



Doncaster Council

Agenda

To all Members of the

CABINET

Notice is given that a Meeting of the Cabinet is to be held as follows:

Venue: Virtual Meeting through Microsoft Teams

Date: Tuesday, 16th June, 2020

Time: 10.00 am

The meeting will be held remotely via Microsoft Teams. Members and Officers will be advised on the process to follow to attend the Cabinet meeting. Any members of the public or Press wishing to attend the meeting by teleconference should contact Governance Services on 01302 737462/ 736712/ 736723 for further details.

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Damian Allen
Chief Executive

Issued on: Monday, 8 June 2020

Governance Services Officer for this meeting:

Amber Torrington
Tel. 01302 736723

Doncaster Metropolitan Borough Council

www.doncaster.gov.uk

Items

1. Apologies for Absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Public Questions and Statements

(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by e-mail to the Governance Team no later than 5.00 p.m. on Thursday, 11th June, 2020. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to Democratic.Services@doncaster.gov.uk).

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 10th March 2020 for noting (previously circulated).

A. Reports where the public and press may not be excluded

Key Decisions

6. Big Picture Learning - Update. 1 - 22
(The appendix to the report is not for publication because it contains exempt information by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, as it contains exempt information relating to the financial or business affairs of any particular person (including the authority holding that information)).
7. 2019-20 Quarter 4 Finance and Performance Improvement Report. 23 - 56

Non-Key Decisions

8. Performance Challenge of Doncaster Children's Services Trust: Quarter 4, 2019/20. 57 - 76
9. St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2019/20 Quarter Four (Q4) and year end outturn. 77 - 98

Cabinet Responsibility For:

Chair – Ros Jones, Mayor of Doncaster

Budget and Policy Framework

Vice-Chair – Deputy Mayor Councillor Glyn Jones

Housing and Equalities

Councillor Nigel Ball

Portfolio Holder for Public Health, Leisure and Culture

Councillor Joe Blackham

Portfolio Holder for Highways, Street Scene and Trading Services

Councillor Rachael Blake

Portfolio Holder for Adult Social Care

Councillor Nuala Fennelly

Portfolio Holder for Children, Young People and Schools.

Councillor Chris McGuinness

Portfolio Holder for Communities, Voluntary Sector and the Environment.

Councillor Bill Mordue

Portfolio Holder for Business, Skills and Economic Development

Councillor Jane Nightingale

Portfolio Holder for Customer and Corporate Services.

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Doncaster Council

Report

Date: 16th June 2020

BIG PICTURE LEARNING - UPDATE

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Nuala Fennelly Lead Member	All	Yes

EXECUTIVE SUMMARY

1. The Education Inclusion Programme aims to improve educational outcomes for all children in Doncaster, with a particular focus on vulnerable and/or disadvantaged children. This work is made up of three projects: Attendance Strategy, the SEND Strategy and the Behaviour Transformation Programme, which includes the delivery of Big Picture Learning (BPL) via a Social Impact Bond (SIB).
2. The Big Picture mode of delivery was chosen as one of the alternative models of learning to ensure greater quality and range of provision for vulnerable young people across the borough. There is international evidence of the success of this model in delivering better educational outcomes for children who are disengaged from learning and from disadvantaged backgrounds. Furthermore an opportunity presented itself during 2018 through the Life Chances Fund to test innovation via a Social Impact Bond that included a financial contribution to the outcomes payments within a Payments by Result (PBR) contract. The Council was successful in their application.
3. In December 2018, the Big Picture Learning Cabinet report provided an update on the mobilisation of the contract and provision. This set out how the Council supported the provider in order to mobilise, working towards an opening date of January 2019 ([BIG PICTURE LEARNING CABINET REPORT APRIL 2018](#) & [BIG PICTURE LEARNING CABINET REPORT DECEMBER 2018](#)). This report records the progress of this project since this date and offers a set of options for the future of this work.

4. During 2018-2019, our Behaviour Transformation Programme has reset the local landscape ([Behavior Transformation Update October 2019.- Appendix A](#)) this report evidenced that many young people who have been accommodated in 'one size fits all' alternative provision can thrive in mainstream schools with the correct support. Most of the Council's work with the education system is now supporting this principle, with renewed partnership support for early intervention and in-school support for young people with SEND and behaviour needs. The Council are developing a range of innovative approaches to this, within an integrated, locality-based model.
5. The Big Picture Doncaster School opened officially in May 2019, following a delay in registration with OFSTED, with 16 young people. It soon became clear that there was a number of concerns regarding pupil behaviour and curriculum shortly after the opening, which resulted in a local Multi-Academy Trust supporting the school leadership, including the appointment of a new principal. In May the Council supported both partners in identifying new provisions and support packages for children affected by these issues. In accordance with the provisions of the contract the Council issued a Service Failure warning at this point, triggering the delivery of a Performance Improvement Plan from June 2019, supported by new delivery and governance groups.
6. A new cohort of Year 7 pupils joined the school in September 2019. The Council continued to monitor performance against its School Improvement Plan through August to October 2019. The Performance Improvement Plan was signed off as complete in October 2019 with an acknowledgement that the monitoring of actions taken will be key.
7. An OFSTED visit in December 2019, acknowledged that for a small number of pupils this provision was making a difference, children felt valued and attendance was definitely improved. However the report furthermore raised a number of specific concerns around the school. It recognised the work done by the local Multi-Academy trust and partners, but judged the school as 'inadequate' overall and highlighted concerns around safeguarding practice and curriculum delivery.
8. In January work commenced in reviewing the delivery and funding models for Big Picture Doncaster. The covid-19 crises emerged during February and on 20th march 2020 schools were asked to close. This has meant that students have been supported through online learning and advisors has kept in close contact with students.
9. Whilst there have been significant challenges around delivery, it is clear that the Big Picture personalised curriculum design and pastoral delivery model is still highly relevant to our context. The model also has the potential to influence mainstream curriculum and can serve to enhance mainstream, whilst engaging young people.

10. The planned model of funding and delivery of Big Picture Learning is a uniquely innovative one within education in Britain. It is the only occasion where a Social Impact Bond has been used in order to fund a school. As with any innovation, it is vitally important to review and reflect upon the quality and appropriateness of the strategy as the project continues. It is inevitable and desirable that any innovation of this scale and ambition will create learning and opportunities to refine, re-evaluate and update as the project continues. This can inevitably result in the end product not matching all of the original plans or the surrounding landscape to have changed. This has clearly been noticeable in the delivery of the Big Picture Learning project, as it has missed opportunities to create stronger synergies with the Opportunity Area work and has not been able to respond to the above stated shifts in practice. It is timely to reflect upon the position of Big Picture Doncaster School and the use of the Social Impact Bond within a fast changing local landscape. It is clear that the local system is more cohesive and resilient than at the inception of this project and there is an opportunity afforded by the impacts of the current partial closure of schools to review the place of Big Picture in the local landscape alongside a consideration of 'lessons learned'.
11. Options offered in this report builds on the lessons learned and resets the provision and will allow a consideration of how changing the role of the provision can reflect the needs of a change in the local inclusion environment, to deliver a stronger focus on employability, whilst addressing both lessons learned and the new challenges brought on by the current crisis. This includes the opportunity for the Big Picture model to be more efficiently delivered within an alternative provision model.
12. The preferred option would then re-purpose the Social Impact Bond and the Special Purpose Vehicle in order to deliver an extended model, with far greater reach and volume, which will utilise various partners to deliver greater social value to Doncaster. This would be done by creating stronger links to the local economy and also by creating stronger links to multi-agency support and inclusion practice in mainstream schools. This will be done within the existing financial envelope. In order to deliver both the current school and the above transition in the current crisis, Interim financial support would need to be offered until September 2020, following the pausing of the Social Impact Bond contract, as recommended by the Life Chances fund during the current pandemic and at least until the end of June 2020.

EXEMPT REPORT

13. Whilst this report is not exempt it does contain an exempt appendix. The appendix is not for publication because it contains exempt information within paragraph 3 of schedule 12a of the local government act 1972, as amended, as it contains exempt information relating to the financial or business affairs of any particular person (including the authority holding that information).

RECOMMENDATIONS

14. The Mayor and Cabinet is asked to:

- Note the progress of the work through the Behaviour Transformation Programme and how it has contributed to a shift in the functioning of the overall system and provision landscape in Doncaster.
- Approve changes to the financial model, including a 2 month pause on the Social Impact Bond and a reset of the Payment by Result (PBR) contract.
- Approve funding for July and August to support intermediate running costs. This will be for £65,000 per month.
- Approve the delegated authority to the Director of Children's Services and the Chief Financial Officer in consultation and portfolio holder for children and young people to take all strategic decisions pertinent to the delivery of this model via the Special Purpose Vehicle, including those related to the development of the new model, with a follow up report delivered within 3 months of this report.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

15. Young people who are disengaged with learning can often find themselves in alternative provision and often struggle to progress in later life. Furthermore, due to their limited engagement in learning and the environment they grow up in they are at a higher risk of engaging in risk taking behaviours and potentially could suffer with low self-esteem, resilience or poor mental health Doncaster has historically seen large numbers of young people attend provisions which have not been of sufficient quality.

16. Children and young people fare better if they are attending school and enjoy their learning. The successful delivery of alternative provision and behaviour support to schools has the potential to improve outcomes for children and young people in the medium to long term, improving overall levels of social mobility within the borough.

17. A significant number of young people miss out on qualifications and work place opportunities because they are absent, home educated or excluded from our schools. By utilising our partnerships within the borough we will be able to use our learning within this project to provide a robust and unique bridge into employment and training for some of these young people.

BACKGROUND

18. The October 2019 update ([Behavior Transformation Update October 2019.- Appendix A](#)) on the Behaviour Transformation Programme has set out how partners have worked to ensure that the continuum of support for meeting behaviour need is being changed in Doncaster. It noted how stronger funding, knowledge and responsibility within mainstream settings is being secured and describes the development of a new landscape of provision beyond schools across the borough which aims to address individual needs and ensure that all provision is of the highest possible quality.
19. This work has been accompanied by the delivery of a new Alternative Provision framework, a renewed Pupil Referral Unit offer, the development of other specialist behaviour provision and the decommissioning of poor quality provision. Additionally school leaders from across the borough have worked collaboratively to plan new ways of using high needs funding to support more effective early intervention, bringing new innovation in provision and management of high needs provision. As a consequence, absence and exclusions are declining, partnerships have become more cohesive and schools have achieved greater success in including young people with behavioural challenges. There are now greater levels of engagement and responsibility across the system. As we have fashioned this shift in the landscape, we have also reflected upon and reviewed our methods of working with vulnerable children. The focus of our work is to support the graduated approach to meeting need by ensuring that mainstream schools are able to meet the needs of young people within their settings and are supported to effectively reintegrate these youngsters.
20. Big Picture Doncaster has been one feature of this new landscape, working with young people who would, in the past, have been educated outside of the school system. Whilst there have been significant challenges around delivery, it is clear that the Big Picture personalised curriculum design and pastoral delivery model is still highly relevant to the Doncaster context. The model also has the potential to influence mainstream curriculum or that the Big Picture provision can serve to enhance mainstream, whilst engaging young people. The planned model of funding and delivery of Big Picture Learning is a uniquely innovative one within education in Britain. It is the only occasion where a Social Impact Bond has been used in order to fund a school.
21. Big Picture Learning model (originally described in a Cabinet Report on 10th April 2018) was funded through a Social Impact Bond (SIB). The SIB contract is for a maximum value of £6,359,448, for a period up to August 2024. This is funded by the Local Authorities High Needs Dedicated Schools Grant (DSG) allocation, with outcomes payments on the delivery of the project (i.e. education provision for children in alternative provision). This is offset by grant contributions from Life Chances Fund of 28.5% against verified outcomes payments; up to the total maximum Life Chances Fund grant to Doncaster of £1,795,810 (this is included within the total SIB contract value). The intention being, that by the end of the project the overall cost would be £14,593 per person per year – less than most Alternative Providers and special schools.

22. A SIB provides opportunities to test innovation by introducing this education model. This model offers a unique opportunity to innovate, review and adapt, with the Council acting as commissioner and the providers being held to account through an outcomes based SIB contract. The social investor, Big Issue Invest (Investor) have set up a Special Purpose Vehicle (SPV) called BP Learning UK (the Provider). The Council entered into the SIB contract with the Provider to deliver the service. The Provider entered into a sub contract with Big Picture Learning UK (Sub Contractor) for the actual delivery of the service. This allowed the partnership between the Council, the Provider and Subcontractor to review and reconfigure the project when this was needed. The Investor made investments into the Provider at the start of the project and funds the project throughout. The Provider receives payments from the Council based upon the achievement of agreed outcomes.
23. The initial opening of the school planned for January 2019 was held up by a delay in the initial registration by OFSTED. A successful OFSTED visit took place in April 2019, with the school registering on the 29th April and the cohort grew to 16 in May 2019.
24. After a delayed opening date (due to OFSTED visit) the school officially opened in May 2019, During the same month the Council received some concerns raised by partners and parents and immediately investigated the extent of the concerns and identified a number of performance issues including weak safeguarding procedures around pupil supervision and attendance. The leadership of the school had not successfully established a culture of safety and high expectations and staff were not supported to confidently manage the curriculum model with pupils. This led to concerns regarding the delivery of the Big Picture education model.
25. After meeting with the Provider and the Sub-contractor the Council issued the Provider with a Service Failure Letter for non-attendance and safeguarding. New governance and delivery groups were set up in order to facilitate the delivery of a Performance Improvement Plan (PIP) in June 2019. An Intervention Board oversaw the work of a collaborative Design Group, which supported the delivery of the PIP, within the narrow timeframe. This plan stipulated the review of a range of performance areas including safeguarding and behaviour policies
26. These performance concerns impacted on the achievement of payments by results, limiting the payments to the Provider, i.e. £327,650 instead of a potential £850,000 for the period January to August 2019. As part of the SIB, the Provider invested £750,000 up front in setting up the provision with a view that outcomes payments will recoup cost and show a return on investment. However, due to the ongoing non-payment of outcomes the Provider is carrying a financial risk.
27. Following a period of intensive support and challenge the PIP was completed and signed off in October 2019, with the school having completed all of the tasks within the interim plan. There have been significant improvements in a

number of key areas including new policies and improved practice in relation to behaviour, attendance and safeguarding and changes to staffing and leadership during this period. There have been genuine improvement in attendance and conduct for young people within the provision over this time (as acknowledged later by OFSTED inspectors). Despite this, there has been a collective understanding that the school and the local trust providing executive support still had significant challenges left in embedding new practices and policies so that all students would be able to access the required standard of education.

28. An OFSTED visit in December 2019 confirmed the nature and scale of these challenges and the continued need for urgent action by the Provider. Whilst acknowledging the role played by a local MAT and partners in making recent improvements in provision, the report also identified some significant issues around overall leadership, including the delivery of curriculum and overall awareness of effective safeguarding practice. The Council have offered guidance and support to both the Provider and the Subcontractor over this time, but some of these concerns have persisted in relation to the Subcontractor. Whilst partners, including the local multi-academy trust have made a significant contribution to improving the school, there is a need now to consider our learning from the work so far so as to utilise the work done so far, whilst also servicing a broader range of need across Doncaster.

29. Lessons learned since inception and the mitigations going forward:

	Lesson	Mitigation
1	<p>The introduction of a strict payment by results contract into a new school setting has been a challenge. This has led to financial risk and has placed constraints upon the ability of the school to deliver the required service and to be able to scale up operations at the pace desired by the contract.</p> <p>The demand of the outcomes payments have necessitated an insufficient focus on the quality of initial engagement and transitions for young people. This, in turn has led to a lag in the quality and accuracy of personal plans for young people, which has then affected attendance and engagement.</p>	<p>Varying the nature of the payment by results contract so that it affords a level of 'baseline' funding. This will ensure that the staffing model will be sustainable as the provision increasingly delivers the expected outcomes. Complementing the existing outcomes framework with additional considerations around employability and access to mainstream education, where these are viable. Otherwise the financial model will not exceed the originally agreed and budgeted limits.</p>
2	<p>There have been struggles to attract sufficient leadership capability so that the provision can be developed</p>	<p>Ensuring appropriately experienced and insightful executive leadership and governance overseen by the Special</p>

	with regard to appropriate quality and pace. There have been challenges in launching a new school and charity simultaneously, notably the lack of immediate and capable governance and executive support	Purpose Vehicle capacity. The delivery model will be enhanced by a number of experience subcontractors.
3	The removal of children from the mainstream roll has meant that the project has worked against the strategic aims of educating young people close to home, and wherever possible, within mainstream settings.	A renewed model could address this by maintaining links to mainstream schools and supporting the ability of these schools to meet their needs and integrate into their environments. An 'alternative provision' model would allow a shared approach to meeting need. This would, in turn, support the demand for alternative provision places from schools. It would allow greater scope to reach a much broader offer, which will reach a much larger group of young people. Doing this would reduce the need for young people to be educated at one site for the entirety of their learning journey. Instead BPL can be used to provide a bridge into formal education and/or the workplace.
4	An opportunity has been missed to address the significant challenge around young people not accessing suitable education within the borough. The school model has not offered enough flexibility and agility to include these cohorts, including our absent, highly mobile or home educated cohorts.	To extend the potential cohort to include young people who have been persistently absent from school, those needing support with integration or reintegration into mainstream schools, those returning from elective home education or have medical needs. It provides the opportunity to fit the Big Picture project neatly within the new emerging landscape: the Local Authority outreach team, locality teams, improved early intervention SEND funding a new Pupil Referral Unit offer, the St Wilfrid's assessment offer etc.
5	There has been a sizeable challenge with fitting this innovation within the existing OFSTED framework and meeting stipulations around curriculum	The removal of the school registration of Big Picture learning and convert it to an 'alternative provision' provider. This removes the need for OFSTED inspections, but there necessitates weekly time limits for children 'attending' the AP and will include a blended approach with mainstream schools. There is an established and robust quality assurance process in place for alternative provision in the borough which would, instead, provide assurance.

