the Deputy Mayor in attendance, is continuing to oversee key work and govern the transformation process, meeting on a three weekly basis. 13 Immediate Business Improvement (IBI) projects are now in progress with support and governance arrangements in place to ensure outputs and outcomes are being delivered. The IBI projects will provide the foundations for the 7 transformation projects detailed above through better governance and financial management and a culture shift within the workforce.</p> <p>TARGET RISK SCORE: Impact 5 X Likelihood 3 = 15</p>	<p style="text-align: center;">15</p> 

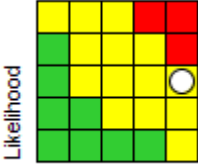
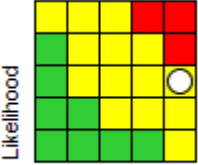
Failure by the Council and the Trust to agree and set a realistic annual budget target

Damian Allen

Current Risk	CURRENT POSITION:	Target Risk
<p>15</p> 	<p>The Trust have reported a quarter 2 variance of £3.4m overspend which is mainly on placements and have requested a £2.7m contract variation for changing in activity. Further actions are required to understand the sustainable operating model for 2017/18 onwards and any options to reduce the potential forecast overspend for 2016/17.</p> <p>MITIGATING ACTIONS</p> <p>Discussions will progress as part of the annual review process to understand the pressures and options for savings to mitigate. The Trust is continuing to identify options to release pressure on the forecast outturn for 2016/17 and 2017/18 onwards.</p> <p>TARGET RISK SCORE: Impact 5 X Likelihood 2 = 10</p>	<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	CURRENT POSITION	Target Risk
<p>15</p> 	<p>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 and go beyond contractual requirements. Overall the safeguarding indicators specific to children are now performing better than 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. This is regularly challenged with the Trust and at individual HoS level.</p> <p>The first Ofsted Monitoring visit took place in August 2016 and concentrated on management of demand at the front door and quality of practice and found that significant progress is being made to improved services for children and that no children were deemed to be at risk of significant harm. The quality of provision was found to be better and that prompt and appropriate action is taken to address safeguarding concerns this is evident in the quality of assessments and ensuring children are seen alone and their views heard. However, there remain inconsistent quality of assessments and timeliness is deemed variable. In addition, more work is needed to ensure that thresholds for social care intervention are understood across the partnership. The Q2 monitoring visit is scheduled for 23rd and 24th October, 2016 and will focus on Children in need plans and pre- proceedings work as well as general management oversight of practice.</p> <p>MITIGATING ACTIONS</p> <p>Social work practice is challenged with the Trust at each meeting and at individual HoS level. The Joint strategic Inspection Group regularly reviews the Improvement Plan as to actions required to improve quality of practice and attendant progress. The High level challenge meetings review specific audits and all challenge meetings review the basket of contractual PIs, which include bellwether PIs in respect of CIN plans; the care pathway – especially front door management; assessment completion and quality of audits. In addition, reference is made to volumetric measures and the wider context in order to provide reassurance as to caseload management; geographical / team pressures; deployment of staffing resources etc.</p> <p>DMBC is clear that the two most pressing impediments remain demand management and quality of practice and is pleased that Ofsted is addressing this via the Inspection monitoring visits. DMBC focus continues to be to ensure that</p>	<p>15</p> 

quality of practice and assessment completion is more consistent.

TARGET RISK SCORE: Impact 5 X Likelihood 3 = 15

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	CURRENT POSITION	Target Risk
<p>12</p>	<p>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. The Year 3 action plan has been drafted and will be presented to Directors on 24th October, Exec Board on 15th November and Cabinet on 29th November</p> <p>MITIGATING ACTIONS</p> <p>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>TARGET RISK SCORE: Impact 4 X Likelihood 2 = 8</p>	<p>8</p>

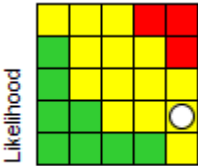
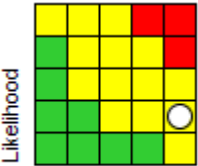
Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of childrens services across the wider partnership system

Damian Allen

Current Risk	CURRENT POSITION	Target Risk
<p>12</p>	<p>The Children and Families Partnership Board is the forum for the arrangements to discharge the S10 statutory responsibility which is now led by a new core group of leading partner members - the Interim Executive Group which is driving forward the actions needed with pace and direction, which had hitherto been lacking. For future development – need to recognise contribution to Stronger Families Programme, financial and reputational risk of failing to deliver against this, which presents an emerging risk.</p> <p>MITIGATING ACTIONS</p> <p>The IEG is directing implementation of the Governance review so that an appropriate number and remit of sub groups will be established to support the Board including a new Chairs' group. The IEG is also directing the development of a new JSNA which will be a more dynamic document and a consequential Children's plan for 2017-2020, as well as significant development of participation and engagement of CYP.</p> <p>TARGET RISK SCORE: Impact 4 X Likelihood 2 = 8</p>	<p>8</p>

The agreed standards and policies are not adequately understood and implemented by practitioners who work with vulnerable adults increasing the risk of vulnerable people experiencing harm or abuse

