



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 via Microsoft Teams

Date: Tuesday, 1st December, 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 736716/ 737462/ 736712/ 736723 for further details.

BROADCASTING NOTICE

This meeting is being recorded for subsequent broadcast via the Council's web site. The Council is a Data Controller under the Data Protection Act and images collected during this recording will be retained in accordance with the Council's published policy. Please be aware that by entering the meeting, you accept that you may be recorded and the recording used for the purpose set out above.

Damian Allen
Chief Executive

Issued on: Monday, 23 November 2020

Governance Services Officer for this meeting: Andrea Hedges
01302 736716

Doncaster Metropolitan Borough Council

www.doncaster.gov.uk

Items**Page No.**

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 26th November 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 17th November 2020 for noting (previously circulated).
- A. Reports where the public and press may not be excluded**
- Rule 15 Urgent Decision**
6. Sheffield City Region Expansion of Doncaster Council Advance Programme. 1 - 14
- Key Decision**
7. 2020-21 Quarter 2, Finance and Performance Improvement Report. 15 - 50
- Non-Key Decisions**
8. St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2020/21 Quarter Two (Q2). 51 - 70
 9. Performance Challenge of Doncaster Children's Services Trust: Quarter 2, 2020/21. 71 - 92

Cabinet Members

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
Councillor Joe Blackham

Portfolio Holder for Public Health, Leisure and Culture
Portfolio Holder for Highways, Street Scene and
Trading Services

Councillor Rachael Blake
Councillor Nuala Fennelly

Portfolio Holder for Adult Social Care
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.

This page is intentionally left blank



Doncaster Council

Report

Date: 1st December 2020

To the Mayor and Members of Cabinet

SHEFFIELD CITY REGION EXPANSION OF DONCASTER COUNCIL ADVANCE PROGRAMME

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr B. Mordue	ALL	Yes Rule 15 Urgent Decision

EXECUTIVE SUMMARY

1. Doncaster Council's innovative and transformational Advance Project has resulted in employment support to 690 Doncaster residents, with 260 progressing into or within employment, since it was first launched in 2018 with a very small team.
2. As a result of sharing the success of the project with the Sheffield City Region (SCR) Employment Group, other Local Authorities expressed an interest in working with Doncaster to expand this into an SCR project. In addition to Local Authorities, Doncaster Chamber has also asked to partner in the scheme to specifically pilot productivity training with employees in Doncaster businesses.
3. Advance offers support for personal and skills development, as well as access to employers, employability support and Information, Advice and Guidance to improve productivity.
4. A successful bid for European Structural & Investment Funds (ESIF) has resulted in an approved European Social Fund (ESF) Grant of £2,426,394.23 as part of a total project value of £4,043,990.38, to support growth and wider access to the scheme to enable more SCR residents to 'thrive in their chosen career'. Match funding has been secured across all partners and Doncaster Council will be the lead authority.
5. We are seeking approval to accept this Grant award and progress with recruitment to essential posts in order to ensure that delivery mechanisms are established for the proposed project delivery start date of 1st April 2021.
6. The scheme was initially developed to support people of all ages to transition in to new areas of employment opportunity and to ensure residents are equipped with

skills to be able to access new opportunities in emerging or low profile sectors. Covid-19 impact has resulted in the need for this service being higher and the expansion of Advance will allow more people to receive tailored support in uncertain times.

EXEMPT REPORT

7. This is not an exempt report.

RECOMMENDATIONS

8. It is requested that Cabinet approve the following recommendations:
 - R1. That Doncaster Council enters into a funding agreement with the Department for Work and Pensions (DWP), accepting the Grant Award of £2,426,394.23 for the purpose of leading the expansion of the existing Doncaster Advance programme, with partners across the Sheffield City Region.
 - R2. Subject to receipt of ESF Grant, the Council will commence recruitment to essential roles already outlined within the approved bid in order to ensure robust governance and project management systems are in place for delivery of the contract and also to work on a reprofiling the project as agreed with DWP.
 - R3. Authority be delegated to the Director of Economy and Environment (or in his absence the Assistant Director of Economy) and Director of Corporate Services (or in her absence the Assistant Director of Finance) in consultation with the Mayor and Portfolio Holder to conclude satisfactory funding agreements with partners.

REASON FOR URGENCY

9. It is essential that the Council identifies staffing resources with appropriate knowledge and experience to deliver a complex European funded scheme such as this, to enable project infrastructure development and delivery to start as planned on the 1st April
10. Due to lack of appropriate and available current staff resource to allocate to this project, as a result of covid impacts on employment staff capacity in Economy and Policy Insight and Change (PIC) teams, the agreed solution is to accelerate the appointment of the 2 x programme management roles contained within the project grant as a matter of urgency
11. The staff will develop project infrastructure, governance, project processes and arrangements as well as taking forward a project change request to finalise project outputs, match funding and milestones, to enable the delivery to start on time
12. The decision taken will enable the acceptance of the funding agreement DWP have issued to Doncaster Council and allocated project funds can then be spent from that point forward

13. The recruitment process is underway to mitigate timescales, however staff cannot be appointed and start in those roles until the grant has been accepted
14. It has therefore not been possible to provide the full 28 days' notice of this decision on the Forward Plan without impacting negatively on recruitment and project implementation timescales

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

15. The delivery teams across the Advance partnership will provide developmental support for residents to improve the chances participants have of achieving their career goals. Delivery teams will ensure people can navigate the workplace confidently and work on appropriate behaviours, resilience and skills enabling employment to be sustained and opportunities for progression seized.
16. Advance will develop people's workplace productivity through development training, focusing on specific barriers holding back their productivity and businesses' potential including IT and digital skills
17. Advance is also aligned to employer priorities such as succession planning, progression and support for those at risk of redundancy, support for those in shrinking industries and roles and support for moving into growth sectors and future jobs.
18. Indicative outputs have been identified within the ESF bid submission and these will be confirmed prior to commencement of the project
19. Current planned output and result types are as follows;
20. Outputs
 - Total Participants (2578)
 - Male Participants
 - Female Participants
 - Participants over 50 years of age
 - Participants from Ethnic Minorities
 - Participants with Disabilities
 - Participants who Live in single adult household with children
 - Participants without Basic Skills
- Results
 - Participants Gaining Basic Skills
 - Participants Gaining L2 or below
 - Participants Gaining L3 or above
 - Employed Females Gaining Improved Labour Market Status

BACKGROUND

21. Advance will deliver a customer journey in 5 main stages / categories:
 - a. Engage – attracting and engaging potential participants through marketing and publicity activity, social media campaigns, inspirational events and tasters across partner communities as well as via employers, providers and partners.
 - b. Inspire – offering innovative Careers & Education Information, Advice and

Guidance (CEIAG) inspiring people through the development of sectoral careers prospectuses, providing quality localised CEIAG, as well as utilising role models and sharing real stories of success.

- i. Work tasters including employer insights and open days and workplace visits will be arranged to take place throughout the Advance project to inspire people to progress. Indicative sectors for prospectus development are:
 1. Public Sector
 2. Manufacturing & Engineering
 3. Rail
 4. Logistics
 5. Creative & Digital
 6. Construction
 7. Education, Training and Teaching
 8. Finance & Professional Services
 - c. Develop – delivering diagnostics and participant assessments to understand individual starting points. Assessing ambition and aspirations and working on bespoke action plans containing clear personal and career goals. Tailored intervention plans will be developed and agreed with the participant to determine their advancement journey and to ensure they are continually supported. Personal development will be provided through a range of methods including coaching, mentoring, 1:1s and group work
 - d. Achieve – working with participants to achieve their training plan whether in personal or skills development, accredited or non-accredited training. Advance will signpost to funded accredited training and projects such as Skills Support for the Workforce and Skills Bank to ensure a greater uptake of funded training to support the individual's career action plan. Participants will be supported to access English, Maths and ICT support
 - e. Progress – progression from an apprenticeship ending is considered vital and activity will be focused on this area to ensure participants continue to progress, embed learning and utilise developed skills in the workplace
22. Advance will support some of our under-represented groups with additional support wrapped around apprenticeships in order to achieve, sustain employment and progress including care leavers, ex-offenders and those with disabilities
23. Within the support package, Doncaster Chamber of Commerce will deliver Productivity Training with employees in Small & Medium Enterprises (SME) in Doncaster to become more efficient and productive in the workplace. The Chamber will provide resources for training and the training provided will be unit accredited. This training will enable employees to maximise their performance and will support businesses to grow within the Sheffield City Region.
24. Advance will undertake specific work to target economically disadvantaged groups as well as those who have been disproportionately adversely affected by Covid-19 such as care leavers, people with Learning Difficulties or Disabilities (LDD), women, people facing redundancy and people from Black, Asian and Minority Ethnic (BAME) communities
25. The need to create a fairer, more inclusive society with an economy that works for

everyone has perhaps never been more important and is high on the national and local policy agenda. Advance is shaped around this agenda and will work to address key issues

26. We aim to build on the region’s strengths to create a connected City Region, where digital technology and innovation drive economic growth and better outcomes for all

27. Almost 90% of new jobs require digital skills to some extent, with 72% of employers stating that they are unwilling to interview candidates who do not have basic IT skills (House of Commons Science and Technology Committee, 2016). We need to ensure that all our residents have the digital skills to access suitable jobs for them.

Timeline

28.

Approval of this Cabinet Report	1 st Dec 2020
Acceptance of Grant award	Dec 2020
Recruitment to essential positions	Dec 2020
Establishment of partnership governance arrangements and reporting systems	Jan-March 2021
Activity commencement	1 st April 2021

OPTIONS CONSIDERED

29.

- (a) Recommended - Accept the ESF Grant of £2,426,394.23 and lead the delivery of the expanded Advance project;
- (b) Do Nothing – the wider Advance project will not proceed in partner areas. The Doncaster Advance project will not be expanded and provision will remain at existing levels.

REASONS FOR RECOMMENDED OPTION

- 30. Sheffield City Region is experiencing substantial increases in Universal Credit claimant numbers as a result of the impact of Covid-19. Doncaster’s figures have doubled on pre-covid levels.
- 31. There are a substantial number of furloughed staff circa 43,000 in Doncaster alone that pose a potential redundancy risk at the end of the scheme. Advance would provide an increased resource to work with local employers to ensure staff are supported to explore alternative careers, access training and development to mitigate further increases in job losses.
- 32. It will enable people to explore new careers in growing sectors moving from those hard hit from Covid with limited future options.

33. In addition to this increase in demand as a result of job losses, behavioral changes to working arrangements are likely to lead to a great requirement for new and improved skills including employability and digital requirement
34. Existing provision cannot meet current demand and without expansion of the service, potential participants who have been disadvantaged in the workplace will not receive support.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

35.

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>Residents and businesses will be supported to develop a strong, resilient workforce which is equipped with the skills required to both recover from the Covid-19 crisis and be well placed to benefit from opportunities arising from emerging sectors in the region</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>The scheme will contribute to the development of strong and resilient communities by ensuring access to appropriate support within all localities</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>The scheme's primary focus is to ensure that Doncaster residents are able to thrive in their chosen careers by supporting the development and achievement of employability and workplace skills.</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>Ensuring access to vulnerable residents including Care Leavers and people with LDD will be a focus of the scheme</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>Doncaster Council is considered the most appropriate lead organisation for delivery of this scheme. Partners are supportive of the approach taken to date and are keen to work with us to ensure as many people within the region benefit from provision as possible.</p>

RISKS AND ASSUMPTIONS

36. Doncaster and Barnsley council currently have Apprenticeship Levy as identified match funding within the project. External legal advice is being sought to assess the risk of using levy and whether it can provide a compliant defrayment and audit trail.
 - a. If it is deemed not appropriate Doncaster council has alternative match identified however this may mean a slight reduction in value
 - b. Barnsley also have potential options, however they may also mean that their scheme needs to be amended
37. Outputs and benefits have been indicatively profiled but will require amendment as well as reflecting changes arising to match funding as per the above point.
38. These will be made via a project change request working with DWP once the funding agreements have been accepted and are subject to DWP approval.
39. The project will require a Programme Manager and Officer to be appointed who are able to demonstrate a sound understanding of the specific requirements when delivering European Funded projects. The approval of this report will enable the process these posts to commence and will mitigate this risk

LEGAL IMPLICATIONS [Officer Initials NJD

Date 19th November 2020]

40. 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.

41. The funding agreement sets out a number of obligations:
 - funding expenditure in relation to project must comply with the eligibility rules of the European Social Fund;
 - the Council must receive match funding or match funding being committed;
 - that the Council must comply with state aid rules;
 - that the Council will comply with all applicable procurement law; and
 - to deliver the project in accordance with the set milestones
42. Failure to comply with such terms will lead to claw back of funding.
43. S112 of the Local Government Act 1972 allows a local authority to appoint such officers as are necessary for the proper discharge of its functions, on such reasonable terms and conditions as it thinks fit. Salary grade should be determined by job evaluation.
44. If the posts are to be temporary, it is advisable to set up a temporary contract for a fixed term. Any employee regardless as to whether or not they are employed for a fixed term obtain certain employment protection, which includes protection from unfair dismissal after 2 year's employment service. In order for liability in relation to, inter alia, unfair dismissal, to be limited there must be a legitimate reason for a fixed term contract and the employee must be made aware of this reason and of the anticipated length of the contract at the commencement of the contract. After the 4th year of renewal the Employee may be entitled to the position on a permanent basis.
45. The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002 confirm that employees should not be treated less favourably on the ground they are fixed term unless this is objectively justified. Less favourable treatment means, but is not limited to pay and terms and conditions.
46. As the length of the contract may exceed 1 year upon termination the Employee may be entitled to be placed on the redeployment register and after 2 years may be entitled to a redundancy payment.
47. The Council has a policy covering recruitment which should be followed.
48. The nature and urgency of this decision means it would not be practical to provide the 28 days' notice normally required for a key decision or to wait for a Call In period before implementation. This decision is therefore being taken in accordance with Access to information Rule 15 General Exception, detailed within Part 4 of the Council's Constitution.

FINANCIAL IMPLICATIONS [OB 20/11/20]

49. The Council has been successful in securing up to £2.426m from the European Structural Investment Fund (ESIF) for a Sheffield City Region Advance Programme. The total value of the programme is £4.044m, which is claimable at a 60% intervention rate.

50. Doncaster will be the lead body for the programme and as such will coordinate the programme on behalf of all partners. Currently the £4.044m is split across partners as follows:

51.

Partner	Total Costs £,000
Programme Management Costs (shared across partners)	334
Doncaster Council	1,141
Barnsley Metropolitan Borough Council	1,324
Sheffield City Council	1,063
Doncaster Chamber of Commerce	182
TOTAL	4,044

52. Doncaster's element of this is £1.475m (Doncaster delivery and programme management costs) comprising of £0.885m ESIF grant and £0.59m match funding.

53. As lead body for the programme, Doncaster Council will recruit a Programme Manager (Grade 10) and Programme Officer (Grade 8) to set up the programme and to coordinate delivery, claims etc on behalf of all of the partners. These costs for the programme management are shown in the table above. Each of the partners will contribute to the match funding element of the programme management costs based on their percentage of the total grant figure

54. Details of the current application for Doncaster are summarised in the table below:-

55. Doncaster

	Total Costs £,000	60% Grant £,000	40% Match £,000
Doncaster	1,475	885	
Matched by:			
Doncaster Council Revenue Resources			498
Income contributions from partners towards programme management costs.			92

56. The figures in the above tables are indicative only as the programme will need to

be re-profiled once the programme management is in place. The Department of Works and Pensions (DWP), who are the Managing Authority for the ESIF grant, are fully aware that there are required changes and have requested that the Council sign the Funding Agreement as soon as possible, to secure the grant, and then submit the relevant variations afterwards.

57. In the funding application, delivery was profiled to start in October 2020 for a three year period to September 2023. Due to a late approval decision by the ESIF board the programme will need to be re-profiled with a proposed start date of December 2020 for the Programme Manager and Programme Officer who will work towards a delivery start date of April 2021.
58. There will also likely be a variation regarding the match funding. In the original bid Doncaster and Barnsley Councils have included the use of the apprenticeship levy to contribute towards their match funding requirements. However advice is being sought as to whether the grant conditions would allow this source of match and these councils may decide to use alternative revenue resources or scale back their element of the programme as a result. Doncaster Council has therefore included £150k base budget as a pressure in the 2021/22 Budget proposals to contribute to the match funding of this programme should use of the levy prove not to be suitable. The outcome of this will not be known until the 2021/22 budget is approved. Going forward this £150k would sustain the Advance service in Doncaster beyond the lifetime of the project. The balance of the match funding for Doncaster will be met from part of an earmarked reserve, which has already been approved for the funding of this service.
59. There is a small risk that if the DWP reject the proposed variations to the programme, the agreement may be terminated after the Programme Managers have been appointed, resulting in a unfunded commitment to pay for the posts for the duration of the proposed scheme. Alternative funding would need to be identified if this situation arose.
60. All of the above is subject to the Council signing a Funding Agreement with DWP and Partnership/Funding Agreements being in place between Doncaster Council and all the other partners delivering the project. These Agreements will set out the terms and conditions of the grant and cover issues such as eligibility, claw back, exit strategies and outline individual responsibility for risks. No expenditure should be incurred or contracts awarded until all of these requirements are in place. The approval of this decision by Cabinet will allow the signing of the agreements.
61. In order to claim grant, all of the expenditure incurred in relation to the project must be eligible and comply with the terms and conditions of the grant funder, including the match funding element. Failure to do so could lead to claw back up to the value of the grant. The project officer must also administer the grant in line with the Council's Contract and Financial Procedure Rules (particularly rule E for External Arrangements). However, as ESIF is an EU grant the funder's terms and conditions are one of the most stringent and in certain cases exceed the provisions of the Council's minimum requirements. In the past, the Council has suffered claw back in relation to EU projects, particularly in respect of procurement and where interpretation of the terms and conditions differ from that of the auditor. The Project Officer should be aware of the issues surrounding compliance with both the internal and external requirements to reduce the risk of

claw back. It is vitally important that the programme management staff have the appropriate knowledge and understanding of ESIF programmes and rules to mitigate any risks.

62. FPR's also require that Directors are responsible for ensuring that action plans are in place (including exit strategies) for all external funding within the Directorate. This is particularly important where staff are concerned as those appointed will accrue employment rights and will be subject to the Council's redundancy and redeployment procedures. Directors are also responsible for ensuring that all costs are contained within the programme and identifying further resources if required.

HUMAN RESOURCES IMPLICATIONS [Kimberley Jackson, Senior HR & OD, 19/11/2020]

63. The proposed 2 new posts are currently going through Job Evaluation. Once the Grade has been established the posts should be recruited to in line with Doncaster Council's Recruitment Policy looking at Redeployment in the first instance.
64. As these post are attached to European funding they will be fixed term until the end of September 2023.
65. Fixed-term employees have the right not to be treated less favourably than comparable permanent employees because they are on a fixed-term contract. This means you must treat fixed-term employees the same as comparable permanent employees unless there are 'objectively justifiable' circumstances for not doing so (ie there is a genuine, necessary and appropriate business reason). This means the same or equivalent (pro-rata) pay and conditions, benefits, pension rights and opportunity to apply for permanent positions within the business.
66. Under the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002, employees who have been on a fixed-term contract for four years or longer will usually be legally classed as permanent if their contract is renewed or if they are re-engaged on a new fixed-term contract.
67. The only exemptions are when employment on a further fixed-term contract is objectively justified to achieve a legitimate business aim or when the period of four years has been lengthened under a collective or workplace agreement.
68. Employees who were employed before 6 April 2012 and have 1 year's continuous service, or after 6 April 2012 and have at least two years continuous service, accrue employment rights. Employees who complete 2 years continuous service accrue rights to a redundancy payment.