6	The offer to young people has been limited to Big Picture Doncaster which did not exploit relationships with other providers in order to provide sufficient pastoral engagement and links to employers.	A collaboration of partners, including established local trusts, health and social care providers, voluntary groups and local businesses will allow the project much greater power and impact around transitions, provision and outcomes.
7	The global Big Picture community has allowed a consideration of the success in other countries of a 'blended learning' model for Big Picture, where students can access online and face to face delivery, with a view to integrating or reintegrating into a mainstream provision. Local and global experience of the CoVid 19 lockdown has brought about significantly increased use of Online learning platforms. Whilst there is little evaluation of this at the current time, it is clear that these approaches have been effective in maintaining the engagement of some vulnerable learners and have worked well as part of a blended package with schools and alternative provisions.	A blended offer will include: Improved assessments of needs in order to create independent learning plans which fuse online learning directed by a tutor with physical lessons in schools, wraparound care, and employability support and work experience. Delivery via a model of online learning which is based upon personalised projects undertaken by the student. Projects will be overseen by staff and accessed online by students. This delivery mode would have the eventual function of being delivered online and then in person within the school itself and could then be employed by the school to support the delivery of learning to a larger group of their own students. This will allow schools to develop a wider and stronger curriculum with a sharp focus on vocational courses. Where physical provision is made, this will be as close to home or the workplace as is possible.

30. Events over the past 3 years and the current crisis has highlighted further opportunities for the resetting of Big Picture Doncaster:

31. Over the last three years there have been significant extensions in 'work related' provision in the borough, leading to successful mentoring, job coaching and careers interventions. The Chamber of Commerce has supported this through the Doncaster 'Promise' and is keen to explore a sustainable programme of work related learning which will mitigate some of the isolation from the labour market experienced by many of our young people, building stronger and more meaningful experiences of the workplace for young people. This could include further development of supported work placements and extensions of apprenticeship schemes as part of its response to the CoVid 19 crisis. Additionally, since the inception of the Big Picture Learning project, the introduction of new modes of delivery such as Doncaster UTC and the High Speed Rail College have contributed to a broader and more technical overall curriculum offer within the borough. These developments could contribute to the range of qualifications which young people would access within a Big Picture offer.

32. Creating a personalised work based curriculum and working with the Chamber to access meaningful experiences. This offer would be mapped against the 'Gatsby benchmarks' in order to ensure that it genuinely offers access into appropriate careers pathways. This will have three features:

- Access to mentoring from fully trained work based mentors via the Doncaster Promise
- Real world workplace learning, supported where possible by 'work coaching'
- Potential to access to relevant vocational qualifications, delivered through a combination of online and methods, or where necessary on the site of a provision which awards the identified course (on a dual registered basis if needed).

33. To integrate student and family 'wraparound' support into the model so that all decisions are made within the frame of the wider needs of the students. Services can be located at the Bentley site alongside some of the leadership and teaching staff. The current Big Picture sub-contractor can be utilised to develop this alternative provision model with its existing staffing structure, whilst the Provider identify further partners to work alongside it or above it within the SPV.

34. Producing a focus on outcomes which reflect some borough wide priorities. These will include:

- Reduction in school exclusions for the target group and across Borough.
- Reduction in persistent absenteeism for the target group and across Borough.
- Number of young people who are educated within their home communities increases
- Number of young people accessing work based opportunities in their home communities increases
- Overall number / value of outcomes at KS4
- Number of young people in apprenticeships or meaningful training upon leaving school
- Reduction in NEET for the Borough and for target group, based on modelling.
- Reduction in the number of, and need for out of authority placements for young people with behavioural needs

35. The above methodology would enable the Council to continue its commitment to this mode of delivery for some of the children whilst also updating and extending the deployment of the Provider to support Doncaster children.

36. By providing a stable funding allocation over the next 2 months (July and August 2020) will ensure the continuation of support to the children that are currently on roll and afford the time to reset the extended offer to young people,

the SIB, and the SIB contract and procure a range of providers to deliver against the new model. It is the intention of the Council and the Provider to re-negotiate with the Life Chances Fund the set of outcomes and the relevant payments. The current Big Picture provision can be used to incubate the new alternative provision model from September 2020.

37. The semi- closure of schools during the COVID 19 lockdown has meant that the SIB (payment by results) contract cannot be delivered faithfully and has created a threat to the effective continuation of any performance measures in any period of school return prior to September 2020. Life chances fund have offered to pause its existing contract with the Council for this reason. Existing projected high needs spend will be used in the interim period in order to ensure the continuity of provision. This amounts to two payments of £65k. In the meantime the Council will continue to work with the Provider to review and reset all costs around the SIB Contract.
38. The Provider will oversee a competitive process with a view to attract a range of subcontractors who has a proven track record of being successful with similar provisions elsewhere from the thriving local alternative provision market.
39. During this period the Council will continue to support the transition of the existing cohort of children to join the role of other providers for September 2020, even if they will continue to be educated with Big Picture learning. Destinations will depend upon individual need but will be a mixture of established high quality alternative provision and mainstream settings. Some of these young people may continue to access the new model of Big Picture learning in September 2020.
40. The existing staffing within Big Picture learning will be used to develop the new provision for opening in September 2020. Acknowledging the logistical issues created by the current crisis, this should allow continuity and pace should any procurement process be delayed. This would allow the local system extra capacity as it seeks to reintegrate young people into schools following the long period of closure. An interim funding model would be developed for the eventuality of a new Sub-contractor being brought into place for September 2020.

OPTIONS CONSIDERED

41. Option 1. Continuing with the current provider and contract

Staying with the current arrangements would necessitate large investments of officer and exterior time in order to support the provider. There is evidence that the provider does not have the required levels of experience to expedite effective delivery within such a timeframe as to make the project cost effective. Efforts to bring about effective governance or executive leadership capacity have not been successful. Retaining the current arrangements may threaten the financial stability of the SPV as the school will struggle to meet expected outcomes for the foreseeable future and cohort growth will not be possible at

the expected volume. There is insufficient confidence that the current provider would have the capability, as a school, be able to satisfy the immediate demands of OFSTED timescales and will not be able to deliver solely on the ambitions set out above.

42. Option 2. Opening an alternative provision with the current provider

Many of the issues mentioned in option 1 would still present a barrier. Current governance and leadership restrictions would constrain attempts to redesign the school for September 2019 and time would be lost in ensuring that this can be built effectively. Financial challenges brought about by the existing contract would mean that the school would need significant growth in its cohort. Uncertainties about the ability of the charity to improve the school at pace would be augmented by the possibility that any new cohort would be affected by trauma and fragmentation of school experiences. This would mean that any significant increase in the pupil roll will be a major risk. By retaining a narrow focus within the SPV, there would be risk of not learning from our lessons and so far and maximising the role and influence of other local partners.

43. Option 3: Developing a new alternative provision delivered by a variety of partners and in collaboration with the Provider.

There is an opportunity to engage a range of innovation partners to build the new model. This would include academy trusts working in this area, health and social care agencies and voluntary groups. This would be complemented by synergies created by some projects started through the Opportunity Area programme. A 'blended' offer would enable much greater reach and agility than a school. There is significant room for increased scope so that provision can support young people in Years 6 to 11 and can be extended to support transitions for those with learning difficulties into the work place. An online offer can be 'scaled up' quickly so that large numbers of young people can join the programme during the academic year.

44. High needs funding would be required in the short term following the recommended suspension of the current contract by the Life Chances fund, in order to ensure continuity of staffing and provision at a cost of £65k per month over the next 2 months. This will still be delivered through the original identified financial envelope as per Dedicated Schools Grant

REASONS FOR RECOMMENDED OPTION

45. Option 3 would allow the Council to be able to maintain its commitment to the Big Picture model, whilst having greater control over quality and capacity. The local system would achieve higher levels of accountability, acting purely as the commissioner and will be involved in the selection of a number of subcontractors who has a proven record in delivering high quality alternative provision. This change would also allow improved value for money for Doncaster citizens as any financial investment would be demand led and will create some economies and synergies. The council will work with partners to

develop this model, identifying exactly what the role of the current sub-contractor will be in the new arrangement. The procurement process, carried out by the Provider would enable a sharp focus on accountabilities and outcomes.

46. This option would allow the Council to make full use of the learning from the previous project and to ensure that future spend is efficient in social and economic terms. The long term costs would not change as the provision will offer a different service within the same financial envelope, but, potentially, to a much higher number of young people. The Council will continue to work up a longer term financial model with the investor and Life Chances fund to support this over the coming months.

Option 3 will also allow us to impact upon a much broader range of young people which will, in turn allow an opportunity to improve outcomes around elective home education, school absence etc. Young people will benefit from planned experiences of the work place and clearer routes to employability, complemented by coaching and study.

47. Options 1 and 2 would risk replicating the previous risks, as the retention of the provider would mean that the rate of progress made by the school may still be insufficient due to constrained leadership capacity.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

48.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Improving outcomes for our most disadvantaged young people will lead to a larger proportion of the population contributing to the local economy.</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport 	<p>Big Picture Doncaster will make a significant contribution to improving access to the local economy and healthier lifestyles for a cohort of young people who have historically, suffered from low expectations and social alienation. Our retention of the Big Picture model whilst also revitalising the Provider will allow us to</p>

	<ul style="list-style-type: none"> • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	<p>offer students a highly personalised curriculum whilst also exploring how to develop further other modes of personalised curriculum.</p>
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>Due to the personalised nature of the BPL learning model, children and young people will be better equipped and motivated to engage and access education.</p> <p>Children and young people enjoy improved social mobility due to improved attainment and a model of education that focuses on their interests and ambitions.</p>
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>Big Picture has a highly personalised model of pastoral delivery. The Council will also look now to use the Provider in order to develop more effective ways of integrating and targeting services for vulnerable children and young people, achieving greater synergy and efficiencies.</p>
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>The use of a SIB provides value for money to the Council, as it allows it to test a new method of intervention but only pay for it if it is successful.</p> <p>The establishment of a Special Purpose Vehicle (SPV) and a Social Investment Board will ensure strong leadership and governance.</p> <p>The Council will consider the needs of the communities and partners as future models of delivery are developed.</p>

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Risks and assumptions:

49. The new model, as described in Option 3 seek to address and minimise the risks identified within Options 1 and 2 and any further risks will be identified in the subsequent cabinet report. Any pressures involved with sequencing the new delivery model will be identified at this point, with a clear contingency plan for delivery. Any risks to continuity, safeguarding and finance have been identified and addressed in point 28. There is unlikely to be any reputational risk as the new model will offer increased flexibility, capacity and breadth to the wider system without sacrificing the uniqueness of the delivery model and contract.

LEGAL IMPLICATIONS [Officer Initials ND Date 15/5/20]

50. Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do. Section 111 of the Local Government Act 1972 gives an Authority power to purchase goods and services.
51. Under the Education Act 1996, the Council as an education authority has a duty to promote high standards of education and fair access to education. It also has a general duty to secure sufficient schools in their area, and to consider the need to secure provision for children with special educational needs.

Payments from July 2020 and August 2020

52. The report requests approval of £130 000.00 to be paid to Big Picture Invest Ltd (Provider). This payment is not based on achievement but in return for delivery of the service. This is a variation to the original Social Impact Bond contract which has a Payments by Results mechanism.
53. It is recommended that the new arrangements for payment should be made monthly and not in a block sum and after a written contract variation has been signed by both parties.
54. The Council must comply with the terms of the funding agreement it has entered into with Life Chances Fund in order to avoid clawback and/or withholding of funds. As set out in the report 28.5% of the outcome payment is paid for by the Life Chances Fund (LCF), the Council will enter into discussions with LCF to agree that the LCF payments are maintained, i.e. paid to the Council. Any agreement reached will require a variation to the LCF agreement.

Option 3

55. The Council wishes to continue to work with the Provider to deliver a different service (still the BPL method) through new sub-contractor(s) starting

September 2020.

56. To mitigate the risk of a procurement challenge, the Provider will undertake a competitive procurement process compliant with the Public Contracts Regulations 2015 to appoint the sub-contractor(s).
57. It is recommended that a contingency plan is put in place if the procurement is not achieved for any reason by September 2020 e.g. due to timescales, covid-19 difficulties or a difficult procurement challenge.

School Registration

58. An alternative provision must be registered as an independent school if it is providing full time education that it provides full-time education to five or more full time pupils of compulsory school age, or one such pupil who is looked-after or has a statement of SEN).
59. Advice should be sought from OFSTED concerning the de-registration of an independent school.
60. The statutory guidance on Alternative Provision (January 2013) must be followed.
61. Consultation with the parents and children at the school should take place.
62. Further legal advice should be sought regarding any implications for staff at the school.

Equality

63. The decision maker must also comply with the Public Sector Equality duty to consider the need to promote equality for persons with “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation and have due regard to:
 - i) eliminate discrimination, harassment, and victimisation;
 - ii) advance equality of opportunity
 - iii) foster good relations between persons who share a relevant protected characteristic and those who do not share it.
64. In order to do this the decision maker will need to have sufficient information about the effects of the proposed changes on the aims of the Equality Duty. The Equalities implication section (paragraph 33 below) is designed to assist with compliance with this duty and so the decision maker must take that into consideration and the public sector equality duty before taking the decision.
65. The decision maker should balance the risks identified within this report (including state aid and procurement compliance) against the risk of not providing vulnerable learners with the stability and continuity of remaining in the

educational system and the potential loss of third party funding.

Forward Plan

66. The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 requires at least 28 clear days' notice before a key decision is made setting out the decision maker, the earliest date the decision will be taken and details of the decision. This notice was initially provided on 1st November 2019 as a decision to be taken by Cabinet on 24th March. However, in accordance with Government's COVID 19 instruction on social distancing requirements, the Cabinet meeting scheduled for 24th March was cancelled. Although the required 28 days' notice had already been provided, to ensure openness and transparency, notice of the decision was once again published on the Council's website on 22/05/20 to reflect the change to the decision date.

FINANCIAL IMPLICATIONS [SB Date 14/05/20]

67. The original social impact bond (SIB) contract for this project was for a maximum value of £6,359,448, to fund outcomes payments on the delivery of the project for a period up to August 2024. This was to be funded by the Local Authorities High Needs Dedicated Schools Grant (DSG) £4,563,638 and grant contributions from Life Chances Fund (LCF) of 28.5% against verified outcomes payments, up to £1,795,810.

68. Until any confirmation is received from LCF as to ongoing availability of the grant funding for any future provision the figures below don't include any LCF contributions from February 2020 and therefore the new arrangements set out in this report are shown to be funded entirely from the LA's DSG allocation at this stage. Any ongoing LCF contributions would be additional to the figures below. Until a final decision is made on the LCF funding of the project and what impact a potential larger base level of funding within the delivery contract would have on the LCF funding percentage that could be claimed against the overall costs of the project therefore the overall percentage could increase, decrease or not be paid at all.

69. The LA have paid £787,767 and received LCF income of £92,239 to date. Further estimated LCF income due to be claimed up to February 2020 is estimated at £24,596. The total net cost to the DSG from the SIB contract to end May 2020 is therefore expected to be £670,932

70. This would leave remaining budgeted DSG for the project (including the provision for the existing pupils) covering the 4 year and 3 month period from June 2020 to August 2024 of £3,892,706. This equates to an equivalent annual budget of £898,317 to cover any future requirements to be determined in the planning for June 2020 onwards. This allocation, along with any LCF funding, would also be expected to cover the associated costs of the SPV and any Big

Issue repayment on the original investment to the Big Picture programme.

71. Modelling is still required to determine the number of children to access this alternative provision outlined within this report and an equivalent cost per pupil to provide comparison. For instance should 60 children access this provision on a full time basis this would equate to an average annual per pupil cost of £14,972 to DMBC/DSG assuming the final contract for the new service equates to £898,317 excluding any LCF funding. In comparison the current cost of a placement in a Doncaster Pupil Referral Unit is £15,000 per annum.
72. These overall costs have been included previously in the DSG medium term financial plan, last reported to School Forum on 30th January 2020. This plan is currently in the process of being updated following the 2019-20 year end position, which showed an overall net overspend position on the DSG grant of £5,776m. The service is currently reviewing the budget position on High Needs Block DSG with finance for the next 3 years (2020-2023) to ensure a balanced overall budget position over the medium term.

HUMAN RESOURCES IMPLICATIONS

73. There are no apparent HR implications contained within this report.

TECHNOLOGY IMPLICATIONS

74. There are no specific technology implications at this stage. However, the proposed development of an online learning platform as part of the new model will require ICT engagement and consideration by the Technology Governance Board, where applicable.

HEALTH IMPLICATIONS

75. Learning outcomes and health outcomes are intrinsically linked. Evidence shows that education, training and employment are key socio-economic factors in determining health status (Marmot, 2010). Big Picture Learning is aimed at supporting young people who suffer disadvantage in educational attainment. Programmes that aim to improve accessibility and attendance to education, and reduce the gap in educational attainment are likely to impact positively on reducing long-term health inequalities in Doncaster.
76. All educational settings have a duty to uphold the safety and wellbeing of children in their care. The swift action taken to improve standards was essential to ensure no harm came to the students and ensure a safe environment going forward. The new model offers assurances that students needs will be fully met going forward.

EQUALITY IMPLICATIONS

77. Big Picture Learning is an inclusive model of education that seeks to ensure that all children and young people accessing it are treated equally. It is particularly targeted at disadvantaged young people, with the eligibility criteria

citing that young people will have experience of interaction with social care, health services, the police, or be from a family in receipt of long term welfare support. As such, we believe that Big Picture Learning has the potential to deliver improved social mobility for the young people in the provision, and reduce levels of inequality in the borough as a result. The reconfigured model will facilitate stronger assessment, induction and engagement, thereby, increasing the chances of this vulnerable group receiving stronger outcomes.

CONSULTATION

78. Consultation with young people has taken place to inform the design of the Big Picture Learning model in Doncaster. There has been individual consultation with both the young people and their parents/guardians at the point of referral to Big Picture Learning to confirm that they are happy to attend and this continues throughout the young person's time at the provision. Any changes will now require consultation with these stakeholders alongside a broader consultation with the wider system and parent and young person's groups.

BACKGROUND PAPERS

Big Picture Learning - Cabinet Report May 2018

[Big Picture Learning – Cabinet Report December 2018](#)

[Behavior Transformation Update October 2019.- Appendix A](#)



Behaviour
Transformation Progr

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

BPL- Big Picture Learning

BPD- Big Picture Doncaster

DfE- Department for Education

PiP- Performance Improvement Plan

SIB- Social Impact Bond

SPV- Special Purpose Vehicle

REPORT AUTHOR & CONTRIBUTORS

Martyn Owen
01302 735674

Head of Service - Inclusion
martyn.owen@doncaster.gov.uk

Lead Officer – Riana Nelson - Director Learning Opportunities, Skills and Culture
Co-Author and Presenter – Leanne Hornsby - Assistant Director, Education, Skills, Culture and Heritage

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Doncaster Council

Report

Date: 16th June 2020

To the Mayor and Members of Cabinet

2019-20 Quarter 4 Finance and Performance Improvement Report

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

EXECUTIVE SUMMARY

1. This report focuses on quarter 4 of the 2019/20 financial year. It indicates our current financial forecasts position against our 2019/20 budget and our performance against key Service Standards. Some impacts of Coronavirus were beginning to be felt during Q4 and where known have therefore been included in this report. However we know that these impacts have become much more pronounced as we move through the first quarter and will therefore be reflected in the Q1 20/21 reporting.

