



Doncaster Council

Agenda

To all Members of the

CABINET

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

Venue: Council Chamber - Civic Office, Waterdale, Doncaster, DN1 3BU

Date: Wednesday, 9th June, 2021

Time: 10.00 am

Please Note: Due to current restrictions arising from the Covid-19 pandemic, there will be very limited capacity in the public gallery for observers of the meeting. If you would like to attend to observe in person, please contact Governance Services on 01302 737462 / 736723 / 736716 / 736709 to request a place, no later than **12.00 noon on Tuesday, 8th June, 2021**. Please note that the pre-booked places will be allocated on a 'first come, first served' basis and once pre-booked capacity has been reached there will be no further public admittance to the meeting. For those who are attending the meeting, please bring a face covering, unless you are exempt.

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Damian Allen
Chief Executive

Issued on: Tuesday, 1 June 2021

Governance Services Officer for this meeting: Andrea Hedges
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Items

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

(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it in writing or by e-mail to the Governance Team no later than 5.00 p.m. on Friday, 4th June, 2021. 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 9th March, 2021 for noting (previously circulated).

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

Key Decisions

- | | | |
|----|--|---------|
| 6. | To agree the service delivery model for public health services for 5-19 year olds. | 1 - 14 |
| 7. | 2020-21 Quarter 4 Finance and Performance Improvement Report. | 15 - 72 |

Non-Key Decisions

- | | | |
|----|---|----------|
| 8. | St Leger Homes of Doncaster Ltd (SLHD) Performance and Delivery Update: 2020/21 Quarter Four (Q4) and year end outturn. | 73 - 92 |
| 9. | Performance Challenge of Doncaster Children's Services Trust: Quarter 4, 2020/21. | 93 - 112 |

Cabinet Members

Cabinet Responsibility For:

**Chair – Ros Jones, Mayor of
Doncaster**

Budget and Policy Framework

**Vice-Chair – Deputy Mayor
Councillor Glyn Jones**

Housing and Business

Councillor Lani-Mae Ball
Councillor Nigel Ball

Portfolio Holder for Education, Skills and Young People
Portfolio Holder for Public Health, Leisure, Culture and
Planning

Councillor Joe Blackham

Portfolio Holder for Highways, Infrastructure and
Enforcement

Councillor Rachael Blake

Portfolio Holder for Children’s Social Care,
Communities and Equalities

Councillor Phil Cole

Portfolio Holder for Finance

Councillor Mark Houlbrook

Portfolio Holder for Sustainability and Waste

Councillor Jane Nightingale

Portfolio Holder for Corporate Resources

Councillor Andrea Robinson

Portfolio Holder for Adult Social Care

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Doncaster Council

Report

Date: 09/06/2021

To the Chair and Members of the Cabinet

To agree the service delivery model for public health services for 5-19 year olds.

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nigel Ball, Cabinet Member for Public Health, Leisure, Culture and Planning	All	Yes

EXECUTIVE SUMMARY

1. The Health and Social Care Act 2012 sets out a local authority's statutory responsibility for delivering and commissioning public health services for children and young people aged 5-19 years. The Healthy Child Programme 5 to 19 provides the blue print for public health services to support the health and wellbeing of school aged children and young people.
2. The Healthy Child Programme in Doncaster is primarily delivered by the School Nursing service who provide a variety of health improvement programmes for school aged children. Another partner key to the delivery of the Healthy Child programme is 'Project 3' young person's service, providing sexual health, substance misuse and smoking cessation services for young people aged 11 to 18.
3. Although both School Nursing and Project 3 provide quality services that perform well, child health data tells us there are still many challenges children and young people face in Doncaster.
4. We are exploring the potential to integrate the School Nursing and Project 3 services into one delivery model, with one provider overseeing provision of public health services for 5-19 years olds across Doncaster. Whilst there have been some potential issues highlighted with moving to an integrated model, these are not insurmountable and the potential to provide an innovative, effective, and efficient service offer for school aged children and young

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people, outweighs any initial concerns.

5. The School Nursing service and Project 3 are both provided by Rotherham, Doncaster and South Humber NHS Trust (RDaSH). Both service contracts come to an end 31.03.2022.

EXEMPT REPORT

6. There is no exempt information contained in the report

RECOMMENDATIONS

7. Recommendation 1: Cabinet is asked to consider the options for the delivery model for public health services for children and young people aged 5 to 19 years old.
8. Recommendation 2: Cabinet is asked to agree to commencement of a tender process to find a suitable provider or providers to deliver public health services for children and young people aged 5 to 19 years old in Doncaster.
9. Recommendation 3: Cabinet is asked to support the extension of current contracts for public health 5 to 19 services by 4 months to align with the academic year.
10. Recommendation 4: That Cabinet approve the delegation of the contract award to the Director of Public Health, after consultation with the portfolio holder and subject to compliance with the Council's Standing Orders.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

11. This proposal secures the provision of high quality, evidence based public health services for children and young people between the ages of 5 and 19 years old.