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 19/11/20]

69. There are no specific technology implications relating to the recommendations in this report. The proposals support the Digital Recovery & Renewal Strategy in relation to improving digital inclusion. Any technology requirements to support the Sheffield City Region expansion of the Doncaster Council Advance

Programme would need to be discussed with Digital & ICT and where applicable would need to be considered and prioritised by the Technology Governance Board (TGB).

HEALTH IMPLICATIONS [Officer Initials SP Date 20/11/20]

70. A very positive project addressing a prevalent issue that have been heightened by the adverse effects of COVID19. Unemployment and health inequalities are closely linked, and the Advance project would support 2578 people in the region to develop their skills or access jobs. The project will also offer specific support to various disadvantaged and under-represented groups. A very positive potential project for the region which will improve the wellbeing and life chances of local people.

EQUALITY IMPLICATIONS [Claire Bossward Date 20/11/20]

71. Decision makers must consider the Council's duties under the Public Sector Equality Duty at s149 of the Equality Act 2010. The duty requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic. Advance is designed to be inclusive and accessible, and is targeted to support different communities and groups, including protected characteristics as well as being measured on that basis. Therefore no due regard statement is required.

CONSULTATION

72. Briefings with Portfolio holders and the previous Director of Economy and Environment took place prior to project submission. Further briefings with portfolio holders are scheduled prior to 1st December Cabinet meeting.
73. The project was discussed as a SY collective resulting in a collaborative bid submitted including partners; Barnsley Council, Sheffield City Council and Doncaster Chamber.

BACKGROUND PAPERS

None

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

ESIF – European Structural Investment Fund

ESF – European Social Fund

DWP – Department for Work and Pensions

CEIAG – Careers & Education Information, Advice & Guidance

SCR – Sheffield City Region

REPORT AUTHOR & CONTRIBUTORS

Claire Bossward, Employment and Enterprise Manager
01302 737196 Claire.bossward@doncaster.gov.uk

Michelle Beeney Senior Programme & Project Manager
Policy, Insight & Change
01302 737477 michelle.beeney@doncaster.gov.uk

Name & Title of Lead Officer

Claire Bossward, Employment and Enterprise Manager

This page is intentionally left blank



Doncaster Council

Report

Date: 1st December 2020

To the Mayor and Members of Cabinet

2020-21 Quarter 2 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 2 of the 2020/21 financial year. It indicates our current financial forecast position against our 2020/21 budget and our performance against key Service Standards.
2. The first two quarters of 2020/21 have been challenging for council services as the COVID-19 pandemic has impacted right across the council. The current status of the virus with rising infection rates from September 2020 on onwards, with the Council and Team Doncaster partners returning to a response footing means that these challenging circumstances are likely to continue through the rest of the year. In addition there are a range of other concurrent risks that could affect performance which the Council is managing including the impact of EU Exit at the end of December 2020 and the possibility of further extreme weather through the winter.
3. However the Council is continuing to deliver their 'business as usual' services whilst at the same time dealing with the prolonged state of emergency. From a performance perspective there have been areas of improvement which include:
 - During quarter 2 the Civic Buildings One Stop Shop has remained open with key services being delivered including registrars, home options, St Leger Homes and customer services. In quarter 2 we received 22,595 more telephone calls than in quarter 1
 - The average number of days to process a new housing benefit claim and council tax support applications are both performing well within target. This has been achieved whilst the team are also working on business support payments and self-isolation payments.
 - The percentage of children accessing their entitlement to free childcare (2 year olds) has improved by 4.2% since quarter 1, with a 74.4% take up

- Spend with local suppliers based in Doncaster is the highest percentage recorded since the start of this performance indicator in 2014. 81% against a target of 66%, (£29,839,039 of a total spend of £36,838,320).

There have however been challenges, which include:

- In quarter 2, an additional 195 new homes were built, although this is lower than the 289 that were built this time last year, this is not unexpected given the restrictions in place.
- The sickness absence rate for quarter 2 was 9.74 days per full time equivalent employee, against a target of 8.50 days. Although this is below targeted performance this is a positive within the current context.
- The average time taken to complete a social care assessment in this quarter was 48.9 days (target 42 days), which is 8.8 days longer than reported in quarter 1.

Financial Position

4. The COVID-19 pandemic continues to provide significant volatility and ongoing financial challenges. We continue to incur new and additional costs to support operational services, reduced income through less trading activity and there has been a delay in delivering savings, which are required to achieve a balanced budget. There are also significant losses on the projected income from Council Tax and Business Rates due to the impact of the restrictions.
5. Given the exceptional nature of circumstances, the Government have recognised these financial challenges and provided £34.7m additional COVID-19 grant funding. In addition, other specific resources have been provided and are listed in the Appendix A Finance Profile to this report.
6. Although the financial position remains extremely fluid and is being carefully monitored on a monthly basis, we anticipate that through proactive budget management we can manage the in-year financial position, by means of the application of government funding and service underspends. Therefore we are continuing to forecast a balanced budget position at the year-end (no over or underspend) after the allocation of COVID-19 grant funding. Full details on the main variances are provided in paragraphs 53 to 59.
7. Looking to the longer term, we anticipate that the cost of delivering many council services will increase at the same point that our available income (council tax and business rates) will come under pressure. An updated Medium Term Financial Strategy (MTFS) and 2021/22 budget plan was agreed by Cabinet on 29th September, 2020; identifying a most likely budget gap over the 3 year period of £13m. Our strategy to close this gap includes carrying forward the unallocated COVID-19 grant funding, received this year, to meet the shortfall in council tax and business rates, which impacts on future years. We will continue to review the MTFS position and identify ongoing savings options to reduce our baseline spend as part of the budget setting process.

Performance

8. During this quarter we have been presented with significant challenges to service delivery as a result of the pandemic lockdown and restrictions applied. We have worked closely with government bodies, partner organisations and local

communities to provide essential support to residents that have been affected by the restrictions.

9. Paragraphs 12-43 outline the current position on areas that we have managed to continue to monitor throughout quarter 2 as well as identifying additional key areas of activity.

EXEMPT REPORT

10. This report is not exempt

RECOMMENDATIONS

11. The Mayor and Members of Cabinet are asked to approve, note and comment on the quarter 2 performance and financial information; including;
 - Approve the virements per the Financial Procedure Rules, detailed in the Financial profile in Appendix A,
 - Note the allocations of block budgets in the Capital Programme, detailed in the Appendix A – Financial Profile, in accordance with the Financial Procedure Rules (sections A & B).
 - Approve payment to the Childrens Trust for the COVID-19 element of their overspend (£1.30m) with a reconciliation at year-end to ensure any surplus is returned to the Council.
 - Approve payment to St Leger Homes for the COVID-19 pressures on homelessness services (£0.48m) with a reconciliation at year-end to ensure any surplus is returned to the Council.
 - Approve the receipt of the £1.2m gainshare resource from Sheffield City Region and delegate the decisions around the allocation of this money to the Director of Corporate Resources in consultation with the Mayor.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

LIVING:

12. Annual performance for the maintenance of principal, non-principal and estate roads has remained at or above target at 98%, 97% and 77% respectively. This continues the good performance in this area of service that we have seen over the last few years
13. Quarter 2 saw a 3% increase in performance for the removal of fly tipping compared to quarter 1 (Q1-58%, Q2-61%, target 80%). This improvement in performance was achieved despite quarter 2 seeing a significant increase in the number of Fly Tip cases reported (Q1 = 2950, Q2 = 3314). During quarter 2 the service also had to deal with a back-log of Fly Tip works which could not be undertaken during the social distancing limitations imposed during the initial lockdown. Currently the service is still unable to fully deploy staff to undertake Cleanse and Fly Tip activities due to the limits placed on vehicle occupancy.
14. Household waste recycling has reduced significantly and at quarter 2 is 38.4% compared to 50.8% in quarter 2 last years. This is due to the cessation of the garden waste service during the quarter, and increase in residual tonnages. Kerbside recycling is up but not enough to compensate and Household Waste Recycling Centres recycling capacity was reduced due to site closures in quarter 1.

15. As per the Environment Services Improvement Plan (ESIP), we successfully restarted services across Environment during Q2 using a risk-based approach, as well as reviewing service delivery and implementing improvements where required.
16. The scheduled grass cutting programme has not been delivered as originally planned, primarily due to COVID-19, however, 3 full scheduled grass cuts were achieved during quarter 2. Once works resumed early in June we initially prioritised our local parks, in order to allow people to exercise during/emerging from lockdown. As we began to deploy more resources we were able to cut more grass across the Borough - re-introducing cyclical cutting schedules and employing an 'Area Based Approach' as described in the ESIP. The cuts did take longer than usual due to much longer grass and wet weather conditions, and the service is still working within COVID-19 restrictions and limits for people in vehicles.
17. The period of reduced grass cutting has allowed the service to progress with its naturalising initiatives in line with the climate and biodiversity emergency announced by the Mayor in September last year, and the on-going ESIP. 75 locations have been left uncut, totalling 139 hectares left to naturalise.

WORKING:

18. The percentage of major planning applications processed within targeted timeframes continues to significantly exceed the national target of 70%. A figure of 95.65% was achieved against a highly ambitious locally set target of 94%.
19. An additional 195 new homes were built in quarter 2, which is lower than the equivalent time last year (289); which is not unexpected given the lockdown measures in place that slowed progress on some sites and in many cases, ceased development altogether for an extended period of time. However, this is an increase from the quarter 1 figure of 147.
20. The outturn collection of Business Rates at the end of the second quarter is estimated to be 92.96%. This is a reduction when compared with 97.02% for the same time last year. The impact of the COVID-19 pandemic has seen many businesses continue to struggle despite the easing of the national lockdown. Over 1,000 businesses are behind with their Business Rates payments for this year, however, no formal debt recovery action has been taken against these and efforts continue to work with businesses to find suitable alternative payment plans. With the continuing uncertainty over local lockdowns and their impact on businesses, it is anticipated that collection will remain difficult in quarter 3.

CARING:

21. The COVID-19 pandemic has presented significant challenges to service delivery this quarter, and a number of headline measures have been directly impacted and our priority has been supporting the most vulnerable residents and communities through the pandemic. Changes to guidance in relation to hospital discharge & funding arrangements which has needed locality teams to re-prioritise their case work.
22. The number of people living in residential care has reduced from 988 to 966; this is an indicator that was significantly altered by the COVID-19 pandemic, and

continues to be affected. This reduction has reduced, partly due to the volume of deaths the pandemic has caused in the local residential care system; also the fear and reluctance to go into a care home, causing more people to explore other caring options which help people to stay in their own homes. However, we have seen a rise in the working age adult cohort, due to the increase in people presenting at hospital with complex mental health needs.

23. The Delayed Transfers of Care (DToC) indicator was suspended by NHS Digital in order to alleviate data pressures caused by the COVID-19 pandemic. This indicator remains paused until March 2021. We continue to collect & report of delays locally to inform any issues or blockages within the system
24. The number of people controlling their own support using a direct payment is currently 929; an increase of two since Quarter 1. As outlined in the previous report, these figures indicate that there continues to be very few new requests for a direct payment. This also reflects the number of DP that have been suspended
25. The average time taken to complete a social care assessment in this Quarter was 48.9 days, which is 8.8 days longer than reported in Quarter 1. The figure tends to usually be around the '40' mark, so this is higher than the average time previously reported. Assessments are taking longer as arranging face time and video calls with care homes can be time consuming and/or problematic. In addition the volume of requests for support have increased following a period of suppressed demand.
26. Since March 20 up to July, we have completed very few face-to-face assessments and all assessments have been 'proportionate'. Most of the casework has been in line with hospital avoidance or discharge. Many of these reviews/Assessments have had to be completed face to face following strict guidance: Application of PPE, alternative environments have reduced performance.
27. In March 2020 NHS England wrote to all community service providers and deprioritised a number of services in response to the COVID-19 pandemic. One of those services was NHS health checks. In July 2020 NHS providers were written to again to restart a number of services. NHS Health checks was not on the list and so the service is currently suspended. The council is waiting for further advice from Public Health England as to when the service can restart in a COVID secure way, until then the performance indicator will be removed.

LEARNING:

28. During quarter 2 the directorate moved from responding to the COVID-19 Pandemic to a Response, Renewal and Recovery where services, which were paused during the initial outbreak were reopened over a phased 8 week period, including Early Years and Schools opening to all Children and Young People in July with a full opening in September 2020. This was managed in a phased manner in-line with agreed corporate processes and policies. All risk assessments were shared and agreed by respective unions.
29. A key element to this phase, was the development of a robust impact assessment for children and families and education and skills that outlines key areas of impact in the short-term (0-3mths), medium-term (3-12mths) and long-term (12mths+). The impact assessment directly shaped the two plan on a page's, which capture the key indicators that will allow for effective monitoring of the plans. New interim governance arrangements were also agreed and implemented in the quarter.

30. As the Directorate moved into Renewal and Recovery a number of indicators were identified, which would help the Directorate navigate towards Renewal and Recovery. This information collated in quarter 2 allowed the directorate to establish a baseline which showed the following:
- 60% increase of referrals at the front door in September 2020 in comparison to the same period last year. The majority of the increased referrals related to domestic abuse. Whilst this indicator sits with the Children's Trust, it provides important context.
 - The Vulnerable Children and Families Pilot is currently operating in the South of the Borough through the Local Solutions Model. The aim of the pilot is to bring partners together, building on the successful Local Solutions Pilots in Hexthorpe and Denaby. It builds on the innovation unit report's suggested three pronged framework; support being rooted in place, a whole family approach that is strengths based and connecting professionals to place. The early signs from the pilot are positive and it went live at the start of August. An evaluation framework is in place and the aim is to roll it out (if successful) across the Borough in the New Year.
 - Early help enquiries are down 19% year on year, which reflect the lockdown and service offer throughout the quarter. However to supplement the effective process of welfare calls to around 3,000 children, through a single database. Professionals that had existing relationships were responsible for making calls across health, education and social care.
31. The statutory responsibility for the collation of statutory education and early years data was nationally suspended whilst organisations focused on providing essential services to the public. Due to the aforesaid arrangements, which includes the suspension of the data requirements and children not being in care and educational settings, there is limited data which can be reported against the service standards for this period. Understandably the resources were redeployed elsewhere in the Directorate, in particular to support welfare calls.
32. Whilst the Directorate was in Response, the Transition Team continued to focus on placing children in Reception and Secondary school. Despite the challenges, which COVID-19 brought, the team managed to meet the Primary School offer deadline, which represented 98% of children being offered a place at one of their preferred schools, whilst 97% received their first preference. This was an improvement of 1% on last year, and considering the situation, is a remarkable achievement.
33. Secondary school transitions saw 86% of young people receiving their first preference with 96% of children receiving one of their first three preferences. This compares favourably with the national averages, again this is very impressive considering the situation.
34. The percentage of children accessing their entitlement to free childcare (2 year olds) improved by 4.2% on quarter 1, with a 74.4% take up. Take up of the 2 year old entitlement decreased as a direct result of day nurseries and childminders being open only for critical workers and vulnerable children between March and July 2020. Although figures have reduced Doncaster Council continue to perform significantly higher than the national average for take up is 68%.
35. The percentage of children accessing their entitlement for free childcare (2 and 4 year olds) remained stable from Q1 at 94.7% which is an achievement during the COVID-19 Pandemic. Processes and procedures to support the take up of all the

early hears entitlements were revised and changes were implemented. Publicity materials were updated and widely distributed and the work was supported through the schools early years providers and Family Hubs.

36. The Directorate teams continue to work closely with schools regarding the continued COVID-19 infection escalations, supporting them through regular Cluster meetings to provide support, advice and guidance.

CONNECTED COUNCIL:

37. During quarter 2 the Civic Buildings One Stop Shop has remained open and the numbers of customers visiting has remained steady with the majority of customers being served at the entrance to the building. The main services being delivered in the One Stop Shop are Registrars, Home Options, St Leger Homes and Customer Services. In quarter 2 we received 22,595 more telephone calls than in quarter 1 as we have seen an increase in enquiries relating to non-critical services as well as continuing to provide support and advice for COVID-19 enquiries.
38. The average number of days to process a new housing benefit dropped slightly to 19.14 against a target of 21. The backlog of claims from quarter 1 has now been cleared and performance is back on target. A potential further spike of cases may come in quarter 3 as the furlough scheme comes to an end. Processing of new applications for Council Tax Support (CTS) has also improved this quarter with performance at 16.6 days (target 21 days). Performance remains well on target and improved on the equivalent period in 2019/20. The backlog of work has now been cleared so it is now hoped to return the performance levels to those achieved in the second half of the last financial year. A potential spike due to the end of furlough in quarter 3 may occur.
39. The total spend with local suppliers based in Doncaster remains above target, 81% against a target of 66%, (£29,839,039 of a total spend of £36,838,320). This is the highest percentage recorded since the start of this performance indicator in 2014.
40. Agency worker spend outside of main employment contracts has continued to reduce during the quarter by £83k (down 20%) from £425k in Q1 to £342k.
41. The sickness absence rate for the quarter was 9.74 days per full time equivalent employee, against a target of 8.50 days. This is a slight reduction from 9.76 days for Q1. Occupational Health appointments continued on-line during the quarter, although there has been an increase in missed appointments rising from 26 to 49.
42. The Council virtually marked and promoted World Suicide Prevention Day in September, part of our events programme that is a key element of our diversity and inclusion agenda. We were proud to have won the PPMA People in Excellence Gold award for our Apprenticeship programme.
43. The council's corporate Health and Safety team has continued to work with HR and Public Health to develop a COVID-19 secure suite of documents to help manage risk and protect employees during the pandemic. This includes generic risk assessments based on national government guidance for managers to utilise and amend to meet the needs of their service activities.

PROGRAMMES & PROJECTS:

44. On the 1st April 2020, the Policy, Insight and Change team was created, merging centres of excellence from a number of Doncaster Council Directorates to create a single operating model that has a stronger focus and rationale for consistent Portfolio and Programme Management. This newly established team has been operating for 6 months now and despite the significant amount of Council resources deployed to respond to the current Covid emergency the team continue to instil and drive change in programmes and projects throughout the organisation, for example:

- Quarter 2 the number of projects and programmes on track/ mostly on track and delivering key deliverables and added value for our residents and staff was at **93%**.
- We have determined a full register and risk log of all programmes and projects, which includes key deadlines, issues, objectives, benefits, progress, risks, resources allocated and next actions, which is starting to deliver improvements in consistency and timely delivery.
- Worked closely with the Schools Team to streamline and improve the Covid reporting of outbreaks in educational settings to IMT.
- The localities model has been supported through robust project and programme resource, during this time the local solution management groups (silver) have been established for each of the 4 localities and are meeting fortnightly with consultation with a plethora of elected members to drive improvements in neighbourhoods.
- Continue to support the recovery and renewal activity, with the team being instrumental in co-designing an impact assessment for children and families, all age mental health and education, employment and skills which has a robust methodology of scoring impacts.
- Supportined a robust programme management ethos into the Environmental Improvement Programme, by ensuring the delivery of key milestones and activities that are at the forefront of key asks from residents, and elected members; we have supported services to work collaboratively in a manner that delivers improvements, with a sense of pride and collective ownership this 2 phased process is already delivering short term deliverables whilst longer term improvements are being developed to tackle longer standing and complex issues.
- Expediting Programmes and Projects such as PSPO (tackling anti-social behaviour), Town Deal (Accelerated Fund (£1.5m) and Get Building Fund (£5.5m)) to ensure the proposed benefits are delivered to our residents quicker and more inclusive.
- Identification and addressing gaps in programme management by investing resources into other key Team Doncaster priorities (Housing, Electronic Data Management etc).