Financial Position: £1.4m underspend

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

Performance

3. Key Performance elements include –

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

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

EXEMPT REPORT

4. This report is not exempt

RECOMMENDATIONS

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

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

LIVING:

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

WORKING:

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

CARING:

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

LEARNING:

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

CONNECTED COUNCIL:

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

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

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

FINANCIAL POSITION:

Revenue Budget

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

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

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

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

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

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

40. Council Wide has an outturn overspend of £1.487m, a change of £2.290m since quarter 3. This is due to the following reasons (change since quarter 3 shown in brackets): -
- a. Other Centrally Funded: overspend of £1.850m as contingency budgets used to balance the 2019/20 budget rather than use reserves (£1.850m); overspend of £0.853m due to costs relating to the floods in November not eligible for the Bellwin claim - including the £0.447m threshold (£0.207m); £0.487m on centralised budgets largely due to £1.3m vired to 3 ear-marked reserves per the Q3 Cabinet report approval and an additional £0.765m vired to Corporate Resources for laptop purchases related to Covid-19 and £0.100m to the Flood Resilience ear-marked reserve during March (£1.560m); overspend of £0.246m as unlikely now to receive a 2019/20 dividend from the Yorkshire Purchasing Organisation due to Covid-19 (£0.246m); overspend of £0.170m due to unavailability of capital receipts contribution to revenue; underspend of £-0.077m Buyback of leave above anticipated levels (£0.039m); underspend of £-0.299m on Pension deficit and future service rate prepayments largely due to fewer schools converting to academies than expected (£-0.299m); and underspend of £-0.563m release of Insurance provision identified in Q4 (£-0.563m).
 - b. Technical Accounting: underspend of £-0.169m due to reduction in the levels of Minimum Revenue Provision required to fund the capital programme (£-0.014m).
 - c. Business Rates Retention: underspend of £-0.235m resulting largely from small business rate relief (£-0.204m).
 - d. Severance Costs: underspend of £-0.241m due to lower pension costs relating to former employees (£-0.039m).
 - e. Treasury Management: underspend of £-0.533m due to a combination of additional investment income of £-0.91m due to higher balances and higher than forecast rates and reduced external interest costs of £-0.442m due to borrowing later, thanks to cashflow and at lower than the 1.5% budgeted interest rate (£-0.416m).
41. The £1.4m underspend position will improve uncommitted reserves to an estimated £15.2m, which is not excessive for a Council of our size, which spends £500m a year; £15.2m would only run the Council for 11 days. This level of reserves is considered adequate to meet known risks and contingencies. Careful consideration should continue to be given before funding any unexpected costs from reserves and where possible unused funds should be transferred to the uncommitted reserves thereby increasing the balance available.

Housing Revenue Budget (HRA)

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

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

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

Capital Budget

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

Collection Fund

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

a. Council Tax:

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

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

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

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

b. Business Rates:

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

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

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

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

STRATEGIC RISKS

48. We have reviewed the strategic risk register to ensure they remain aligned to the council's priorities. The register contains 13 risks all have been profiled for Q4.
49. We are still responding to the challenges arising from COVID-19 pandemic and in particular implementation of the care home strategy. This will have profound consequences for the service provided by the Council and ways of service going forward. Following the PM's COVID statement of the 10 May we are currently developing our recovery plans which will be informed by the forthcoming Governmental guidance.

OPTIONS CONSIDERED

50. Not applicable

REASONS FOR RECOMMENDED OPTION

51. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

RISKS & ASSUMPTIONS

52. Specific risks and assumptions are included in the Appendix. A strategic risk report is also prepared on a quarterly basis.

LEGAL IMPLICATIONS [Officer Initial: NC Date: 20/05/20]

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

FINANCIAL IMPLICATIONS [Officer Initials: RLI Date: 06/05/20]

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

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

55. Key performance indicator outcomes that are specific to the workforce are detailed within the body of the report and appendix A along with other key areas of performance worth noting. Failure to achieve targets for sickness absence can impact on service delivery to customers and increase costs particularly where cover has to be arranged. The HR & OD team work with managers in service areas to ensure appropriate action is being taken to manage staff absence in an effective and timely way which should have a positive impact on performance. Individuals that do not have a Performance and Development Review (PDR) will not necessarily have clear targets and therefore may not be appropriately contributing to corporate,

directorate and service targets or not having access to learning and development opportunities. An appropriate induction is an important part of the on boarding experience for new starters to the organisation and can influence staff retention rates thereby reducing recruitment costs. Increasing completion of training deemed mandatory ensures that staff are provided with the appropriate knowledge in certain areas, which should help to mitigate risks, reducing possible breaches and other potential consequences such as financial penalties. Creation of more opportunities for apprentices at all levels is an effective tool in succession planning particularly in services where an ageing workforce is a factor.

TECHNOLOGY IMPLICATIONS [Officer Initial: PW Date: 19/05/20]

56. There are no specific technology implications in relation to this report. However, technology continues to be a key enabler to support performance improvement and ICT must always be involved via the technology governance model where technology-based procurements, developments or enhancements are required. This ensures all information is safe and secure and the use of technology is maximised providing best value

HEALTH IMPLICATIONS [Officer Initials: RS Date: 18/05/2020]

57. This report provides an overview on the work of the council and as such the whole of the corporate performance contributes to improving and protecting health. Specific health implications are addressed in each section. Much of the information is presented as summary data and as such the author should be conscious that this may hide inequalities within the data presented.

EQUALITY IMPLICATIONS [Officer Initial: SWr Date: 23/04/20]

58. In line with the corporate approach for compliance against the Equality Act 2011 due regard must be shown across all activity within the Council. As the performance report draws together a diverse range of activities at a strategic level a due regard statement is not required. All the individual components that make-up the finance and performance report will require a due regard statement to be completed and reported as and when appropriate.

CONSULTATION

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

BACKGROUND PAPERS

60. Not applicable.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

61. N/A

REPORT AUTHORS AND CONTRIBUTIORS

Sennette Wroot, Senior Policy & Insight Manager

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

Matthew Smith, Head of Financial Management

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

Debbie Hogg
Director of Corporate Resources



FINANCE PROFILES

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

Adult Health and Well-Being Revenue

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

Town Centre Management

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

Libraries and Heritage

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

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

Adults Health and Well-Being Capital	Quarter 4 2019/20			
	Budget	Outturn	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
 Adult, Health & Well-Being Total	7.1	7.2	31.2	25.2
<ul style="list-style-type: none"> There have been some changes since Q3 leading to an overall variance between Q3 & Q4 of £0.7m. This has mainly arisen as a result of delays and budgets have been re-profiled into future years as detailed below.. 				
 Adult Social Care	4.7	4.7	18.4	23.3
<ul style="list-style-type: none"> The main schemes in Adult Social Care are the Adaptations Schemes (£2.2m) and Disabled Facilities Grant Funded Private Adaptations Scheme (DFGs) (£2.3m). Part of the DFG grant funding in 19/20 was used to fund the Eden Lodge lift scheme. The variance from Q3 is mainly due to slightly less expenditure on DFGs (private sector housing) than anticipated (£0.2m) offset by a slight increase to anticipated costs of Adaptations to Council owned properties (£0.05m). 				
 Communities	0.3	0.3	0.1	0.7
<ul style="list-style-type: none"> Schemes within Communities include Heritage Services projects, Library Service schemes and section 106 funded open space improvements/play area installations. The majority of the change since Q3 is within Libraries and Culture (£0.5m). There has been uncertainty and delays with several schemes and this has led to the re-profiling of all unspent budgets into 20/21. The most significant variances from Q3 are (£0.2m) Chequer Road Fire Safety Works and (£0.1m) Cusworth Hall Improvement works. Both are due to delays with the schemes and the re-profiling of the budgets into 20/21. 				
 Modernisation and Commissioning	0.3	0.1	2.0	0.4
<ul style="list-style-type: none"> The main scheme within Modernisation and Commissioning is the Customer Journey Development scheme (£0.5m over 3 years). This scheme has begun to take shape in 19/20 with commitments being made against the allocation. The change of £0.1m since Q3 is due to delays and the subsequent underspent budget has been re-profiled into later years of the scheme. Some resources that are no longer required will be released to make resources available for other schemes. 				
 Public Health	1.8	2.1	10.7	0.8
<ul style="list-style-type: none"> Within Public Health there are some schemes within Sport and Leisure, including the annual DCLT capital payment (up to £1m), the partially grant funded Closed Road Cycle Circuit scheme (£1.7m over 4 years) and a potential scheme for Leisure Facilities investment, for which the total investment is still being agreed. The £0.2m change from Q3 is due to an overspend on construction costs within the Cycle Circuit scheme, which were not quantified until after the scheme was fully complete, including post-installation drainage work, in Q4. 				

Corporate Resources Revenue

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

Corporate Resources Revenue

Quarter 4 2019/20		
Gross Budget (£m)	Net Budget (£m)	Variance (£m)

Rotherham MBC for the Coroner's Service £0.05m and a reduced levels of Members allowances incurred £0.03m, off-set by an increase in Coroner related costs of £0.14m.

 Strategy And Performance Total	3.224	2.330	-0.105
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- M12 - No significant issues in this area at year end with a one-off underspend of £0.10m from vacant posts. There has been a small reduction in the level of underspend from period 9. The population of the revised structure has been implemented.

Corporate Resources Capital

Quarter 4 2019/20

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

Economy & Environment Revenue

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

Economy & Environment Revenue

Quarter 4 2019/20

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

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

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

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

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

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

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

 Strategic Housing Total	1.768	0.940	0.039
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- Period 12 overall overspend: -

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

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

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

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

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

Economy & Environment Capital	Quarter 4 2019/20			
	Budget	Outturn	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
 Economy & Environment Total	82.4	62.3	148.7	231.9
• The key projects in the programme are progressing well. Risks and changes in forecast expenditure are referred to below.				
 Economy & Development	45.4	32.5	63.8	87.6
• Main areas of spend include Doncaster Culture & Learning Centre (£9.9m), DN7 Unity Link Road (£7.4m), CCQ Cinema (£5.4m), A630 West Moor Link (£2.7m), St. Sepulchre Gate/Station Forecourt (£2.4m) and Transforming Cities Fund Tranche 1 projects (£0.9m), Quality Streets and other town centre highways improvements (£1.2m) plus a programme of planned maintenance to Council buildings (£0.7m). The projected spend at Quarter 4 is £10.7mm less than Quarter 3 mainly due to expenditure re-profiled to 2020/21: -				
a. DCLC - £1.2m originating from standstill on site earlier in the year after asbestos was found and needed to be removed.				
b. CCQ Cinema - £1.6m from knock on effects of inclement weather.				
c. St. Sepulchre Gate/Station Forecourt - £1.6m reflecting resourcing issues in the DLO and the knock on effect of delays to the canopy works by LNER earlier in the year.				

Economy & Environment Capital

Quarter 4 2019/20

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

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

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

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

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

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

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



Strategic Housing

29.4

20.8

79.4

136.5

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



Environment

7.6

9.0

5.5

7.9

- Year-end expenditure and use of Local Transport Plan Highways Capital Maintenance Grant on schemes within Carriageways, Footways, Bridges, Flood/Drainage and Street Lighting totals £6.472m, with an additional £0.287m of expenditure against the DfT Pothole Grant. Any underspend on grant allocations have been carried forward for use against committed schemes in 2020/21.
- Year-end expenditure and use of Local Transport Plan Integrated Transport Grant on schemes within Traffic Management and Safer Roads totals £0.461m. The service has managed spend across all the capital budgets, to maximise external spend first and retain internal funding for allocation as potential match funding to support the bid to the DfT for Challenge funds in 20/21 (we await confirmation on whether the bid has been successful). Also the Newton Ings footpath bridge replacement scheme has been put on hold as there is a possibility the Environment Agency may have some ownership responsibility and discussions are ongoing with assistance from the legal team.
- The Nov 2019 flood event has created a large backlog of safety works and also delayed delivery of the full capital programme (around 6 weeks delay and still increasing). External delivery support from Barnsley MBC and possibility Rotherham MBC has been secured. The 19/20 and 20/21 programmes will be assessed to maximise opportunities to fund elements of the flood damage, which currently stands at over £4m across the Highways Infrastructure assets..

Learning and Opportunities; CYP Revenue

		Quarter 4 2019/20		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning & Opportunities Cyp Total	111.521	64.939	-1.248
	Centrally Managed	5.141	0.226	-0.004
	Partnerships & Operational Del	9.565	2.418	-0.120
	<ul style="list-style-type: none"> Partnerships and Operational Development outturn is an under spend of (£0.120m), which is an increase of (£0.058m) since quarter three. There was a one off pressure from the Imagination Library £0.123m, which was withdrawn in August 2019 after a comprehensive review including consultation with residents. The review recommendations have been implemented including the promotion of Book Start and local libraries. There is a Traded income shortfall of £0.150m within the Education Welfare Service, which is linked to fewer schools than expected taking up the traded offer. Buy Doncaster is supporting the service to develop a plan to increase traded income. These pressures are offset by managed staffing under spends of (£0.164m) due to vacancies in Early Years, Locality Delivery, Partnerships & Engagement and Education Welfare Service, and additional Schools Fines income of (£0.239m), as holiday related penalty notices have grown again, in line with national trends. The vacancies are being managed in a planned way with no concerns. Dedicated Schools Grant (DSG) for 2019-20 overspent by £5.8m. This overspend is largely attributable to pressures within the High Needs Block with overspends against Mainstream Top Ups, Recoupment, Post 16 provision and SEN Placements which includes Out of Authority Placements and expenditure on SEN / Alternative Provision. It is expected that this overspend will be offset by savings and increased revenue in future years, with further work required within 2020-21 to achieve this. There has been an increase in children placed in out of authority educational placements, which is due to a combination of levels of need and local schools provision. There is a significant amount of work being completed at both operational and strategic levels to address this. Operationally funding requests are now submitted to the multi-agency Joint Resource Panel, which has a mandate to ensure all local options have been explored prior to any out of authority placement being agreed and is working well. There is an expectation that this will stem the flow and allow a greater grip on resource allocation. Strategically senior education leads in the council are liaising with schools around the devolution of elements of the dedicated schools grant to ensure that locally there are the right services in place to support children, improving outcomes and reducing costs. 			
	Commissioning & Business Devel	41.382	11.597	0.120
	<ul style="list-style-type: none"> Commissioning and Business Development outturn is a cost pressure of £0.120m, which is a decrease of (£0.316m) since quarter three mainly due to a reduction in the over spend on Travel Assistance as outlined in the overall directorate comment. There are two main cost pressure areas: <ul style="list-style-type: none"> Travel Assistance over spent by £0.134m primarily due to the increased number of pupils and students accessing education outside of the authority. The reasons for this are two-fold; previous decision-making forum for placements not being sufficiently robust and secondly the local educational provision not configured to meet needs for this cohort children. The reduced overspend from the projection at Q3 was mainly due to cancellations through the year being slightly higher than expected, and there was less growth than anticipated in the last quarter, due to less pupils being placed Out of Authority due to greater challenge at joint resource panel. Learning Provision £0.164m above budget due to increased support provided by the Learning Standards and Effectiveness team as part of the challenge and support process and expected deficits where maintained schools are subject to a sponsored academy conversion. The team continue to work with schools to mitigate this pressure through financial recovery plans in advance of conversion. These costs are all expected to be temporary and not ongoing into 2020-21. LOCYP is currently developing and market testing a traded single offer for an integrated personalised Learning Provision (Buy Doncaster, Learning Futures) to become live in totality for April 2020 as a chargeable service and as a tapered offer during the autumn term, in particular for an integrated training offer. Projected traded income shortfalls to be closely monitored to consider if these are budget pressures that will carry forward into future financial years. The projected over spends are offset by managed staffing under spends in Educational Psychology (£0.121m) due to vacancies in the service within the financial year, and an under spend in Children with Disabilities placements (£0.090m) as there was no growth in 2019/20. This is a significant improvement on previous years and evidences the excellent work done in this area by the Council and Children's Trust. The Future Placements Strategy has been agreed by Cabinet in December 2019, and has moved onto the implementation stage but this has now been delayed by the impact of Covid 19. 			
	Childrens Services Trust	55.432	50.698	-1.244

Learning and Opportunities; CYP Revenue

Quarter 4 2019/20		
Gross Budget (£m)	Net Budget (£m)	Variance (£m)

- DCST's final outturn position was an under spend of (£1.2m) against the contract value for 2019/20, which is (£0.2m) more than projected at quarter three. The underspend is a combination of reduced net costs to the Trust of (£0.877m) mainly due to under spends on most headings in the Care Ladder, notably allowances and Independent Fostering Agency costs, and how the Trust is funded for Out of Area children who have educational costs within their placement which means there is additional income of (£0.367m) that needs to be funded from the Dedicated Schools Grant (DSG) High Needs Block. This has resulted in an additional pressure on the DSG High Needs Block for 2019/20 which is managed by the Council in consultation with Schools Forum.