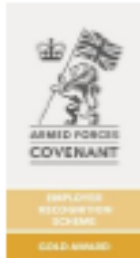
Kim Curry

Current Risk	CURRENT POSITION	Target Risk
10  Likelihood Impact	<p>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 follow-up of the peer review has been undertaken by Dr Adi Cooper on 29.9.16 to assess Doncaster's progress and the impact of actions taken in response to the peer review report. The DSAB will receive Dr Coopers review and an action plan at the next Board meeting 3rd November but initial feedback has been positive. 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.</p> <p>MITIGATING ACTIONS</p> <p>A multi agency guidance document has been developed and was launched on 20th September to 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.</p> <p>The Council is currently working to develop local safeguarding policies, aligned to South Yorkshire procedures, which will be accompanied by a mandatory training programme for key staff.</p> <p>TARGET RISK SCORE: Impact 5 X Likelihood 2 = 10</p>	10  Likelihood Impact

Risk Title (Risks with a score of less than 10)	Risk Score	Owner
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	10	Kim Curry
Failure to achieve the budget targets for 2016/17 and 17/18.	9	Simon Wiles
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
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 set robust assumptions on pensions deficit recovery and future contribution rate for the 2016 valuation	6	Simon Wiles
Failure to implement the Council's key borough objectives in partnership	6	Simon Wiles

Equality, Inclusion & Diversity

Equality, Inclusion and Diversity continues to underpin the work and ethos of the Council at all levels. The following highlights are just a sample of the varied achievements and activity that took place during quarter 2.



Doncaster Council has been presented with a Gold Award in this year's Employer Recognition Scheme (ERS). The scheme is designed to recognize and thank employers who are supporting Armed Forces personnel and their families.

To qualify for a Gold Award, employers must not only pledge their support but become advocates, encouraging others to do likewise. Doncaster Council Armed Forces Champion, Councillor Paul Wray said:

"Doncaster Council and its partners are incredibly proud... of our Armed Forces Community including veterans and their families, who make sacrifices on our behalf to ensure our continued freedom"

Mayor Ros Jones made a commitment to do all she can to help our Armed Forces and Veterans and created the role of Armed Forces Champion. This good work has meant we won silver last year and this year we have received the prestigious gold award



Armed Forces Covenant – The new e-learning module that was launched in to support the Armed Forces Community Covenant had 352 employees completing the module. Changes were made to the Recruitment and Selection policy to include a

Veterans' Interview Protocol and a Reserve Forces Policy and Procedure was introduced to formalise the council's provision for reservists.

Gender pay reporting - We continue to prepare for gender pay reporting and the Council has been proactive in responding to the consultation on mandatory pay reporting for the public sector. This has resulted in follow-up discussion with government staff about the issues that we raised.

Doncaster Pride has already shown, in its 10 years, that it is a force for change and positive influence, representing and speaking on behalf of the gay community but also embracing wider issues within other minority communities.

The Council continues to support Doncaster Pride, and at the event on 20th August we provided a range of services to ensure the event ran smoothly including Street Cleaning, litter picks, health and safety advise and communications and marketing.



Campsall Country Park – the Georgian stone bridge and paths around the lake had deteriorated and were in much need of renovation. Just over 1Km of muddy, uneven paths have been upgraded with limestone timber edged paths. This was in response to dialogue by park users, including motorised scooter users and a family with a child who is a wheelchair user. The stone bridge is also being restored to its original conditions and will be more accessible for scooters and wheelchairs. The work is still underway and is expected to be finished in March 2017.

Workforce event and celebration days

The council marked the following diversity days as part of its commitment to raising awareness of diversity:



2nd July Armed Forces Day - to show support for the men and women who make up the Armed Forces Community from currently serving troops to service families, veterans and cadets.

7 April, World Health Day – to mark the anniversary of the World Health Organisation 30 July, **International Day of Friendship** –to support friendship between people, countries cultures and promote international understanding and respect for diversity. The day coincided with national cheesecake day and we bakers from across the council sharing their creations with others as a gesture of friendship.



20 August, Doncaster Pride - LGBT pride is the positive stance against discrimination and violence toward lesbian, gay, bisexual, and transgender (LGBT) people to promote their self affirmation, dignity, equality rights, increase their visibility as a social group, build community, and celebrate sexual diversity and gender variance

26 September, National Inclusion Week -to raise awareness of the importance of inclusion in the workplace and the benefits to having an inclusive workforce.