45. In regards to continued improvements in developing the service and functions the team continue to drive key strands of work required to deliver greater improvements for residents, these will include greater consistency in the management and governance of programmes and projects, greater opportunities for agile and flexible programme and project management, and a framework for sharing best practice learning that reacts to the changing environment, Quarter 3

will see the continued trajectory of delivering key projects and programmes in a timely and expedient manner.

Health and Safety

46. Due to the current pandemic and the councils' priority that employees to work from home, wherever possible, accident statistics across the council are low compared to the same quarter in the previous year, 32 compared to 57.
47. The council's health and safety team continue to work closely with HR & Public Health, to ensure that the latest and most up to date Government guidance on COVID-19 controls in the workplace are communicated accordingly, to help manage risk and protect employees during the pandemic.
48. During the pandemic the H&S training team have been utilising Microsoft Teams to deliver essential H&S statutory training, this is an innovation that the team are looking to further develop during and after the pandemic. Some statutory H&S training requires a face-to-face element as part of the assessment criteria (i.e. manual handling, first aid). The H&S training team have carried out a COVID-19 Secure face-to-face training risk assessment and are successfully delivering this training at the Mary Woollet Centre.

FINANCIAL POSITION:

Revenue Budget

49. At quarter 1 an outturn projection of a £13.3m overspend was forecast, largely due to the COVID-19 pandemic, before the allocation of emergency grants. The overspends included additional costs of adults non-residential services (£1.33m), travel assistance (£1.12m), waste (£1.11m) and income losses such as schools catering (£2.0m) and parking and enforcement (£1.14m). Budget virements were approved to reset service budgets using £13.3m of grants as well as departmental underspends. This means service managers now have robust budgets that they should be able to manage during the rest of the financial year.
50. The Council expects to receive £34.7m in unringfenced funding from Government to assist in dealing with the costs associated with COVID-19. The current position shown below is a balanced budget (no under/overspend). Since quarter 1, the estimated year-end position has improved by £2.2m, which means the amount of emergency funding needed in 2020/21 has been reduced. This increases the funding retained for use in future years to offset the impact of reduced income from council tax and business rates. The budget has therefore been adjusted to remove this funding; this has been done by reducing LOCYP and Council Wide budgets by £0.84m and £1.36m respectively (subject to approval of the virement by Cabinet). The L&O-CYP balance is available because social distancing measures are not required on home-to-school transport. As reported this position remains volatile and is being closely monitored, the COVID-19 grant applied this financial year will be updated accordingly.
51. The position includes £3.3m being delivered against planned savings, although overall savings remain off track with a £5.3m shortfall estimated. A summary and further details by service area is provided below:

	Quarter 2				
	Gross Budget	Net Budget	Variance		COVID-19 Costs
	£m	£m	£m	%	£m
Adults Health and Wellbeing	161.1	69.9	-2.2	-1.4%	9.0
Learning & Opportunities - Children & Young People	63.5	16.5	-0.3	-0.6%	2.0
Doncaster Children's Services Trust (DCST)	56.4	51.4	2.6	4.6%	1.3
Corporate Resources	117.5	26.6	-0.5	-0.4%	3.9
Economy & Environment	102.8	48.0	0.0	0.0%	8.3
Services Budgets	501.3	212.4	-0.4	-0.1%	24.5
Council-Wide budgets	13.9	-99.4	0.4	3.6%	0.2
Grand Total	515.2	113.0	0.0	0.0%	24.7

52. Adults, Health & Well-being (AH&WB) is forecast to underspend by -£2.24m at quarter 2. Additional budget of £1.75m was transferred to AH&WB to offset COVID-19 pressures which was agreed by Cabinet as part of the Quarter 1 Finance and Performance Improvement Report. The position has improved since quarter 1, mainly as a result of the ongoing impact of COVID-19 and is due to a combination of fewer actual clients supported over the last three months than previously forecast, and revisions to anticipated numbers for the rest of the year based on this further intelligence.

53. The main variances are as follows: -

- a. The Adult Social Care Ladder is forecast to underspend by £-1.36m. This includes a forecast underspend on residential placements of £-0.69m, which is driven by our increased focus on front door prevention and early intervention during 2019, in particular using the Integrated Support and Assessment Team (ISAT). There remains concerns around the virus and this is contributing to the reduction in admissions, this will be tracked in the coming quarters as we approach and enter the winter period. Non-residential care services are forecast to underspend by £-0.67m, caused essentially by the impact of COVID-19 in terms of a reduction in client numbers in the short term and increased temporary NHS funding, offset by higher on-going support costs and the shortfall in savings from projects that have been delayed.
- b. Communities (excluding care ladder) is forecast to underspend by £-0.70m, mainly due to underspends arising from delays in recruiting to vacant posts and savings on service running costs.

54. Learning & Opportunities – CYP is forecast to underspend by -£0.34m at quarter 2. The significant underspends include: -£0.37m from managed staffing vacancies and -£0.33m from a one off insurance claim relating to the Music Service for instruments being held in storage. These are offset by a Traded Income shortfall of £0.27m. The position has improved since quarter 1 because DfE advice has made it clear that social distancing restrictions do not need to be applied to home to school transport as previously thought.

55. The Doncaster Children's Services Trust is forecast to overspend by £3.85m to the 2020/21 contract value, of which £2.54m is non COVID-19 related with the

remaining amount due to the impact of COVID-19 broken down as follows: increased costs for Out of Authority (OOA) Placements £0.29m, a projected five month delay to the opening of two bed homes £0.35, equipment costs £0.03m, a potential 5% increase in Children in Care numbers from October onwards £0.48m and Agency costs of £0.16m due to a spike in referral numbers from July onwards which is expected to continue in the first School term. Payment of the COVID-19 element of the overspend (currently projected to be £1.30m) will be made to the Trust and a reconciliation will be done at year-end to ensure any surplus is returned to the Council. The non COVID-19 overspend of £2.54m includes: Out of Authority (OOA) Placements £1.31m, 16+ Placements £0.26m, Staffing, which is mainly agency cover, £0.51m, and £0.23m for Ofsted inspection preparation costs. This is an increase of £0.65m since quarter 1 mainly due to an increase in the number of Out of Authority (OOA) Placements.

56. Corporate Resources has been proactively managing its establishment and activities and this has enabled £1.13m of projected underspend to be re-allocated to mitigate COVID-19 pressures, in addition to the allocation of £2.30m of central funding. Going forward the projected underspend makes an overall contribution to other areas of the Council. Without central support the Directorate would have shown an overspend of £1.78m mainly as a result of COVID-19 pressures. The main elements of these pressures are the under recovery of Schools Catering income from schools being closed £1.67m, reduced council tax recovery due to temporary pause in recovery work £0.40m, relation to the 'everyone in policy' and not being able to recover £0.33m from housing benefit subsidy, increased Coroner related costs £0.15m and reduced income from Registrars £0.25m. Adjustments have been made to take account of COVID-19 related costs resulting in an underspend of £0.53m. The projected underspend is mainly due to salary underspends from vacant posts that are being held for in-year and future years savings as part of the pro-active management approach adopted.
57. Economy and Environment (E&E) is forecast to underspend by £0.03m at quarter 2. Additional budget of £6.60m was transferred to E&E to offset COVID-19 pressures which was agreed by Cabinet as part of the Quarter 1 Finance and Performance Improvement Report. Further COVID-19 costs of £0.20m were identified during quarter 2 and mainly relate to: -
- a. Planning £0.08m - further estimated shortfall in fee income.
 - b. Major Projects and Infrastructure £0.06m - loss of fee income
 - c. Property Services £0.05m including increases in COVID-19 related works to buildings mitigated by utility savings identified at Office Buildings. PBM further shortfall in income identified.

The main area variances are: Facilities Management £0.10m - due to Central Library costs £0.06m for the removal of cladding and increased business rates costs at Holmesarr mitigated by salary underspends within the service. Overspends have been mitigated by various small underspends the largest being: Design -£0.11m due to increased fee income and salary savings.

58. Council Wide is forecast to overspend by £0.42m at quarter 2. Underspend (one-off) £-0.50m in Technical Accounting due to the additional Minimum Revenue Provision (MRP) budget provided to fund 2020/21 capital bids which won't actually be needed until 2021/22. Underspend (one-off) £-0.46m in Other Centrally Funded due to pension scheme valuation 2019 resulting in a redistribution of surplus. These underspends are offset by a £1.36m budget adjustment to enable the overall reduction in use of emergency grant to be made.

59. The above figures do not include any estimated loss income from Council Tax and Business Rates. These form part of the Collection Fund and due to statutory accounting requirements the impact of losses in the Collection Fund in 2020/21 won't affect the Council's General Fund until 2021/22. The impact on the Collection Fund is discussed below.

Housing Revenue Budget (HRA)

60. The outturn projection at Quarter 2 is an underspend of £0.2m. The revised budget assumes a contribution of £3.2m from HRA balances; the £0.2m underspend means that the contribution from balances is reduced to £3.0m. The variance of £0.2m underspend is within overall expenditure, the majority of which is due to a reduction in the St Leger Homes management fee.

61. HRA balances are estimated to be £6.7m as at 31 March 2021, there is a considerable amount of work which is ongoing to understand the revised investment and compliance needs for all properties following the publication of the Hackitt report and the current consultation paper "Building a safer future: proposals for reform of the building safety regulatory system".

62. Current rent arrears at Quarter 2 are £2.3m (3.05% of the rent debit); this is a decrease of £0.05m from the Quarter 1 position. This performance is being monitored very closely due to the rollout of full service for universal credit (from 11th October 2017) and the current impact of the COVID-19 pandemic. A provision was included in the Housing Revenue Account budget therefore it is not expected to negatively impact on the monitoring position. As at 30th September, the amount of former tenants' arrears was £1.3m the same figure as Quarter 1. The amount written off during the quarter was £5k.

63. The main impact of COVID-19 on the HRA has been the services which were not delivered in Q1, until 8 June only essential/emergency services were delivered. The main financial impacts have been seen in rent loss from void properties and the increased cost of certain supplies including personal protective equipment (PPE). The other potential detrimental financial impact is the increase in rent arrears, work is ongoing to recover these and the actual financial impact will occur over a number of years.

Capital Budget

64. The capital spend projection for quarter 2 2020/21 is £101.3m (£110.7m at quarter 1) with a further £283.3m in future years (£286.0m at quarter 1). Actual expenditure incurred as at the end of quarter 2 is £21.1m (£7.2m at quarter 1). A summary is shown below and more detail can be found within the Appendix.

	Current Year		Future Years	
	Quarter 1	Quarter 2	Quarter 1	Quarter 2
	Projected Budget		Projected Budget	
	£m	£m	£m	£m
Adults Health and Wellbeing	4.3	5.6	23.7	24.5
Learning & Opportunities - Children & Young People	8.9	8.4	18.2	19.1
Corporate Resources	22.8	19.3	39.2	40.5
Economy & Environment	74.7	68.0	204.9	199.2
Grand Total	110.7	101.3	286.0	283.3

65. Due to the expenditure on some schemes slipping to future years and some asset sales coming in higher than previously anticipated the capital receipts

position has improved from a shortfall of £13.9m in quarter 1 to a shortfall of £11.1m in quarter 2. It is assumed that the capital receipts will be delivered in future years leading to a surplus being available to further contribute to the capital programme in 2022/23. The impact of delayed capital receipts is that the Council has to take out additional borrowing.

Collection Fund

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

a. Council Tax:

	Budget	Outturn	Variance	Opening Balance	Planned Use	Closing Balance*
	£m	£m	£m	£m	£m	£m
Collection Fund	-143.64	-139.23	4.42	-0.13	1.10	5.39
Doncaster Council	-118.25	-114.61	3.64	-0.11	0.92	4.45

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

The council tax collection fund deficit is attributable to increased levels of Local Council Tax Support (LCTS) £2.69m, lower growth £1.55m and lower collection rates £0.18m due to COVID-19.

Council Tax arrears were £20.64m compared to the target of £19.52m at the end of quarter 2. The target for reduction of Council Tax arrears was £3.18m at the end of quarter 2 and the actual reduction in arrears was £2.06m. The main reason for this has been the coronavirus pandemic which continues to have a significant impact on people's financial circumstances. The suspension of recovery and enforcement action continued throughout the quarter and an increase in non-payment was also caused by the continuing uncertainty around jobs due to the pandemic.

b. Business Rates:

	Budget	Outturn	Variance	Opening Balance	Planned Recovery	Closing Balance*
	£m	£m	£m	£m	£m	£m
Collection Fund	-97.67	-56.67	40.99	-2.29	3.12	41.82
Doncaster Council	-47.86	-27.77	20.09	-1.12	1.53	20.49

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

The business rates collection fund deficit is mainly due to the expansion of the retail relief scheme announced by the Government to support businesses through COVID-19 £38.36m, an increase in provision for bad debt £1.62m and lower growth £0.75m. The Council will be reimbursed for its share of the reliefs granted in 2020/21 through section 31 government grants but these are credited to the general fund not the collection fund.

Business Rates arrears were £5.63m compared to the target of £4.60m at the end of quarter 2. The target for reduction of Business Rates arrears was £1.2m at the end of quarter 2 but the actual reduction was £0.12m. The main reason for the lack of any reduction in arrears has been the impact of the coronavirus pandemic. The suspension of recovery and enforcement action continued throughout the quarter and for many businesses uncertainty over the economic climate has seen an increase in non-payment. Many businesses have had to close and even though lockdown measures have now eased, the potential of

further closures and what will happen when the furlough scheme ends has meant arrears plans have not been paid.

In summary, as a result of COVID-19 the impact on the Councils share of the Collection Fund is: -

Collection Fund	2020/21 Impact £m	2021/22 Impact £m
Council Tax deficit	0.00	3.64
Business Rates deficit	0.00	20.09
Section 31 grants	-19.03	0.00
Total	-19.03	23.73

Overall impact of COVID-19 in 2020/21

67. In total £34.7m is expected to be received from central government as unringfenced grants to help the Council deal with the additional costs and income shortfalls related to COVID-19. This total includes an estimate for grant to support sales, fees and charges income losses. Funding is being drawn down from the grants using the quarterly Finance & Improvement reports as well as specific decisions. The financial position is being carefully managed and underspends are being used to reduce the amount of grant needed in 2020/21. The balance of grant that is not allocated this financial year will be retained and used in 2021/22, and future years, to meet further COVID-19 costs and income shortfalls, including the impact of the deficit on the Collection Fund.
68. It is possible that further additional funding will be made available by central government. The financial position remains volatile and costs could increase further as the government guidance changes and the financial impact of restrictions become clearer. It is important that managers keep a strong grip on their budgets as events unfold.
69. Sheffield City Region have allocated £1.27m to Doncaster Council from the gainshare resource, received as part of the devolution deal, to support local COVID economic recovery efforts. Decisions around the allocation of this money will be delegated to the Director of Corporate Resources in consultation with the Mayor.

STRATEGIC RISKS

70. The strategic risk register has been reviewed as part of the quarter 2 process to ensure it continues to reflect the current risks facing the council. There are 12 risks on the strategic risk register, all have been profiled as part of the quarter two process. The latest position of these risks and the mitigating actions are outlined in Appendix C

OPTIONS CONSIDERED

71. Not applicable

REASONS FOR RECOMMENDED OPTION

72. 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 	Council budget and monitoring impacts on all priorities

<ul style="list-style-type: none"> • 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 & ASSUMPTIONS

73. 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: 27/10/20]

74. 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 Initial: RLI Date: 19/10/20]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initial: KM Date: 27/10/2020]

76. Key performance indicator outcomes that are specific to the workforce are detailed within the body of the report 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.

TECHNOLOGY IMPLICATIONS [Officer Initial: PW Date: 03/11/20]

77. 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: 27/10/2020]

78. 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: 19/10/20]

79. 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

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

BACKGROUND PAPERS

81. Not applicable.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

82. 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 2 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✔	Adults Health & Wellbeing Total	161.135	69.881	-2.238
✔	Adult Social Care Total	66.955	50.360	-0.722
✔	Communities Total	66.353	39.928	-1.481
✔	Director Of Adult Services Total	1.535	-23.858	-0.034
✔	Commissioning & Contracts Total	0.000	0.000	0.000
✔	Public Health Total	26.292	3.451	-0.001
✔	Director Of Improvement Total	0.000	0.000	0.000

Adults Health and Well-Being Capital		Quarter 2 2020/21			
		Budget (£m)	Projection Q2 (£m)	Budget Future Years (£m)	Projection Future Years (£m)
✔	Adult, Health & Well-Being Total	6.5	5.6	18.6	24.5
✔	Adult Social Care	4.3	3.1	18.4	23.5
✔	Communities	1.1	1.1	0.0	0.0
✔	Modernisation and Commissioning	0.3	0.1	0.2	0.0
✔	Public Health	0.8	1.3	0.0	1.0

Corporate Resources Revenue		Quarter 2 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✔	Corporate Resources Total	117.476	26.641	-0.526
✔	Customers, Digital & Ict	72.059	9.329	-0.080
✔	Corporate Resources Director	0.223	-0.121	-0.067
✔	Finance	28.143	3.767	-0.231
✔	Hr, Comms & Exec Office	5.726	4.762	-0.013
✔	Legal & Democratic Services	6.493	4.349	-0.134
✔	Policy, Insight & Change	4.832	4.556	0.000

Corporate Resources Capital		Quarter 2 2020/21			
		Budget (£m)	Q2 Projection (£m)	Budget Future Years (£m)	Projection Future Years (£m)
✔	Corporate Resources Total	27.5	19.3	39.2	40.5
⚠	Customers, Digital and ICT	3.5	4.0	0.6	1.9
✔	Finance	24.0	15.3	38.6	38.6
✔	HR, Comms & Exec Office	0.0	0.0	0.0	0.0
✔	Legal & Democratic Services	0.0	0.0	0.0	0.0

Economy & Environment Revenue		Quarter 2 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Economy & Environment Total	102.823	48.016	-0.026
	Economy & Development	29.354	8.820	0.110
	Director Economy & Environment	0.320	0.320	-0.062
	Environment	70.721	37.382	-0.106
	Strategic Housing	2.428	1.494	0.033

Economy & Environment Capital		Quarter 2 2020/21			
		Budget	Projection Q2	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Economy & Environment Total	82.8	68.0	192.1	199.2
	Economy & Development	37.4	34.0	93.1	85.3
	Strategic Housing	37.7	20.9	98.8	113.6
	Environment	7.7	13.1	0.2	0.3

Learning and Opportunities; CYP Revenue		Quarter 2 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning & Opportunities Cyp Total	119.924	67.900	2.226
	Centrally Managed	8.233	0.205	-0.003
	Partnerships & Operational Del	12.785	3.124	0.010
	Commissioning & Business Devel	42.490	13.152	-0.350
	Childrens Services Trust	56.416	51.419	2.568

Learning and Opportunities; CYP Capital		Quarter 2 2020/21			
		Budget	Q2 Projection	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Learning & Opportunities - CYP Total	18.1	8.4	11.0	19.1
	Centrally Managed	0.2	0.2	0.2	0.3
	Commissioning & Business Development	16.2	7.4	10.1	17.3
	Partnerships and Operational Delivery	0.8	0.2	0.0	0.6
	Children's Services Trust	0.9	0.6	0.7	0.9

Council Wide Budgets Revenue		Quarter 2 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Council Wide Budget Total	13.882	-99.404	0.418
	Change Programme	0.000	-0.150	0.000
	Gnrl Financing/Treasury Mngmen	7.595	6.934	-0.631
	Levying Bodies/Parish Precepts	16.266	16.266	0.000
	Other Centrally Funded	-1.415	-21.977	2.609
	Revnuce Costs Ex Cpital Progrmm	-21.185	0.000	0.000
	Technical Accounting	7.175	7.175	-1.303
	Business Rate Retention	0.000	-112.919	0.000
	Severance Costs	5.446	5.267	-0.257

Treasury Management Update – Quarter 2 2020-21

1. The estimated outturn for Treasury Management is an underspend of £631k. The original budget had a planned underspend of £30k. The increased underspend is due to taking advantage of lower borrowing rates than originally forecast.
2. In October 2019 we estimated that we would be paying interest on our new and replacement borrowing at 2%. However, following action taken, in March, by the Bank of England Monetary Policy Committee to reduce Bank Base Rate from 0.75% to 0.1%, to support the economy during the Covid-19 crisis, we have been able to borrow £73m of our £133m requirement at between 0.6% and 1%, generating an in year saving of £317k.
3. In April 2020 we prepaid £41m of our pension liability for the next 3 financial years. We budgeted to obtain the loans from the PWLB at estimated rates of approx. 1.9%, (which were the rates at the time), however, again, following the fall in rates we were able to obtain the loans via the local authority market at rates of 1%, generating an in year saving of £320k after brokerage costs.
4. 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.
5. 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 of establishing beneficial trade agreements after Brexit. We have therefore reduced our forecast borrowing rate from 2% to 1.5% for the remainder of this financial year. During this period of uncertainty, there is a risk that we could see a liquidity squeeze in the local to local lending market, which could force us to utilise the higher rates from the PWLB. However, the liquidity risk is assessed as low. PWLB rates are likely to reduce following consultation around discontinuing the use of interest rates to limit local authority's ability to purchase commercial properties.