Learning and Opportunities; CYP Capital

	Quarter 4 2019/20			
	Budget	Outturn	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
 Learning & Opportunities - CYP Total	12.7	7.1	20.4	25.1
<ul style="list-style-type: none"> The actual overall spend is a lot lower than budget and this is mainly due to slippage to the proposed schools developments (noted below) and delays to the start of the Bader special school build. There have been delays also SEND developments with only two projects completed this year, the balance of monies are to be used in 2020-21. None of the planned Children Services trust monies were used and again some of these projects should happen in 2020-21. 				
 Centrally Managed	0.2	0.0	0.4	0.4
<ul style="list-style-type: none"> No expenditure incurred as planned, any monies required for emerging schemes have been moved to the service areas 				
 Commissioning & Business Development	10.8	6.3	18.8	22.2
<ul style="list-style-type: none"> Total spend relates to new school places £560k, £3.5m for the new Bader special school, £1.4m for the schools condition programme (including roofing), £500k for Safeguarding & Access and £400k for devolved schemes to schools for them to spend (DFC) 2 There has been a underspend against the budget due to slippage on two projects for school places £2.7m, Bader school was delayed so slippage of £500k, Schools condition programme saw some slippage of £500k as some projects were delayed and so costs will be incurred in 2020-21. These slippages were offset by slippage from 2018-19 re the school condition programme of £500k and also there was a new S106 funded scheme for £400k at Hall Cross school. 3 There will be sig higher costs in 2020-21 as a number of large school places projects are planned, although there is potential for delays to some of these and the Bader school should be competed with costs at around £3.5m. 				
 Partnerships and Operational Delivery	1.2	0.8	0.1	0.8
<ul style="list-style-type: none"> The Total spend includes work on the new scheme at East Dene £600k, completion of a scheme at Heatherwood school and development of a breakout area at Our Lady of Sorrows school £40k. There is a slippage of around £44k for projects, this should occur in 2020-21. There will be further expenditure on SEND related projects in 2020-21 as there is still a unallocated budget amount. 				
 Children's Services Trust	0.5	0.0	1.1	1.7
<ul style="list-style-type: none"> No expenditure incurred as planned projects re care leavers & family centre refurb have delayed to 2020-21. 				

Council Wide Budgets Revenue

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

Treasury Management Update – Outturn 2019-20

1. The outturn for Treasury Management is an underspend of £533k (an increase of £416k from quarter 3, following the transfer in of £229k budget to support the pension prepayment, £138k additional investment income, £15k saving on loan interest and £33k saving on contracts, due to reduced borrowing requirement). The underspend is due to a combination of lower borrowing costs than originally budgeted and we are forecasting higher investment income than in the Original Estimate.
2. As an authority we remain under borrowed by £81m which is 14% of our Capital Financing Requirement (borrowing need). Remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt. This minimises interest paid on external debt but is not a permanent solution and does carry some interest rate risk.
3. Interest rate risk (risk of paying higher rates when borrowing is taken) remains low as borrowing rates remain subdued, due to the Covid-19 pandemic, which has increased global growth uncertainty, trade disputes and the continued uncertainty (despite the election) of establishing beneficial trade agreements after Brexit..

Borrowing

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

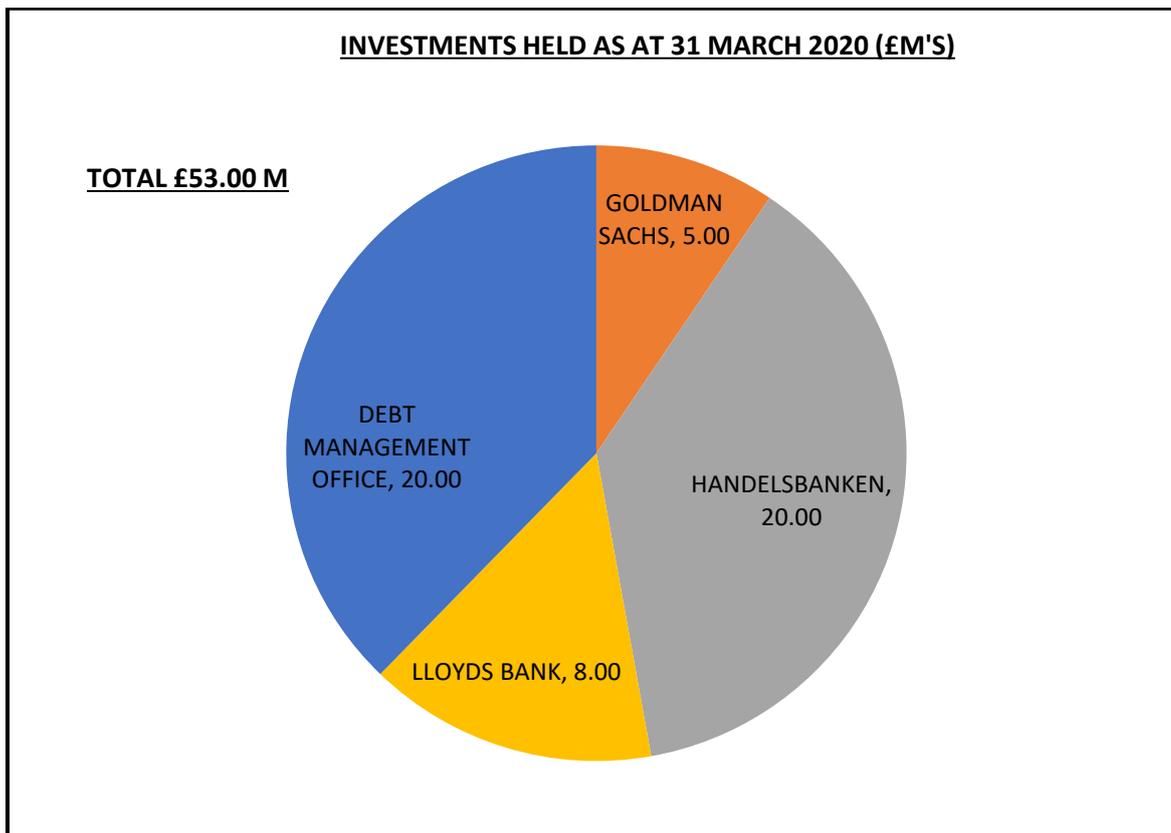
Doncaster Council Debt Portfolio and Maturity Profile as at 31st March 2020				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	19.68	98.690
12 to 24 Months	50	0	2.03	10.187
24 Months to 5 Years	50	0	8.43	42.288
5 Years to 10 Years	75	0	4.62	23.160
10 Years to 20 Years	95	10		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

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

Investment

7. The investment portfolio can be seen in Figure 2. The investments are a mixture of call accounts for liquidity, fixed rate bank investments / HM Treasury investments.
8. The current average investment rate is a creditable 0.91%, against a benchmark rate of 0.57%, primarily because of using strong credit-quality UK Banks such as Lloyds Banking Group and Goldman Sachs International Bank, combined with accessing strong non-UK counterparties via the Certificates of Deposit market and making use of the Handelsbanken call account facility.
9. Officers can report that no investment limits were breached during the financial year 2019/20.

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



Risks

10. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 4th March, 2019. Key risks relate to our investment portfolio: -
- a. The risk of reduced investment interest rates was considered low, the markets indicated that there was a 50% chance that rates could fall by 0.25% by next December but Covid-19 brought this forward to the end of March and bank base rate was slashed from 0.75% to 0.1% to support the economy during the pandemic and recovery period. However, the reductions only happened in the last 2 weeks of the financial year, so had little impact on 2019-20 performance.
 - b. Counterparty risks are reviewed weekly and action taken to minimise the risk that any investments placed are not returned on the due date. Creditworthiness data is received on a daily basis from our Treasury Consultants and action will be taken to reduce exposure or remove institutions from the list if negative indicators deem it appropriate.
 - c. The low interest rate environment makes it difficult to place surplus funds without a cost of carry to the council and it is therefore appropriate at this time to remain under borrowed and minimise the cost of holding funds until they are required.

Capital Programme Block Budget Allocations Quarter 4 2019-20

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

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

Financial Procedure Rule B.14 – Proposals for virement between Directorates must be approved by the CFO, up to £250,000 and key decision approval is required for virements greater than £250,000 i.e. by Elected Mayor and/or Cabinet and/or Portfolio Holder. The value of the virement is defined as the gross annual budget.

The following virements are proposed for approval: -

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

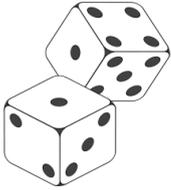
Carry Forwards

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

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

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

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



STRATEGIC RISK PROFILE

Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk, which in-turn puts the partnership at significant reputational risk	Current	Target	Trend	Q3 19/20	Q2 19/20	Q1 19/20	Q4 18/19
	15	12	—	15	15	New Risk from Q2 19/20	

LOCYP Safeguarding Team Partnership working has been demonstrated through:

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

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

The Suicide Prevention Plan.

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

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

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

School / Academy Performance

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

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

Headline Figures

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

1,393 secondary responses across 9 schools

2,938 primary responses across 47 schools

Public Health have thanked the LOCYP safeguarding team for support

If adults services do not change effectively, then it will be more difficult for partners to help people to stay healthy and independent, which could result in more people needing health and social care support for longer as demand increases.	Current	Target	Trend	Q3 19/20	Q2 19/20	Q1 19/20	Q4 18/19
	15	10		15	15	10	10

Current position

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

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

Mitigating Actions

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

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

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

There has been no successful cyber attacks this quarter. The scoring for this risk will stay the same due to the nature of it - Critical Impact 5 and Likelihood 3 Possible. It will always be possible to suffer from a cyber attack and it would always have a critical impact on the Council, SLHD and DCST. What is important is how we deal with this threat through mitigating actions. Actions achieved in this quarter are:

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

Workforce issues in AH&Wb and support services, including vacancies, recruitment, staff development and sickness, reduce the ability to transform at the pace required in current plans	Current	Target	Trend	Q3 19/20	Q2 19/20	Q1 19/20	Q4 18/19
	12	8		12	12	12	12

Current Position

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

Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal	Current	Target	Trend	Q3 19/20	Q2 19/20	Q1 19/20	Q34 18/19
		12	12		12	12	12

Current Situation: The risk level continues to be maintained at the same level; regular dialogue with senior personnel at SCR continues, especially on the contents of the proposed SCR industrial strategy. This dialogue is now also extended for both the recovery strategy and also to the LRF recovery cell work.

Children & young people may not achieve national standards in educational attainment, which may impact on their readiness for a fulfilling adult life.	Current	Target	Trend	Q3 19/20	Q2 19/20	Q1 19/20	Q4 18/19
		12	12		8	8	16

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

The agreed standards and policies are not adequately understood and implemented by practitioners who work with vulnerable adults increasing the risk of vulnerable people experiencing harm or abuse	Current	Target	Trend	Q3 19/20	Q2 19/20	Q1 19/20	Q4 18/19
		10	10		5	5	10

Current position

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

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

Mitigating actions

Robust interim senior management staffing arrangements are in place

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

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

Safeguarding staff have attended a series of national workshops on best practice in terms of response to safeguarding concerns.

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

Poor external agency ratings, ie Ofsted, may impact on the Councils reputation which could lead to government intervention, poor national profile and destabilise the partnership	Current	Target	Trend	Q3 19/20	Q2 19/20	Q1 19/20	Q4 18/19
		10	10		10	10	10

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

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

Failure to implement the Partnership priorities within the Doncaster Growing Together Portfolio	Current	Target	Trend	Q3 19/20	Q2 19/20	Q1 19/20	Q4 8/19
		9	6		9	9	9

Current Position: No Change Risk Remains the same. We have in place all programme boards and a portfolio board to oversee the DGT priorities and their delivery. There has been the introduction of the Response and Recovery cells across the partnership in response to COVID19. This will act as a catalyst to reviewing any future changes both to our long term priorities and to any future partnership arrangements.

Mitigating Action:

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

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

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

Mitigating actions:

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

Failure to maintain and improve the management of health and safety may impact on the councils reputation and it's ability to mitigate risk to both colleagues and members of the public.	Current	Target	Trend	Q3 19/20	Q2 19/20	Q1 19/20	Q4 8/19
		8	8		8	8	8

The Corporate Health and Safety Team continue to monitor the effectiveness of all council health and safety arrangements through both active and reactive monitoring.

- The Corporate Health and Safety Team are supporting essential/priority council services with any H&S issues during the current COVID-19 Pandemic
- Due to the current COVID-19 Pandemic the H&S Training Team are putting plans in place to ensure that any lapsed H&S training for suspended non-essential services is refreshed before operatives return to normal operations.
- Fire Safety in High Rise Flats following the Grenfell disaster - Doncaster council's Fire Safety Advisor continues to attend the High Rise Fire Safety Group, advising and supporting St Leger Homes (SLH) where required. Where required virtual meetings will be carried out, or direct telephone updates undertaken.
- Residential Caravan Sites - St Leger Homes (SLH) continue to lead on fire safety action plans with input and advice from the Council's Environmental Health Officers (EHO's), South Yorkshire Fire and the Councils Fire Safety Advisor.
- The new Health and Safety Incident Reporting System SHE Assure software has had a recent significant upgrade which has improved functionality and gives managers more tools to interrogate incidents and trends across service areas. A new training package for managers continues to be rolled out across Directorates to ensure Managers have the skills to utilise the new functionality, where required virtually training is being carried out or over the telephone during working from home conditions

An underdeveloped local market and ineffective management affects the ability to change services, leading to market instability and difficulty in meeting the needs of vulnerable people	Current	Target	Trend	Q3 19/20	Q2 19/20	Q1 19/20	Q4 18/19
		8	8		8	8	8

Current Position

The care market within Doncaster is considered to continue to be stable currently; there have been no unplanned exits from the market during the period. The quality of the regulated services market sector (as inspected and rated by CQC) continues to compare favourably across Y&H region peers.

Mitigating actions

Market management continues to be supported through contract management and monitoring meetings. Services are currently being delivered within the terms of the contracts in place.

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

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

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

Failure to deliver the Medium Term Financial Strategy (including the £16.5m of savings proposals) will result in significant budget overspends causing in an urgent need to identify further savings proposals with potentially significant on service delivery and the achievement of Council priorities	Current	Target	Trend	Q3 19/20	Q2 19/20	Q1 19/20	Q4 8/19
		5	10		10	10	10

Current situation

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

Mitigating actions

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



GOVERNANCE INDICATORS – Whole Authority

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

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Doncaster Council

To the Chair and Members of the DMBC Cabinet

Performance Challenge of Doncaster Children's Services Trust: Quarter 4, 2019/20

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly Cabinet Member for Children, Young People and Schools	All	None

EXECUTIVE SUMMARY

1. As part of the Management Agreement and governance arrangements for Doncaster Children's Services Trust (DCST) the Trust provides a quarterly report of operational and financial performance.
2. This report includes performance information in response to the Covid-19 pandemic since week one of the local pandemic curve (w/c 9th March).
3. This report provides an opportunity to feedback on performance successes and issues against the 2019/20 key performance indicators and management information.

EXEMPT INFORMATION

4. Not exempt.

RECOMMENDATIONS

5. That the Cabinet note the progress of DCST performance outcomes and the contribution that the Trust makes to support the Council's strategic priorities.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. This report includes current progress of DCST's performance, including the response to the Covid-19 local pandemic curve (w/c 9th March) which may impact on the delivery of services to the people of Doncaster, as well as the reputation of public services across the Borough. The Trust has taken steps to mitigate this risk, working closely with DMBC and DMBC's Director of Children's Services.

BACKGROUND AND CURRENT POSITION

7. As a result of the new governance arrangements since April 2019, officers in DMBC and DCST have worked together to devise a new service specification with associated

metrics. The 42 KPIs are separated out into 12 contractual KPIs and 30 strategic partnership indicators, two of which are annual measures and included in this report.

8. In addition to these operational performance indicators the latest monthly management accounts report is shared with officers in DMBC and is included in this report.
9. This report provides a summary overview of operational and financial performance.
10. In response to the Covid-19 pandemic the Trust responded quickly, risk rating all children and young people and has continued to lead innovative practice to ensure visits to children and young people are at the forefront since the start of the local pandemic curve (w/c 9th March).
11. **Summary of Operational Performance and Management Information**
12. Of the 12 contractual indicators:
 - a. 7 are currently performing better than target;
 - b. 4 are reporting within target range; and
 - c. 1 is reporting outside target range for this quarter.

13. Of the 30 strategic partnership indicators:

Service Area	Performance including Annual Measures			
	Outside target range	Within target range	Better than target	Target figure to be confirmed
Parent & Family Support	1		1	1
Child & Family Assessment	2	1	2	
Child Protection			3	2
Looked After Children	3	1		
Placements: Adoption, Fostering and SGO		1	3	1
Care Leavers		1	1	1
Youth Offending	1		1	
Workforce			2	
Governance				1
Total	7 23%	4 13%	13 43%	6 20%

14. Of the 30 strategic partnership indicators, two are annual and are included in this report. Of those reported in quarter 4, 17 out of 24 (71%) are within or better than target range. Seven currently sit outside target range and are covered in more detail later in this report. Where set and available, each target is based upon national benchmarking data that sets an ambition for performance to be at least comparable to good and outstanding organisations. Some indicators are locally derived (10 of the 30) and therefore have no benchmark. In these cases targets use historical trends to set ambitious targets that would demonstrate improvement.
15. A summary of demand for services is set out below. Contacts to the children's social care front door have increased significantly this quarter with referral numbers showing

a slight increase. Despite this increase the forecast referral rate for the year is 16% below last year's outturn.

16. The Trust continues to monitor the demand for services daily in response to the Covid-19 pandemic; between week one and week seven and in comparison to the same period last year, demand has plateaued with 35 fewer Contacts to children's social care and a reduction of 37% of social care referrals meeting the statutory threshold. 76% fewer referrals from education and 66% from health. Referrals received for domestic abuse are the same as the same period last year. The Trust and partners have worked on strategies to raise awareness and referral routes for suspected domestic abuse cases.
17. There has been a two percent increase in children in need numbers this quarter but a 17% decrease in comparison to the same quarter last year. The long term trend for reduction in children in care continues with 25 fewer children in care compared to the same quarter last year.
18. These reductions have had a positive impact on social worker caseloads which are monitored closely in terms of average, maximum caseload and the proportion of workers carrying high caseloads. For all three measures there has been a reduction in the quarter.
19. The Children in Care strategic group continues to meet each month and has been effective in safely reducing the number of children entering care as well as increasing the numbers safely discharged from care. The group reviews current placement options to ensure that they are carefully and safely matched to children's needs.

Demand Measure	2018/19				2019/20				%Change against...	
	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Previous quarter	Same quarter last year
Contacts to CSC	5611	5694	6075	5750	5687	5590	5262	6150	+14%	+7%
Referrals	1307	991	1181	1239	1200	924	949	1052	+10%	-18%
Children in Need	2827	2549	2694	2638	2519	2289	2221	2264	+2%	-17%
Looked After Children	582	593	560	534	523	537	519	509	-2%	-5%

20. **Operational performance against contractual KPIs indicators**
21. Commentary covering the performance against each indicator is provided below and summarised in the table at appendix one.
22. Contract KPIs better than target range
 - **Timeliness of single assessments.** Performance was on target for quarter 4. The Trust has continued to carry out assessments in timescale throughout the Covid-19 pandemic and performance throughout April continues to be better than target. Annual forecast of this KPI are to be better than target range and continues to be higher than the latest national, regional and statistical neighbour performance, despite demand rates being higher than these comparator groups. To support demand the Trust is re-aligning services from 1 May 2020, creating three new Assessment Teams with the expectation that the time to negotiate a

safe 'step down' of cases to non-statutory services will be achieved in this timescale. Each assessment team has access to tracking reports to ensure that assessments are timely. All assessments are quality assured by team managers, ensuring that quality is not compromised by a drive for timeliness.