Workforce Digest

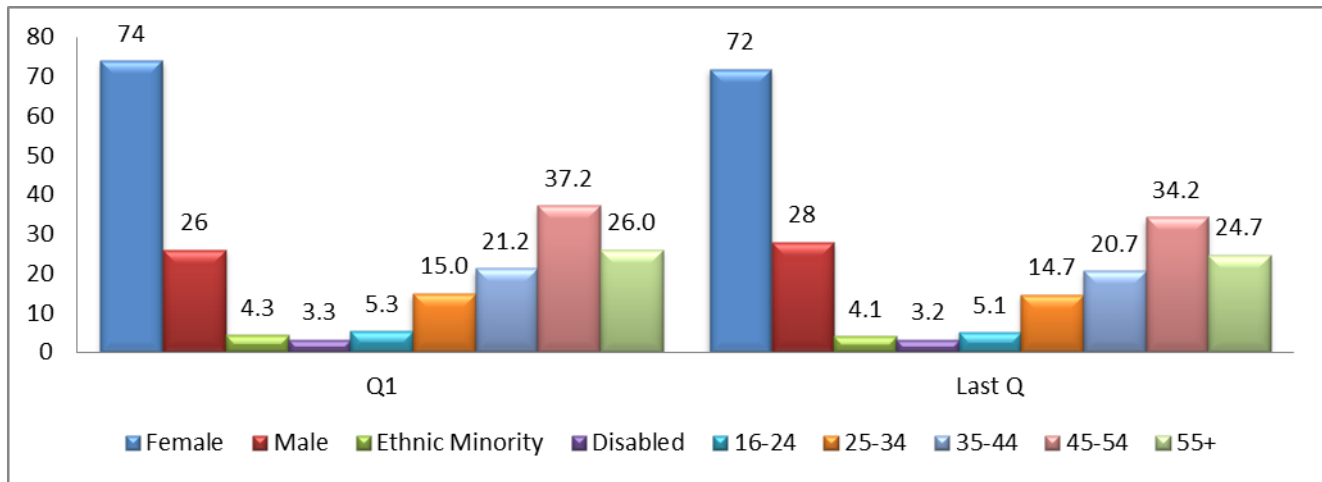
An accurate and up to date picture of the workforce information, trends, and risks is essential to achieving the cultural aspirations that the Council has set out in the People Strategy and Team Doncaster Charter to achieve better people management, engagement and communication and to help develop and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

Top 3 Priority Risk Areas

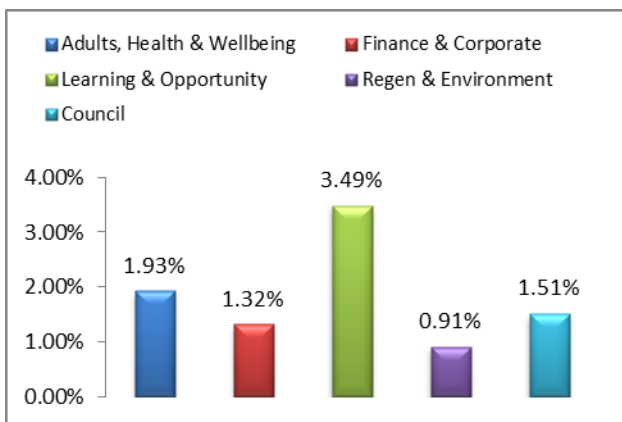
In the last report a number of major and emerging HR and OD risks were identified. These continue to be the same in this quarter, however in some areas there are further signs that action is being taken which is having a positive impact that needs to continue to be built upon and sustained.

- 1. Organisation Stability:** The continued stability as shown in the low turnover (1.51% for the quarter compared nationally at 11% pa) and high retention rates (95% with 1 years' service, 83% with 3 and 77% 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.

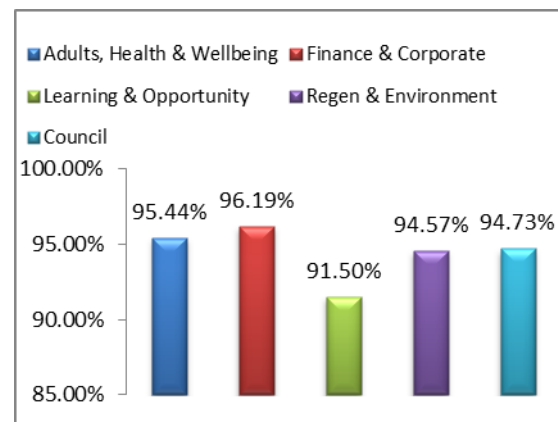
Council Workforce Profile Compared to last Quarter shown as %



Turnover Rate By Directorate %



One Year - Retention Rate by Directorate %

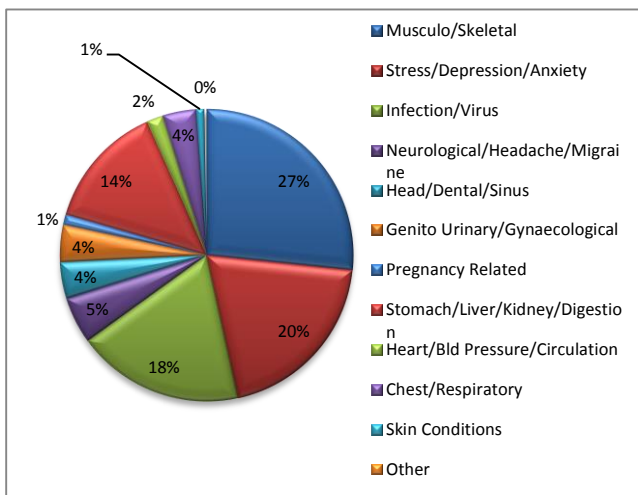


- 2. Performance Management:** The continued low level of employee capability cases being recorded as managed is a concern however the level of completion of PDRs to exceed the corporate target at 97% in this quarter does give more assurance that performance management is being undertaken. Only one Directorate is slightly