BACKGROUND

12. The Health and Social Care Act 2012 sets out a local authority's statutory responsibility for delivering and commissioning public health services for children and young people aged 5-19 years.
13. Good health, wellbeing and resilience are vital for all our children now and for the future of society. There is firm evidence about what is important to achieve this through robust children and young people's public health. This is brought together in the national Healthy Child Programme.
14. The universal reach of the Healthy Child Programme provides an invaluable opportunity from early in a child's life to identify families that are in need of additional support and children who are at risk of poor outcomes. The 5-19 element of the Healthy Child Programme is led primarily by school nursing services, providing place-based services and working in partnership with education and other providers.
15. The School Nursing service comprises of a relatively small team covering the 40,000+ school aged children in Doncaster. The School Nursing offer is wide

and varied (see table 1 for summary) including school based drop in clinics (secondary only) and eClinics to support young people with a range of health and wellbeing issues from improving diet and nutrition, to reducing stress and anxiety. The School Nurse offer differs from primary to secondary aged children.

16. Health Visiting services, who primarily deliver the 0-5 elements of the Healthy Child Programme, have a requirement to ensure a seamless transition into the School Nursing service for all children reaching school entry age, including the safe transfer of family files or adult records.
17. Children being supported who are known to social care services must be formally identified to the School Nursing Service as per national procedure in order ensure continued targeted support. Where a professional contributes to the care plan of a child as part of a multi-agency team (e.g. early help assessment, child in need, child protection or Looked After Child plan), the professional must ensure the care plan is up to date and the lead professional made aware of transfer to School Nursing Services.
18. Note that this service offer does not cover schools for pupils with specialist health care needs. Doncaster CCG commission provision of specialist school nursing services in schools providing education for children with special educational needs and disabilities.
19. Other partners key to the delivery of the Healthy Child programme are services providing sexual health, substance misuse, and smoking cessation interventions. In Doncaster, these services are provided via an integrated service, Project 3, specifically developed to meet the needs of young people aged 11 to 18.
20. During adolescence, rapid brain development occurs as children experience new social relationships and emotions and start to experiment with potentially 'risky' behaviours. During this transitional period, 14 to 17 years in particular, young people are vulnerable to adverse influences and peer pressure exerting a negative effect on choices that may continue into adulthood. With the exception of normal, healthy sexual activity, problematic behaviours all have common origins stemming from a combination of factors: availability of substances, community and family norms, deprivation and low aspirations.
21. The delivery of specialist interventions within the service take place within the wider children and young people's provision, taking a holistic approach to need rather than addressing these issues in isolation.
22. The School Nursing service and Project 3 are both provided by Rotherham, Doncaster and South Humber NHS Trust (RDaSH). Both service contracts come to an end 31.03.2022. Although all contract extension options have been exhausted, the commissioner is requesting a short extension of 4 months to the current agreements in order minimise potential disruption of ending the contacts during the school year.
23. Because the School Nursing service traditionally operates in term time, aligning with the academic year, ending the contract part way through the school year could result in disruption to children and young people if a new service model is introduced. There is also the potential for a new provider to take over delivery of the contract, which again would lead to disruption of the

service and potential gaps in provision during the transition period.

24. A 4 month extension would take the contract end dates from 31.03.2022 to 31.07.22, which would fall during the summer holiday, allowing additional preparation time and any transition issues to be resolved with minimum impact on children and young people.

Public Health/School Nursing service	Project 3 – integrated substance misuse and sexual health services
Scope – school aged children (5-19) attending Doncaster educational establishments	Scope – young people aged +11 resident in Doncaster
School based clinics; non-school based consultations; eClinics; and single point of contact	Central base with some bespoke outreach activity
School support – school health plans; health questionnaires reception and Y6 children; ‘Safe Touch’ and puberty sessions; Long term condition training; health and wellbeing clinics	Tier 2/3 (non-prescribing) interventions for drug & alcohol misuse Specialist substance misuse prescribing
National Child Measurement Programme (NCMP)	Full contraceptive offer (up to and including level 2 provision)
Sexual health (condoms; emergency contraception; pregnancy testing; chlamydia testing)	NCSP (Chlamydia Screening): Screening, Retests, Partner Notifications, Treatment
Vision and hearing screening in reception children	Prevention of 2 nd pregnancy: contact with clients who are postnatal or have recently had a miscarriage or termination
Child Sexual Exploitation nurse (part of multi-agency team)	Therapeutic offer for families affected by parental substance misuse

Table 1. – Summary of current service provision

25. Local data and insight– key points

26. Ill health is not equally distributed within the population, and this is also true when it comes to the health of children and young people. We know that children and young people from more deprived areas suffer more incidence of overweight and obesity; have worse oral health; and poor outcomes for sexual health.
27. Young people aged between 15 and 24 years experience high rates of new STIs. This is reflected in Doncaster where 51% of diagnoses of new STIs made were in young people in this age-group.