Borrowing

Figure 1: The following table summarises the Council's forecast Debt Portfolio as at 30th September 2020: -

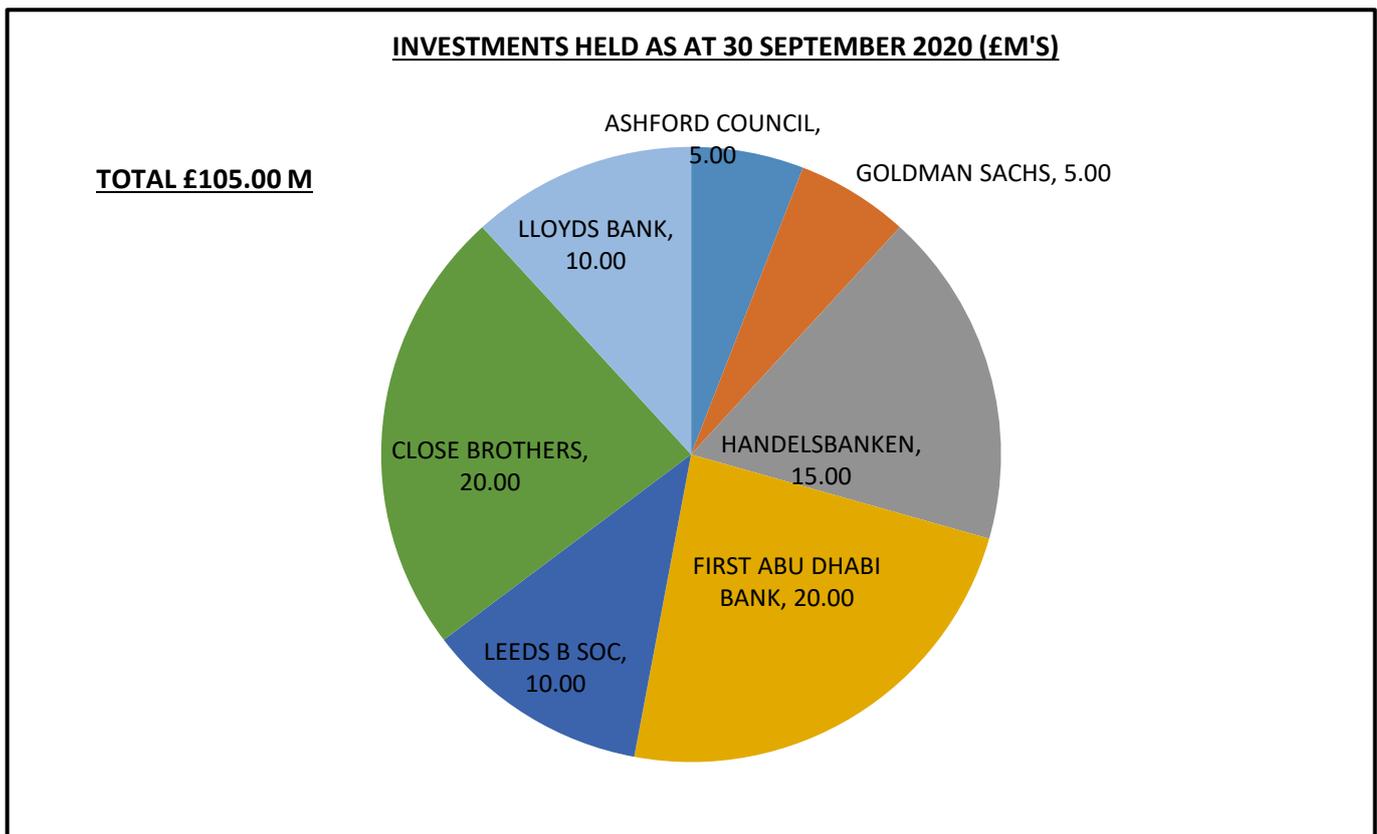
Doncaster Council Debt Portfolio and Maturity Profile as at 30th September 2020				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	26.90	153.690
12 to 24 Months	50	0	3.53	20.187
24 Months to 5 Years	50	0	10.03	57.288
5 Years to 10 Years	75	0	2.27	12.973
10 Years to 20 Years	95	10		53.708
20 Years to 30 Years				18.325
30 Years to 40 Years			57.27	154.301
40 Years to 50 Years				100.880
50 Years and above				0.000
TOTAL			100.00	571.352

6. During the 2020/21 financial year, the Council has a borrowing requirement of £127.0m. £38.5m in new external borrowing to support the Capital Programme, £88.5m to replace loans maturing during the year.
7. Short-term interest rates are forecast to remain low during the remainder of the financial year. The Council should be able to arrange all its borrowings below the revised borrowing rate of 1.5% during this financial year.
8. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 5th March 2020, have been breached during this financial year.

Investment

9. The investment portfolio can be seen in Figure 2. The investments are a mixture of call and notice accounts for liquidity and fixed rate bank investments.
10. The current average investment rate is only 0.29% compared to the last financial year average return of 0.91%, however, this is due to the collapse of investment rates following the Bank of England Base Rate reduction of 0.65%. Despite increasing the liquidity of the portfolio to support the Councils response to Covid-19 and the uncertainty around current and future income streams, we continue to perform well against a benchmark rate of - 0.04%.
11. Officers can report that no investment limits have been breached during the financial year 2020/21.

Figure 2: The following chart summarises the Council's investment portfolio as at 30th September 2020.



Risks

12. Risks were reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 5th March, 2020. Key risks relate to our investment portfolio: -
- a. The risk of reduced investment interest rates is considered high. The Bank of England, Financial Markets, Think Tanks, Economists all indicate that the current level of low interest rates will need to remain in place until the economy shows signs of recovery and inflationary pressures return. This is very unlikely to be within the next 2 years.
 - 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 2 2020-21

	Funding Source	Allocation of block budget 2020/21 £m	Allocation of block budget Total £m

<u>Economy & Environment</u>			
Retained Buildings Budget: – Mansion House – Peace window	Capital receipts	0.007	0.007
Conisbrough Library Lighting	Capital receipts	0.064	0.064
Conisbrough Library - Fire Alarm and Distribution Boards	Capital receipts	0.040	0.040
Denaby Family Hub - Replacement Fire Alarm	Capital receipts	0.025	0.025
Total Regeneration & Environment		0.136	0.136

<u>Learning & Opportunities: Children & Young People</u>			
Send ASD Developments	Government Grant	0.068	0.068
Safeguarding & Security – Minor Projects	Government Grant	0.027	0.035
Total Children & Young People		0.095	0.103

Virements for Elected Mayor / Cabinet / Portfolio Holder Approval

2020/2021 Quarter 2

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	Use of one-off contingency following Market report to Cabinet	CR	560,620
EE		101,180	
CWB		-661,800	
2	Reduction in the amount of emergency funding needed in 2020/21 (since quarter 1, the position has improved by £2.2m) to be retained for use in future years to offset the impact of reduced income from council tax and business rates.	LO-CYP	-841,700
CWB		-1,358,300	
EMR		2,200,000	

COVID-19 Funding and Doncaster Council allocations

Introduction

The COVID-19 pandemic has placed a huge strain on council services creating significant financial challenges.

This note considers the additional resources that have been made available to the Council. The government has provided various additional funding streams. In this note they are split in to funding for “response” (shorter-term) and “recovery” (longer-term).

Response:-

- COVID-19 pressures funding
 - Received in 3 tranches totalling £21.8m from £3.7bn fund
 - Further £1bn announced in October of which Doncaster will receive £6.9m bringing the total to £28.7m
 - Unringfenced funding to support discharge from hospital, children services, waste, homelessness and other COVID related services.
- Sales, fees and charges compensation
 - Where losses are more than 5% of a council’s budgeted income for sales, fees and charges compensation will be paid at 75%
 - Some exclusions apply eg rents.
 - Estimated that £3m will be payable over the 2020/21 financial year.
- Hardship Fund
 - Received £3.0m from the £500m hardship fund
 - Used to provide additional relief for the Local Council Tax Support scheme.
- Business grants
 - Received £64.4m to fund business support grants.
 - Government then announced that 5% of the funding could be used for a “discretionary scheme”.
 - Government will provide £3k per business where tier 3 restrictions have enforced closure of premises (eg pubs, betting shops etc).
 - Sheffield City Region has been allocated £30m to help the regions economy. Discussions underway as to how this will be allocated.
- Business rates reliefs
 - Additional rates reliefs are available for retail premises and nurseries. This reduces income to the Council but is fully funded by government.
 - Fully delivered. Retail, hospitality and leisure £40.343m and Nurseries £0.228m.
- Infection control fund
 - £3.1m to be received from £600m fund
 - 75% has been given to residential care providers based on bed numbers and 25% to domiciliary care providers
 - A further £500m was announced in September from which Doncaster will receive £2.9m.
- The Reopening High Streets Safely Fund
 - £50m from the European Regional Development Fund (ERDF) to councils across England to support the safe reopening of high streets and other commercial areas
 - £277k available for Doncaster
- Test, track and trace
 - £2.23m has been received from a £300m fund to develop and roll out a test, track and trace programme
 - Plans have been drawn up by the Public Health team and approved by the Mayor.
- Contain Outbreak Management Fund
 - Around £2.4m to be received (based on £8 per head of population)
 - To be used to fund activities to reduce the spread of COVID-19 – testing hard to reach groups, enforcement, supporting vulnerable people etc
 - Plans are being drawn up.

- Emergency Active Travel funding
 - £225m nationally including £7.4m for Sheffield City Region (subject to successful bid being submitted).
 - Doncaster will receive £0.3m in first tranche and £1.3m in 2nd tranche. Funding to be used on pop-up bike lanes, wider pavements, safer junctions etc.
 - First tranche needs to be spent within 8 weeks – a list of schemes has been approved by the Mayor.
- Emergency Assistance Grant for Food and Essential Supplies
 - £63m of funding to be provided by DEFRA to help local authorities to continue to support those struggling to afford food and other essentials.
 - Doncaster's allocation is £0.4m and plans have been drawn up and approved by the Mayor.
- Rough sleepers
 - £3.2m announced in March to help get rough sleepers off the streets. Doncaster was paid £18k
 - Further £105m announced in June to keep rough sleepers off the streets (short term element of Next Steps Accommodation programme). Following this, the longer term element of the Next Steps Accommodation programme was announced with an allocation of £161m (£130m of which is for capital).
 - Doncaster allocated £0.3m from the short-term element following a bidding process
- Schools Catch Up premium
 - £1 billion of funding to support children and young people to catch up
 - Doncaster schools will receive £0.9m for the Autumn term
- COVID marshals
 - £60m announced to be split between Local Authorities and the Police
 - Surge funding announced £195,174 for Doncaster.
- Self isolation funding
 - £500 to be paid to those on lower incomes who have to self isolate and cannot work
 - Has gone live on 12 October.
 - Although still awaiting the grant determination from DHSC, summary of the allocations from the document provided:

£25m programme costs (payments to applicants)	£162,500
£10m administration costs	£44,180
£15m discretionary payments	<u>£97,650</u>
	<u>£304,330</u>
- In addition, we have received various announcements to speed up or defer payments that have assisted our cash flow.

Recovery:-

- Cultural Recovery Fund
 - Included in Summer Fiscal Announcement – A Plan for Jobs
 - £1.57bn allocated nationally for museums, galleries etc.
 - Not clear if Council's can apply – detail not announced yet
- Apprenticeships
 - Additional £1,500 to £2,000 per new apprentice. Assumed that local authorities will be eligible.
- Local infrastructure projects
 - £900m to be provided through city regions
 - Doncaster will get £5.5m for additional Quality Streets
- Local road maintenance
 - Included in Summer Fiscal Announcement – A Plan for Jobs
 - £100m to deliver 29 schemes across England
 - Detail not announced yet
- School estates funding
 - Included in Summer Fiscal Announcement – A Plan for Jobs

- £560m for schools across England
 - Doncaster will get £0.5m which will be added to the school condition programme through 2021/22 budget setting process.
- Wellbeing for Education Return
 - Funding to assist Councils to work with local partners to provide wellbeing and mental health training and support for education settings
 - Doncaster will get £44,739.
- Additionally, “A Plan for Jobs” includes other funding without much detail yet.

Information updated on 23 October 2020



STRATEGIC RISK PROFILE

The combined impact of managing concurrent Business continuity risks eg: floods, EU transition arrangements, Covid



Current Profile

25

Target Profile

15

Trend



Current Position: the council is currently responding to the local impacts of a national pandemic. We are alive to the real possibility that other incidents may place further strain on an already weary and tired workforce. These challenges may come from a variety of other events including weather related, cyber, terrorism in addition to those presented by the new regulations and requirements of EU Exit. These incidents standing alone would impact on business continuity however combined and against the backdrop of nearly 12 months of the organisation operating in response mode is unprecedented. Organisationally we need to prioritise effort to ensure business critical activities continue and services maintained to the public of Doncaster.

Mitigating Actions (AH&WB):

- Providers are required to complete Business Continuity Plans at mobilisation. BCPs of current Providers have been reviewed and quality assured to ensure sufficient to meet potential need.
- Supplier Relief Scheme is in place to consider business continuity issues.
- All new providers asked to complete business continuity plans at mobilisation to ensure impact is measured at start of contract
- Skills audit has been undertaken of all staff within the Directorate which allows for staff to be redeployed based on their skills, experience and qualifications
- EU transition arrangements questionnaires sent to all providers regarding resource provision including workforce, PPE and medical supplies and if the company is registered outside of the UK.

Mitigating Actions (corporate perspective):

- Strong links to regional CX's and across Yorkshire
- Arrangements supported by project and programme resources
- Regular review of priorities
- Separate governance arrangements for specific risks e.g EU transition group which is a cross Doncaster partnership group
- Highlight reports prepared on weekly basis
- Good use of data to inform approach and inform whether approach working.
- Differential communication depending on the nature of the emergency
- Council leadership bringing issues together and understanding overlaps and differences
- Support with additional resources as appropriate

Economy & Environment arrangements;

Current Position: On a number of strategic and operational fronts, Economy & Environment continues to lead/ work collectively with partners on the emergency response/ longer term recovery and the management of concurrent risks for floods, EU transition and Covid. On flood mitigation, the team continues to lead the winter preparedness programme, both planning what resources potentially will need to be deployed, whilst also undertaking detailed reports on the longer term flooding infrastructure required to support and protect our communities.

On EU Transition arrangements, we continue to liaise with colleagues and partners to understand the plethora of risks associated with Brexit and the potential mitigations required. With the impending deadline of the 31st December 2020, the EU preparedness group continues to monitor the impending risks, and where it is within its gift works with partners to mitigate risks and take appropriate actions. Of particular note – the EU settlement scheme, food and medicine supplies and community resilience are areas of immediate interest, with regular monitoring both at a local and national level undertaken

On our tactical response to Covid, we have stepped up a considerable number of our response cells to deal with this current challenges, whilst reconvening the TCG to hold the strategic reins on dealing with this crisis, TCG includes a wealth of strategic partners, however we require this group to be more proactive and explicit about the 'forward view', variable scenario planning which includes the proportionate impact of restrictions on rates. E&E are leading on the Covid compliance work/enforcement for DMBC – this involves doing the track and trace as well as ensuring businesses are complying with the regulations/providing advice and guidance. This is taking a significant resource away from the 'day job' – especially statutory duties around food safety inspections and TS work. The increase in visits outside of normal working hours will place additional burden on the wider enforcement team. Additionally, EHOs are being moved from Enforcement roles to assist in both track and trace as well as the compliance work as complaints and requests for service increase. This will lead to a greater backlog for service requests and potential for political pressure for requests for service to be dealt with.

Mitigating Actions:

- TCG and Covid cells resurrected to deal with the different facets of the emergency.

- Situation reports reinstated detailing, progress, issues, and items for escalation recorded and fed into TCG and Team Doncaster Gold.

EU Brexit specific - From August 2020, Local Authorities and Local Resilience Forums have stepped up their reporting and risk assessments but are faced with three widely different prospects:

- A no deal exit at 11.00pm on 31st December 2020 with no EU trade arrangements with the UK reverting to World Trade Organisation (WTO) rules;
- A 'lightweight' deal exit, for example where the UK's standards are considered acceptable to the EU and the basis for further negotiations in 2021;
- A full agreement and road map to a working relationship from 2021.

Despite the three main challenges, progress to report includes:

- EU citizens who wish to continue living in the UK can apply for settled or pre-settled status via the EU Settlement Scheme – although local data on eligible and application numbers remains problematic. The deadline for applying for settled status is the 30th June 2021, but they must live in the UK by the 31st December 2020.
- A 'Points Based' Immigration System has been drafted by the Government with the aim of protecting industry and universities;
- The Trade Bill has passed its third reading in the House of Commons in July 2020 paving the way for greater detail emerging in the coming months;
- A new system of customs brokers will help business transition and clear customs, three based in Doncaster (including Doncaster Chamber);
- The UK Government campaign to help EU based companies get ready to trade in the UK began on 7th September 2020.
- Risk to public health being managed by completing inspections at high risk premises and also ensuring compliance at the airport for imports – public health driven inspection programme ongoing
- Public health driven approach to wider enforcement duties (housing/waste etc)
- Actively trying to recruit to vacant EHO posts and considering contractors to assist with the backlog of food inspections – national shortage of EHOs which is making recruitment difficult and this may mean we continue to carry a resource shortage as wider pressures increase
- Discussions also in place at SYLRF level to consider military aid for the EHO functions where appropriate and available

Failure to successfully prevent a major cyber attack



Current Profile

25

Target Profile

15

Trend



The scoring for this risk is staying the same due to the heightened possibility at this time - Critical Impact 5 and Very Likely 5. 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. Every possible measure is being taken.