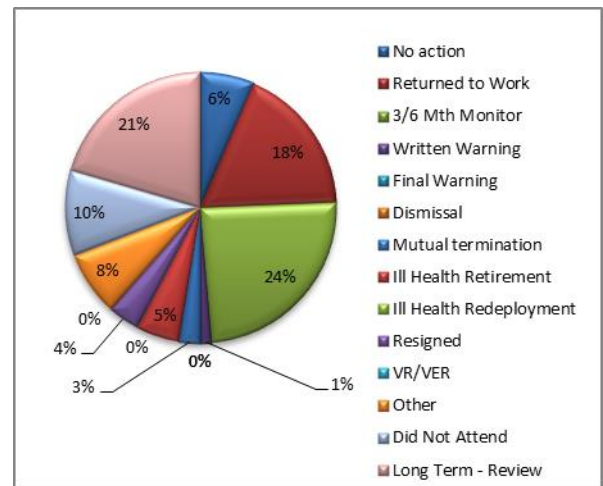
below the corporate target at 94% but has had a significant improvement on previous performance. Continued high levels on conduct resulting in advisory cautions or no case to answer may also indicate a need to ensure that managers need to communicate and reinforce the standards required. Directorates 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, have again improved since the last quarter and still need to be addressed where they are below the targets required.

There has been a slight reduction in the rate of absence from the last quarter, (9.85 days to 9.69 days) which if continued would result in a projected annual rate that would exceed the corporate target of 7.9 days per FTE. Although there has again been improvement in some Directorates, with an overall on-going reduction and downward trend year on year, there remains a concern that these are not being sustained in all Directorates. However, some 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 added assurance that this is being addressed in some areas.

% Type of Sickness Occurring



Managing Attendance Outcomes



3. **Additional Workforce Spend:** There has again been a further reduction in the overall levels of additional spend on agency, casual workers, additional hours and overtime from 9% to 8.4%. The reductions are largely due to a decrease in overtime, additional and casual hours as a result of the implementation of the modern and productive workforce collective agreement changes to ways of working. However, the decrease seen in the last quarter on agency spend has not been sustained with a 3.7% increase during this quarter. Whilst the overall reduction does give some assurance that this issue is being addressed, the levels still remain high and until this is sustained and reduced further it will remain as a key risk. The continued high levels of spend at £1.7m 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 changes implemented through 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.

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 need to be sustained.

- Corporate development and roll out 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.

5. Actions taken by each Directorate following outcomes from quarter 1 performance

Adults Health and Wellbeing

Strategic workforce planning has been undertaken with DLT and a further session with HoS is being planned.

Work is underway to reduce non contract spend including:

- developing a recruitment campaign to fill vacancies including those temporarily required for transformation
- reviewing rotas and contracts to reduce reliance on additional hours
- increasing the use of annualised hours contracts to replace casual contracts for more irregular work
- Monitoring of overtime and additional hours

Significant work on PDRs has resulted in a significant increase this quarter

Staff have participated in resilience and change management training including bespoke team sessions and further development to support transformation is being considered

Sickness continues to be monitored and hot spots targeted

Digital council projects continue with change management support

Learning and Opportunity

Strategic workforce planning is being arranged to commence following the implementation of the senior management restructure

Work is underway to reduce non contract spend including challenge on additional hours and overtime that does not, or is projected not to meet the MPW requirements. Some areas will be addressed following completion of current restructures which have also included consideration of apprenticeships to help address workforce profile

Sickness continues to be monitored and hot spots and long term sickness targeted

Mandatory training requirements have been added to PDRs which have improved significantly from this time last year

Regeneration and Environment

Strategic workforce planning has been undertaken with DLT and a further session with HoS has been held. Subsequent meetings have been scheduled for each AD's area

Work is underway to reduce non contract spend including:

- Changes have been made to ensure vacancies are filled quicker
- Reviewing the use of temporary contracts
- increasing the use of peripatetic contracts to provide cover rather than have relief contracts
- Monitoring of overtime and additional hours and a number of business cases for exemption have been developed
- All Agency workers have been considered and the overall usage and cost has reduced

PDR levels are above the required % and work is being undertaken on level 4 and 5 assessments

Sickness has reduced and an action plan is in place, hot spots like highways and street scene are being targeted with additional resources and the Directorate is piloting a new assessment tool. Resilience workshops continue to be held.

Finance and Corporate Services

An initial session to introduce strategic workforce planning took place with DLT in August with the full session booked to take place early in Q3. Monitoring of the workforce profile continues and a limited number of actions such as creating and recruiting to a trainee solicitor post in Legal Services are being undertaken.