28. Young people are also more likely to become re-infected with STIs, contributing to infection persistence and health service workload. In Doncaster, an estimated 8.1% of 15-19 year old women and 5.9% of 15-19 year old men presenting with a new STI at a SHS during the 5 year period from 2014 to 2018 became re-infected with an STI within 12 months.
29. The latest National Child Measurement Programme (NCMP) data highlights that approximately 1 in 4 Reception Year children in Doncaster has excess weight (either overweight or obese), increasing to 1 in 3 by the time of leaving primary school. In relation to obesity; approximately 1 in 10 children are obese at the start of primary school and this doubles to 1 in 5 by the time of leaving.
30. Analysis of NCMP data shows that in Doncaster, excess weight prevalence increases as children age in primary school. There is inequality in relation to excess weight in primary school children in Doncaster with those in schools in the most deprived areas carrying the greatest burden.
31. Poor oral health is also related to deprivation, with children living in more deprived local authority areas experiencing poorer oral health than those from less deprived areas. In Doncaster prevalence of tooth decay was significantly worse for those living in the most deprived quintile than those in the least deprived quintile.
32. Since 2015, Doncaster Council has conducted the Pupil Lifestyle Survey, which has provided valuable data on children and young people's health-related behaviour. To date, the data from this survey has provided a set of Doncaster-wide figures at key points in children and young people's development.
33. Examples from the most recent 2019/20 survey tell us:
 - a. 28% of primary and 23% of secondary pupils have experienced being bullied at or near school in the previous 12 months
 - b. 11% primary and 23% of secondary pupils have nothing to eat or drink for breakfast
 - c. 73% of primary and 62% of secondary pupils are 'happy' or 'very happy' with their life at the moment
 - d. 5% of secondary pupils have taken drugs in the last year
 - e. Amongst secondary pupils who have had a sexual relationship, 30% have never used a condom
 - f. 26% of respondents had not heard about school nurses and 74% were not aware of Project 3
34. Doncaster Council has an ambition to be the most child and young person-friendly borough. One way to do this is for the council to increase young people's freedom to choose to live a life that they think is important. To do this Doncaster Council and a research team from Sheffield Hallam University worked with 17 young people to find out what would help them to 'live their best lives'. The young people took part in some research which they helped to plan and analyse. They asked a further 30 friends and classmates about their ideas. They also took part in a workshop with 6 adults, who work in health services, to plan together what support the council, and wider community, should give young people and how this support should be

provided.

35. The young people came up with their own framework for support which would help them to 'live their best lives'. This covered five topics: 1) people and special relationships, 2) places, spaces and time for me, 3) learning and skills, 4) freedoms, rights and responsibilities, 5) health and wellbeing. In each of these topics the young people were able to agree what helped them to grow well, what stopped them from flourishing and what people could do to support them. They focussed on the need for trusted relationships with adults, their own space and access to valued activities. They wanted education to be broad – building knowledge about academic subjects but also social and life skills. The young people stressed the need for support for their mental health and to be able to influence decisions that affect them. The project successfully showed that young people were able to make relevant suggestions for the ways in which the community and services might support them to thrive. The Council are committed to building young people's ideas into the support they offer and continuing to give young people decision making power in areas that affect them.
36. **Local context and proposed model**
37. Although both School Nursing and Project 3 provide quality services that perform well, child health data tells us there are still many challenges children and young people face in Doncaster. We know that no one service can 'fix' the deep rooted social and systemic causes of poor health, but we should always be striving to improve service provision and look to areas where we can innovate to adapt to emerging and existing need.
38. We want to ensure we have services that are making the most effective use of limited resource, to have the greatest impact possible.
39. We want to ensure our public health services for children and young people include the following:
 - a. A service offer that is co-produced with children and young people.
 - b. Addresses the health and wellbeing of children and young people in a holistic way rather than just individual targeted interventions.
 - c. Ensure children and young people get to the right person, at the right time, in the right place.
 - d. Are flexible and responsive to children and young people's needs.
 - e. Share knowledge and expertise within a multi-disciplinary team and wider children and young people's agencies.
 - f. Support vulnerable children and young people through better communication and information sharing.
 - g. Provide a range of options for children and young people to access services, including a virtual offer.
40. To this end, we are exploring the potential to integrate the School Nursing and Project 3 services into one delivery model, with one provider overseeing provision of public health services for 5-19 years olds across Doncaster.

41. There are examples of integrated care models working well, both in the literature, and in our own experience (Project 3). Fragmentation of care and care gaps arising from a lack of optimal integration can translate into negative experiences and outcomes for service users and unnecessary costs for providers. Effective integrated pathways have the potential to provide a more effective and efficient health system truly centred on the service user.
42. We tested this hypothesis at a recent soft marketing test event. Responses from providers have been summarised in the below table 2

Appeal of an integrated delivery model	Challenges of an integrated delivery model
A joined-up service for young people	Limited organisations that can deliver the totality of this offer
Interrelated health & wellbeing issues can be addressed	[clarity] around the different roles and responsibilities for each of the service elements
An innovative approach; offers scope to explore new ways of working; move away from traditional service delivery models	Development of new pathways; communication of new offer to service users and other CYP providers
Shared learning at all levels, increasing the early intervention skills of staff through training and development.	Pace of transformation; can everything be done in time to mobilise the service for the contract start date
Single service offer – single point of contact; one patient record; core skills set across the service; one digital offer	Governance - Specialist leadership will still be required to support the different specialisms within the team.
Opportunity to review the skill mix within the team; potential to benefit the non-qualified/ support staff group	An integrated model would provide minimal additional flexibility

Table 2.- Summary of responses from providers re: integrated model

43. It is inevitable with any new service delivery proposal that there will be apprehension about issues that may arise. We anticipate a 7 to 8 month mobilisation period from contract award to contract start date in order to allow the successful provider to develop and mobilise the service.
44. There is also the option to develop and test some aspects of an integrated model with the existing provider through the Doncaster Provider Alliance prior to the service going out to tender. This will further allow us to anticipate any issues that may arise and find solutions to them before the service goes live.
45. There may also be flexibility after the start of the contact to allow for continuing development of certain aspects of the service offer.
46. In order to let the service properly form and embed, the proposed contract length for the service is 4 years plus the option to extend for a further 2 years.

OPTIONS CONSIDERED

47. Option 1 – To retender public health services for 5-19 year olds using current service delivery model
48. Option 2 – To retender public health services for 5-19 year olds using an integrated service delivery model
49. Option 3 – To retender public health services for 5-19 year olds using an integrated service model which has been developed and tested first in collaboration with the Doncaster Provider Alliance
50. Option 4 - Do nothing
51. Option 3 is the preferred option.