- **Children in need with an appropriate and current plan in place:** The routine monitoring of plans through regular case supervision, case tracking, audit and six-monthly reassessment has stabilised performance at an average of 95% since quarter 2 2017/18. Regular dip samples of those where a plan does not appear up to date take place; these cases tend to relate to instances where plans are in transition or at closure stage. Weekly tracking reports ensure that delayed plans do not drift.
- **Percentage of children subject to child protection plan seen within expected timescales.** Performance increased to 98%. In response to Covid-19 the Trust risk-rated all children and young people and set an expectation to ensure all children were seen within the first two weeks of this pandemic. The Trust is determined that every child will continue to be seen in timescale whilst adhering health and safety guidance to reduce the risk of infections to them and to families during this time.

The Trust continues to set an expectation that children subject to a child protection plan are seen in person every two weeks, which is more frequent than some other authorities. As with other measures, regular case tracking prevents the vast majority of visits falling outside timescale. If we were to use the national expectation of visits every four weeks performance would be at 100%.

- **Percentage of child protection conferences held within 15 working days of section 47 enquiry.** Performance continues to be higher than the latest regional, national and statistical neighbour performance with predicted outturns increasing to 99%, 15% better than that across the region in comparison to quarter 3. Child protection conferences have continued to be held in timescale albeit virtually due to Covid-19. The Trust has seen the benefits of undertaking virtual conferences to support attendance and quoracy and will explore the use of virtual conferences as lockdown restrictions are lifted. These high rates mean that families that are taken through this process do not experience the anxiety of delay.
- **Proportion of children in care experiencing three or more placements in a 12 month period. This measure is known as the "short term stability measure."** Performance is better than target at 8.5%. Forty-three children at the end of this quarter have experienced three or more moves in the last twelve months. This has been an improving trend since quarter 4 2018/19 and better than the latest national, regional and statistical neighbour performance. The measure includes children with very challenging behaviours as well as planned moves early in a child's care pathway where they may be moved to long term or adoptive placements and where placements moves are in the child's interests.

The Trust's Independent Reviewing Officer Manager monitors placement stability weekly and monthly, pre-placement breakdown meetings are in-place chaired by IROs and all Looked after Children receive a review of their plan on a six-monthly basis. A number of these moves have been due to the closure of provision or the placements were changed due to complex and challenging needs or to move into

semi-independent living. A new tracker has been implemented for all children who are subject to 2+ placements. These were reviewed in March at the Children in Care Support and Challenge forum. Clear recommendations were made which have included further placement support meetings and the timescales for preparing reports to the Court where orders need to be revoked.

- **Percentage of care leavers that the Trust remains in touch with.** Performance remains better than target. Continued use of the case tracking and management oversight means we are consistently in touch with 96% of care leavers in their 17th-21st year and work hard to maintain engagement. Performance over the previous six quarters demonstrates continued high in touch rates with care leavers and continues to be better than the latest regional and statistical neighbour performance.
- **Proportion of cases audited graded as “Good” or better.** Performance at 83% for all audits completed within the last quarter graded good and outstanding. The audit methodology adopted in quarter 1 2018/19 aligns to the expectations of the social worker national accreditation process (NAAS). In addition to case file audits, thematic and deep dive audits continue to be undertaken, identifying key themes from performance information, JTAI thematic frameworks and the work carried out by Practice Development Social Workers.

23. Contract KPIs within target range

- **Proportion of Looked After reviews completed within timescale.** Performance of reviews completed this quarter has decreased by one percent. 446 reviews have been undertaken and recorded in timescale with a further 183 midway reviews carried out by the child’s independent reviewing officer. In addition to this, 93% of children and young people made a meaningful contribution in their review and 99% of current care plans are in timescale. Young People are encouraged to take innovative and creative approaches to their reviews, such as videos, power points and journals. The Trust has been exploring video conferencing for distant reviews and for contribution; these have been trialled over the last month due to the Covid-19 and children have been consulted via a range of multimedia options, which were not previously available. Children and Young People have embraced these changes and staff are reporting that children are often more engaged when they communicate by social media.
- **Percentage of children who wait less than 14 months between entering care and moving in with their adoptive family.** Performance increased to 56%. Caution needs to be taken with this measure as it can be based on low numbers of children adopted in the quarter. These are provisional figures due to the timing of the statutory return to DfE so may improve when finalised. In comparison to the latest regional in-year dataset Doncaster is ranked 2nd of the fifteen Local Authorities for the average time in days between a child entering care and moving in with their adoptive family which is adjusted for Foster Carers (indicator A10), is 219 days, an average of 7 months. The regional average is 390 days. We anticipate performance challenges due to court closures during this period and it is unclear at this stage how courts will re-open as lockdown restrictions are lifted.
- **Front line Staff Receiving Supervisions in Timescale.** Supervision of Front Line Staff in tolerance. 884 front line staff supervisions were undertaken

throughout this quarter. March did see a slight decline in staff supervision in comparison to the previous two months of this quarter due to the Covid-19 pandemic because the primary focus was ensuring all children and young people were visited and seen in tight timescales.

Performance information demonstrates that staff supervision recorded for each of the front line teams who are case holding is at 93% for this quarter, better than target. There are staff included in this front line cohort who are not directly case holding such as practice development social workers, children's homes etc. Future monitoring is to include these teams to ensure the supervision trackers are being completed each month to reflect the staff supervision that has been undertaken that month for these specific teams. Attention is also focusing on the quality of supervision as well as ensuring clear evidence of reflective case supervision notes are being recorded against case files.

- **Freedom of Information requested responded to within expected timescales.** Since April 2019 90% of freedom of information requests received by the Trust have been responded to in timescale. In quarter 4 two requests were one day outside timescale and a further request due to the decision whether to share the information and had to request further clarification thus delaying the response. Where delays have occurred they were down to complexity of the request or where further advice was sought. Tracking is in place to ensure the majority of responses are within timescale including escalation of those approaching deadline.

24. Contract KPIs currently outside target range

- **Care Leavers with pathway plans that have been reviewed in timescale:** Performance one percent below tolerance, equating to one pathway plan. This continues to remain a challenging target but as Inspiring Futures are continuing to embed the new Pathway Plan App the Trust is starting to see an increase in the timeliness and the participation of plans being completed online and reviewed in timescale, which are now translated on the case management system.

The Inspiring Futures team has recruited three additional Personal Advisors to manage this caseload and to return performance to tolerance. Care Leavers feedback is that they like the App, which gives them the means to contribute towards a dynamic conversation in their pathway plan. There are currently 193 Care Leavers aged between 16 and 21; of the Care Leavers open to the Inspiring Futures Team 92% of pathway plans are in timescale for the 17-21 year old cohort and 94% for 19-21 year old cohort, which would bring this indicator into tolerance.

There are seven Care Leavers not open to the Inspiring Futures Team and do not have a Pathway Plan. In each of these cases there is an individual rather than a systemic reason why the plan has not been completed and the Trust is addressing these issues with individual workers.

25. **Strategic Partnership Indicators**

26. The Trust's has 30 "strategic partnership" indicators. These are differentiated from the contractual measures as they measure outcomes and activity that are either:

- not entirely within The Trust's direct control and therefore also impacted by the partnership's response and practice in the early stages of the Covid-19 pandemic; or
- closely linked to an existing contractual indicator, so reported in addition.

27. The table at paragraph 13 provides a summary breakdown of these indicators, reporting that 71 percent are within or better than target range with a further 20 percent yet to be reported; these will be reported by exception – those better than target and those outside target tolerance.

28. The 13 measures currently reported as better than target are:

- Improved outcomes for families that have received family support on closure
- Percentage of CiN open 6 months to 1 year
- Percentage of CiN open 1 to 2 years
- Percentage of children becoming subject of a child protection plan for a second or subsequent time within a two-year period
- Percentage of monthly case file audits rated as 'requires improvement' or better
- Percentage of Child Protection Plans lasting two years
- Youth Offending Services – Reoffending Rate after 12 Months
- Average time in days between the Local Authority receiving a court order to placing a child and deciding on a match to an adoptive family
- Average time in days between a child entering care and moving in with their adoptive family
- Children ceasing to be looked after due to a Special Guardianship Order (SGO).
- Percentage of Care Leavers in suitable accommodation
- Percentage of permanent posts covered by Agency Staff
- Staff turnover rates

29. The seven measures that are currently outside target tolerance are:

- **Length of intervention for family support services:** although outside target range this measure should be considered with the other family support measure that shows that increasing numbers and proportions of families are completing work with Parenting and Family Support Service (PAFSS) demonstrating improved outcomes. Therefore, if intervention takes longer, there may be occasions when this is appropriate to secure sustained, positive outcomes.

This measure will also include cases that have been transferred to the PAFSS from the Early Help Partnership which would have been open for a significant time for lower level intervention before being escalated up to PAFSS for work that is more intensive. Improved tracking, reporting and performance management of the PAFSS means there is no drift and delay; however, cases will remain open should intervention be required to ensure they are not escalated to Social Care or re-referred for Early Help support. PAFSS re-referral rate remains low at 8%.

Performance measures demonstrate consistency in visits, assessments and group meetings (TACS) in timescale with family stars in place to measure impact and tight management oversight on casework. 100% of audits undertaken in-year have been graded Requires Improvement or better with 81% Good or better.

- **Assessments completed within 20 working days:** The statutory expectation is that assessments are completed within 45 working days and our performance is above 90%, well above national, regional and comparator authority averages. The additional target to complete more in a shorter timescale is in place in order to manage caseloads and ensure families' lives are intervened with for as short a time as reasonable.

There are many occasions where a longer intervention/assessment puts families in a position where they are more resilient and therefore a full 45 days is appropriate. There are occasions when it takes time to negotiate a safe 'step down' of cases to non-statutory services which makes this shorter timescale harder to achieve. The Trust's realignment, which will create three new assessment teams at the Front Door, will come into effect on the 1 May 2020. As part of this model it is the intention to 'front load' assessment work with the expectation that less complex assessments will be completed more timely and more assessments will be completed within the 20-day timescale.

- **Percentage of children in need for two or more years.** There are currently 2,264 open cases, of which 728 (32%) have been open over 2 years. The majority of these cases (88%) are open long-term cases as children in care or care leavers, where a two years or more would be typical. The remaining cases are those open as a child in need case or where the plan is complete and it is awaiting transfer. Regular case tracking continues to ensure all cases are re-assessed every six months and plans are reviewed in timescale to match the Trust's expectation. Although slightly higher than the current target this is in-line with the national average and local authorities graded as 'Outstanding' and 'Good'. We anticipate that throughout quarter 2, fewer plans will be de-escalated or stepped down in the current climate which could impact on this performance measure.
- **First time entrants to the Youth Justice System.** There were 63 first-time entrants (FTEs) to the youth justice system in Doncaster in the year ending September 2019 giving a rate per 100,000 of youth population of 223. The target rate in the Youth Justice Plan for the year-ending September 2019 is 154, which was always a demanding target. Doncaster has reduced its FTE rate by over 60% in the past 5 years and this trajectory was unlikely to continue for a town of Doncaster's size and levels of deprivation. Whilst the increase looks steep it should be noted that this actually relates to an increase of 13 young people in comparison to the same period in 2017/18. The local rate is now very close to the national, regional and sub-regional rates. Doncaster has performed significantly better than regional and national comparators in relation to its reduction of FTEs in the past and is now broadly in line with comparator areas.
- **Care Proceedings on Track to be completed within 26 weeks.** Timeliness has remained consistent in the previous three quarters but has declined this quarter. 86 of the 142 cases in proceedings are on track to complete in 26 weeks. The proportion of care proceedings cases on-track to meet the national expectation of 26 weeks remains a challenge for the Trust as well as other authorities.

The number of care proceedings increased by over 25% between 2018 and 2019. In response to this Legal Team recruited a number of additional posts to meet demand. Due to Covid-19 no official statistics have been released from CAF/CASS or Family Justice Board to understand the comparisons nationally and

across South Yorkshire. The latest comparable data shows that the average time taken to complete proceedings in South Yorkshire (our designated family judge area) is above the national average (38.5 vs 33 weeks), and that Doncaster is the best performing authority across this region at 37 weeks.

A comprehensive action plan has been put in place by the Head of Service for the Legal Team. This action plan is driving improvements in timeliness, quality of performance and the completion of proceedings. However, it must be noted that timeliness is impacted by court session availability, court directions and the contribution of children's guardians.

- **Long-term placement stability children in care.** This measure will include planned moves that were in the best interests of the child, including young people moving into independent living arrangements as they prepare for adulthood. As the Trust continues to manage placement costs and develops the placement offer some young people in care will change placement this will, in turn, impact on this measure. Placement changes are tracked weekly including reason for placement breakdown and placement type ending.

The Independent Reviewing Officer Manager monitors placement stability weekly and monthly, pre-placement breakdown meetings are in place chaired by IROs and all Looked after Children receive a review of their plan on a six monthly basis. As part of the placement strategy a new mockingbird constellation was launched in early March.

The five Mockingbird Clusters offer good support to our in-house foster carers aiming to improve stability and reduce placement breakdown. Performance information for quarter 4 demonstrates that the children placed within the Mockingbird Cluster continues to improve the long term stability and has increased to 83%, 25% better in comparison to our In-House Foster Carers not within the Mockingbird Cluster and 29% better in comparison overall. Of those children in long-term care (199), twelve children experienced a placement move throughout quarter four, 45% less than in quarter three.

This measure needs to be considered alongside the "short-term" placement change measure, which identifies those children experiencing three or more moves in a year. Performance has improved for this measure demonstrating that strategies early into care are stabilising placements and these now need to be applied to longer-term care cases.

- **Children in care that had a missing incident in the year.** Performance was 3% higher than tolerance. It is to be noted that when comparing to national, regional and statistical neighbours that this measure will include all children reported as missing and all children reported as away from placement without authorisation which are currently published as separate indicators. South Yorkshire Police continue to record children as being away from placement without authorisation as 'missing' to ensure that all children are deemed as being at the same high risk until found or receive further intelligence.

30. **Financial performance**

	Quarter 4				Quarter 3
	Gross Budget	Net Budget	Variance		Variance
	£m	£m	£m	%	£m
Doncaster Children's Services Trust (DCST)	55.1	50.7	-1.2	-2.2%	-1.0

31. The 2019-20 final contract value is £55.1m. The final outturn position was a **£1.24m underspend** against the revised contract value for 2019-20.
32. The number of Children in Care of DCST at the end of March is 506 which is a decrease of 20 since the end of December 2019, which continues the trend of numbers throughout the financial year of the numbers being significantly less than the high of 593 in September 2018. This number of 506 may increase if some 16+ children are categorised as Children in Care due to a national review of 16+ provision.
33. The number of children in an OOA placement remains high at 42, which is an increase of four more since Q3. With the closure of Tickhill Square during 2019 there are five fewer in-house residential beds than previously.
34. There are potential budget implications from Ofsted proposals that homes may need to be registered for the current 16+ semi-independent living provision and future provision proposed as part of the Future Placements Strategy.
35. A summary of the 2019/20 position is as follows:

Overall Heading	2019/20 Budget			2019/20 Outturn			2019/20 Variance		
	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's
Children Looked After	32,483	-3,458	29,024	31,929	-3,724	28,205	554	266	819
Other Children and Family Services	1,876	0	1,876	1,762	0	1,762	115	0	115
Family Support Services	2,984	0	2,984	2,846	-4	2,842	138	4	142
Youth Justice	1,758	0	1,758	1,607	0	1,607	150	0	150
Safeguarding Children and Young People's Services	12,841	-115	12,726	13,111	-109	13,002	-270	-6	-276
Services for Young People	440	0	440	249	0	249	192	0	192
Contract Value	0	-51,490	-51,490	0	-51,685	-51,685	0	195	195
Support Services and Management Costs	4,747	-2,066	2,681	4,620	-1,843	2,776	128	-223	-95
Grand Total	57,129	-57,129	0	56,124	-57,366	-1,241	1,005	236	1,241

36. **Key Variances over/under £100k:**

37. As can be seen in the above table, excluding the contract value heading, there are six significant (£100k+) variances. These are detailed below:
38. **Looked After Children - £819k underspent:**
39. The detail of the care ladder finance projections and activity are at appendix 1.

40. Actual activity overall is less than budgeted activity and the overall figure for Looked After Children is an underspend of £819k, of which £367k is due to the way the OOA placements are funded via the DSG High Needs Block. The outturn underspend is an improvement of £14k since Q3. Within the overall underspend of £819k there are several areas with underspends and overspends greater than £100k with further detail given below. There are underspends less than £100k, including, Oaklands, SGO team, Adoption Team, Adoption Allowances, Independent Adoption Agencies and Asylum Seekers that totals **£634k**.
41. **In-house Residential £189k overspent offset by Satellite Homes £246k underspend – overall £57k underspent**
42. Following the closure of Tickhill Square in August 2019 there are now 16 in-house residential beds, which at the end of March there was one bed vacant. The displaced staff have filled existing vacancies within the remaining homes but there is an overspend due to additional non-budgeted posts and cost of infrastructure improvements for the four remaining homes. The outturn is an increase in spend of £37k from Q3 mainly due to increased running expenses at the homes.
43. To offset the overspend on the in-house Residential homes there is a £246k underspend on the Satellite Homes as the first two bed children's home have now been profiled to open in 2020/21. The two bed children's home model is part of the Future Placements Strategy which had moved onto the implementation stage but has now been delayed due to the impact of Covid-19.
44. **Out of Area Placements - £983k overspent (but note additional DSG income of £367k)**
45. At the end of March there are 42 OOA placements which is an increase of four placements since Q3. The new placements in Q4 have transferred from In-House Fostering, Independent Fostering and Semi Independent Living (SILs). The outturn spend is £143k more than projected at Q3 due to the increase in numbers and changes in package costs.
46. With the closure of Tickhill Square there are five fewer in-house residential beds than previously and it could be assumed that up to five OOA children could have been located within the Borough.
47. There is a shortfall of income against the income budget of £380k for Continuing Healthcare Contributions. The Trust only has two children attracting funding from the CCG of £105k, a shortfall of £275k. The budget was based on prior year trends when contributions and the number of children were higher.
48. For the OOA placements an additional £367k compared to budget has been funded from the DSG High Needs Block – taking the total DSG funding for 2019-20 to £3.1m, which is the same as 2018-19 outturn.
49. **Independent Fostering Agencies - £384k underspent**
50. The cost of children placed with Independent Fostering Agencies (IFAs) is under budget, as the numbers have reduced throughout the financial year whereas the

number of children placed with in-house foster carers, which is a significant cost saving, have increased. There has been a net reduction of five IFA placements since Q3 resulting in an increase of £78k in the underspend.