Children & young people may not achieve national standards in educational attainment which may impact on their readiness for a fulfilling adult life.



Current Profile

16

Target Profile

12

Trend



Current Position: A large number of students have been affected by full or partial school closures, especially those in critical year groups who will be taking part in national tests or exams this academic year.

Social distancing measures and staff availability are affecting the offer in individual schools, with limits placed upon curriculum breadth and depth.

The impact of the COVID lockdown has impacted on learning which has resulted in behavioural and mental health challenges which will have a long term impact on children's attainment. In addition we have seen an increase in front door referrals for early intervention.

Particular impact can be seen on vulnerable groups including those with protected characteristics, specifically those children new to English.

There has been a significant increase on the number of young people who are home educated.

Mitigating Actions:

- Schools are prioritising these groups and ensuring that remote and blended learning can take place to support any gaps in learning.

- Council teams and the Opportunity Area are working with schools in order to advise and minimise the impact of any closure and to co-ordinate recovery.
- Post 16 group are working with schools, colleges, employers and the training sector in order to ensure continuity of education and to support young people with destinations and access to qualifications.
- Work is underway to ensure a consistent approach to key areas such behaviour, wellbeing, trauma and by sustaining continuity of welfare and care to prevent disengagement and to develop an inclusive recovery system that with help mitigate the worst effects of lockdown
- Virtual family hubs are providing virtual learning opportunities to families which encourage parents engaging with their children in learning
- Summer staycation activities have supported children be prepared to go back into school following lockdown

There needs to be a broad range of service delivery which support people in the community and in other settings depending on their needs, without which makes it more difficult for people to live healthy, independent lives

 Current Profile	15	Target Profile	9	Trend	
<p>Current Position: There is currently an increased need for children and families to be able to access information, advice, guidance and resources in their local communities outside of childcare and educational settings. The family hubs remain open, offering places for midwifery, health and a small number of face to face groups. This applies to wide ranging community provisions which focus on the needs of children and young people. Assessment aligned to priorities to mitigate against loss of critical services. Through services and provisions such as family hubs, youth hubs, libraries and adult, family and community learning, and early years provision, Children and families can access resources in the community and online.</p> <p>Mitigating Actions:</p> <ul style="list-style-type: none"> •All Services complete risk assessments and update BCPs, ensuring the workforce is aware of and working to health and safety guidelines. •Stronger families resources distributed in a way which aligns with the 6 headline indicators set by Government to deliver a range of services from prevention through to social care •Regular reviews are undertaken through the service profiles of activity, pausing activity where appropriate. •Cross promotion of resources, information and advice in communities to ensure as wide coverage as possible •The Localities Model is fully operational in pilot areas with imminent roll out across the borough 					
<p>Current Position: Stable although continued vigilance required particularly in terms of impact of Covid (cross cutting workforce risk)</p> <p>Mitigating Actions:</p> <ul style="list-style-type: none"> • Engagement with communities and with partners via Locality working • Engagement with care providers via operational commissioning staff 					
<p>Current Position:</p> <p>The plethora and range of services delivered by E&E have all one common dominator, supporting people and business in communities, both from a strategic perspective and operational delivery.</p> <p>On a number of levels strategically we continue to contribute towards regional Sheffield City Region economic plans, maximising opportunities for Doncaster residents and businesses to receive significant financial contributions towards our key pipeline of capital/ revenue programmes, whilst more locally undertaking preparation work for a Housing/ Environment/ Borough Strategy that provides amongst many actions a framework for improving housing conditions for residents.</p> <p>In addition, the work the Directorate undertakes on Homelessness prevention, Streetscene Improvement Programme, Winter Plan preparations, Multi-agency food flood plan, Employment brokerage and the development of a local plan to name but a few are multiple examples of where E&E are delivering services to support people and business within communities through these challenging times.</p> <p>On the horizon, Doncaster Council continues to project the views and improvements required on issues of connectivity amongst South Yorkshire, ensuring resident can access employment opportunities and targeted health related services at these critical times.</p> <p>Mitigating Actions:</p> <ul style="list-style-type: none"> • Alignment and support of the localities recovery cell at Bronze level ensures the needs and requirements of residents and businesses are fed into the E&E service delivery models. • Continued development and drive of strategies/ Plans; ie Environment, Climate Change, Borough Strategy, Local Plans etc, provide the framework for targeting resources and operations. • Customer focused led groups – both residents and businesses, ensuring activities meet the demands and requirements of our communities. • Proactively forecasting impacts from emergencies, covid, floods, brexit etc; and modelling and undertaking appropriate interventions to reduce risk. 					

Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk

	Current Profile	15	Target Profile	9	Trend	
<p>Current Position: As a direct result of COVID there has been an increase in demand and complexity of presenting need. Due to the pandemic partners have been less able to fulfil their duties in relation to universal and early intervention services. Many partners were restricted in terms of access to families and even to this day have had to adopt to a more virtual way working. This has hindered early identification and intervention.</p> <p>Supporting schools to remain open to support early identification and early intervention. The return to school has been difficult for some children and Young People and therefore resulting in an increase in support for mental health and wellbeing.</p> <p>Mitigating Actions:</p> <ul style="list-style-type: none"> •Vulnerable children’s dashboard shared at Children’s and Families Cell on a weekly basis -Supports the reduction in duplication and supports the direction of resources and capacity to address issues and to improve outcomes for children •Partnership oversight meeting – agile risk management. •Mental Health (All Age) is seen as a priority for the Council and a group has been established to oversee activity to support children, young people and adults •The safeguarding leads in schools identifying early signs of poor mental health, abuse and behaviour are accessing the advice and support as relevant. The same approach to risk is managed in other educational settings, adult, family and community learning and across localities •The multi partnership Children and Families Cell is developing groups to focus on key aspects as a direct result of the current environment in which we work 						

The current challenging social and economic context leads to a deterioration in business prosperity and individual and personal financial position, which results in an increase in inequality and deprivation

	Current Profile	12	Target Profile	6	Trend	
<p>Current Position: There is currently an increased need for children and families to be able to access information, advice, guidance and resources in their local communities outside of childcare and educational settings. The family hubs remain open , offering places for midwifery, health and a small number of face to face groups. This applies to wide ranging community provisions which focus on he needs of children and young people. Assessment aligned to priorities to mitigate against loss of critical services. Through services and provisions such as family hubs, youth hubs, libraries and adult, family and community learning, and early years provision, Children and families can access resources in the community and online.</p> <p>Mitigating Actions:</p> <ul style="list-style-type: none"> •All Services complete risk assessments and update BCPs, ensuring the workforce is aware of and working to health and safety guidelines. •Stronger families resources distributed in a way which aligns with the 6 headline indicators set by Government to deliver a range of services from prevention through to social care •Regular reviews are undertaken through the service profiles of activity, pausing activity where appropriate. •Cross promotion of resources, information and advice in communities to ensure as wide coverage as possible •The Localities Model is fully operational in pilot areas with imminent roll out across the borough <p>Current Position: Stable although continued vigilance required particularly in terms of impact of Covid (cross cutting workforce risk)</p> <p>Mitigating Actions:</p> <ul style="list-style-type: none"> • Engagement with communities and with partners via Locality working • Engagement with care providers via operational commissioning staff <p>Current Position: The plethora and range of services delivered by E&E have all one common dominator, supporting people and business in communities, both from a strategic perspective and operational delivery.</p> <p>On a number of levels strategically we continue to contribute towards regional Sheffield City Region economic plans, maximising opportunities for Doncaster residents and businesses to receive significant financial contributions towards our key pipeline of capital/ revenue programmes, whilst more locally undertaking preparation work for a Housing/ Environment/ Borough Strategy that provides amongst many actions a framework for improving housing conditions for residents.</p> <p>In addition, the work the Directorate undertakes on Homelessness prevention, Streetscene Improvement Programme, Winter Plan preparations, Multi-agency food flood plan, Employment brokerage and the development of a local plan to name but a few are multiple examples of where E&E are delivering services to support people and business within communities through these challenging times.</p> <p>On the horizon, Doncaster Council continues to project the views and improvements required on issues of connectivity amongst South Yorkshire, ensuring resident can access employment opportunities and targeted health related services at these critical times.</p> <p>Mitigating Actions:</p>						

- Alignment and support of the localities recovery cell at Bronze level ensures the needs and requirements of residents and businesses are fed into the E&E service delivery models.
- Continued development and drive of strategies/ Plans; i.e. Environment, Climate Change, Borough Strategy, Local Plans etc, provide the framework for targeting resources and operations.
- Customer focused led groups – both residents and businesses, ensuring activities meet the demands and requirements of our communities.
- Proactively forecasting impacts from emergencies, covid, floods, brexit etc; and modelling and undertaking appropriate interventions to reduce risk.

Failure to implement the Partnership priorities across the Team Doncaster Partnership

	Current Profile	12	Target Profile	9	Trend	
<p>Current Position: Original priorities identified in the Borough Strategy are affected by our response to Covid 19. We continue to function well as a partnership with a Response and Recovery Model with engagement from Team Doncaster which currently meets on a fortnightly basis. We have clear strategies in place for the short term but also will continue to support the development of our response to the big issues such as climate change and the formulation of a new Borough Strategy in Summer 2021.</p> <p>Mitigating Action:</p> <ul style="list-style-type: none"> - Clearly articulated response and recovery models for Team Doncaster - Threat and Risk assessment for Winter 20-21 in place. - Continuation of longer term plans. 						

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 Profile	12	Target Profile	9	Trend	
<p>Current Position: The Government long awaited white paper on devolution faces further delays as Central Government deal with the current second wave of Covid, this white paper hoped to provide further guidance, and clarity to devolved areas on the flexibilities, powers and finances localities may receive, in the vacuum of this Doncaster Council continues to work as a key influential member of the Sheffield City Region. The recent production of the SCR economic plan, demonstrates Doncaster continued input into driving and shaping a strategic document that will provide the framework for targeting resources. In addition the SCR Local Enterprise Partnership has recently undergone a recruitment process which includes new representation from Doncaster (Dan Fell – CEO of Doncaster Chamber), ensuring the interests of our private sectors are also voiced in addition to the strong officer and political leadership.</p> <p>Gainshare conversations continue to deliver momentum, the 4 SY Local authorities are currently in detailed discussions with SCR colleagues on how the £30m over 30 years can add real economic value to our residents and businesses, whilst recognising the current pressures faced on local authority budgets responding to Covid.</p> <p>Mitigating Actions:</p> <ul style="list-style-type: none"> • Refreshed membership of thematic SCR boards, with targeted briefings for all Doncaster representatives ensure the best interests of the Authority are represented. • Doncaster key role on the Managing Authority and within the SY Leaders meetings, mitigates risk of both strategic and operational decisions been made by the SCR that could be to the detriment of the Authority. • Continued dialogue between Doncaster officers/ elected officials and the SCR team ensures policies and strategies are developed in partnership and not in isolation. • Progressive dialogue on gainshare with 4 SY Leaders ensures, the financial requirements of Doncaster are represented. 						

Workforce capacity and resilience issues across the council result in reduced ability to deliver and transform services at the pace required in current plans

	Current Profile	12	Target Profile	9	Trend	
<p>Current Position: Reduced workforce in areas due to stress at work where working remotely has been cited as direct factor. It is anticipated that as a direct result of COVID higher levels of mental health absences are occurring. Increased workload levels caused in work and outside due to COVID continue. Increased demands at this time, or even sustaining current demands, may create a risk of increased sickness levels, scheduled work being delayed, injury etc. Due to the increasing financial demands on the authority during COVID the Council are seeking ways of reducing spend which may have an impact on delivering services and transformation</p>						

Capacity of support services could be placed under increased strain due to increasing demand which could impact on the quality of support provided.

Mitigating Actions:

- Individual health and/or mental health impact assessments are conducted where required. Ongoing HR and health and wellbeing support is accessible and In depth deep dive welfare survey has identified potential hot spots and support for staff where required
- Risk management taking place through service profiles, with potential for some services to be recommended to be paused which is reviewed regularly
- A skills audit of all staff to identify those with the relevant skill, experience and knowledge has been undertaken to enable redeployment to priority areas of need across the Council or Partnership if required.
- Regular supervision, team meetings and communications provide support and build resilience through quick identification of emerging issues

Current Position: Workforce number and sickness figures are relatively stable and all service areas are covered. There is a likely pressure on our directorate if we are required to support activity across other directorate.

Mitigating Actions:

- Workforce strategy in place
- Leadership aware of where skills and recruitment difficulties exist.
- Different recruitment approaches being considered/deployed which is yielding positive results
- Agency and temporary staff are employed to support gaps in the workforce and deliver organisational objectives.
- Grad trainee scheme in place, apprenticeship programme which brings in fresh ideas and energises the workforce
- Wellbeing service in place to support workforce during challenging times
- Annual PDR's undertaken which identify training requirements
- Expectations that 1:1's are regularly undertaken and supportive conversations occur as required
- Additional resources provided to support growth areas e.g Trading standards, Digital

Current Position: Compromised by workforce absence because of Covid / isolation

Mitigating Actions:

- Continued review of staffing absence
- Continued review of high priority tasks

Failure to safeguard adults may result in adults being vulnerable and susceptible to experiencing harm or abuse



Current Profile

10

Target Profile

10

Trend



Current Position: Stable although continued vigilance required particularly in terms of impact of isolation.

Mitigating Actions:

- Operational commissioning and adults safeguarding functions have been brought together to ensure better use of capacity and more coordinated response to registered care settings
- Safeguarding is everybody's business. Training and expectations of staff within Adults, Health and Wellbeing reflects this.
- An increased focus on locality working is intended to ensure earlier awareness and intervention in all situations, not only in relation to registered care

Failure to deliver the Medium Term Financial Strategy would result in an alternative budget being required with consequential service reductions.



Current Profile

15

Target Profile

10

Trend



The 2020/21 financial position remains extremely fluid and is being carefully monitored on a monthly basis. We anticipate that through proactive budget management, a balanced budget position is forecast for the year (no over or underspend), by means of the application of government funding and service underspends. Although the position includes £5.3m shortfall against planned savings in-year, it is forecast that the majority will be delivered within the MTFs period.

An updated Medium Term Financial Strategy (MTFS) was taken to Cabinet on 29th September, 2020; identifying a most likely budget gap over the 3 year period of £13m. Our strategy includes carrying forward the unallocated COVID-19 grant funding, received this year, to meet the shortfall in council tax and business rates, which impacts on future years. We are continuing to review and update the estimated MTFs position and identify ongoing savings options to reduce our baseline spend as part of the budget setting process.

Mitigating Actions:

- Government grant provided to help deal with Covid-19. Should the grant not be sufficient to meet all the costs of Covid-19 the Council has reviewed unallocated and earmarked reserves, corporately held contingency budgets and continues to identify in-year savings where possible. Potential savings in future years will be identified through the budget setting process for 2021/22.
- Monthly monitoring of the in-year financial position (including balance sheet), reported to management monthly and members quarterly.
- Additional monitoring of the approved budget savings through the savings tracker, which then feeds into the monitoring position.
- Responsibility for budgetary control aligned to Directors.
- Updating the MTFS assumptions when new/updated information becomes available, including updating the overall MTFS at regular intervals as part of the budget setting process.
- Progressing discussions on the Financial Strategy to meet the estimated budget gap, focusing on a hybrid of identifying ongoing savings to reduce the baseline spend position with ongoing savings and use of one-off reserves to smooth the impact.

Failure to maintain and improve the management of health and safety may impact on the councils ability to mitigate risk to both colleagues and members of the public and our inability to deliver effective services

 Current Profile	8	Target Profile	8	Trend	
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, including the development, and review of COVID-19 Secure Risk Assessments in line with Government guidance & updates					
Due to the current COVID-19 Pandemic the H&S Training Team have plans in place to ensure that any lapsed H&S training for suspended non-essential services is refreshed before operatives return to normal operations. Where possible H&S training is being delivered via MS Teams. Essential H&S training, including refresher for essential services is sourced and delivered Covid-securely face to face or via MS Teams; as per service business continuity plans. If not required, then cancelled and rescheduled for a later date					
<ul style="list-style-type: none"> • 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 are carried out, or direct telephone updates undertaken. Plans are being developed to ensure that the council and SLH meet all of the legislative requirements under the forthcoming Building Safety Act. • 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. Plans are being developed to deliver a digital (MS Teams) training package across Directorates to ensure Managers have the skills to utilise the new functionality. 					



GOVERNANCE INDICATORS – Whole Authority

Whole Authority	Value	Target	DoT	Traffic Light
Sickness – Days per FTE	9.74	8.50	↑	🛑
PDR Completion - % of workforce with a PDR recorded	66%	95%	-	🛑
Whole Authority Internal Audit High Risk Level Recommendations	2	7	↓	🛑
Whole Authority Internal Audit lower Risk Level Recommendations	3	55	-	🛑
% of Large Transactions (over £25k) that are under contract	100%	100%	▬	✅
% of Freedom of Information Requests responded to within timescale	96%	95%	↑	✅

This page is intentionally left blank



Doncaster Council

Report

Date: 1 December 2020

To the Chair and Members of the Cabinet

**St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update:
2020/21 Quarter Two (Q2)**

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 2020/21 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 SLHD 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 2020/21 Key Performance Indicators (KPIs).

8. 2020/21 QUARTER 2

8.1. **Appendix A** contains the SLHD 2020/21 Performance summary for Quarter 2. Commentary on 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. Twenty KPIs were agreed with DC for 2020/21, although five of these are measured annually.

8.3. Performance in the year to date has been heavily affected by the Covid19 lockdown and the requirement to move to delivery of business critical services only and home working where possible, from the end of March to end of May. Normal services resumed on a phased basis from early June

8.4. The table below summarises the dashboard as at the end of Q2 2020/21. Comparatives have been included from 2019/20 as the KPIs are the same as last financial year, with one more annual KPI added for 20/21. There are nine KPIs not meeting target and commentary appears below :

	Q2 20/21	Q1 20/21	Q4 19/20	Q3 19/20	Q2 19/20	Q1 19/20
Green (on target)	5	5	10	6	7	7
Amber (in tolerance)	1	1	4	5	4	1
Red (below target)	9	9	4	3	3	5
No target ¹	1	1	2	1	1	1
Annual KPIs	5	5	-	5	5	5
Total	20	20	20	20	20 ²	19

1 One KPI for 2020/21 does not have a target at year end - KPI19 : our performance against comparable organisations

2 During Q2 2019/20, KPI 14 was split in two - KPI14a and KPI14b - to separately report performance on training and employment support.

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. As mentioned in 8.3 above, services were severely restricted for most of Quarter 1 because of the Covid19 lockdown. Office based staff have been working from home since the end of March and only business critical services were delivered to our customers, ie gas servicing, emergency repairs and emergency rehousing during April and May.
- 8.7. As anticipated, this had an adverse impact on a number of KPIs, and also budgets, and overall, in terms of the 'direction of travel', performance has deteriorated from the 2019/20 year end position.
- 8.8. **KPI 1: Percentage of Current Rent Arrears against Annual Debit :**

Target year end 2.80%
Q2 YTD Performance 3.05% WORSE THAN TARGET – RED

Current rent arrears increased in mid-April 2020 and have been consistently between the 3.10% to 3.30% levels in the period since, but improved to 3.05% at end of September, which is the lowest level this financial year. We are now just £57k away from where we were at the start of April, which is hugely encouraging given the restrictions placed on our activities over the last 6 months. Arrears levels for the same period in 2019/20 were consistently around the 2.80% levels, which gives an indication of the impact of Covid19 on this KPI.