REASONS FOR RECOMMENDED OPTION

52. Although there will be inevitable ‘teething’ issues with a new service delivery model, we feel the issues highlighted by providers are not insurmountable and the potential to provide an innovative, effective, and efficient service offer for school aged children and young people, outweighs any initial concerns.
53. Being able to develop and test the model first with the provider Alliance will help to anticipate and resolve any issues that arise before going out to tender.

IMPACT ON THE COUNCIL’S KEY OUTCOMES

54.

	Outcomes	Implications
	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;	Prevention of long-term illness into adulthood which may affect an individual’s ability to find and maintain employment.

	<ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	
	<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>Prevention of long-term illness into adulthood that may impact on an individual's ability to flourish and lead lives they value</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>Services that protect, support, and improve the health and wellbeing of children and young people.</p> <p>Ensuring all children can participate fully in educational opportunities and are not held back by poor physical or mental health</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>Services that protect, support, and improve the health and wellbeing of children and young people.</p> <p>Universal reach provides opportunity from early in a child's life to identify families that are in need of additional support and children who are at risk of poor outcomes.</p>
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce 	

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

55. Failure to fulfil the local authority’s statutory responsibility for delivering and commissioning public health services for children and young people aged 5-19 years.
56. Substantial change in size or status of ring-fenced public health grant. This option assumes that the public health grant continues to be ring fenced and is of a similar quantum. A reduction in the grant will require additional savings and if the ring fence is removed, the Council may choose to use the grant differently and/or take money out of contracts.
57. Insufficient volume in contracts. As reductions in investment in any programme are almost entirely related to staff costs there is a possibility that clinical or ‘face to face’ hours will be reduced and waiting lists will have to be introduced. Risks associated with this scenario include:
- Emerging issues with vulnerable and at-risk children and young people are missed due to reduced opportunities to have sight of them
 - Increased time between referral and intervention thus there is potential for service users conditions to get worse thus requiring more intensive, costly treatment
 - Increase in individuals who do not attend as the increased waiting time means they lose interest or lose courage to attend.
 - Potential for untreated individuals with STI to infect other individuals
 - Potential for individuals requiring contraception to become pregnant with an unwanted pregnancy
 - The reduced hours of provision may mean that staff are not able to adequately support children and young people with multiple and complex needs, this may mean costs in other areas.
58. The current provider and provider alliance would not be precluded from procurement of this service.

LEGAL IMPLICATIONS [Officer Initials...NJD.. Date 17th February 2021]

59. Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do. Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services.
60. Section 2B of the National Health Service Act 2006 (as inserted by Section 12 of the Health and Social Care Act 2012) places a duty on all Councils to take such steps as it considers appropriate for improving the health of people in its area. Examples of such steps are, providing information and advice; providing services or facilities designed to promote healthy living; provide services or facilities for the prevention, diagnosis or treatment of illness and providing assistance to help individuals to minimise any risk to health arising from their accommodation or environment.
61. The contract will be tendered in accordance with the Councils contract procedure rules and the Public Contracts Regulations 2015.
62. The report author has stated that the current contracts will require a short extension. The extension should be requested through the contract procedure rule waiver process.
63. By combining the services, the Council are changing the way in which the services are delivered. The Equality Act 2010 requires the decision maker to comply with the Public Sector Equality duty to consider the need to promote equality for persons with “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation and have due regard to:
 - i) eliminate discrimination, harassment, and victimisation;
 - ii) advance equality of opportunity
 - iii) foster good relations between persons who share a relevant protected characteristic and those who do not share it.

In order to do this the decision maker will need to have sufficient information about the effects of the proposed changes on the aims of the Equality Duty. The Equalities Implication section below is designed to assist with compliance with this duty and so the decision maker must take that into consideration and the public sector equality duty before taking the decision.

64. Legal should be consulted throughout the procurement and award process.

FINANCIAL IMPLICATIONS [HR 16/02/21]

65. The council has not yet received notification of Public Health grants beyond the current financial year. In 2020/21 the council received a ring fenced Public Health grant of circa £24m to tackle health inequalities in the borough. School Nursing service and Project 3 contracts are fully funded from the Public Health Grant with a budget of £1.89m in 2020/21. The cost of any future contracts will need to be included in the medium term financial plan and budgeted for accordingly in the annual budget setting process.

HUMAN RESOURCES IMPLICATIONS [PM – 02/03/2021]

66. There are no direct HR implications in relation to this report.

TECHNOLOGY IMPLICATIONS [Officer Initials...PW..... Date...15/02/21]

67. There are no anticipated technology implications in relation to this report.

HEALTH IMPLICATIONS [Officer Initials CW Date 17/02/21]

68. Universal public health services for children and young people are an essential component of promoting, supporting and protecting their health and wellbeing. Universal services of this nature can identify health issues at an early stage in a child's life and support them through their school years. For children going into adolescence, being able to access trusted services that can help them to safely navigate through some of the riskier behaviours they may experiment with, is important to ensure these behaviours do not become problematic and follow them into adulthood.

69. An integrated service delivery model may allow for greater flexibility and responsiveness to the needs of children and young people; and ensure children and young people access support with the right person, at the right time, in the right place.