51. **Fostering Team - £126k underspent**

52. The underspend is due to the team having vacancies within the financial year.

53. **Child Arrangement Orders and Special Guardianship Orders - £217k underspent**

54. There were underspends of £112k for Child Arrangement Orders and £105k Special Guardianship Orders due to growth being less than expected in the first eight months of the financial year.

55. **Safeguarding Children - £276k overspent**

56. The outturn overspend has reduced by £94k since Q3 mainly due to additional income received in the Localities team & Front Door and an increased underspend for the Children's Safeguarding Board.

57. At 31 March the number of agency workers was 35 covering sickness, maternity and vacant posts which is an increase of 0.5 FTE since Q3.

58. The main reasons for the overspend are the Trust has had to increase its hourly rate for agency social workers in order to remain competitive against neighbouring authorities (cost c. £200k), and the continuing cost of preventative measures, £306k at outturn, that are being put in place by the locality teams, such as child care costs over the summer when funding isn't available to families and temporary support / therapy packages to support children and prevent them from becoming looked after. The overspend is offset by £100k agency provision for Ofsted preparation and case numbers not being required in 2019-20 as the inspection is now expected to be autumn 2020, and the Children's Safeguarding Board underspent by £89k due to a managed vacant post all financial year and nothing has materialized to warrant any significant spend which is positive news. The Trust discuss with regional colleagues the use of agency workers in Q1 2020/21.

59. **Other Children & Family Services - £115k underspent**

60. Legal Services is underspent by £97k due to incurring less Court Fees and Solicitors Fee than budgeted due to the Children in Care numbers being less than in 2018/19.

61. **Family Support Services - £142k underspent**

62. The Family Support Service, which includes Beechfield Family Time and Parenting & Family Support Service, underspent due to less staffing costs in the first half of the financial year.

63. **Youth Justice - £150k underspent**

64. The underspend is due to a combination of the service having vacancies within the first half of the financial year, maximising the use of time limited grants, and no spend

on Remedi contract in 2019/20 as the work was absorbed within the service. The increased underspend of £57k since Q3 is mainly due to Case Management system costs being £36k less than forecast as the invoice included licence costs for 20/21 and elements that needed to be capitalised.

65. **Services for Young People - £192k underspent**

66. The underspend for EPIC is due to the service having vacancies throughout the financial year, maximising the use of time limited grants, and increased income streams. The increased underspend of £61k since Q3 is mainly due to staffing costs justifiably being charged to the Child Criminality Exploitation (CCE) grant which was time limited.

67. **Innovation Funding Benefits Realisation – Year Three**

68. Of the £2.39m funding agreed by the Council £540k remained in 2019-20 for the continuation and mainstreaming of the Growing Futures, Pause and Mockingbird approaches to work. This funding profile also included a DfE allocation for Mockingbird in 2019-20 but on a reduced scale to previous allocations. The Innovation funding claimed from the Council in 2019-20 was £445k, leaving a balance of £95k to be re-profiled into 2020-21.

69. **Cash flow**

70. There was a positive cash balance of £5.9m at the end of March 2020. This balance includes the £1.2m underspend that is to be returned to the Council. It also covers creditor commitments relating to 2019/20 totalling £3.3m and £1.4m owed for VAT.

71. **2020/21 efficiencies and Covid-19 impact**

72. The Future Placements Strategy was developed with the Council to bring about partnership savings (and included in the MTFs). The implementation has been delayed due to Covid-19 but if restrictions are lifted in June the project will be a priority with a revised target to open the first two homes in January 2021.

73. As with many DMBC departments and other public sector organisations there is likely to be a financial impact of Covid-19, such as increased Placement and CiC costs. The impact is unknown at this time but it is expected to bring a cost pressure on the Trust and this has been discussed with DMBC.

74. **External scrutiny and evaluation within Quarter 3 19/20**

75. Two children's homes were inspected by Ofsted during quarter 4: Amersall Road was rated Good and Morrison Drive Outstanding.

76. **Activity in Quarter 4 19/20**

77. The Trust was involved in the following activities in Q4:

- 29 January - Trust's Annual Star Awards, attended by colleagues from Doncaster Council. Over 200 nominations for this year's awards.
- 3 to 9 February – Child's Mental Health Week
- 13 February – Social Worker Open Day at Thorn Office (Recruitment event)
- 8 March – International Women's Day
- 8 March – Start of marketing campaign for our Trusted Mentor scheme
- 9 to 13 March – Sport Relief Week
- 17 March – World Social Work Day
- 18 March – National Child Exploitation Day
- Covid-19 communications for our staff
- 31 March – Fostering poetry Competition

78. **Activity in Quarter 1 20/21**

79. The Trust will continue to work with colleagues in DMBC on the delivery of the Integrated People's Solution (DIPS project), including secondment of DCST staff into the project team and in the form of subject matter experts.

80. The Trust has responded quickly to Covid-19, risk rating all children and young people and has continued to ensure visits to children and young people are at the forefront since the start of the local pandemic curve. Ninety-nine percent of children subject to protection plan have been seen within their two-week timescale.

81. The Trust has taken a number of actions in response to Covid-19 including: regular meetings with the Council, the Council's DCS and the Children's Directorate, updated its business continuity plans, developed action plans to support our work, supported vulnerable children to attend school, updated internal performance measures and worked with Team Doncaster partners.

82. During Covid-19 we will continue to use Public Health England and local Public Health to guide our decisions, return to 'business as usual' when possible, review the contract with DMBC to reflect current circumstances, promote the wellbeing of our colleagues and use technology where possible e.g. virtual CP conferences.

83. The following events are scheduled or have taken place in quarter 1:

- April – June 2020 - Hidden Child Campaign – partnership campaign with the council encouraging people to speak out if they are worried about a child
- April to June 2020 – Covid-19 Communications for staff - including a wellbeing campaign
- 6 May - SGO One Year Anniversary
- 8 May - VE Day
- 14 May - Working from Home Internal Campaign (commenced)
- 15 May - Social Worker Recruitment Campaign
- 11 May to 24 May - Fostering Fortnight
- 18 to 24 May – Mental Health Awareness Week
- Weekly promotion of Lunchtime learning lessons
- 1 to 7 June - Volunteers Week

84. **IMPACT ON COUNCIL'S KEY OBJECTIVES**

Outcomes	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 	<p>The Council and The Trust as major partners in the Children and Families Partnership Board share the Children's plan outcome that all children should achieve their potential – in removing barriers and developing good quality service delivery children will be able to access the benefits of a thriving economy and will themselves be participants in creating and sustaining the strength of the economy.</p>
<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>Ensuring children and young people are free and feel from harm are key ambitions of both the Council and The Trust.</p>
<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 	<p>Delivering against the service delivery contract between the Council and The Trust has clear implications for safeguarding communities, in reducing risk and exposure of risk to children; improved early help and thus better outcomes for families.</p>
<p>Working with our partners we will provide strong leadership and governance</p>	<p>Ofsted, in its inspection report commented favourably on the relationship and governance arrangements between the Council and The Trust, recognising that formal arrangements for monitoring and challenge exceed the requirements set out in the contract between the two organisations.</p>

85. **RISKS AND ASSUMPTIONS [RM 3/06/2020]**

Risks and assumptions specific to the key performance indicator set, operational and financial context are identified in the body of this report.

86. **LEGAL IMPLICATIONS [RM 3/06/2020]**

There are no legal implications directly arising from this report except for the potential aforementioned amendments to contractual measures to reflect Covid-19.

87. **EQUALITY IMPLICATIONS [LE 3/06/2020]**

There are no equality implications directly arising from this report.

88. **HUMAN RESOURCE IMPLICATIONS [LE 3/06/2020]**

There are no specific human resources implications directly arising from this report.

89. **TECHNOLOGY IMPLICATIONS [RM 3/06/2020]**

There are no information technology implications directly arising from this report.

90. **HEALTH IMPLICATIONS [JM 3/06/2020]**

Health and social care services are inextricably linked and are working in robust partnership to improve health and wellbeing outcomes for children and families. The move towards integrated health and social care delivery models supports these partnerships and create shared outcome objectives. Health colleagues are keen to support Doncaster Children's Trust to achieve the quality and performance levels they aspire to as this will impact on the wider health and wellbeing outcomes for Doncaster families.

91. **FINANCIAL IMPLICATIONS [RM 3/06/2020]**

The underspend of £1.24m is a positive for the Council. The financial impact of Covid-19 for 2020/21 is still being evaluated.

92. **CONSULTATION**

Consultation has taken place with key managers and Directors.

ATTACHMENTS

Appendix 1: summary of key performance indicators for quarter 3 2019/20

CONTACT OFFICERS AND REPORT AUTHORS

Claire Harris
Performance & Transformation Manager
Telephone: 01302 735252
Email: claire.harris@dcsTrust.co.uk

Rob Moore
Director of Corporate Services
Telephone: 01302 735200
Email: rob.moore@dcsTrust.co.uk

James Thomas
Chief Executive Officer
Doncaster Children's Services Trust

Appendix I

Contractual and Strategic Key Performance Indicators

MEASUREMENT DETAILS			TARGETS AND COMPARATORS				PERFORMANCE									
Measure Type	Measure	Reporting Frequency	Polarity	Target Range		Benchmarking data available	2018/19				2019/20				Position	6 month Trend
				Target	Tolerance		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4		
Contractual Key Performance Indicators	Assessments completed within <45 days	Quarterly	Bigger is better	90%	85%	Yes	89%	91%	89%	86%	87%	91%	96%	90%	Better than target	Stable
	Children in need with an appropriate and current plan in place	Quarterly	Bigger is better	95%	90%	No	95%	94%	94%	93%	94%	96%	95%	95%	Better than target	Stable
	Percentage of cases where the lead social worker has seen the child/young person in accordance with the timescales specified in the child protection plan. For all children who were the subject of a child protection plan during the year	Quarterly	Bigger is better	80%	75%	No	90%	84%	90%	82%	85%	95%	83%	98%	Better than target	Improving
	Initial Child Protection Conferences achieved within the statutory 15 day timescale	Quarterly	Bigger is better	95%	90%	Yes	96%	100%	97%	100%	100%	96%	100%	98%	Better than target	Stable
	Short term stability of placements of children in care: % of children experiencing 3 or more placements in the year	Quarterly	Smaller is better	9%	12%	Yes	11%	9%	10%	12%	11.0%	10.0%	8.0%	9.0%	Better than target	Stable
	Statutory Looked After reviews completed in time scale	Quarterly	Bigger is better	95%	90%	No	New contract measure for 2019/20				91%	92%	94%	93%	In Tolerance	Stable
	Children who wait less than 14 months between entering care and moving in with their adoptive family.	Quarterly	Bigger is better	60%	56%	Yes	78%	71%	61%	71%	71%	60%	42%	56%	In Tolerance	Improving
	Care leavers the Trust is in touch with	Quarterly	Bigger is better	95%	90%	Yes	99%	98%	99%	99%	98%	98%	98%	96%	Better than target	Stable
	Care Leavers with pathway plans which have been reviewed in timescale	Quarterly	Bigger is better	95%	90%	No	New contract measure for 2019/20				74%	79%	67%	89%	Outside Tolerance	Improving
	Front line staff receiving Supervision in Timescale	Quarterly	Bigger is better	90%	80%	No	91%	90%	90%	87%	84%	86%	79%	80%	In Tolerance	Improving
	Freedom of Information Requests responded to within timescale	Quarterly	Bigger is better	95%	90%	No	New contract measure for 2019/20				89%	94%	92%	90%	In Tolerance	Stable
	Case file audits graded good or better	Quarterly	Bigger is better	80%	60%	No	93%	82%	78%	80%	72%	82%	83%	83%	Better than target	Stable
Length of intervention for family support services (days)	Quarterly	Smaller is better	140 days	180 days	No	226	175	169	146	193	173	210	196	Outside Tolerance	Improving	
Families demonstrating improved outcomes at point of closure to Parenting and Family Support Team	Quarterly	Bigger is better	60%	40%	No	41%	68%	76%	81%	69%	82%	87%	83%	Better than target	Stable	
Referrals that have previously referred where no statutory service was provided	Quarterly	Smaller is better	TBD*	TBD*	No	New contract measure for 2019/20				74%	56%	55%	56%	TBD*	Stable	
Referrals that are re-referrals within 12 months	Quarterly	Smaller is better	22%	28%	Yes	26%	27%	28%	27%	27%	27%	26%	28%	In Tolerance	Stable	

**Appendix I
Contractual and Strategic Key Performance Indicators**

MEASUREMENT DETAILS				TARGETS AND COMPARATORS			PERFORMANCE										
Measure Type	Measure	Reporting Frequency	Polarity	Target Range		Benchmarking data available	2018/19				2019/20				Position	6 month Trend	
				Target	Tolerance		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4			
Strategic Partnership Indicators	Assessments completed within 20 days	Quarterly	Smaller is better	25%	15%	Yes	New contract measure for 2019/20				19%	18%	12%	11%	Outside Tolerance	Decreasing	
	Percentage of Children in Need open for a) >6 months	Quarterly	In range is better	15%	20%	Yes	New contract measure for 2019/20				21%	14%	11%	13%	Better than target	Stable	
	b) >1 year	Quarterly	In range is better	15%	20%		New contract measure for 2019/20				17%	15%	13%	12%	Better than target	Stable	
	c) > 2 years	Quarterly	In range is better	25%	30%		New contract measure for 2019/20				32%	32%	33%	32%	Outside Tolerance	Stable	
	Children becoming the subject of Child Protection Plan for a second or subsequent time	Quarterly	Smaller is better	10%	16%	Yes	4%	7%	8%	3%	24%	3%	3%	7%	Better than target	Stable	
	Case file audits graded outstanding	Quarterly	Outstanding is better	RI+: 95% Good+ 80%	RI+: 90% Good+: 60%	No	37%	26%	27%	19%	13%	20%	17%	6%	Better than target	Volatile	
	Case file audits graded good						57%	56%	51%	61%	60%	61%	66%	77%			Improving
	Case file audits graded requires improvement						7%	18%	19%	20%	26%	16%	15%	15%			Improving
	Case file audits graded inadequate						0%	0%	2%	2%	2%	2%	2%	2%			Stable
	Child Protection Plans lasting two years or more for child protection plans which have ended during the year	Quarterly	Smaller is better	3%	5%	Yes	New contract measure for 2019/20				0%	0%	0%	3%	Better than target	Stable	
CiN cases that close within 6 months of the child protection plan end date	Quarterly	Bigger is better	TBD*	TBD*	No	New contract measure for 2019/20				57%	62%	56%	59%	TBD*	Stable		
CiN cases that close within 6 months of the child leaving care	Quarterly	Bigger is better	TBD*	TBD*	No	New contract measure for 2019/20				32%	18%	36%	40%	TBD*	Improving		
Young offenders aged 10-17 who reoffend	Quarterly	Smaller is better	42%	50%	Yes	30%	32%	35%	39%	41%	30%	30%	36%	Better than target	Stable		
Rate of first time entrants to youth justice (per 100,000)	Quarterly	Smaller is better	170	210	Yes	229	218	165	165	190	200	190	223	Outside Tolerance	Increasing		
Care proceedings on track to be completed within 26 weeks	Quarterly	Bigger is better	80%	70%	No	82%	70%	60%	49%	65%	66%	65%	61%	Outside Tolerance	Decreasing		
Long term stability of placement of children in care: %of long term children in care in stable placements	Quarterly	Bigger is better	70%	60%	Yes	69%	72%	71%	67%	62%	58%	55%	54%	Outside Tolerance	Decreasing		
Percentage of LAC that had a missing incident in the year	Annual	Smaller is better	11%	13%	Yes	New contract measure for 2019/20				16%				Outside Tolerance	Stable		

Appendix I Contractual and Strategic Key Performance Indicators

MEASUREMENT DETAILS				TARGETS AND COMPARATORS			PERFORMANCE									
Measure Type	Measure	Reporting Frequency	Polarity	Target Range		Benchmarking data available	2018/19				2019/20				Position	6 month Trend
				Target	Tolerance		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4		
Strategic Partnership Indicator	Trust residential settings rated good or better	Quarterly	Bigger is better	100%	80%	Yes	New contract measure for 2019/20				83%	83%	80%	80%	In Tolerance	Stable
	Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family	Quarterly	Smaller is better	121	200	Yes	169	237	129	170	55	90	154	69	Better than target	Increasing
	Average time in days between a child entering care and moving in with their adoptive family	Quarterly	Smaller is better	426	460	Yes	388	469	419	398	285	378	372	365	Better than target	Stable
	Children ceasing care to be looked after under a Special Guardianship Order (SGO)	Quarterly	Bigger is better	15%	10%	Yes	15%	12%	22%	21%	20%	11%	19%	20%	Better than target	Stable
	Children ceasing care to be looked after under a Child Arrangement Order (CAO)	Quarterly	Bigger is better	TBD*	TBD*	No	New contract measure for 2019/20				17%	17%	4%	9%	TBD*	Stable
	Rate of children adopted from care	Quarterly	Bigger is better	19%	14%	Yes	14%	19%	11%	22%	17%	13%	17%	15%	In Tolerance	Stable
	Rate of 19 & 20 year olds Staying Put with their foster carers after their 18th birthday	Quarterly	Bigger is better	TBD*	TBD*	Yes	New contract measure for 2019/20				30%	30%	23%	TBD*	New measure	
	Care Leavers in suitable accommodation (age 19-21)	Quarterly	Bigger is better	85%	80%	Yes	95%	95%	93%	91%	96%	94%	95%	95%	Better than target	Stable
	Care Leavers in Employment, Training and Education (age 19-21)	Quarterly	Bigger is better	48%	40%	Yes	49%	49%	47%	47%	52%	51%	50%	45%	In Tolerance	Stable
	Full time equivalent posts covered by agency staff	Quarterly	Smaller is better	8%	12%	Yes	7%	5%	4%	4%	6%	5%	6%	5%	Better than target	Stable
	Staff turnover rate	Quarterly	Smaller is better	16%	18%	No	15%	15%	17%	15%	12%	14%	12%	14%	Better than target	Stable
	Achieve a minimum of Bronze level rating in child friendly rating	Annual		TBD**	TBD**	No	New contract measure for 2019/20				Awaiting data from DMBC regarding accreditation process set up with DMBC Young Advisors				TBD**	New measure

* To be determined. Measure is new and therefore requires 3 quarters' data before a target and tolerance can be set

** not applicable. Measure is reported for note, but a target will not be set

*** Not available due to reporting issues from corporate HR system

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Doncaster Council

Report

Date: 16 June 2020

To the Chair and Members of the Cabinet

St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2019/20 Quarter Four (Q4) and year end outturn

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Glyn Jones, Cabinet Member for Housing and Equalities, Deputy Mayor	All	None

EXECUTIVE SUMMARY

1. As part of the Management Agreement and governance arrangements for SLHD, an Annual Development Plan (ADP) is produced in agreement with Doncaster Council (DC) officers, the Housing Portfolio holder and the Mayor. The ADP identifies the key deliverables, outcomes, milestones and performance measures. Part of the agreed governance framework is a quarterly report of key performance indicators to the Executive Board.
2. This report provides an opportunity to feedback on performance successes and challenges against the 2019/20 Key Performance Indicators (KPIs).