	Q2 20/21	Q1 20/21	Q4 19/20	Q3 19/20	Q2 19/20	Q1 19/20
Arrears %	3.05%	3.12%	2.79%	3.29%	2.95%	2.77%

As a consequence of the first lockdown, many tenants found themselves under considerable financial pressure including as a result of losing employment or being furloughed. In anticipation of these pressures in late March, the Mayor’s pledge of a twelve weeks rent ‘holiday’ to offer support to those for those affected by the Covid19 lockdown was announced. These factors, contributed to an initial increase in arrears from the year end position.

In total 567 tenants have informed us that they were taking advantage of the Mayor’s Pledge. These 567 tenants had arrears of £144k at 22 March when we went into lockdown. As at 12 October, this had increased to £262k, an increase of £118k.

The current position on restrictions includes the lifting of the national ban on evictions and legal action from 21 September, however all cases already in the system in March/April have been stayed (cancelled), and new applications or reactivation notices are required along with a Covid-19 related impact assessment completed. We are also experiencing delays at court as they work through their backlogs and have fewer sitting days. In addition, minimum periods for Notices (usually one month) were extended to three months and have now been extended to six months before any legal action can be taken.

Despite these restrictions, over the last six months we have continued our ‘business as usual’ approach to take every opportunity to recover the arrears position this year with robust arrears pursuance work, balanced with excellent advice to support tenants to be able to pay their rent.

We have also taken advantage of the increased LAS and DHP budgets for any Covid19 related arrears cases and are currently advising affected tenants of the Governments new Job Support Scheme as well as the Test and Trace Support Payments.

Joined-up working continues between the Income Management and Tenancy Sustainability Teams to focus on effective recovery actions and positive outcomes and we will continue to look for creative ways to deliver our services in the current environment

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

Target **0.50%**
Q2 YTD Performance **0.97%** **WORSE THAN TARGET – RED**

The lockdown following Covid19 is the reason for the decline in performance. From end of March, the advertisement cycle, non-urgent repairs, capital works and void repair works were suspended and the number of voids held showed a weekly increase during April and May, until re-letting commenced.

	Q2 20/21	Q1 20/21	Q4 19/20	Q3 19/20	Q2 19/20	Q1 19/20
Rent loss %	0.97%	0.97%	0.59%	0.59%	0.64%	0.72%

Typically, void levels are around 100-120 properties at any point in time, but this peaked at 223 at end of May, reduced to 194 at end of June, 178 at end of July but has crept back up to 192 at end of September.

The rent loss target of 0.50% equates to approximately 100 empty properties at any point in time. The actual number of voids has averaged at about 200 for the year to date, which gives an indication of the impact of Covid19 on this KPI.

Although the KPI is unchanged at 0.97%, the trend is an improving one, despite September being a challenging month. The number of terminations in the month of September of 104 is a reduction of 11 compared to August. The number of re-lets of 118 is also an increase from the 99 in August.

We are currently conducting a swift review to determine actions which will enable us to return void levels to more normal numbers and will continue to closely monitor processes to ensure repair work is completed efficiently in voids, which will in turn increase the number of properties available to re-let. The focus now is to re-let the empty properties as soon as possible and start to reverse the KPI trend of the first quarter. During lockdown, the end to end process has been reviewed to ensure that going forward the whole void management process is Covid19 secure and this will inevitably have an impact on operations.

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

Target 20.00 days
Q2 YTD Performance 49.32 days **WORSE THAN TARGET – RED**

As with KPI2 above, the suspension of lettings and repair work on empty properties has had a significant adverse impact on the KPI. Performance for the month of September shows a slight deterioration at 45.47 days when compared to August (41.96 days) but is better than the cumulative figure so overall performance has therefore improved to 49.32 days.

	Q2 20/21	Q1 20/21	Q4 19/20	Q3 19/20	Q2 19/20	Q1 19/20
Re-let days	49.32	55.05	22.68	22.30	23.83	26.18

Of the 183 voids held (mid-October), 149 require standard repair work, and 62% of these properties are over the 20 day target, so when re-let, each one will have a negative impact on performance.

Stringent monitoring remains in place across all teams involved in the key to key process to ensure that when the R&D results are received work is completed in voids and all teams are working collectively to ensure that the aged standard work voids are re-let at the earliest opportunity. As stated above, we are currently reviewing our processes.

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

Target YTD 31
Q2 YTD Performance 379 **WORSE THAN TARGET – RED**

The target for the year is 63 (which was set pre pandemic), so this KPI will be red all year. The placements and nights in B&B during the quarter is skewed by the response to Covid19. The table below shows volumes **by quarter** with comparatives from previous years, showing the impact that the government announcement has had on the service, budgets and KPIs.

	Households placed in B&B accommodation	Total no. of nights in B&B new placements	Total no. of nights in B&B paid for	No. of children placed in B&B accommodation
Q1 18/19	60	n/k	n/k	21
Q2 18/19	81	1,166	1,166	50
Q3 18/19	58	569	569	43
Q4 18/19	75	502	502	45
2018/19 totals	274	n/k	n/k	159
Q1 19/20	28	67	67	15
Q2 19/20	18	41	42	10
Q3 19/20	4	11	11	5
Q4 19/20	34	103	103	5
19/20 totals	84	222	223	35
Q1 20/21	243	2,674	4,679	0
Q2 20/21	136	1,441	6,019	5
20/21 YTD totals	379	4,115	10,698	5

Compared to August, September experienced a 59% increase in Homelessness Applications, including a 19% increase in households presenting as Homeless Tonight, which transferred into a 21% increase in placements. Through the hard work and commitment of the team the total number of nights in B&B reduced for the third consecutive month and by 15% since the end of August.

The number placed in Hotels at the end of the quarter was 52 in line with our NSAP (Next Steps Accommodation Programme) Action Plan target of 50, and reduced from its peak of 84 households at the end of Q1.

We have contributed to the Council's bid to the MHCLG NSAP which includes a planned reduction of households in hotels, allowing for Winter Pressures, by March 2021, and we recently received confirmation that SLHD/DC will receive £291k.

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

Target YTD 80
Q2 YTD Performance 168 **WORSE THAN TARGET – RED**

The target for the year is just 160 (pre pandemic) so given the impact of Covid19 and the government's requirement to adopt the 'Everyone In' response to rough sleeping, this KPI is under pressure and unlikely to be met for the year.

The number of cases reaching full duty decisions continued to be above average in September. The year to date position at the end of Q2 is 168 compared with 106 at the same point last year. This reflects the high volume of cases opened since April and the reduced opportunities to prevent and secure alternative accommodation, resulting a Full Duty decision having to be made at the end of the 56 days of relief.

Quarter	No. of acceptances	Cumulative no. of acceptances	Cumulative target
Q1 19/20	40	40	33
Q2 19/20	66	106	66
Q3 19/20	36	142	99
Q4 19/20	86	228	130
Q1 20/21	77	77	40
Q2 20/21	91	168	80

8.13. KPI 6: Number of homeless preventions :

Target YTD 399
Q2 YTD Performance 315 **WORSE THAN TARGET – RED**

Whilst we saw a slight increase in total number preventions, it is still below average when compared to last year. The total preventions and interventions at the end of Q2 was 315 compared with 451 at the same point last year.

This reflects the impact of the pandemic with the reason for homelessness for majority being with little or no prior notice. For example, being asked to leave by friends or family or relationship breakdown, fleeing violence and the suspension of evictions, therefore providing no or limited opportunity to prevent their homelessness cases.

Quarter	No. of preventions	Cumulative no. of preventions	Cumulative target
Q1 19/20	207	207	153
Q2 19/20	244	451	305
Q3 19/20	274	725	458
Q4 19/20	240	965	610
Q1 20/21	159	159	199
Q2 20/21	156	315	399

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

Target 0.070%
Q2 YTD Performance 0.055% **BETTER THAN TARGET – GREEN**

We analyse the percentage of complaints upheld against all customer transactions. This provides us with a picture of our customer’s dissatisfaction and enables us to drill down further into the relevant service areas.

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 table below shows interactions are down compared to previous years but we are better than target in terms of performance.

Period	Interactions	Complaints	Upheld	% Upheld	% Target
6 months to Aug 18	163,894	420	95	0.058%	0.075%
6 months to Aug 19	165,152	404	94	0.057%	0.070%
6 months to Aug 20	130,809	366	72	0.055%	0.070%

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

Target 90.00%
Q2 YTD Performance 94.67% BETTER THAN TARGET – GREEN

This was a new KPI for 2019/20 to measure the success of the support provided to tenants by our tenancy sustainment service. The target for 2020/21 was increased to 90.00% from 85.00% for 2019/20

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%
Q1 20/21	259	241	93.05%	90.00%
Q2 20/21	248	239	96.37%	90.00%
2020/21 YTD	507	480	94.67%	90.00%

Tenancy Sustainability performance ended the year with 93.80% of tenancies being sustained six months after support ended against the 2019/20 target of 85%. This strong trend has continued throughout this year.

The monthly outturn for September was 97.30%, meaning that of the 74 support cases that were closed six months ago, two have since ended their tenancy; both of these cases had failed to engage with their support and were evicted for rent arrears.

The overall cumulative performance continues to be maintained and stands at 94.67% of tenancies still sustaining six months after our support has ended, against a target of 90%.

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

Target 92.00%
Q2 YTD Performance 91.32% WITHIN TOLERANCES - AMBER

This was a new KPI for 2019/20 to measure the number of responsive repairs completed at the first visit 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 2019/20, figures were 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.

YTD performance at the end of Q2 was **91.32%**, therefore within agreed tolerances of target.

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	45,134	40,728	90.24%	92.00%
Q1 20/21	7,551	7,083	93.80%	92.00%
Q2 20/21	11,555	10,365	89.70%	92.00%
Q2 2020/21 YTD	19,106	17,448	91.32%	92.00%

The year to date has been influenced by the lockdown and the table shows the reduction in volumes compared to last year.

Performance during Q1 is distorted as SLHD were mainly undertaking emergency repairs; which are more suited to achieving higher Right First Visit performance. Q2 has included addressing any backlog of repairs.

Performance for September was 88.72% against a target of 92%, and was also lower than August's figure which was 89.66%, and is being monitored closely.

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

Target	100.00%	
Q2 YTD Performance	99.95%	WORSE THAN TARGET – RED

Following the lockdown announcement and guidance on social distancing, this service was suspended for approximately ten days whilst landlords obtained HSE and Regulator for Social Housing clarification on whether to continue with gas servicing. Once notice to continue was clarified, we followed Public Health England guidance and recommenced gas servicing in early April, but as a result, still have some outstanding appointments. The drop in performance is also due to no access issues when we recommenced servicing and our weekly gas no access report continues to monitor the situation closely. We have targeted our gas engineer resources predominantly onto gas servicing to address these outstanding services.

Musculo/Skeletal remains the second highest YTD accounting for 26% of the overall absence year to date, a slight increase from August (25%).

<u>Sickness Reason</u>	<u>Days Lost to Sickness</u>	<u>%</u>
Other Musculo/Skeletal	491	26%
Work Related and Personal Stress	309	17%
Depression/Anxiety	305	16%
Non Work Related/Personal Stress	151	8%
Heart/Blood Pressure/Circulation	150	8%
Others	466	25%
Totals	1,872	100%

Attendance cases continue to be managed through the Managing Attendance policy.

8.19. KPI 12: Percentage of Local Expenditure :

Target	70.00%	
Q2 YTD performance	53.99%	WORSE THAN TARGET - RED

Local spend in the six months to date was £2.35m out of the overall contracted spend of £4.36m, equating to 53.99%. (Q1 : 46.47%) This is against the target of 70%, which in monetary terms this under performance is £697k.

The 20/21 year to date total spend of £4.36m is almost identical to the same period last year (£4.35m), but the local element of 53.99% is lower than last year (59.5%). The volume of invoices paid is down, with levels in the six months approximately two thirds of the level in the same period last year which gives an indication of the impact of Covid19 on this KPI.

Changing the balance of local spend is potentially only possible at the point that contracts are renewed and if local suppliers are appointed as part of this process. This is not always possible if local suppliers do not exist, do not bid or enter tender submissions, are not part of consortia frameworks, or are unable to demonstrate value for money through legally required, transparent procurement processes. To address this, SLHD continues to actively participate in supplier events to encourage local business engagement in as many new procurement exercises as possible, as they occur.

With a number of new contracts due to be procured throughout the coming year, SLHD will continue to try and engage and encourage as many local businesses as possible to participate in these procurement exercises to give the best possible chance of increasing local spend and meeting the target of 70%.

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

Target	95.00%	
Q2 YTD performance	97.92%	BETTER THAN TARGET - GREEN

The target for 2020/21 was increased to 95% from 90% in 2019/20. The table below summarises the year to date performances throughout 2019/20 and with 2020/21.

Quarter	YTD % ASB cases resolved	% target	YTD cases completed no.
Q1 19/20	96.49%	90.00%	424
Q2 19/20	95.51%	90.00%	866
Q3 19/20	96.43%	90.00%	1,309
Q4 19/20	95.55%	90.00%	1,703
Q1 20/21	95.51%	95.00%	310
Q2 20/21	97.92%	95.00%	962

September saw us achieve our best performance ever with 99.24% of cases resolved out of 962 cases being completed. Given the context of the high levels of ASB that teams are dealing with, this is a particularly outstanding achievement.

The table shows there has been an acceleration of cases in Q2 and are also increasingly challenging with complex issues impacted by Covid19 and other economic issues. Staff are working extremely hard to achieve great performance but more importantly improve lives and communities.

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

Target	28	
Q2 YTD performance	16	WORSE THAN TARGET – RED

For Q2 we saw a total 13 residents supported into education or training this is significantly higher than the previous quarter, which was heavily impacted by lockdown. The YTD total now stands at 16 against a target of 28. This is hoped to increase further in the next quarter, further closing the gap generated by lockdown. Given the close link of the scheme with college the earliest that this scheme was back up and running was August 2020 and with this in mind significant progress has been made.

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

Target	12	
Q2 YTD performance	14	BETTER THAN TARGET – GREEN

In Q2 we saw 13 residents supported into employment bringing the year to date total to 14 and exceeding the target of 12. This is due to the start of a new cohort in September and a number of participants being supported to gain work elsewhere.

Participant activity is also picking up with more daily and weekly contact in respect of CV updating, application form completions and interview preparation

9. Annual KPIs

9.1. For 2020/21, there are a number of annual KPIs that will be reported at the end of the financial year. Performance figures shown are based on most recent information where 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%	(2019/20 STAR survey)

The main satisfaction level will be monitored through the bi-annual STAR Survey. A local, transactional, operational indicator has been developed to monitor satisfaction levels of some key transactional services to enable proactive management and results will be reported throughout the year as appropriate.

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

Target	100.00%	
Performance	100.00%	(Q4 2019/20)

This was a new KPI for 2019/20 and will be reported annually.

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

Target	89.00%	
Performance	89.40%	(2019/20 STAR survey)

This was a new KPI for 2019/20 and is reported annually. As with KPI 15, a local, transactional, operational indicator has been developed to monitor satisfaction levels of some key transactional services to enable proactive management, and results will be reported throughout the year as appropriate

9.5. KPI 18: Energy efficiency ANNUAL KPI :

Target	41.53%	
Performance	n/a	

This is a new KPI for 2020/21, which requires all properties to achieve EPC Level C by 2030. SLHD are currently reviewing investment needs as part of a new environmental strategy. This indicator will be reported annually.

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

This was a new KPI for 2019/20 and will be reported annually.

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 SLHD 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, 09.11.20

14. There are no legal implications for this report.

FINANCIAL IMPLICATIONS

Julie Crook, Director of Corporate Services SLHD, 06.11.20

15. In 2020/21 SLHD will receive management fees of £33.57m from DC. This is made up of £32.21m from the Housing Revenue Account and £1.36m from the General Fund to pay for the general fund services managed by SLHD.

HUMAN RESOURCES IMPLICATIONS

Kimberley Jackson, Senior HR & OD Officer, 19.11.20

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

TECHNOLOGY IMPLICATIONS

Peter Ward, Technology and Governance Support Manager, 12.11.20

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

HEALTH IMPLICATIONS

Karen Horrocks, Public Health Improvement Coordinator, 17.11.20

18. Our homes have a powerful influence on our health and wellbeing and providing access to good housing for everyone is one of the most effective ways we can improve the wellbeing of our population. A healthy home is stable and secure, 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 every £1 spent on improving homes saves the NHS £70 over 10 years. Our social housing is a powerful local tool to promote health and reduce health inequalities. Access to decent, secure and appropriate housing is critically important and social housing has the potential to provide safe, secure and healthy homes for some of our most vulnerable residents, many of whom may also already experience multiple additional inequalities. In addition to this, having a healthy, stable housing situation can provide the foundations for families to thrive and contribute to society.

Evidence is emerging regarding the links between housing and the unequal impacts of COVID-19, for example related to overcrowding housing or to housing type, but there is already strong evidence that housing quality is fundamentally important to health. This year, people have spent more time in their own homes than they normally would expect to and the quality, stability and security of their home and tenancy can be expected to have an even greater impact than in usual times. In light of the significant economic and social impacts that the country is experiencing due to COVID-19 it is even more important that our social housing not only forms part of our financial recovery, but also delivers the foundations for healthy, sustainable communities.

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 promote health and wellbeing, thus it is good to see a preventative, compassionate and supportive approach continue during COVID-19. In addition to this, SLHD has been a key local partner in meeting the immediate and emergency support and accommodation needs of our most vulnerable residents during COVID-19. Rent arrears are not only a reflection of the policies and actions of an organisation, but also reflect local and national challenges and policies. It is of the utmost importance that SLHD continues to focus on effective support and recovery actions into the future. Income and wealth are strong indicators of mental and physical health and supporting improvements in the financial situations of tenants will promote the health and wellbeing of their families. Of particular importance at this time is work to support people to remain in their home, including tenancy support and financial advice and support. Many families this year will face unprecedented pressures on their finances and employment, and everything possible should be done to ensure that a supportive approach to mitigating the effects of the pandemic is prioritised. Not only will this approach provide stability in the short term, but it will also support longer-term recovery locally.