EQUALITY IMPLICATIONS [Officer Initials CW Date 17/02/21]

70. Universal services mean that all children will have opportunity to be seen by the school nursing service at entry in reception year and at various opportunities throughout their school years. Children who do not access mainstream schools for whatever reason should also be offered a school nurse service in a setting appropriate to them.

71. Access to services through education setting is important in particular for elements of the service such as screening and surveillance. However, young people should be able to access public health services in ways that are acceptable to them. Access to online or digital services should be an integral part of service for young people, as well as options for young people to engage with services outside educational or clinical settings, in their own communities.

72. The report notes that health inequalities appear in child health data profiles and in local survey data. Vulnerable groups such as children with special educational needs, young carers and young people who identify as LGBTQ+ should be provided with tailored support to help them overcome any additional challenges they may experience as a result of circumstance.

73. The report notes that health inequalities appear in child health data profiles and in local survey data. Vulnerable groups such as children with special educational needs, young carers and young people who identify as LGBTQ+ should be provided with tailored support to help them overcome any additional challenges they may experience as a result of circumstance.

CONSULTATION

74. Consultation is ongoing.
75. Relationships & Sexual Health Services for young people (July 2020) (report available on request)

BACKGROUND PAPERS

76. Healthy Child Programme: 5 to 19 year olds
<https://www.gov.uk/government/publications/healthy-child-programme-5-to-19-years-old>
77. Child Health Profiles
<https://fingertips.phe.org.uk/profile/child-health-profiles/data#page/1/qid/1938133228/pat/6/par/E12000003/ati/202/are/E08000017/cid/4>
78. Integrated Healthcare Pathways
https://www.kingsfund.org.uk/publications/making-sense-integrated-care-systems?qclid=EAlalQobChMlj967i4bk7gIVELrtCh0WmwCcEAAYASAAEgJw-vD_BwE

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Doncaster Council

Report

Date: 9th June 2021

To the Mayor and Members of Cabinet

2020-21 Quarter 4 Finance and Performance Improvement Report

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Mayor Ros Jones & Councillor Phil Cole	All	Yes

EXECUTIVE SUMMARY

1. This report focuses on quarter 4 of the 2020/21 and details the Council's outturn financial outturn and performance position. Against the backdrop of responding to the Global pandemic the performance achievements and financial position is remarkable. The Council has demonstrated a one team approach to delivering essential services and responding in novel ways to support individuals, communities and partners during the past 12 months. The purpose of this report isn't to provide a commentary on the lived experiences or organisational challenges however it would be remiss not to set the relative performance and financial position within the challenging circumstances we've all experienced.
2. There are 2 documents which help provide the context; the first is the COVID roadmap which provides the key milestones. The other is included as Appendix A and lists the resources provided by Government to support COVID initiatives.
3. The range of initiatives have been extensive tallying £166m expended during 2020-21 and include;
 - Business support payments £128m
 - Public Health related activities such as localised Track and Trace, Infection control, Community testing and Contain outbreak management
 - Self isolation payment scheme
 - Support for Clinically extremely vulnerable
 - Rough sleepers
 - Support for vulnerable children
 - Support for Adult Social care sector – workforce & rapid testing

These initiatives have been mobilised & delivered during the year from a standing start.

4. It's important to reflect on these initiatives to appreciate the scale in which they could have impacted on the council's performance and finances. Instead this report outlines how the council has been able to maintain performance and deliver services within allocated funds.
5. It's also worth reflecting that during this period the Council has managed other concurrent risks relating to the impact of EU Exit and extreme weather through the winter particularly storm Christoph in January 2021.
6. Reviewing the detailed performance metrics the challenges are:
 - Business Rates collection at the end of the fourth quarter is 92.64%. It remains some way off the comparison of 97.22% for the same time last year and is slightly lower than the 93.83% reported in Q3.
 - Tackling Fly-tipping within 7 days – although greater numbers of incidents and greater volumes of waste have been collected this quarter, the percentage dealt within 7 days has dropped to 42% compared to 60.61% reported in Q3.

There have however been areas of improvement, which include:

- There has been an additional 231 new homes in quarter 4, taking the yearend total to 859.
- The sickness absence outturn rate for the quarter was 8.25 days per full time equivalent employee (FTE), and below the year-end performance target of 8.50 days. This is a positive reduction of almost a full day from 9.20 days per FTE in Q3 and a further significant improvement of 2.5 days per FTE on last year's outturn figure. It should also be noted that sickness absence rates have not yet been significantly impacted by positive Covid cases, and that absence management practices remain effective. However, there are early indications of some staff suffering with Long Covid and this will be monitored over the coming months to assess impact and ensure effective provisions to manage the condition effectively remain in place.
- £29,815,209 of council spend in Quarter 4 was with local firms this equates to 73%. The overall average for 20/21 was 76% which equated to £112.2million.

Financial Position

7. The COVID-19 pandemic has resulted in significant volatility and financial challenges this year. We have incurred new and additional costs to support operational services, seen reduced income through less trading activity and there has been a delay in delivering savings, which are required to achieve a balanced budget. There have also been significant losses on the projected income from Council Tax and Business Rates due to the impact of the restrictions.
8. Given the exceptional nature of circumstances, the Government have recognised the financial challenges and provided additional COVID-19 pressures funding. All COVID related costs, income losses and delays in delivering savings have been funded using the relevant COVID grant funding provided. The emergency COVID-19 funding provided in tranches and the hardship funding for the financial year amounts to £31.7m, of which £24.3m has been allocated and the balance committed for future years budget, as detailed in paragraph 156. Other specific

COVID-19 grants that have been provided, along with details on spend incurred this financial year, are listed in the Appendix A Finance Profile to this report. This details a total of £166m spend including government grants provided to businesses in 2020/21.