Further training and development for managers to deal more effectively and consistently with standards of employee performance:

- Managers with un-actioned sickness trigger points are being contacted by HR as are managers who have actioned triggers but comments entered on the portal give cause for concern about how they are managing absence.
- DLT are monitoring performance on absence levels across the directorate and targeted support to those service areas who are performing above the directorate target.
- 100% of staff have had a PDR by the deadline. This has identified 18 people (2.68%) who need to have a development plan in place.

Although non contract spend is relatively small work is underway to reduce this including:

- Use of reliefs/casuals is limited to the Elections and Registrars services. HR are working with senior managers to address a variety of issues within Registrars including looking at the types of contracts and numbers of staff needed to meet the demands on the service.
- Agency workers are monitored at DLT level. New assignments and extension requests are challenged by HR to determine if there are alternative ways to meet need particularly in relation to those assignments which are held against a vacant post

CUSTOMER SERVICE PERFORMANCE

Q2 2016/17



Quarter 2 Highlights

Customer Services have served 138,720 customers this quarter. School Admissions were busy with applications for primary and secondary schools, with 89% of applications being made on line in September. Customer Services have been developing their own Facebook and Twitter pages which will be launched next quarter along with Web Chat.



ONE STOP SHOP
39,724



EMAIL
10,229



PHONE
88,767



ONLINE SELF-SERVE
14,728



ONE STOP SHOP
AVERAGE WAIT
08:19



ONE STOP SHOP
AVERAGE SERVE
09:07



MY DONCASTER
APP
REGISTERED
USERS



CALLS ANSWERED
IN 20 SECONDS
62%



TOP 3 SELF SERVICE
REQUESTS

- REQUESTING AN ADDITIONAL BIN/BOX
- DUMPED RUBBISH
- FREE SCHOOL MEALS



COMPLAINTS TO THE COUNCIL

DIRECTORATE	VOLUME	% ANS IN 10 WORKING DAYS
F&C	66	100%
AH&WB	20	100%
R&E	287	68%
DCST	49	78%
LOCYP	3	100%

CUSTOMER SATISFACTION

72% EXCELLENT
16% GOOD
12% POOR

48%

OF COUNCIL SERVICES NOW AVAILABLE ONLINE

FREEDOM OF INFORMATION REQUESTS

DMBC: 308 96% ANSWERED IN 20 WORKING DAYS

DCST: 27 89%



DATA PROTECTION REQUESTS

DMBC: 12 100% ANSWERED IN 40 WORKING DAYS

DCST: 7 20%



"Customers Are Our Business and Define our Success"

COMPLAINT TRENDS

Q2: 2016/17



Regen & Environment

Waste & Recycling – Missed collections.

Grass Cutting – Timescales and quality of cut

Tree team – Lack of customer updates and length of time for work to be carried out

Street Cleaning – Timescales not met

Finance & Corporate

Benefits – Length of time waiting for calls to be answered

Customer Services – Standard of information provided

Adults Health & W. Being

Attitudes and action of staff

L&O: Children & Young People

Process times for school admission applications



COMPLIMENTS

"I have just returned from overseeing a wet room being installed in my mother in laws property. I imagine as a council this email address is usually utilised for complaints but I have nothing but high praise for all council employees and subcontractors that I came into contact with. The sheer professionalism, good humour and determination to achieve the best possible result for an elderly lady was amazing. Please pass on my sincere thanks to the whole team – she was overjoyed when she saw the culmination of a weeks arhd work. Doncaster Councils care of the elderly is exemplary."



The chaps have been out and fitted the new LED lamps to the street lights yesterday and I must say what an improvement they are over the old orange sodium lamps. They do improve visibility with the white light making colours clearer, throwing more light onto the road and pavement and the light doesn't intrude into houses. So credit where credits due, well done DMBC and well done to the team doing the change over.

Fridge-freezer collection..... simple to book collection on line and item taken away with no fuss, within 4 days Very impressed !

I would like to thank the Parks and Gardens Service for there prompt response to our problem, an officer came out to meet the residents and reassured us that the issue would be resolved very quickly. We are delighted with the outcome and once again would like to thank all concerned for their effort.

What are our customers enquiring about this quarter ?

One Stop Shop

- Housing & Council Tax Benefit
- Council Tax
- St Leger Homes
- School Admissions
- Licensing
- Residential Parking Permits

Contact Centre

- Bins, Recycling & Waste
- Blue Badges
- School Admissions
- Street Lighting
- Highways

"Customers Are Our Business and Define our Success"