EQUALITY IMPLICATIONS

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

CONSULTATION

20. Consultation has taken place with key managers within SLHD, 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
CV	Curriculum Vitae
DC	Doncaster Council
DWP	Department for Work and Pensions
FTE	Full Time Equivalent
HRA	Homelessness Reduction Act
HSE	Health and Safety Executive
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

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

BACKGROUND PAPERS

22. None

Appendix A - St. Leger Homes Key Performance Indicator Summary Q2 2020/21

KPI	Indicator	19/20 Outturn	Q1	Q2	Q3	Q4	Target	DoT	R/A/G
1	Percentage of current rent arrears against annual debit	2.79%	3.12%	3.05%			2.80%	↑	
2	Void rent loss (lettable voids)	0.59%	0.97%	0.97%			0.50%	↔	
3	Average Days to Re-let Standard Properties ytd	22.68	55.05	49.32			20.00	↑	
4	Number of Households Placed in B&B Accommodation ytd	84	243	379			31 ytd	↑	
5	Number of Full Duty Homelessness Acceptances ytd	228	77	168			80 ytd	↓	
6	Number of homeless preventions	965	159	315			399 ytd	↑	
7	Complaints upheld as a % of customer interactions	0.061%	0.065%	0.055%			0.070%	↑	
8	Number of tenancies sustained post support	93.80%	93.05%	94.67%			90.00%	↑	
9	Number of repairs first visit complete	90.24%	93.83%	91.32%			92.00%	↓	
10	Gas servicing – % of properties attended against target	100.00%	99.96%	99.95%			100.00%	↓	
11	Days lost through sickness per FTE	8.22	1.22	2.64			3.76 ytd	↓	
12	Percentage of Local Expenditure	59.06%	46.47%	53.99%			70.00%	↑	
13	ASB Cases Resolved as a % of All Cases Closed	95.55%	95.51%	97.92%			95.00%	↑	
14a	Number of residents undertaking training or education	53	3	16			28 ytd	↑	
14b	Number of residents supported into employment	31	1	14			12 ytd	↑	
15	Tenant satisfaction levels	87.00%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	89.00%		
16	Percentage of homes maintaining decent standard	100.00%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	100.00%		
17	Tenant satisfaction with property condition	89.40%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	89.00%		
18	Energy efficiency	99.96%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	41.53%		
19	Our performance against comparable organisations	No target	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.
- 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   

This page is intentionally left blank



Doncaster Council

To the Members of the DMBC Cabinet

Performance Challenge of Doncaster Children's Services Trust: Quarter 2, 2020/21

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 provides an opportunity to feedback on performance successes and issues against the 2020/21 key performance indicators and management information.

EXEMPT INFORMATION

3. Not exempt.

RECOMMENDATIONS

4. 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?

5. This report includes current progress of DCST's performance, including the response to the Covid19 local epidemic curve 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

6. 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 39 KPIs are separated out into 12 contractual KPIs and 27 strategic partnership indicators, two of which are annual measures.

7. Three of the strategic partnership measures have been changed to operational measures during quarter 2. It was agreed with the DMBC that target and tolerance ranges were not required for these measures. Two of the strategic partnership measures which did not previously have a target have now been agreed.
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. The Trust continues to respond to Covid19, risk rating all children and young people and ensuring all visits to children and young people are at the forefront. Performance demonstrated through the DfE Covid Vulnerable Children Survey is comparable with national, regional and statistical neighbours.
11. Finalised 2019/20 outturns for Children in Need and Children Looked After are strong with the majority of measures showing improved performance. 2019/20 outturns will not be published until later this year therefore current benchmarking is against the latest national data from 2018/19.
12. **Summary of Operational Performance and Management Information**
13. Of the 12 contractual indicators:
 - a. 5 are currently performing better than target;
 - b. 5 are reporting within target range; and
 - c. 2 have been suspended due to Covid19 (agreed in the contract management framework)
14. Of the 27 strategic partnership indicators:

Service Area	Performance			Unavailable Measures	
	Outside target range	Within target range	Better than target	Not available due to Covid19	Annual KPI not yet due
Parent & Family Support	1		1		
Child & Family Assessment		3	2		
Child Protection			3		
Looked After Children	2	1			1
Placements (Adoption, Fostering and SGO)	1	2	2		
Care Leavers		1	2		
Youth Offending				2	
Workforce			2		
Governance					1
Total	4	7	12	2	2
% of reported	17%	31%	52%	-	-
% overall	15%	26%	45%	7%	7%

15. Of the 27 strategic partnership indicators, two are annual measures and two are measures externally provided from the Youth Justice Board and have not been made available due to Covid19. The Ministry of Justice are focussing their efforts on priority analysis and statistics due to limited PNC access during this period. These KPIs are not included in this report. Of the measures reported this quarter, 19 out of the 23 (83%) are within or better than target range. 4 measures 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 (11 of the 27) and therefore have no benchmark. In these cases targets use historical trends to set ambitious targets that would demonstrate improvement.
16. Contact and referral rates continue to be monitored daily, comparing contacts and referrals from w/c 9th March 2020 to the same period in the previous year. To date there has been 535 fewer contacts from schools, 129 fewer contacts from health but 449 more contacts from the Police. 26% of these contacts are converting to referral, 3% higher than the conversion rate last year. Contacts with a presenting need of Neglect have increased and are comparable with last year but with the increased contacts from the police domestic abuse has risen by 45% (310) with a total of 1,006 referrals in comparison to 696 in the same period last year.
17. Throughout quarter 2 there were 1,331 referrals, 44% (407) more referrals in comparison to the same period last year with a 67% (183) increase in July and a 61% (208) increase in September. The Trust was anticipating a further spike from until December due to children returning to school (but the referrals have continued to be from the Police and have not increased from schools or health professionals). If referrals continue at the same rate 2020/21 forecasted outturns will demonstrate a 19% increase in comparison to last year.
18. Increase in demand at the front door has led to increased activity across all social care services throughout quarter 2. 44% (400) more assessments have been initiated in comparison to the same period last year; with 30% (295) of the assessments proceeding to a statutory service. The number of children in need is 2,580 at a rate of 386 per 10,000. This has increased by 316 (14%) children over the last six months and is now higher in comparison to the same period last year when the rate per 10,000 was at 342. The regional dataset at the end of quarter 1 indicated that the rate for Doncaster was 25.3 per 10,000 higher than the regional average, ranking 9th across the region at that time. Quarter 2 comparison data is not yet available

Demand Measure	2019/20			2020/21		%Change against...	
	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Previous quarter	Same quarter last year
Contacts to CSC	5590	5262	6150	5349	5624	+5%	+1%
Referrals	924	946	1052	1117	1331	+19%	+44%
Children in Need	2289	2221	2264	2317	2580	+11%	+13%
Children on Protection	299	311	300	322	383	+19%	+28%
Looked After Children	537	519	509	513	519	+1%	-3%

19. These increases have subsequently led to increasing numbers of children in need, 13% (291) more children than in the same period last year. Children subject to a child protection plan has increased by 28% (83) since the end of March and the number of children in care has increased by 11 to 519.
20. Despite increases in demand and activity at the front door and across Social Care the number of children open to the early help partnership has reduced. There are now 11% (204) fewer children than at the end March, the lowest number of children ever recorded on an early help pathway. 50% (955) of children are open as single-agency and 50% (957) have a multi-agency response. However, PAFSS (the Trust's early help service) have seen a 12% (84) increase in allocations since March in comparison to the same period last year. PAFSS hold 436 (46%) of multi-agency cases across the early help partnership; education including nursery providers hold 44% (419) and 4% (40) are open to health providers.
21. Social worker caseloads are monitored closely for average, maximum caseload and the proportion of workers carrying high caseloads. Due to the increased demand at the front door the average caseloads for the assessment service are above the average at 29.2 with 65% of workers having a caseload of more than twenty-five. Child Protection and Children in Care Services are lower at an average of 16.1.
22. **Operational performance against contractual KPIs indicators**
23. Analysis covering the performance against each indicator is provided below and summarised in the table at appendix one.
24. Contract KPIs better than target range
 - **Timeliness of single assessments.** Due to the increase in demand 43% (402) more assessments throughout quarter 2 have been initiated in comparison to the same period last year. Despite this increase the number of C&F assessments completed in 45 days exceeds target with 92% completed in timescale. The latest regional dataset for Qtr 1 demonstrates current performance is 8% above the regional average, ranking Doncaster 4th across the 15 authorities. Quarter 2 comparison data is not yet available.

The Trusts re-alignment was in place from the 1st June, creating three new assessment teams at the front door; due to the increased demand and high caseloads across this service area a further assessment team has been functional since early September. Each assessment team has access to tracking reports to ensure that assessments are timely.
 - **Percentage of children subject to child protection plan seen within expected timescales.** The number of children subject to a child protection plan has increased by 28% (83) over the last six months and also in comparison to the same period last year. Since the start of the Covid19 pandemic the Trust has set an expectation that children subject to a child protection plan are seen in person every two weeks; whilst adhering health and safety guidance to reduce the risk of infections to them and to families during this time. 93% (321) children have

been seen within the last 2 weeks with 99% (342) seen within the last 4 weeks, the national measure.

The fortnightly DfE Covid Vulnerable Children Survey demonstrates better performance for children on protection seen within the last four weeks than that of national at 68% in the latest published figures for Wave 11.

- **Percentage of child protection conferences held within 15 working days of section 47 enquiry.** 135 children were subject to an initial child protection conference in quarter 2. 100% of these conferences were held in timescale. These high rates mean that families that are taken through this process do not experience the anxiety of delay. Additionally, of the 109 review child protection conferences taking place throughout the quarter, 99% were in timescale.

173 child protection conferences have taken place in quarter 2, the majority have been undertaken virtually whilst blended conferences were being introduced and trialled. Blended conferences request the child protection chair, children and families to attend in person whilst running virtually with partners. Further technology has been identified and agreed to allow this new process to be a success whilst we move into further lockdown restraints. The Trust has seen the benefits of undertaking virtual conferences, proving to be easier to convene and are better attended by partners.

- **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 at 8%, with 46 children experiencing 3 or more placement moves in the last 12 months. This has been better than target for four consecutive quarters. This measure will include 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 best 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 children receive a review of their plan on a six-monthly basis. A tracker is in place for all children who are subject to 2+ placements. All placements moves are reviewed at Children in Care Support and Challenge forum where clear recommendations are made which have included further placement support meetings.

- **Percentage of care leavers that the Trust remains in touch with.** Performance remains better than target at 95% (210). Continued use of the case tracking and management oversight means we are on average in touch with 98% of care leavers in their 17th-21st year and work hard to maintain engagement. Performance over the previous nine consecutive quarters demonstrates continued high in touch rates with care leavers and continues to be better than the latest regional and statistical neighbour performance.

25. Contract KPIs within target range

- **Children in need with an appropriate and current plan in place:** Performance has reduced slightly by 2% at the end of this quarter but still within target range

at 94%. This decrease will primarily be due to the 44% increase in referrals and initial assessments undertaken throughout the quarter in comparison to the previous year; which is impacting on the timeliness of the assessment closure or the initiation of a plan.

The routine monitoring of plans through regular case supervision, case tracking, six-monthly reassessment and audit has stabilised performance at an average of 95% throughout the last year.

All cases continue to be risk assessed at referral and RAG rated in response to Covid19. The DfE no longer collect this information but the latest published information in Wave 8 continued to demonstrate performance than that of national, regional and statistical neighbours.

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.

Proportion of looked after reviews completed within timescale. Performance at 91% within target range. 439 of the 480 reviews have been recorded in timescale, with a further 68 mid-way reviews undertaken by the child's Independent Reviewing Officer. 95% of children and young people made a meaningful contribution in their review and 98% of 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 have trailed video conferencing for distant reviews and for contribution over the last two quarters due to the Covid19 Pandemic and children have been consulted via a range of multimedia options, which were not previously available. Children and Young People continue to embrace these changes.

- **Care Leavers with pathway plans that have been reviewed in timescale:**

Performance has reduced this quarter to 83% but within target range. 183 (96%) care leavers have an active pathway plan with 157 (83%) reviewed within the last six months; additionally 9% of plans are out of timescale by just one month. This continues to remain a challenging target, but the Trust continues to see an increase in the overall timeliness and the participation of plans being completed online and reviewed in timescale, which are translated on the case management system. Care Leavers really like the App, it gives them the means to contribute towards to a dynamic conversation in their pathway plan.

The Inspiring Futures team recruited three additional Personal Advisors to manage this caseload and to return performance to tolerance. There are currently 184 care leavers aged between 17 and 21; of the care leavers open to the Inspiring Futures Team 85% of pathway plans are in timescale for the 17-21 year olds and 85% for 19-21 year olds.

- **Front line staff receiving supervisions in timescale.** Supervision of Front Line Staff in tolerance at 85%. 874 front line staff supervisions were undertaken throughout this quarter. Performance information demonstrates that staff supervision recorded for each of the front line teams who are case holding in July was slightly above 90% but reduced in August and September which could be due slightly higher sickness levels and more people taking annual leave over the summer period.

Continued monitoring by the service managers will ensure the supervision trackers are completed each month to reflect the staff supervision which has been undertaken for these specific teams. Performance has been consistent throughout quarter 1 and quarter 2 of this year at 85% and is above the average of 82% throughout 2019/20.

- **Proportion of cases audited graded as “Good” or better.** A new audit tool and tracker was introduced in mid-July to increase the volume of casework sampled. Throughout August and September 74 social care and PAFSS audits were undertaken and completed. This has more than doubled previous monthly audit activity and all audit findings have been shared with the Senior Leaders and form the basis of the Service Improvement plan. In total 104 audits were completed throughout quarter 2.

Of the 86 Social Care audits completed throughout quarter 2; 61% (52) were graded as good or better. 8% (7) were graded as outstanding, 52% (45) good, 36% (31) requires improvement and 3% (3) inadequate.

Of the 18 PAFSS audits completed; 94% (17) were graded as good or better, and one graded as requires improvement. There was no inadequate audits.

In addition to case file audits, thematic and deep dive audits continue to be undertaken.

26. Contract KPIs currently outside target range

- There are no Contract KPIs outside target range.

27. **Strategic Partnership Indicators**

28. The Trust’s has 27 “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 impacted by the partnership’s response and practice in the Covid pandemic; or
- closely linked to an existing contractual indicator, so reported in addition.

29. The table at paragraph 14 provides a summary breakdown of these indicators reporting that 83% (19) are within or better than target range with a further 14% (4) yet to be reported; these will be reported by exception – those better than target and those outside target tolerance.

30. The 19 measures reported as better than target or within target range are:

- Improved outcomes for families that have received family support on closure
- Re-referrals in the last 12 months
- Timeliness of Single Assessments: less than 20 days
- Percentage of CiN open 6 months to 1 year
- Percentage of CiN open 1 to 2 years
- Percentage of children in need for two or more years
- Percentage of children becoming subject of a child protection plan for a second or subsequent time within a two-year period
- Percentage of Child Protection Plans lasting two years

- Percentage of monthly case file audits rated as 'requires improvement or better'
- Percentage of Trust residential settings rated good or better
- 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 children in care adopted
- Number of 19 & 20 year olds on a Staying Put placement with former foster carers after their 18th birthday
- Percentage of Care Leavers in suitable accommodation
- Percentage of Care Leavers in employment, training and education
- Percentage of permanent posts covered by Agency Staff
- Staff turnover rates

31. The 4 measures reported outside target tolerance are:

- **Length of intervention from family support services.** 192 days. Outside tolerance. This continues to remain a challenging target for the Trust due to the length of intervention including the number of days cases have been open to the partnership prior to transferring to PAFSS. With this taken into consideration the length of intervention for PAFSS is lower than the early help partnership overall, 87 fewer days in comparison.

PAFSS performance is strong throughout quarter 2, re-referrals are stable at 5%, 97% of children have been seen in timescale, 93% of assessments completed in timescale, 85% of TAC meetings, initial and review have been held in timescale and 91% of families recorded improved outcomes measured by family star. Audits undertaken on eighteen PAFSS cases demonstrate 94% (17) were good or better. 27% (5) were Outstanding.

Continued case tracking ensures there is no drift and delay in cases, but cases will remain open whilst intervention is required to ensure they are not escalated to Social Care or re-referred for early help support.

- **Care Proceedings on Track to be completed within 26 weeks.** The proportion of care proceedings cases on track to meet the national expectation of 26 weeks is a challenge. 52% of cases (98 of the 187 cases) are on-track. CAF/CASS have recorded that 50% of cases concluded in 26 weeks in quarter 1 and have noted that this is positive performance notwithstanding the current challenging working environment experienced by all family court colleagues. The average number of weeks to conclude is 33 for Doncaster, better than the national average of 35 weeks.

Quarterly meetings with CAF/CASS service managers continue to take place with legal services, the ACPS Head of Service and principal social worker in order to review performance, to identify any requirements for thematic audits and share practice improvement ideas.

- **Long-term placement stability children in care.** Placement stability for children in their placement over 2 years has increased to 57%, a five percent increase in comparison to the end of quarter 1. Seven children experienced a placement move throughout quarter 2. There are regular placement stability meetings which

has minimised disruption and increased placement support available to carers. This is part of wider Trust arrangements to monitor the progress and experiences of our children in care, and discussed as part of the monthly Support and Challenge Forums.

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. The Independent Reviewing Officer Manager monitors placement stability weekly, 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.

This measure is 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.

2019/20 outturns at 60.4%, better than target. Statistical releases have not yet been published to benchmark performance against the national, regional and statistical neighbours.

- **Children ceasing to be looked after due to a Child Arrangement Order (CAO).** The target and tolerance range was agreed for this measure in September but due to the low numbers of children leaving care performance will be volatile as moves to independence, adoption or special guardianship orders increase.

No children ceased to be looked after in this quarter through a child arrangement order. 44% of children leaving care moved onto independent living or returned home but not through a Child Arrangement or Special Guardianship Order, 12% left on an SGO and 24% of children leaving care were adopted.

32. **Financial performance - Summary**

33. The Children’s Trust forecast 2020/21 as at Q2 2020 is an **operating overspend of £2.4m** (excl. £0.16m funding for quality work that is no longer available due to the impact of Covid19 on the Council’s finances) and a total overspend (incl. Covid19 costs of £1.3m) of £3.8m; an increase of £0.9m since Q1 mainly due to increased costs in Out of Authority (OOA) Placements and 16+ CiC Placements. The Trust underspent last year by £1.24m.
34. Some cost-pressures (particularly care ladder) were brought forward, on a reduced budget. Additionally, there continues to be roughly twice as many social work staff on maternity compared to average, creating an agency social worker cost pressure.
35. The Trust has action plans to manage the cost pressures, including care ladder and agency spend. Some cost pressures are due to phasing rather than not being achieved. DMBC are updated in our Finance & Care Ladder, Contract and MTFs discussions.

36. The estimated pressures due to Covid19 are: increased costs for Out of Authority (OOA) Placements £0.29m; a five month delay to the opening of two-bed homes £0.35m; a potential 5% increase in Children in Care numbers from October onwards £0.48m and Agency costs of £0.16m due to a spike in the referral numbers from July onwards which is expected to continue at least in the first school term.
37. In the DfE Vulnerable Children and Young People Survey Summary Waves 8 over 80% of LAs estimate an increase in the cost of fostering and residential placements.
38. The projected overspend of £2.5m not due to Covid19 is mainly Out of Authority (OOA) Placements £1.31m, 16+ CiC Placements £0.26m, and Staffing (mainly agency) £0.51m. The 2020/21 projected outturn summary is:

Overall Heading	2020/21 Budget			2020/21 Outturn			2020/21 Variance			Variance due to Covid 19	Change from Q1 non Covid 19	Change from Q1 due to Covid 19
	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	Net £000's	Net £000's	Net £000's
Children Looked After	32,401	-3,948	28,453	35,682	-4,313	31,369	-3,281	365	-2,916	-1,113	-515	-139
Other Children and Family Services	1,544	0	1,544	1,595	0	1,595	-51	0	-51	0	-38	0
Family Support Services	3,044	0	3,044	2,774	0	2,774	270	0	270	0	165	0
Youth Justice	1,817	0	1,817	1,743	0	1,743	74	0	74	0	36	0
Safeguarding Children and Young People's Services	13,277	-39	13,238	13,971	-40	13,931	-694	1	-693	-191	-217	-165
Services for Young People	292	0	292	289	0	289	2	0	2	0	17	0
Contract Value	0	-51,468	-51,468	0	-51,500	-51,500	0	32	32	0	10	0
Support Services and Management Costs	4,672	-1,591	3,081	4,844	-1,200	3,644	-172	-391	-563	0	-251	161
Grand Total	57,045	-57,045	0	60,898	-57,052	3,846	-3,853	7	-3,846	-1,304	-794	-143

39. Introduction

40. The 2020-21 contract value at Q2 is £55.2m, and there is a projected operating overspend of £2.5m and a total overspend, including Covid19 costs of £1.3m, of £3.8m against the contract. The Council are to request payment of the £1.3m Covid costs to the Trust in their quarter 2 Finance and Improvement report, which if approved, payment will be made to the Trust week commencing 14th December. A year-end reconciliation will be carried out for the Covid funding transferred to the Trust.
41. The forecast is based on the current cohort and mix of placements plus an assumption that there is an increase of 5% in Children in Care numbers from October onwards following a spike in the referral numbers from July onwards which is expected to continue in the first school term, as well as an increase in agency costs due to workloads. The number of Children in Care of DCST at the end of September is 518 which is 7 more than June. The number of 518 may increase if the status of some 16+ children are re-categorised as Children in Care by a review being carried out by the Trust and nationally; there may be additional costs too.
42. At the end of September there were 50 OOA placements, a net increase of six since June. In the first two weeks of October there have been a further two new placements which have been included in the forecast; taking the number of OOA placements to 52. With the closure of Tickhill Square there are 5 fewer in-house residential beds. The Trust is reviewing the OOA and the Future Placements Strategy and the 4 x 2 bed homes should reduce OOA placements by eight by April 2021, if open. The assumption for the first 2 x two-bed homes opening has been pushed back to March 2021 due to the impact of Covid19 on the timeframe of completing the purchase of the houses.