9. The outturn position is a £6.04m underspend after the allocation of COVID-19 emergency grants. The main variances are detailed in paragraphs 130 to 136. This position is significantly better than forecast for a number of reasons detailed in the report, including managers pro-actively managing the budgets to prepare for the future. The underspend is proposed to be allocated to specific initiatives detailed in paragraph 140 below (including £3.91m for leisure centres and £2.0m for severe weather maintenance/road safety).
10. Looking to the longer term, we have set a budget that includes assumptions about the longer-term impact of the COVID-19 pandemic and government restrictions. We recognise the significant challenges and uncertainties that the Council will continue to face in future years, therefore we will continue to monitor the financial impact closely and take corrective action where required.

Performance

11. 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.
12. Paragraphs 15-105 outline the current position on areas that we have managed to continue to monitor throughout quarter 4 as well as identifying additional key areas of activity.

EXEMPT REPORT

13. This report is not exempt

RECOMMENDATIONS

14. The Mayor and Members of Cabinet are asked to note and comment on the quarter 4 performance and financial information; including;
 - approve the virements per the Financial Procedure Rules, detailed in the Appendix A – Financial Profile;
 - approve the signing of Section 256 agreements with CCG for projects with a total value of £3.346m, as detailed in paragraph 145;
 - 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);
 - note the carry forwards approved by the Chief Financial Officer, detailed in the Finance Profile attached as Appendix A
 - approve the allocation of £6.035m underspend in 2021/22, as detailed in paragraph 140.
 - delegate the allocation of the £2.00m severe weather/road safety reserve to the Director of Economy & Environment and Assistant Director of Finance (Section 151) in consultation with the Mayor.
 - delegate the allocation of the £3.906m leisure fund to the Director of Public Health and Assistant Director of Finance (Section 151) in consultation with the Mayor.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

LIVING:

Delivering Quality Local Environmental and Highway Services

15. Our teams have worked extremely hard to continue to provide our services during the pandemic and through the lockdowns, putting suitable risk-based measures in place to ensure service continuity, public safety and employee safety.
16. In many services areas, where service delivery has continued, it has not been the same as it was before the pandemic. Changes that have been necessary to ensure the continuation of service delivery in a safe and risk assessed manner have included:
 - staggered shift times to reduce the number of staff at the depot at any given time;
 - signing in and out processes;
 - cleaning down of vehicles and equipment; and
 - enhanced personal hygiene regimes.
17. The purchase of additional vehicles in quarter 3 has meant that all Street Scene staff can be deployed – however the continued vehicle occupancy restrictions are impacting on the efficiency some key activities; i.e. we are required to use more vehicles and fuel to deploy staff. Cumulatively, the impact of these unavoidable variances that we have had to introduce, is a significant level of lost working time per week which impacts upon service productivity.
18. Nationally there is very strong evidence that the levels of waste / litter in public spaces has increased considerably during the lockdown periods, and this reflects the experience in Doncaster as well as in neighbouring Councils such as Barnsley and Rotherham who have both confirmed very similar issues to those in Doncaster. The number of reported fly tipping cases opened in Q4 was 3799 – far higher than the previous quarter (2822). This, alongside the Covid compliance restrictions listed above, is further impacting the amount of time taken by operatives to undertake cleanse activities.
19. The increase in the levels of fly tip and littering has led to a need to increase resources within Street Scene. In Q4, following discussions with the Mayor and Portfolio Holder, an agreement was granted to create a dedicated Fly tip and Litter Team – which was in place at the end of February. So this additional resource has been in place for one month of Q4 only. Along with much appreciated support from our partners Suez, this team has increased the amount of fly tip clearance work. In Q4 we closed a total of 3615 jobs, (in Q3 we closed 2747) – and there was a 152% increase in the number of Fly & Litter jobs completed in February 2021 compared to February 2020.
20. Performance for the closure of fly tip jobs within SLA timescales (5 working days) decreased from 61% in Q3 to 42% in Q4. The initial focus of the Fly and Litter team has been to address the significant back-log of jobs. This prioritisation of outstanding works plus the considerable increase in fly tip levels has contributed to this reduced level of performance. As mentioned earlier, the additional resources have only been in place for one month of Q4 and time has been needed to embed these new arrangements. Moving forward, we are confident of an increase in performance.