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATIONS

4. That Cabinet note the progress of SLHD performance outcomes and the contribution SLHD makes to supporting DC strategic priorities.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. As this report includes the current progress on the St. Leger Homes performance indicators, the implications of the contents may ultimately affect the delivery of services to the people of Doncaster

BACKGROUND

6. As part of the Management Agreement and governance arrangements for SLHD, an Annual Development Plan (ADP) is produced in agreement with Doncaster Council (DC) officers, the Housing Portfolio holder and the Mayor. The ADP identifies the key deliverables, outcomes, milestones and performance measures. Part of the agreed governance framework is a quarterly report of key performance indicators to the Executive Board.
7. This report provides an opportunity to feedback on performance successes and challenges against the 2019/20 Key Performance Indicators (KPIs).

8. 2019/20 QUARTER 4 AND YEAR END OUTTURN PERFORMANCE

- 8.1. **Appendix A** contains the SLHD 2019/20 Performance Management summary for Quarters 1, 2, 3 and 4. Commentary covering the performance against all indicators is provided below.

- 8.2. Targets and measures were reviewed with DC officers and elected members prior to the start of the financial year. Nineteen KPIs were agreed for 2019/20, although five of these are measured annually.

- 8.3. During Q2 2019/20, KPI 14 was split in two – KPI 14a and KPI 14b - to separately report performance on training and employment support, so there are now 20 KPIs for 2019/20 (see 4.18 below).

- 8.4. Elements to note as at the end of Quarter 4 are:

	Q4 19/20	Q3 19/20	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
Green (on target)	10	6	7	7	10	8	7	7
Amber (in tolerance)	4	5	4	1	1	3	2	3
Red (below target)	4	3	3	5	2	2	3	2
No target ¹	2	1	1	1	1	1	2 ³	2
Annual KPIs	-	5	5	5	-	-	-	-
Total	20	20	20 ²	19	14	14	14	14

- 1 Two KPIs do not have a target at year end –
 - a. KP4 : number of households placed in B&B accommodation
 - b. KPI19 : our performance against comparable organisations
- 2 During Q2 2019/20, KPI 14 was split in two - KPI14a KPI4b - to separately report performance on training and employment support, so there are now 20 KPIs for 2019/20
- 3 In Q3 2018/19, a target was developed for the ASB cases resolved KPI.

- 8.5. The tolerances which determine the red, amber and green status are now consistent with DC and Doncaster Children's Trust measures. Please note performance data is cumulative year to date (YTD) rather than performance in the quarter, as this can be misleading when comparing to target.

8.6. There have been two serious disruptions to core services in the year – floods in November 2019 and the Covid19 lockdown in March 2020. Both have impacted on operational performance:

8.6.1. Floods : During November 2019, the borough experienced extensive flooding in some areas, primarily for SLHD in Bentley and Fishlake, and this affected service delivery and some KPIs, although this was minimal. Additional related costs have been incurred in staff time (overtime) plus other costs (materials, fuel, utilities, B&B, household goods, etc.). Where eligible, these costs have formed part of recovery claims in a wider Government scheme ('Bellwin') or insurance arrangements.

8.6.2. Covid19 : Although there was a rapid escalation in response to the virus, it mainly happened in March 2020 and therefore had only limited impact on financial and operational performance. SLHD's response however has been significant and will have its main impact in 2020/21 on a number of KPIs, including rent arrears, voids, homelessness, repairs, property improvements and tenant satisfaction, as well as a number of budgets.

8.7. Overall, in terms of the 'direction of travel', performance is broadly the same as the position for Q3 and Q2.

8.8. KPI 1: Percentage of Current Rent Arrears against Annual Debit :

Target	3.22%	
Q4 outturn	2.79%	BETTER THAN TARGET – GREEN

The year-end target for 2019/20 (3.22%) is higher than the 2.95% target for 2018/19, reflecting the impact of Universal Credit (UC) not being paid for the 53rd rent week in 2019/20 for those claiming UC. The impact was estimated at £310k and the target therefore comprises:

	19/20	18/19
Base current arrears target	2.80%	2.95%
53rd week impact	0.42%	-
Total current arrears target	3.22%	2.95%

The table below shows current performance against profiled target and comparatives from 2018/19.

Quarter	Current rent arrears %	Profiled rent arrears target %
Q1 18/19 ytd	2.72%	2.74%
Q2 18/19 ytd	3.02%	2.84%
Q3 18/19 ytd	3.13%	2.95%
Q4 18/19 ytd	2.61%	2.95%
Q1 19/20 ytd	2.77%	2.77%
Q2 19/20 ytd	2.95%	3.10%
Q3 19/20 ytd	3.29%	3.28%
Q4 19/20 ytd	2.79%	3.22%

Performance at the end of March out turned at 2.79% against the year end target of 3.22%.

Performance remained consistently strong throughout the year and is particularly impressive when taking into account the 53-week UC issue and that there are over 1,800 more tenants claiming UC compared to the same period last year.

The Tenancy Sustainability Team achieved financial gains of £477k for tenants during 2019/20 which will have been a significant factor in reducing arrears on accounts.

Changes to the way in which Alternative Payment Arrangements (APA) and Third Party Deductions (TPD) are paid to Landlords have also contributed towards this strong position. In addition, the Tenancy Sustainability and Income Management teams continue to focus on early intervention and managing and mitigating the impact of UC.

Approximately 7,500 tenants are expected to be affected by Universal Credit (UC) over a four year rollout period and there are now 5,041 UC claimants. Of these, 3,345 (66%) are in current rent arrears. At this point last year there were 3,094 UC claimants, of which 2,152 (70%) of customers were in rent arrears. This is improving slowly as it has been as high as 75% in arrears in 2018/19.

The average number of new claimants is about 35 per week over the period to date, but new claimants have been at around the 70 per week level in March 2020.

The total rent arrears for those who are claiming UC is £1.36m, however, it should be noted that prior to claiming UC the total arrears for the same 5,041 claimants was £1.08m, meaning the impact of UC on arrears levels is an increase of £280k.

The number of UC cases has increased by 1,947 over the past year, but, the proportion of customers who are in rent arrears and in receipt of UC has broadly stayed the same (~70%)

At the time of writing this report 31% of all UC cases have Alternative Payment Arrangements (APA) for direct payment to St Leger Homes, up slightly from 30% at the end of Q3.

We continue to work collaboratively with the Department for Work and Pensions (DWP), Doncaster Council (DC) to ensure all customers are supported to make and maintain their Universal Credit claim.

Referrals to our Tenancy Sustainability Service for intensive support continue to grow from commencement in 2018, and we have supported 2,326 customers and secured in total over £1.27m of financial gains for supported clients. Financial gains have been as a result of support with benefit claims or appeals, applying for grants, and accessing financial support to reduce debt etc.

8.9. KPI 2: Void Rent Loss (VRL) – Percentage of rent loss through vacant dwellings:

Target 0.50%
Q4 outturn 0.59% ABOVE TARGET – RED

For 2019/20, a reduced target of 0.50% was set (2018/19 : 0.60%), and performance for Q1, Q2 and Q3 was above target, but improving as the year has progressed. Cumulative performance for the year was **0.59%**, equivalent to £425k of rent loss. This is a deterioration compared to performance in 2018/19 (£361k), but an improvement from Q1 and Q2 2019/20, as summarised below:

Quarter	% Void rent loss	% void rent loss target
Q1 18/19 ytd	0.53%	0.60%
Q2 18/19 ytd	0.50%	0.60%
Q3 18/19 ytd	0.48%	0.60%
Q4 18/19 ytd	0.49%	0.60%
Q1 19/20 ytd	0.72%	0.50%
Q2 19/20 ytd	0.64%	0.50%
Q3 19/20 ytd	0.59%	0.50%
Q4 19/20 ytd *	0.59%	0.50%

* Following the flooding event from 7 November, allocations of empty properties were suspended from 11 to 28 November until the extent of the flood damage and demand for temporary accommodation was understood. The adverse impact on the void rent loss has been estimated and had the flood incident not occurred, the VRL KPI would have improved slightly to 0.57%.

After a positive, improving trend in Q3, performance in Q4 was generally consistent but above target at about 0.59%. The final quarter of 2019/20 was challenging, with the Christmas shut down period, ongoing flood reinstatement works and finally Covid19.

For the latter, new processes have been implemented to ensure work continues in void properties that may be required for those fleeing domestic violence, rough sleepers and the homeless. However, the advertisement cycle has been suspended and no general re-lets are taking place, the number of voids held will continue to increase which again will have a negative impact on performance in early 2020/21.

The number of voids held at the end of March at 122 is just above the number held the previous month (February) of 121. However, by early May 2020, the number of voids held had increased to 170.

Forward planning is taking place regarding our return to as near full operations as possible. So that we can begin in a good position, all void properties will have been surveyed to ensure they are ready to be advertised as soon as possible.

8.10. KPI 3: Average number of days to re-let standard properties :

Target **20.00 calendar days**
Q4 outturn **22.68 calendar days** **ABOVE TARGET – RED**

This was a new KPI for 2018/19 to complement other void measures.

For 2019/20, a reduced target of 20 calendar days was set (2018/19: 23 days) and on average, it took **22.68** days to re-let a property during the year.

This is a deterioration compared to performance in 2018/19, but is considerably better than the time taken in 2017/18 (40 days) and has been improving as the year has progressed, as summarised below:

Quarter	Void re-let time (days)	Void re-let time (days) target
Q1 18/19 ytd	25.50	23.00
Q2 18/19 ytd	21.89	23.00
Q3 18/19 ytd	20.80	23.00
Q4 18/19 ytd	20.92	23.00
Q1 19/20 ytd	26.18	20.00
Q2 19/20 ytd	23.83	20.00
Q3 19/20 ytd	22.30	20.00
Q4 19/20 ytd *	22.68	20.00

* Following the flooding event from 7 November, allocations of empty properties were suspended from 11 to 28 November until the extent of the flood damage and demand for temporary accommodation was understood.

Had the flood incident not occurred, this KPI would have improved slightly to 21.63 days and would have been within tolerance levels of the target.

February and March saw an improving trend after a dip in January, but performance was then badly affected by the lock down.

A total of 98 re-lets were completed during March, of which, 77 were standard re-lets. However, several viewings and sign-ups were arranged to take place during the last week in March which had to be cancelled due to the lock down.

Stringent monitoring remains in place across all teams involved in the key to key process to ensure work is completed in voids and all teams are working collectively to ensure when we are able to return to work we are in a position to begin making an improvement to performance as quickly as possible

8.11.KPI 4: Number of households placed in bed and breakfast (B&B) accommodation (NO TARGET)

The table below summarises activity over the past two years:

	Households placed in B&B accommodation	Total number of nights in B&B accommodation	No. of children placed in B&B accommodation
Q1 18/19	60	n/k	21
Q2 18/19	81	1,166	50
Q3 18/19	58	569	43
Q4 18/19	75	502	45
Q1 19/20	28	67	15
Q2 19/20	18	41	10
Q3 19/20	4	11	5
Q4 19/20	10	20	5
Covid19 March	24	83	0
Q4 19/20 Total	34	103	5

Up to the end of Q3, the table shows a continued, big reduction in placements in 2019/20 compared to 2018/19. This continued in Q4 until the Covid19 related government directions about the homeless. The table has therefore been amended to reflect the impact by separating out data, and shows 24 of the 26 placements in March were a result of the contingency plans put in place for Covid19.

This should not distract from the much improved performance when compared with Q4 performance last year, in brackets. 34 (75) household were placed for a total of 103 (430) nights. Indeed over the last year where we placed only 84 (274) households in B&B for a total of 222 (1,855) nights.

Increasing preventions and interventions together with the additional resources from MHCLG Grants to assist with accessing the private rented sector provides an alternative to a placement in temporary accommodation as well as an opportunity to move on more quickly from it.

8.12.KPI 5: Number of full duty homelessness acceptances :

Target	130	
Q4 outturn	228	ABOVE TARGET – RED

This was a new key performance indicator introduced in 2018/19 to reflect the implementation of the Homeless Reduction Act (HRA), which came into force in April 2018.

For 2019/20, there were **228** acceptances, higher than the target for the year of 130. The table below summarises the trends since this measure was introduced:

8.14. KPI 7: Complaints – Percentage of complaints upheld against customer interactions :

Target **0.075%**
Q4 outturn **0.061%** **EXCEEDED TARGET – GREEN**

Complaints are reported one month in arrears to allow time for the complaint to be investigated and closed in line with our service standards. All complaints are investigated and either ‘upheld’ or not. Complaints are upheld where policies and procedures have not been followed. The target for the year is to be below 0.075%.

Period	Interactions	Complaints	Upheld	% Upheld	% Target
Feb, Mar, Apr 18 Q1	83,189	197	31	0.037%	0.080%
Jun, Jul, Aug 18 Q2	80,705	223	54	0.067%	0.080%
Sep, Oct, Nov 18 Q3	95,039	240	79	0.083%	0.080%
Dec18, Jan, Feb 19 Q4	88,713	218	69	0.078%	0.080%
Totals 2018/19 YTD	347,646	878	242	0.070%	0.080%
Mar, Apr, May 19 Q1	125,712	209	53	0.055%	0.075%
Jun, Jul, Aug 19 Q2	99,052	195	59	0.059%	0.075%
Sep, Oct, Nov 19 Q3	105,094	209	64	0.061%	0.075%
Dec19, Jan, Feb 20 Q4	94,271	208	64	0.068%	0.075%
Totals 2019/20 YTD	424,129	821	240	0.061%	0.075%

Complaints in Q4 were down slightly and those upheld were at levels consistent with the rest of the year. The general trend is of improving performance but work is on-going to understand the reasons for the number of complaints and prevent similar complaints in the future. Whilst complaints are received in a variety of service areas, the main areas are repairs and maintenance, and tenancy and estate management. This is expected given that these areas of the business have the highest levels of visibility to tenants and the highest volume of interactions.

8.15. KPI 8: Number of tenancies sustained post support :

Target **85.00%**
Q4 outturn **93.80%** **EXCEEDED TARGET – GREEN**

This is a new KPI for 2019/20 to measure the success of the support provided to tenants by our tenancy sustainment service.

Period	Cases closed 6 months previously	No. of tenancies sustained after 6 months	% of tenancies active 6 months after support ended	% Target
Q1 19/20	214	199	92.99%	85.00%
Q2 19/20	211	200	94.79%	85.00%
Q3 19/20	262	247	94.27%	85.00%
Q4 19/20	313	292	93.29%	85.00%
2019/20 YTD	1,000	938	93.80%	85.00%

At the end of 2019/20, 1,000 tenancies have been closed for 6 months following their period of support. Of these, **938** are still being sustained, representing a year to date success rate to **93.80%** against a target of 85.00%.

8.16. KPI 9: Number of repairs complete on first visit :

Target **92.00%**
Q4 outturn **90.24%** **WITHIN TOLERANCE – AMBER**

This is a new KPI for 2019/20 to measure the number of responsive repairs completed without the need for the operative to return a second time because the repair was inaccurately diagnosed and / or did not fix the problem.

NB: In the period since Q1, figures for 2019/20 have been restated to exclude certain repairs where it would not be possible to complete at first visit, and is more consistent with the Housemark definition, eg. some glazing repairs where measuring up is required for replacement parts.

Performance for the year was **90.24%**, therefore below target but within tolerances.

Period	No. of repairs completed	No. of repairs completed first visit	% repairs completed first visit	Target %
Q1 19/20	10,444	9,421	90.20%	92.00%
Q2 19/20	10,892	9,790	89.88%	92.00%
Q3 19/20	12,660	11,348	89.64%	92.00%
Q4 19/20	11,138	10,169	91.30%	92.00%
2019/20 YTD	56,899	45,134	90.24%	92.00%

The table shows that volumes increased in Q3 but fell away in Q4, largely as a result of reduced repairs right at the end of March with the lockdown in place. Performance is generally consistent around 89% to 90% levels. Further analysis is on-going to understand the reasons and ensure this improves.

8.17. KPI 10: Gas servicing, percentage of properties attended against planned:

Target **100.00%**
Q4 outturn **100.00%** **MET TARGET – GREEN**

The 2019/20 programme concluded in December and had **100% performance**.

The 2019/20 programme target for year was to attend 19,017 properties and we visited all these properties on the set appointment date, therefore gas servicing appointments made and kept remains at 100%.

There was an increase in the number of properties where access could not be gained at the first visit. These are managed through our legal access process.

The way the programme is managed in future years has changed to increase the time we have to gain access to complete the gas service prior to the expiry date.

We commenced the 2020/21 MOT type gas servicing programme in February 20, taking advantage of this change in legislation (MOT) to undertake gas servicing 2 months prior to the expiry date of the landlord gas safety record.

Following the government's lockdown announcement relating to Covid19 and guidance on social distancing, gas servicing was suspended for over a one week whilst landlords obtained HSE and Regulator for Social Housing clarification on whether to continue with gas servicing. Once notice to continue was clarified, we recommenced gas serving and followed Public Health England guidance.

As a result of Covid19 there have been a significant increase in 'No Access' and refusals due to tenants self-isolating, shielding or too frightened to allow engineer access. It is therefore expected that a number of gas services will inevitably go overdue. We will continue to follow our Gas Servicing policy and take legal enforcement action where required.