Appendix B - Virements in Quarter 2

Reason		Directorate	2016/17 £
Amounts approved by Chief Financial Officer up to £0.10m			
1	Movement of salary budget in respect of PPR2 movement of posts between directorates	AH&WB F&CS	(25,260) 25,260
2	Movement of rental budget re Town Moor Golf Club from Council Wide to Assets and Property in accordance with Corporate Landlord model.	CWB R&E	11,470 (11,470)
3	To move IMF capital allocation to fund the upgrade of Biomass boiler at Adwick Leisure Centre to generate Renewable Heat Incentive income.	F&CS Capital R&E Capital	77,000 (77,000)
4	Movement of premises insurance budget for the Former Girl's school to Assets and Property.	F&CS R&E	(500) 500
5	Movement of service to Bereavement within R&E from SAPAT within AH&WB	AH&WB R&E	8,000 (8,000)
6	Movement of salary budget in respect of 3 Occupational Therapists posts moving to AH&WB from LOCYP.	LOCYP AH&WB	(93,380) 93,380
7	Create a temporary budget for 2016/17 for the coffee shop at the central library. Transfer the budget from the Library service to Catering.	AH&WB R&E	(15,000) 15,000
8	Transfer of residual budgets for Pavilions (£27,400 on premises codes approved at Q1) to R&E to be managed by Assets and Property as part of Corporate Landlord process.	AH&WB R&E	(20,790) 20,790
Amounts approved by Chief Executive £0.01m to £0.25m			
1	To fund the unachievable shortfall on the Skills Review savings target from general contingency budgets.	CWB R&E	(179,450) 179,450
2	Allocation of central budget to fund work in support of changing in planning designation of the Hungerhill industrial site, Edenthorpe (in support of change from Industrial/business to residential use).	CWB R&E	(140,000) 140,000
3	Allocation of one off revenue savings generated from the MRP review to fund the LED lighting upgrade of the Civic office.	CWB R&E	(115,200) 115,200
4	Allocation to pay for a contract of £209,000 to XP School towards the building of a sport hall. In exchange for the payment XP School will be required to sign up to a legally enforceable Community Use Agreement.	CWB LOCYP	(209,000) 209,000
5	Movement of salary budgets for Carefirst project team following their move from AH&WB to ICT in F&CS. The non-salary requirements are being reviewed and are still to be moved.	AH&WB F&CS	(140,570) 140,570
6	Temporary transfer of Stronger Families programme expenditure and income budgets to fund 0.4 FTE Operations Manager in LOCYP and backfill of Youth Offending Team staff to support complex families within the programme.	AH&WB LOCYP AH&WB LOCYP	0 0 <u>Gross Budget</u> (126,000) 126,000
7	Temporary transfer of Stronger Families Grant expenditure and income budgets to IFSS Early Help Services.	AH&WB LOCYP AH&WB LOCYP	0 0 <u>Gross Budget</u> (200,000) 200,000
Amounts approved by Portfolio Holder £0.25m to £0.5m			
1	Transfer of centrally budget to meet the cost of children transitioning into adult residential care. Each year as children reach 18 or leave full time education the responsibility to social care transfers to AHWB, resulting in a funding pressure. The Directorate is working closely with colleagues in Doncaster Children's Trust to actively seek to obtain improved information and better multi-agency to manage this potential cost pressure in the future.	AHW Council wide	300,000 (300,000)

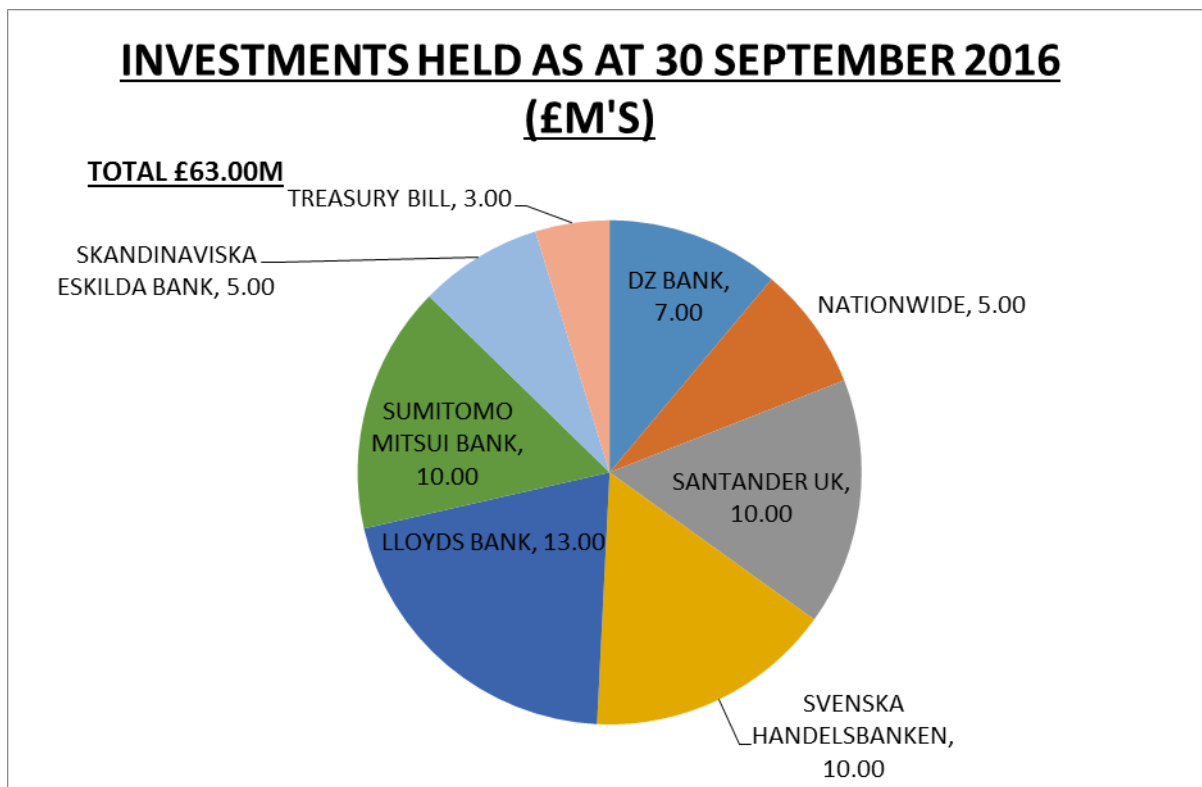
Appendix C - Treasury Management Update - Quarter 2 2016/17