21. Two additional enforcement officers joined the team with a sole focus on urban back alley fly tipping – both from an enforcement and education / awareness raising perspective (other enforcement officers have a dual role of wider environmental work as well as fly tipping). These officers have contributed significantly to tackling the unwanted behaviour of fly tipping of waste:
- since the 1st March 2021, the Urban enforcement team have gathered evidence supporting 175 fly tipping investigations, 102 which relate to the work that the 2 new enforcement officers have been doing in the back alleys
 - as per the investigative process, letters under caution have been sent to those individuals whose waste was found
 - the outcome of investigations so far has resulted in 13 written warning notices and 3 fixed penalty notices issued
 - the remaining cases are being pursued in the normal enforcement process.
22. The amount of domestic waste recycled has stayed similar but the overall amount of waste increased over the Christmas period – thus resulting in a decreased recycling rate, dropping from 52% (Q2) to 40% (Q3).
23. The percentage of highways meeting the required cleanliness standards (litter, graffiti and detritus) continues to exceed the 80% target at 83%. The percentage of principal roads (98%), non-principal roads (98%) and estate roads (83%) in good/fair condition all meet or exceed their respective targets (98%, 96%, and 76% respectively).
24. During Q4 our pilot ‘naturalisation’ activities have been nominated for a Keep Britain Tidy ‘Love Parks’ award. Building on this, suggested areas for use as naturalised sites have been communicated to elected members and we are currently receiving feedback. A Naturalisation Policy is being developed that will ensure alignment with the Environmental Sustainability Plan. This work will continue to develop over 21/22 and beyond as part of the Environmental Services Improvement Plan and our continued commitment to the Greener Cleaner aspirations of the Borough.
25. The target (10,000) for planting trees via the Council’s digital tree-management system was achieved with a year-end total of over 10,800. Campsall Country Park was successful in receiving a Green Flag award, and Bentley, Sandall and Quarry Parks were successful in retaining their awards. This brings the total for parks with Green Flag status to 4. Elmfield Park has been submitted for the award this year, with result announced in October 2021.

Delivering our Net Zero Carbon and Biodiversity ambitions

26. The Environment and Sustainability Strategy was approved by Cabinet and Council in January. This Strategy takes forward for implementation recommendations from the Doncaster Climate and Biodiversity Commission’s final report which was published in December 2020. Implementation will be governed by a Climate & Environment Board within the Team Doncaster structure.
27. The Council is making progress in its contribution to the ambition and priorities set out in the borough’s Environment and Sustainability strategy:

Energy Efficiency of Buildings

- A £12.56m Thermal Improvement programme was approved in March 2020 to provide external wall insulation and loft insulation to the remaining 1,800

uninsulated Council homes in Doncaster. Work commenced in Quarter 3 and will continue across the year.

- Two successful funding bids have secured £1.179m to enable a housing energy efficiency retrofit to commence in February 2021. A further bid of £2m being submitted in March 2021.
- A £2.4m capital funding application for Council buildings energy efficiency retrofit, if successful, will deliver 7,731 tonnes of carbon savings.

Transport

- Our transport fleet replacement plans are underway with , electric vehicles will replace diesel wherever practical. With 26 petrol/diesel cars and vans approved for replacement and 23 already integrated into the fleet.
- Doncaster now has 38 publically available charge points available for charging up to 67 cars; and the Council has contracted ENGIE to deliver a further 60 charging bays for Council Use.
- £2.6m of Sheffield City Region funding has been secured for 'rapid' and 'fast' EV charging across South Yorkshire, meaning Doncaster will benefit from an additional 30-40 charging points.

Natural Environment

- A Natural Capital Assessment for Doncaster and South Yorkshire has been commissioned by Sheffield City Region – this will support us in looking more methodically and on the basis of evidence for opportunities for ecosystem and biodiversity enhancement including natural flood prevention and tree planting (Woodland Trust being one of the funders). This will then identify opportunities for investment in our natural assets. The assessment is progressing well with baseline mapping complete and stakeholder briefings scheduled in May 2021.
- An independent review of the Council's Tree Management Policy was initiated in Quarter 3 to ensure that the management of council trees, particularly street trees, is aligned to our climate and biodiversity ambitions. This was completed in Q4 and a new Tree Policy approved by Cabinet 23 February 2021.
- A Common Cause Agreement is being signed at CEO-level between the Council and Yorkshire Wildlife Trust, paving the way for collaboration and joint working for example on Doncaster's Green Gateway in the areas surrounding the M18 junction onto the White Rose Way, and support for Doncaster Nature Alliance.
- Doncaster are partners in the South Yorkshire Local Nature Partnership's Woodland Creation programme. A Woodland Creation Coordinator post has been funded and recruited to and the Council have engaged with the Co-ordinator to further develop an overall tree strategy for the borough that links to the Northern Forest initiative.

WORKING:

Supporting Local Businesses

28. Support to businesses throughout the period in terms of preparation for EU exit, and swift payment of grants, supporting people back to work.
29. The final outturn figure for the collection of Business Rates of 92.64% is down on the 96.5% target figure. The outturn figure is also well down on the 97.22% collection achieved last year. The reason for this reduced collection is down to the impact of the Covid 19 pandemic. No official debt recovery action was taken until the end of the 2nd quarter, in terms of issuing reminders, summons and the

obtaining of liability orders. In the final quarter the government has reintroduced national lockdowns which has seen many businesses unable to trade. As many businesses were shut it was difficult to talk to them about their outstanding business rates and lenient debt recovery processes were maintained throughout the year. Key accounts were unable to pay any of their Business Rates in the year, whilst they awaited financial support. There had been a gradual improvement in collecting revenue owing from the beginning of the year, until the final quarter when lockdowns were reintroduced resulting in outturn collection being much lower than predicted.

Planning and Delivery of Housing and Investment

30. The percentage of major planning applications processed within targeted timeframes continues to significantly exceed the national target of 70%. A figure of 91% was achieved across the year which is lower than the highly ambitious locally set target of 94%, but is a 3 percentage point increase on quarter 3. Performance this quarter has been affected by negotiation of extension of times. This need to agree an EOT on major applications is not unusual, which are complex by their very nature and commonly require on-going negotiations, s106 agreements and committee approvals in order to seek a positive resolution on the proposals. If extensions of time were not taken in to consideration our performance for major applications would be 21%.
31. An additional 231 new homes were built in quarter 4, taking the full year total to 859. This is the first year in five whereby the Local Plan target of 920 homes per year has not been met. Over-delivery in previous years more than makes up for this year's small shortfall.