8.18. KPI 11: Days Lost to Sickness per Full Time Equivalent (FTE) :

Target 7.90
Q4 outturn 8.22 WITHIN TOLERANCE LEVELS – AMBER

The number of days lost to sickness absence peaked in July at 0.84 days per FTE for the month, and has generally been consistently around the 0.70 days per FTE for the months since, making year to date performance within target tolerances. As at end of the year, **8.22** days per Full Time Equivalent (FTE) had been lost. This is an improvement on the 8.90 outturn for 2018/19.

Quarter	Cumulative days lost to sickness	Cumulative days lost per FTE	Profiled target
Q1 18/19	1,361	1.87	1.92
Q2 18/19	2,983	4.04	3.75
Q3 18/19	4,852	6.68	5.79
Q4 18/19	6,451	8.90	7.89
Q1 19/20	1,471	2.01	1.92
Q2 19/20	2,965	4.05	3.75
Q3 19/20	4,501	6.18	5.80
Q4 19/20	5,969	8.22	7.90

The outturn of 8.22 days per FTE is made up of 3.48 days per FTE of long term sickness and 4.74 days per FTE of short term sickness absence. Cases are being managed through the Managing Attendance Policy. However Stage 4 Attendance Hearings are currently on hold due to the emergency situation with Covid19

The top five most common reasons for sickness absence for the year are:

- 1. Other Musculo/Skeletal
- 2. Stress/Depression/Anxiety
- 3. Infection/Virus
- 4. Stomach/Liver/Kidney/Digestion
- 5. Back/Shoulder

8.19. KPI 12: Percentage of Local Expenditure :

Target	66.00%	
Q4 outturn	59.06%	WITHIN TOLERANCE LEVELS-AMBER

Cumulative local spend for the year was £5.849m (59.06%) of the overall £9.902m contracted spend, with a target of 66%. In monetary terms this under performance is £691k.

Local spend in March 2020 was lower than the previous month out turning at 49%, against the 66% target. The dip in March was down to a number of large payments made to organisations that are outside of the borough.

Whilst every endeavour is made to support and appoint local contractors and suppliers when new contracts are awarded, this is not always possible if local suppliers do not exist, or are unable to demonstrate value for money through legally required, transparent procurement processes. SLHD continues to actively participate in supplier events to encourage local business engagement in new procurement exercises as they occur.

Although it is acknowledged that cumulatively we are currently slightly below target, it should be recognised that this is a challenging target to achieve for the reasons outlined above.

The Company has to comply with legislation, where contract opportunities cannot be ring-fenced to organisations in the Borough of Doncaster. The Procurement Strategy and Contract Standing Orders have been developed to try and optimise local spend and social value

8.20. KPI 13: Anti-social behaviour (ASB) cases resolved as a percentage of all cases completed :

Target	90.00%	
Q4 outturn	95.55%	EXCEEDED TARGET - GREEN

This was a new key performance indicator in 2018/19. The table below summarises the year to date performances throughout 2018/19 and 2019/20.

Quarter	YTD % ASB cases resolved	% target
Q1 18/19	86.75%	90.00%
Q2 18/19	91.37%	90.00%
Q3 18/19	92.22%	90.00%
Q4 18/19	92.99%	90.00%
Q1 19/20	96.49%	90.00%
Q2 19/20	95.51%	90.00%
Q3 19/20	96.43%	90.00%
Q4 19/20	95.55%	90.00%

Case volumes are slightly higher this year. Q4 case levels were consistent with the rest of the year and have ranged between 120 and 160 per month, although they fell to 87 in December 2019. Data continues to be monitored closely.

Performance has been generally consistent over the year to date and reflects strong performance in dealing with ASB cases.

Despite a small dip in performance in March, performance overall has remained strong throughout the year, with a year-end outturn of **95.55%**, as 1,680 out of 1,709 cases were resolved.

8.21. KPI 14 – Number of tenants and residents helped in to training and/or employment

During Q2 2019/20, this KPI was split into two to separate training and employment elements and we now measure :

- **KPI14 a - Number of tenants and residents in to training and education;**
- **KPI14 b - Number of tenants and residents in to employment.**

This was to ensure clarity of reporting and prevent double counting and also time considerations. This will also enable more accurate benchmarking.

KPI 14 a : Number of tenants and residents helped in to training and education:

Target	56	
Q4 outturn	53	WITHIN TOLERANCE LEVELS – AMBER

For 2019/20 **53** residents have been supported into training or education, against a target of 56, and an outturn last year of 55.

Unfortunately due to a reduction in the number of applicants for the WoW Cleaning Course during Q2/Q3 the target has not been met. This reduction in applicants was not experienced in Q4.

KPI 14 b : Number of tenants and residents helped in to employment:

Target	18	
Q4 outturn	31	EXCEEDED TARGET – GREEN

For 2019/20 **31** residents were supported into employment, against a target of 18, and an outturn last year of 16. This excellent performance was achieved despite the reduction in numbers attending the college training courses. This success can be attributed to the POW WoW's and Opening Doors Skills support being provided to those on the WoW Database by the WoW Co-ordinator.

9. Annual KPIs

9.1. For 2019/20, there are a number of annual KPIs that can now be reported on.

9.2. KPI 15: Tenant satisfaction levels :

Target	89.00%	
Performance	87.00%	WITHIN TOLERANCE LEVELS – AMBER

These satisfaction levels are monitored through the bi-annual STAR Survey which is a perception survey and the survey was carried out in February/March 2020.

There has been a slight reduction in the overall satisfaction feedback for 2020 which now stands at **87.00%** (-1.8% from 2018). Further analysis is being undertaken to look at the comments and reasons why but initial work on the data shows that customers have moved into the 'neither' category, rather than the dissatisfied category.

A local, transactional, operational indicator has been developed to monitor satisfaction levels of key transactional services in year to enable proactive management and these show an overall satisfaction rating of 91.4%

9.3. KPI 16: Percentage of homes meeting Decent Homes standard ANNUAL KPI:

Target	100.00%	
Performance	100.00%	MET TARGET – GREEN

This is a new KPI for 2019/20 and is reported annually.

All properties were included in the decent homes programme and either received works, or declined works. Where properties have previously declined works then under the decency definition these can still be classed as decent, hence the reporting still of 100% decency

9.4. KPI 17: Tenant satisfaction with property condition ANNUAL KPI :

Target	89.00%	
Performance	89.40%	EXCEEDED TARGET – GREEN

This is a new KPI for 2019/20 and is reported annually.

These satisfaction levels are monitored through the bi-annual STAR Survey and the survey was carried out in February/March 2020.

There has been a marginal increase in the quality of home satisfaction feedback for 2020 which now stands at **89.4%** (+0.2% from 2018). Further analysis is also underway to look at the drivers for this

9.5. KPI 18: Energy efficiency ANNUAL KPI :

Target	92.00%	
Performance	99.96%	EXCEEDED TARGET – GREEN

This is a new KPI for 2019/20 and is reported annually.

The current KPI is taken from the Environmental Strategy 2017-20. The target is that 92% of all homes are EPC level D or better.

As part of our strategy, we have undertaken a lot of work on analysing the data we had. We were previously relying on old data. This data has now been refreshed and updated with all completed reinvestment works.

Moving forward for 20/21 a new target has been agreed to meet EPC –C by 2030.

We will begin to re-align our investment strategy to contribute to the new target.

9.6. KPI 19: Our overall operational and financial performance against comparable organisations ANNUAL KPI (NO TARGET) :

This is a new KPI for 2019/20 and is reported annually.

The main method of benchmarking is through our membership of Housemark (see Section 8 below), but we also carry out more tailored benchmarking with specific organisations, wherever possible and appropriate.

The latter tailored benchmarking has included Universal Credit, health and safety, income management, high rise residential buildings, void management and homelessness and has shown St Leger to be a proactive, forward thinking company adopting best practice.

9.7. National benchmarking through Housemark involves submitting quarterly performance data and annual financial data. Benchmarking results for the 2019/20 financial data will not be available until September 2020 but based on the performance data for the four quarters in 2019/20 and the financial information to be submitted, it should again show that St Leger remains a low cost, mid to high performing organisation when compared to our peers and also nationally.

OPTIONS CONSIDERED

10. Not applicable

REASONS FOR RECOMMENDED OPTION

11. Not applicable

IMPACT ON THE COUNCIL’S KEY OUTCOMES

12.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Work of St. Leger Homes of Doncaster impacts on Council key priorities, with implications on the quality of life for Doncaster Council’s tenants and other residents and the communities they live in.</p>
	<p>Doncaster Living: Our vision is for Doncaster’s people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	

	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	

RISKS AND ASSUMPTIONS

13. Specific risks and assumptions are included in section 12 of this report

LEGAL IMPLICATIONS

Scott Fawcus, Asst. Director Legal & Democratic Services, 03.06.20

14. There are no legal implications for this report.

FINANCIAL IMPLICATIONS

Nigel Feirn, SLHD Head of Finance and Business Assurance, 28.05.20

15. In 2019/20 St. Leger Homes received management fees of £31.2m from DC. This is made up of £30.9m from the Housing Revenue Account and £1.2m from the General Fund to pay for the general fund services managed by SLHD.

HUMAN RESOURCES IMPLICATIONS

Angela Cotton, HR & OD Business Manager, 04.06.20

16. There are no specific Human Resource Implications for this report.

TECHNOLOGY IMPLICATIONS

Alison Morte, Head of ICT 01.06.20

17. There are no specific technology implications for this report.

HEALTH IMPLICATIONS

Karen Horrocks, Public Health Improvement Coordinator, 02.06.20

18. The home environment is an important contributor to health and wellbeing and a healthy community supports residents to thrive, be independent and contribute. Access to decent and appropriate housing is critically important in terms of health and wellbeing and our social housing has the potential to provide safe, secure and healthy homes for some of our most vulnerable residents, who may also experience health inequalities.

Housing quality is important, and this year people have spent more time in their own homes than they normally would expect to. In light of the significant economic and social impacts that the country will experience due to COVID-19 it is even more important that our social housing not only forms part of our financial recovery, but also delivers high quality and affordable housing that forms part of healthy, sustainable communities.

It is encouraging to see that work to support tenants to maintain their tenancy, avoid rent arrears and gain employment and access training and development continues to take place (**KPIs 1, 8 & 14**). This type of support can help mitigate the impact of welfare reform and can lead to improvements in the financial situations of the tenants involved and to the health and wellbeing of their families. Homes should protect and promote good mental health: they should provide security of tenure, and a sense of safety and comfort. Having a secure tenancy can positively impact on health and wellbeing, thus it is good to see this preventative approach continue.

KPI 4: Number of households placed in bed and breakfast (B&B) accommodation.

Once COVID-19 related placements are accounted for the Q4 figures show a continued, decrease in the numbers of households placed in B&B, especially in the numbers of families. Providing a safe, secure home can have a positive effect on a child's physical and mental health and can lay the foundations for a healthy future. Therefore, any measures to reduce the number of people, especially families, living in bed and breakfast accommodation should improve health and wellbeing.

It is encouraging to see that work has taken place to utilise general needs stock, increase preventions and interventions and provide alternatives to temporary accommodation and that this is reducing the number of placements in B&B. We recommend that work to place people elsewhere is continued, and that particular care is taken to support those who have been affected by COVID-19. Preventative work and supportive systems will be essential to help people move on and prevent placements in B&B accommodation in the future. We also recommend that wherever the private rented sector is accessed as an alternative, that property quality, suitability and security of tenure is also prioritised.

It is positive to see that number homelessness preventions (**KPI 6**) has again exceeded its target and is working proactively through a number of initiatives with customers in relation to their housing options. Preventative work to tackle

homelessness can have a positive impact on the health and wellbeing of the most vulnerable people in our communities. The health of people experiencing homelessness is significantly worse than that of the general population, and the cost of homelessness to the NHS and social care is considerable. Homelessness is more likely to affect those in society who are most at risk of experiencing other inequalities, including BME young people, LGBT young people, gypsies and travellers, and people with long-term illnesses or a disability (LGA, 2017). A preventative, upstream approach can not only have a positive effect on the health and wellbeing of people at risk of, or experiencing homelessness, but can also be more cost effective in the long term. Wherever the private rented sector is accessed as a housing solution, property quality, suitability and security of tenure should be prioritised.

In reference to **KPIs 7: Complaints (Green) and 9: Repairs completed on first visit (Amber) (and annual performance indicators 16-18)**: The condition of a home can have a significant impact on the health and wellbeing of the people that live there. A healthy home is in good repair, warm, comfortable, and free from hazards. Poor quality housing is associated with a range of physical and mental health problems and the King's Fund suggest that £1 spent on improving homes saves the NHS £70 over 10 years. It is essential that social housing is well-maintained and kept in good repair in order to promote the health of the families living there.

KPI 10: The report states that during COVID 19 there has been an increase in access refusals by tenants who may be shielding, self-isolating or too frightened to allow access. During this period there is a balance between ensuring people's homes are safe from the risks associated with faulty gas boilers and appliances and ensuring that they are protected from COVID 19. It is important that Public Health guidance, safe working practices and the gas servicing policy are utilised in a way that shows understanding and respect for tenants in these difficult times and provides them with a sense of safety and security.

KPI 11 relates to days lost to sickness and is currently performing within tolerances. Over the last 10 years, there has been a growing body of evidence supporting the business case for improving health and wellbeing in the workplace. Poor employee health can cost huge amounts of money through sickness absence, relief cover costs, loss of productivity, time to attend hospital appointments, and loss of reputation and image.

Employers are key players in being able to create a healthy work environment and deliver public health messages as they have a captive audience – their staff. By promoting a healthy workplace and engaging with a workplace health award, businesses can work towards building good practice and promoting a culture that promotes health and wellbeing

EQUALITY IMPLICATIONS

19. Equality implications are considered in line with the Equality Act 2011 for the delivery of all St. Leger Homes services.

CONSULTATION

20. Consultation has taken place with key managers within St. Leger Homes, the Lead Member for Housing and Senior Officers within the Council.

BACKGROUND PAPERS

21. None

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

ADP	Annual Development Plan
APA	Alternative Payment Arrangement (for Universal Credit benefit)
ASB	Anti- Social Behaviour
DC	Doncaster Council
DWP	Department for Work and Pensions
FTE	Full Time Equivalent
HRA	Homelessness Reduction Act
KPI	Key Performance Indicator
MHCLG	Ministry of Housing, Communities and Local Government
SLHD	St Leger Homes of Doncaster
STAR	Survey of Tenants and Residents
UC	Universal Credit
VRL	Void rent loss
WOW	World of Work
YTD	Year to date

REPORT AUTHOR & CONTRIBUTORS

Nigel Feirn,
Head of Finance and Business Assurance, St. Leger Homes of Doncaster Limited
01302 737485
Nigel.Feirn@stlegerhomes.co.uk

Paul Tanney
Chief Executive Officer, St. Leger Homes of Doncaster Limited
01302 862700
Paul.Tanney@stlegerhomes.co.uk

BACKGROUND PAPERS

22. None

23. Report Author

Nigel Feirn,
Head of Finance and Business Assurance, St. Leger Homes of Doncaster Limited
01302 737485
Nigel.Feirn@stlegerhomes.co.uk

Paul Tanney
Chief Executive Officer, St. Leger Homes of Doncaster Limited
01302 862700
Paul.Tanney@stlegerhomes.co.uk

Appendix A - St. Leger Homes Key Performance Indicator Summary Q4 2019/20

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KPI	Indicator	18/19 Outturn	Q1	Q2	Q3	Q4	Target	DoT	R/A/G
1	Percentage of current rent arrears against annual debit	2.61%	2.77%	2.95%	3.29%	2.79%	3.22%	↑	🟢
2	Void rent loss (lettable voids)	0.49%	0.71%	0.64%	0.59%	0.59%	0.50%	↔	🔴
3	Average Days to Re-let Standard Properties	20.92	26.65	23.83	22.30	22.68	20.00	↓	🔴
4	Number of Households Placed in B&B Accommodation ytd	274	28	46	50	84	No Target ↑		
5	Number of Full Duty Homelessness Acceptances ytd	130	40	106	142	228	130	↓	🔴
6	Number of homeless preventions	<i>New KPI</i>	160	451	725	965	605	↑	🟢
7	Complaints upheld as a % of customer interactions	0.070%	0.050%	0.060%	0.060%	0.061%	0.075%	↓	🟢
8	Number of tenancies sustained post support	<i>New KPI</i>	86.26%	92.79%	91.11%	93.80%	85.00%	↑	🟢
9	Number of repairs first visit complete	<i>New KPI</i>	80.82%	87.71%	89.89%	90.24%	92.00%	↑	🟡
10	Gas servicing – % of properties attended against target	100%	100.00%	100.00%	100.00%	100.00%	100.00%	↔	🟢
11	Days lost through sickness per FTE	8.90	2.08	4.00	6.18	8.22	7.90	↓	🟡
12	Percentage of Local Expenditure	57.94%	58.69%	59.46%	60.16%	59.06%	66.00%	↓	🔴
13	ASB Cases Resolved as a % of All Cases Closed	92.99%	96.47%	95.50%	96.43%	95.55%	90.00%	↓	🟢
14a	Number of residents undertaking training or education	<i>New KPI</i>	3	24	30	53	56	↑	🟡
14b	Number of residents supported into employment	<i>New KPI</i>	6	14	23	31	18	↑	🟢
15	Tenant satisfaction levels	<i>New KPI</i>	Annual KPI	Annual KPI	Annual KPI	87.00%	89.00%		🟡
16	Percentage of homes maintaining decent standard	<i>New KPI</i>	Annual KPI	Annual KPI	Annual KPI	100.00%	100.00%		🟢
17	Tenant satisfaction with property condition	<i>New KPI</i>	Annual KPI	Annual KPI	Annual KPI	89.40%	89.00%		🟢
18	Energy efficiency	<i>New KPI</i>	Annual KPI	Annual KPI	Annual KPI	99.96%	92.00%		🟢
19	Our performance against comparable organisations	<i>New KPI</i>	Annual KPI	Annual KPI	Annual KPI	Annual KPI	No Target		

Notes :

- Direction of travel (DoT) is against performance in the previous quarter. ↑ = Improving, ↔ = No Change, ↓ = Declining.
- Year to date (YTD) is performance since April 2019. For some KPIs, this is a snapshot at the end of the period.
- Targets are for the end of the year performance unless indicated otherwise (ytd = cumulative year to date).

- R/A/G status is against the cumulative year to date (ytd) or year-end target. R/A/G   