1. The forecast outturn for Treasury Management is an under spend of £2.3m; details on the underspend are provided in the main body of the report at paragraph 24d. The result of the UK referendum, speculation around what Brexit will look like and a slowdown in forecasts for global growth are dominating the money markets. Sterling is currently down almost 20% since June and there is a wide range of politicians, economists and institutions expressing varying views as to the probable outcome for the UK, over the short and long term. Theresa May has confirmed that the starter gun will be fired before the end of March 2017, which will start a potentially 2 year period of negotiations with the EU and the rest of the world around trade agreements. 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

2. The investment portfolio, £63m as at 30/09/16, 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. The current average investment rate is 0.76%, against a benchmark rate of 0.26%. However this includes fixed rate investments which we will only be able to re-invest at lower rates post Brexit. Having already reduced the bank base rate to 0.25% the Bank of England forecasts include a further reduction to 0.1% in November, although this will be dependent on data results between now and then. Effectively the financial markets have not priced in the further reduction in interest rates of 0.15% for this financial year. However, there are many unknown factors that could require the Bank of England to take more/or less monetary policy easing as the various pieces of data that show the direction of travel of the UK economy are released. It is highly likely that we will have a low interest rate environment for the foreseeable future. As part of the portfolio, the Council currently has investment balances of £33m which are in products linked to base rate. The rates currently being received are forecast to fall in line with bank base rate.

Figure 1: The Council's investment portfolio as at 30th September 2016.



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

Borrowing

Figure 2: The Councils forecast Debt Portfolio as at 30th September 2016.

DMBC Debt Portfolio and Maturity Profile as at 30th September 2016				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	5.94	27,083
12 to 24 Months	50	0	2.67	12,187
24 Months to 5 Years	50	0	10.09	46,060
5 Years to 10 Years	75	0	7.75	35,377
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			73.55	335,561
40 Years to 50 Years				
50 Years and above				
TOTAL			100.00	456,268

4. During the 2016/17 financial year the Council has a borrowing requirement of £36.4m. £13.2m in new external borrowing to support the Capital Programme and £23.2m to replace loans maturing during the year. 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.
5. 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 2.3% to 2.5% between now and March 2019) there is no real need to do so immediately.
6. 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

7. 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. The risk of reduced interest rates has been covered above. 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.
8. 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.
9. 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

10. 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 December 2016.

Appendix D – Capital Programme New Additions Quarter 2 2016/17

	Funding Source	New Addition 2016/17 £m	New Addition Total £m
Adults, Health & Wellbeing			
The replacement of existing and installation of additional play apparatus at Schofield Park Mexborough.	Section 106	0.04	0.04
Provision of Zebra Crossing at Doncaster Road Branton.	Section 106	0.03	0.03
Restoration of the stone bridge at Campsall Country Park, Campsall.	General Contingency and RCCO	0.12	0.12
Local community improvements to create safe spaces for residents - various locations.	Section 106	0.06	0.06
Contribution towards the overall cost of a proposed community sports pavilion at the Bawtry Memorial Sports Ground.	Section 106	0.07	0.07
To remove the old existing play equipment on the Roman Ridge and replace with new.	Section 106	0.04	0.04
Total Adults, Health & Wellbeing		0.36	0.36

Finance and Corporate Services			
Improvements to Priory Place for premier civil weddings due to relocation of the Registrars Service	Investment and Modernisation Fund (Prudential Borrowing)	0.22	0.22
Total Finance and Corporate Services		0.22	0.22

Learning & Opportunities: Children & Young People			
4 new schools condition schemes for minor works ranging between £2k and £20k totalling £27k. These schemes are responses to urgent work where failure has occurred / is imminent and the risk to school closure is high. These schemes are funded from reductions in other condition schemes.	LOCYP Resources	£0.03	£0.03
3 new schools safeguarding schemes for work ranging between £8k and £25k totalling £53k. These schemes are to draw down on the block safeguarding allocation of £80k.	LOCYP Resources	£0.05	£0.05
Total Learning & Opportunities: Children & Young People		£0.08	£0.08