43. The split of fostering placements is 42.4% Independent Fostering Agency (IFA) and 57.6% In-House Fostering, the MTFS target is a 40% / 60% split by 31 March 2021. The overall fostering placements numbers are 18 less since April; the Trust are looking into this to see if this is linked to Covid and whether a lack of availability in fostering has led to some of the increase in OOA numbers.
44. There is a Courts' backlog resulting in delays in Child Arrangement Orders and Special Guardianship Orders being agreed. Growth is built into the forecast for the cases due at Court and this will continue to be monitored as payments can be backdated.
45. The Trust has a higher level of agency in 2020/21, mainly social workers, of which 3 (with 4 more to start in the coming weeks) are due to the increased referral numbers from July onwards, whereas the budget for agency cover has been reduced in the MTFS, causing an overspend. Outline plans are to reduce agency numbers have been shared with the Council.
46. Since Q1, there are two remand cases costing £32k per month into early 2021 but the Youth Offending Service have managed to contain the costs of this by keeping posts vacant for the rest of the financial year and other efficiencies in the service.
47. In addition to the contract sum, the Q2 figures assume the Trust can draw down its £0.22m underspend from 2018/19 that is in the Council's earmarked reserves to use on Ofsted preparation and to offset the current overspend. Prior to Covid19 the Trust requested £0.16m of its £1.24m 2019/20 underspend to support its quality work; this is no longer available due to the impact of Covid19 on the Council's finances. The £0.16m was previously reported as a Covid pressure but Q2 this is now included in the operating over spend to be consistent with the Council's reporting.
48. There are potential future budget implications from Ofsted proposals that 16+ homes may registered for the current SILS provision and future provision proposed as part of the Future Placements Strategy, and these are included in the updated MTFS.
49. **Key Variances over/under £100k:**
50. There are four significant (£100k+/-) variances - Looked after Children, Family Support Services, Safeguarding, and Support Services and Management costs; details below:
51. **Looked After Children - £1.80m operating overspend (£2.91m total overspend including £1.11m due to Covid19):**
52. In the DfE Vulnerable Children and Young People Survey Summary Waves 8 over 80% of LAs estimate an increase in the cost of fostering and residential placements. The detail of the care ladder finance projections and activity are at appendix 1.
53. **In-house Residential, including two-bed homes, £0.17m overspend**
54. There is a projected overspend of £0.17m for the existing In House Residential homes, due to current staffing numbers being over-establishment. The forecast is £0.1m less than at Q1 as the two-bed homes will begin to be staffed in January 2021 in preparation for the first two homes opening in March 2021, which is two months

later than previously assumed due to the impact of Covid19 on the timeframe of completing the house purchases. The assumption for the second round of two-bed homes opening has been pushed back to April 2021 because of this also.

55. **Out of Area Placements - £1.31m operating overspend** (£2.19m total overspend including £0.88m due to Covid19)
56. At the end of September there were 50 OOA placements, a net increase of six since June. There have been eleven new placements in July to September (the forecast at Q1 was for three new placements in this period) offset by five planned leavers (these assumptions were included in the forecast at Q1). In the first two weeks of October there have been a further two new placements (the Q1 forecast was for one new placement in October) which have been included in the forecast; taking the number of OOA placements to 52. A net reduction of two placement has been factored into the forecast for November to March. The overall change since Q1 is an increase of £1.1m on OOA placement expenditure.
57. With the closure of Tickhill Square there are five fewer in-house residential beds. The forecast for the opening of the two-bed homes were revised in the previous month, with the assumptions now that four placements move to the two-bed homes in March 2021 and four in April 2021.
58. The pressures due to Covid19 are increased costs for Out of Authority (OOA) Placements £0.29m, a five month delay to the opening of two-bed homes £0.35m (was three months at Q1), and the potential 5% increase in Children in Care numbers £0.24m which equates to two additional OOA placements.
59. The budgeted funding from the DSG High Needs Block was increased to £3.2m for 2020/21, and the projected income to fund the education elements of the OOA placements is currently £0.40m above this, an increase of £0.37m since Q1 offsetting some of the £1.1m increased expenditure.
60. **Independent Fostering Agencies - £0.03m operating overspend** (£0.20m total overspend including £0.17m due to Covid19)
61. No significant change from Q1. The projected overspend includes additional costs of £0.17m for a potential 5% increase in Children in Care numbers due to the impact of Covid19. The forecast also assumes that the continued trend of IFAs converting to In-House Fostering continues and the 40% / 60% split is achieved by March 2021.
62. **In House Fostering - £0.13m operating overspend** (£0.20m total overspend including £0.07m due to Covid19)
63. No significant change from Q1. The overspend is due to the average cost of placements being above budget and the impact of Covid19 as the forecast assumes a 5% increase in Children in Care numbers with additional costs of £0.67m. Like IFAs, the forecast assumes that the required number of IFAs convert to In-House Fostering to achieve the 40 % / 60% split target by March 2021.

64. **16+ CiC Placements - £0.26m operating over spend**
65. The projected spend has increased by £0.28m since Q1 due to 7 expensive 16+ packages costing from £2,905 to £6,884 per week, and these cases are being reviewed in the same way as the OOA packages.
66. **Allowances Savings target - £0.09m not achieved in 2020/21**
67. As part of the MTFS for 2020/21 there is a savings target of £0.3m from the review of allowances. Savings of £0.1m have been achieved already via audits carried out, and since Q1 there is now forecast savings of £0.11m in the last quarter of the financial year from the new policy going live, ending appeals. The remaining balance of the savings target will be achieved in 2021/22.
68. **Family Support Services - £0.27m operating underspend**
69. There is an underspend due to staffing vacancies; an increase of £0.17m since Q1 as the assumptions for filling posts have revised.
70. **Safeguarding Children - £0.50m operating overspend (£0.69m total overspend including £0.19m due to Covid19):**
71. The reason for the operating overspend, an increase of £0.21m since Q1, is due to increased staffing costs, mainly due to agency cover for vacancies, abnormally high maternity leave and Front Door Covid cost pressure, against a reduced budget. Assumptions have been made in the forecast about future recruitment of newly qualified social workers, with Agency workers forecast to reduce. However, since Q1 Agency costs of £0.16m for 3 workers that have started and an additional 4 more that may be needed are included in the forecast following a significant increase in referral numbers from July onwards due to Covid19, which is expected to continue at least into in the first school term.
72. **Support Services and Management Costs - £0.56m operating overspend:**
73. Prior to Covid19 the Trust requested £0.16m of its £1.2m 2019/20 underspend for Ofsted preparation work; this is no longer available due to the impact of Covid19 on the Council's finances. The £0.16m was previously reported as a Covid pressure but at Q2 this is now included in the operating overspend to be consistent with the Council's reporting. There has been an increase of £0.07m to the Ofsted preparation costs since Q1 as the costs are now expected to continue until March 2021. The one-off £0.22m from the Council's earmarked reserves is allocated here as-is the DfE income (assumed to reduce in 2020/21); the Trust has reduced its costs.
74. **Action being taken to achieve 2020/21 efficiencies and reduce the overspend**
75. The Trust is actively reviewing costs across a number of headings, such as:
- OOA placements have been / are reviewed with a specific focus on pathway progression and the Future Placements Strategy. This should support the return of children home to the Borough, families and friends. The outline plan has been shared with the Council.

- The CiC strategic Group that has been successful in reducing the overall Looked After Children numbers down from 593 to 518 (12.6% reduction) in less than two years, and will continue to pursue proven successful strategies.
- The number and cost of agency has reduced significantly since the start of the Trust. The number and use of agency workers is reviewed regularly, balancing caseloads safely across the Trust. The Trust has shared initial draft proposals with the Council in relation to a “social worker academy” and the recruitment and retention of social workers.
- Included in the MTFs was an intention to reduce allowances by c. £400k. A new policy went live on 1 October 2020 (effective 1 January 2021 for current adopters, pending appeals) and the £400k will be achieved, albeit a later implementation date.
- Other efficiencies will be pursued - e.g. savings that accrue from homeworking

76. **External scrutiny and evaluation within Quarter 2 20/21**

77. There were no Ofsted inspections in quarter 2.

78. **Activity in Quarter 2 20/21**

79. The Trust was involved in the following activities in Q2:

- July 2020 – Promotion of Pathways to Progression
- 15 July 2020 – Fostering Information Event
- 20 July and throughout the Summer Holidays – Promotion of the Summer Staycation Offer in partnership with Doncaster Council and partners
- 1 August – Yorkshire Day
- 6 August – National Stress Awareness Day
- 13 August 2020 – Ministerial Virtual Visit to hear about the Improving Mental Health Assessment of Children Entering Care Pilot Project in Doncaster
- 13 August 2020 – Social Worker Online Recruitment Information Event
- 19 August – Fostering Information Event
- 23 September – Fostering Information Event
- September – Be the Difference Foster. Fostering campaign

80. **Activity in Quarter 3 20/21**

81. 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.

82. The Trust has responded to Covid19, risk rating all children and young people and will continue to ensure visits to children and young people are at the forefront of our work.

83. The Trust will continue to take action in response to Covid19 including: regular meetings with the Council, the Council’s DCS and the Children’s Directorate, develop action plans to support our work, support vulnerable children to attend school, update internal performance measures and work with Team Doncaster partners.

84. During Covid19 we will continue to use Public Health England and local Public Health to guide our decisions, operate '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.

85. The following events are scheduled or have taken place in quarter 3:

- Fostering Network Sons and Daughters Month in October – linking into the national campaign.
- 12 to 18 October - National Adoption Week
- 19, 20 and 22 October – Staff virtual summits
- 21 October – Fostering Information Event
- 22 October – Fostering Information Event
- 26 October to 1 November - Care Leavers Week
- 4 November – Stress Awareness Day
- 11 November – Remembrance Day
- 14 November – Adoption Information Event
- 16 -20 – Anti Bullying Week
- 25 November – Fostering Information Event
- 16 December – Adoption Information Event
- December – Fostering Campaign

86. **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</p>

Outcomes	Implications
	Trust, recognising that formal arrangements for monitoring and challenge exceed the requirements set out in the contract between the two organisations.

87. **RISKS AND ASSUMPTIONS [RM 04/11/2020]**

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

88. **LEGAL IMPLICATIONS [RM 04/11/2020]**

There are no legal implications directly arising from this report except for the potential aforementioned amendments to contractual measures to reflect Covid19.

89. **EQUALITY IMPLICATIONS [LE 04/11/2020]**

There are no equality implications directly arising from this report.

90. **HUMAN RESOURCE IMPLICATIONS [LE 04/11/2020]**

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

91. **TECHNOLOGY IMPLICATIONS [RM 04/11/2020]**

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

92. **HEALTH IMPLICATIONS [JT 04/11/2020]**

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.

93. **FINANCIAL IMPLICATIONS [RM 04/11/2020]**

Included within the body of the report. The financial impact of Covid19 for 2020/21 is estimated at this time pending schools' reopening.

94. **CONSULTATION**

Consultation has taken place with key managers and Directors.

ATTACHMENTS

Appendix 1: Summary of key performance indicators for quarter 2 2020/21

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

This page is intentionally left blank

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	2019/20				2020/21	2020/21	Position	6 month Trend
				Target	Tolerance		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2		
Contractual Key Performance Indicators	Assessments completed within <45 days	Quarterly	Bigger is better	90%	75%	Yes	87%	91%	96%	90%	95%	92%	Better than target	Declining
	Children in need with an appropriate and current plan in place	Quarterly	Bigger is better	95%	80%	No	94%	96%	95%	95%	96%	94%	In Tolerance	Declining
	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	85%	95%	83%	98%	95%	93%	Better than target	Declining
	Initial Child Protection Conferences achieved within the statutory 15 day timescale	Quarterly	Bigger is better	95%	80%	Yes	100%	96%	100%	98%	100%	100%	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%	15%	Yes	11%	10%	8%	9%	9%	8%	Better than target	Improving
	Statutory Looked After reviews completed in time scale	Quarterly	Bigger is better	95%	80%	No	91%	92%	94%	93%	95%	91%	In Tolerance	Declining
	Children who wait less than 14 months between entering care and moving in with their adoptive family.	Quarterly	Bigger is better	Suspended***		Yes	71%	60%	42%	56%	-	-	-	-
	Care leavers the Trust is in touch with	Quarterly	Bigger is better	95%	75%	Yes	98%	98%	98%	96%	97%	95%	Better than target	Stable
	Care Leavers with pathway plans which have been reviewed in timescale	Quarterly	Bigger is better	95%	80%	No	74%	79%	67%	89%	92%	83%	In Tolerance	Declining
	Front line staff receiving Supervision in Timescale	Quarterly	Bigger is better	90%	80%	No	84%	86%	79%	80%	85%	85%	In Tolerance	Stable
	Freedom of Information Requests responded to within timescale	Quarterly	Bigger is better	Suspended***		No	89%	94%	92%	90%	-	-	-	-
	Case file audits graded good or better	Quarterly	Bigger is better	80%	60%	No	72%	82%	83%	83%	70%	61%	In Tolerance	Declining
Length of intervention for family support services (days)	Quarterly	Smaller is better	140 days	180 days	No	193	173	210	196	149	192	Outside Tolerance	Declining	
Families demonstrating improved outcomes at point of closure to Parenting and Family Support Team	Quarterly	Bigger is better	60%	40%	No	69%	82%	87%	83%	88%	91%	Better than target	Improving	

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

MEASUREMENT DETAILS				TARGETS AND COMPARATORS			PERFORMANCE							
Measure Type	Measure	Reporting Frequency	Polarity	Target Range Target	Tolerance	Benchmarking data available	2019/20				2020/21	2020/21	Position	6 month Trend
							Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2		
Strategic Partnership Indicators	Referrals that are re-referrals within 12 months	Quarterly	Smaller is better	22%	28%	Yes	27%	27%	26%	28%	26%	26%	In Tolerance	Stable
	Assessments completed within 20 days	Quarterly	Smaller is better	25%	15%	Yes	19%	18%	12%	11%	26%	19%	In Tolerance	Declining
	Percentage of Children in Need open for a) >6 months	Quarterly	In range is better	15%	20%	Yes	21%	14%	11%	13%	13%	12%	Better than target	Improving
	b) >1 year	Quarterly	In range is better	15%	20%		17%	15%	13%	12%	11%	10%	Better than target	Improving
	c) > 2 years	Quarterly	In range is better	25%	30%		32%	32%	33%	32%	31%	29%	In Tolerance	Improving
	Children becoming the subject of Child Protection Plan for a second or subsequent time	Quarterly	Smaller is better	10%	16%	Yes	24%	3%	3%	7%	6%	8%	Better than target	Declining
	Case file audits graded outstanding	Quarterly	Outstanding is better	RI+: 95% Good+ 80%	RI+: 90% Good+: 60%	No	13%	20%	17%	6%	15%	8%	In Tolerance	Volitile
	Case file audits graded good						60%	61%	66%	77%	54%	52%		
	Case file audits graded requires improvement						26%	16%	15%	15%	24%	36%		
	Case file audits graded inadequate						2%	2%	2%	2%	7%	3%		
	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	0%	0%	0%	3%	0%	0%	Better than target	Improving
Young offenders aged 10-17 who reoffend	Quarterly	Smaller is better	42%	50%	Yes	41%	30%	30%	36%	Not Available	Not Available	-	-	
Rate of first time entrants to youth justice (per 100,000)	Quarterly	Smaller is better	170	210	Yes	190	200	190	223	Not Available	Not Available	-	-	
Care proceedings on track to be completed within 26 weeks	Quarterly	Bigger is better	80%	70%	No	65%	66%	65%	61%	56%	52%	Outside Tolerance	Declining	
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	62%	58%	55%	54%	53%	57%	Outside Tolerance	Improving	

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	2019/20				2020/21	2020/21	Position	6 month Trend
				Target	Tolerance		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2		
	Percentage of LAC that had a missing incident in the year	Annual	Smaller is better	11%	13%	Yes	13%				Annual Measure	Annual Measure	In Tolerance	Stable
	Trust residential settings rated good or better	Quarterly	Bigger is better	100%	80%	Yes	83%	83%	80%	80%	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	55	90	154	69	55	110	In Tolerance	Declining
	Average time in days between a child entering care and moving in with their adoptive family	Quarterly	Smaller is better	426	460	Yes	285	378	372	365	241	443	In Tolerance	Declining
	Children ceasing care to be looked after under a Special Guardianship Order (SGO)	Quarterly	Bigger is better	15%	10%	Yes	20%	11%	19%	20%	22%	12%	In Tolerance	Declining
	Children ceasing care to be looked after under a Child Arrangement Order (CAO)	Quarterly	Bigger is better	10%	7%	No	17%	17%	4%	9%	0%	0%	Outside Tolerance	Volatile
	Rate of children adopted from care	Quarterly	Bigger is better	19%	14%	Yes	17%	13%	17%	15%	12%	24%	Better than target	Improving
	Rate of 19 & 20 year olds Staying Put with their foster carers after their 18th birthday	Quarterly	Bigger is better	25%	20%	Yes	New contract measure for 2019/20	30%	30%	23%	26%	23%	In Tolerance	Declining
	Care Leavers in suitable accommodation (age 19-21)	Quarterly	Bigger is better	85%	80%	Yes	96%	94%	95%	95%	93%	92%	Better than target	Declining
	Care Leavers in Employment, Training and Education (age 19-21)	Quarterly	Bigger is better	48%	40%	Yes	52%	51%	50%	45%	51%	48%	Better than target	Declining
	Full time equivalent posts covered by agency staff	Quarterly	Smaller is better	8%	12%	Yes	6%	5%	6%	5%	5%	6%	Better than target	Stable
	Staff turnover rate	Quarterly	Smaller is better	16%	18%	No	12%	14%	12%	14%	15%	15%	Better than target	Stable
	Achieve a minimum of Bronze level rating in child friendly rating	Annual	NA**	NA**	NA**	No	Awaiting data from DMBC regarding accreditation process set up with DMBC Young Advisors				Annual Measure	Annual Measure	NA**	-

* To be determined. Currently in discussions with the Council to agree target and tolerance

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

*** Suspended due to Covid-19

This page is intentionally left blank