Regeneration & Environment			
Development			
SCRIF Urban Centre Doncaster Market Phase 2 – Creation of No. 1 Market Place and associated public realm; new retail, leisure and office space, through a new building framing the northern side of the market square, to start 2019/20. This is subject to securing SCRIF funding £1,488k and private sector investment £4,560k. The SCRIF money will be re-directed from the Urban Centre Waterfront East project, which is only outline at this stage and will be developed accordingly.	SCRIF / Developer Contributions	£6.05	£6.05
Housing			
Wheatley Howards Demolition Bristol Grove. New scheme for demolition element. Funded from scheme below.	RCCO	0.60	1.21
Wheatley Howards Acquisitions / Decants. Revised scheme as demolition element now removed. Decant profiles revised in line with accelerated delivery.	RCCO	-0.60	-1.21

	Funding Source	New Addition 2016/17 £m	New Addition Total £m
Willow Estate Development. To construct 35 affordable units at Thorne as part of the Council House new build scheme, subject to approval at Cabinet 1/11/16.	MRR / RCCO / S106	0.27	4.20
Approved funding for future Council house new build developments:- Council House new build Ph3. (Block budget).	MRR / RCCO	-0.27	-3.21
Wheatley Howards Estate. (Available resources from earmarked funding).	MRR		-0.64
Willow Estate (originally earmarked for a 3 rd party contribution).	S106		-0.35
Appropriated Voids Property Work. Renovation work to two properties, appropriated from general fund into HRA. 74/76 Church Lane & 5 Alexandra Rd.	Housing Usable capital receipts	0.07	0.07
Demolition of Former SEC Cedar Rd Balby. The site is to be used for future housing development.	Housing Usable capital receipts	0.17	0.17
Demolition of Former Residential Care Don View, Scawsby. The site is to be used for future housing development.	Housing Usable capital receipts	0.21	0.21
Demolition of Stanley House & Rosemead House, Balby. The site is to be used for future housing development.	Housing Usable capital receipts	0.29	0.29
Demolition of former Council office Cooke Street & former Council depot Truman Street, Bentley. The site is to be used for future housing development.	Housing Usable capital receipts	0.23	0.23
Environment			
Woodfield Plantation & Huxterwell Woods - Woodland improvements including path and bridge works.	S106 Contribution	0.084	0.084
North Bridge Depot Safety Works – Works to internal roadways, drainage and interceptor tanks to support the Council's depot master plan.	Service Transformation Fund	0.086	0.086
Allocation of various Highways Maintenance block budgets to new or re-instated schemes: -			
Dryden Road & Newbolt Road, Sprotbrough	LTP	0.046	0.046
Arthur Street, Bentley	LTP	0.033	0.033
Trafalgar Street, Carcorft	LTP	0.066	0.066
Brecks Lane (Phase 1), Kirk Sandall	LTP	0.116	0.116
Norman Crescent, Sunnyfields	LTP	0.014	0.014
Sprotbrough Road & Melton Road (Phase 1), Sprotbrough	LTP	0.114	0.114
Footway Minor Schemes	LTP	0.274	0.274
Corresponding decrease in block budgets	LTP	-0.663	-0.663
Allocation of various Integrated Transport block budgets to new or re-instated schemes: -			
Minor Cycling Projects	LTP	0.050	0.050
C309 Pastures Road Improvements, Mexborough	LTP	0.020	0.020
A635 Hickleton Road Improvements, Hickleton	LTP	0.040	0.040
A6310 Tickhill Spital Crossroad Improvements, Tickhill	LTP	0.040	0.040
Sprotbrough Road Widening, Sprotbrough	LTP	0.070	0.070
Corresponding decrease in block budgets	LTP	-0.220	-0.220
Trading & Assets			
Priory Place Façade & Roof Works – External refurbishment including works to the roof and façade to link with the internal redevelopment to accommodate Registrar's weddings in the Finance and Corporate Capital Programme.	Corporate Resources	0.050	0.205
Allocation of Retained Buildings block budget to specific schemes: -			
Mexborough Youth Club Boiler Room Refurb - £20k from the block		0.034	0.034

	Funding Source	New Addition 2016/17 £m	New Addition Total £m
budget plus £14k revenue contribution for the Assets budget.			
Denaby Old Road Pavilion Electrical works		0.016	0.016
Corresponding decrease in block budget		-0.036	-0.036
Doncaster Market Emergency Lighting Upgrade – To upgrade the emergency lighting systems in in the Fish, Meat and Corn Exchange market buildings to comply with current safety standards.	Service Transformation Fund	0.097	0.097
Adwick Leisure Centre Biomass boiler - To fund the enhancement costs required and DEFRA capital grant claw back, to make the existing Biomass boiler compliant with the Renewable Heat Initiative (RHI) criteria allowing the Council to apply for the RHI in respect of heat generated using biomass fuel.	Unsupported Borrowing IMF	0.077	0.077
Civic Office LED lighting upgrade – To upgrade the lighting within the common areas, meeting rooms and stairwells of the Civic Office. The implementation will reduce future costs via direct electricity reduction, a reduction in maintenance and materials and a reduction in government ‘carbon emission’ taxes.	One off revenue savings generated from the MRP (Minimum revenue provision) review.	0.115	0.115
Total Regeneration & Environment		£7.54	£7.54