Local Wages

32. Doncaster's weekly gross pay for those resident in Doncaster has been improving year on year and at £563.90 it is now the highest in South Yorkshire, surpassing the Yorkshire and Humber average of £540.40. The picture is the same for weekly gross pay excluding overtime which is now £537 (Y&H £525.40). However the challenge will be to maintain the improvements that have been seen in this and other key indicators as we emerge from the pandemic.

Type of pay	Doncaster						
	Barnsley	Doncaster	Rotherham	Sheffield	GB	Y&H	Rank
Weekly Gross Pay	517.4	563.9	516.1	536.6	587.1	540.4	2
Weekly Gross Pay Excluding Overtime	505.7	537.0	484.0	526.8	574.9	525.4	2
Weekly basic pay	481.1	525.6	464.6	464.6	568.3	516.2	2

*The table is sourced from Nomis

Directorate Priorities

33. We will be adding to the E & E Directorate priorities, targets for the mobilisation and delivery of the new Council House Build programme of:
- Start on site on the three new Phase 1 schemes
 - Complete scheme development and secure Planning permission for 7 Phase 2 schemes, and
 - Complete the technical study on the options for mixed tenure delivery for Phase 3 of the programme"

CARING:

Supporting Public Health and our ongoing Response to the Pandemic

34. In December 2020 (Q3), Doncaster entered into the then new 'tier 3' restrictions. Although the number of new cases had fallen from November 2020, they had flattened and had struggled to fall below 200/100,000 cases. The cases began to rise at the end of the year and Quarter 4 saw Doncaster's third wave of COVID-19 and this coincided with a second national 'lockdown' on 6th January 2021
35. Between January and March there were 7,437 new positive cases of COVID-19 and 227 people died who had COVID 19 on their death certificate. Health and care services looked after significant numbers of people with COVID-19. The hospitals were still looking after more people with COVID-19 than during the first wave.
36. The Incident Management Team met on a daily basis and as well as ensuring support to all those self-isolating cases and contacts who needed it managed 649 separate cases, clusters or outbreaks especially in early years settings and businesses and then from the 8th March in schools. In Quarter 4 the council took over local contact tracing from NHS Test and Trace and additional community testing facilities and approaches were established including for frontline staff the Mary Woollett centre and North Bridge depot, and for the public Conisbrough, Hexthorpe and Stainforth.
37. A number of new vaccines have been developed, and the first one was administered in Doncaster on 15th December 2020 with NHS partners leading the roll out. The council continued to support health partners deliver the COVID vaccination programme and this includes support to health partners to engage with local communities.
38. The Operational Commissioning Team have provided significant support to the independent adult social care sector during the Covid-19 response including:
- Supported providers to put in place business continuity plans once the response to Covid-19 commenced
 - Continued work with providers to support contingency planning in preparation for and following Brexit
 - Maintained daily contact with all contracted social care providers (including residential care, nursing care, domiciliary care, extra care, housing related support, day services and others) throughout the Covid pandemic to:
 - Ensure appropriate support when dealing with symptomatic or positive individuals or staff
 - Provide information on number of cases recorded for each service to provide senior management with an oversight of cases and outbreaks
 - Supported providers experiencing outbreaks in services including signposting to appropriate Infection Prevention and Control, Public Health and Psychological support.
 - Provided information to colleagues in hospital discharge, Public Health, Primary Care and partner organisation of services closed to admission due to outbreaks
 - Supported residents being discharged out of hospital to ensure they are placed in the most appropriate service based on their Covid status and the Covid status of their home of choice

- Attended and contributed to the Daily Covid Incident Management Meetings and the weekly Covid Board chaired by Public Health to maintain oversight of high risk areas with outbreaks
- Jointly set up, chaired and contributed to the Locality Care Home MDTs to oversee the Covid-19 status and quality of service delivery within care homes, organising and supporting a wide range of partner organisations to support care homes in a responsive manner.
- Undertaken visits to services to monitor quality when high risk concerns are identified utilising appropriate infection control measures including appropriate use of PPE
- Provided support to the provider market and Direct Payment recipients with access to Council supplies of PPE when providers have been unable to source their own supplied
- Provided regular communication of changes in guidance and supported with the interpretation of the guidance to different service types
- Supported a care home to close following significant quality and management concerns during the Covid response with all residents relocated to other services
- Supported two care homes with inadequate CQC ratings to improve the quality of service and receive follow up inspection results of requires improvement

39. The Workforce Development Team were redeployed from January 2021 to undertake the planning and roll out of the vaccination programme for care homes and the Social Care workforce. This was done with flexible and responsive support from colleagues in HR, LOCYP, Operational Commissioning, the Children's Trust and PIC.

- 2892 staff vaccinated from CQC registered Adult Care Homes
- 1055 staff vaccinated from CQC registered Community Care providers
- 3464 staff vaccinated from non CQC registered services including Direct Payment Personal Assistants

Preventing Homelessness and Supporting Rough Sleepers

40. Work around Rough Sleepers, and the 'Next Steps Accommodation' programme, continues and Doncaster received some initial funding of £18k of the £3.2m National allocation; although the work around this continues, there has been no further allocation after the initial allocation in March 2020 to support to get Rough Sleepers off the streets.

41. The Complex Lives Team have been supporting frontline throughout the pandemic and have adapted their practice as a result. The government "Everybody In" initiative involved a proactive multi-agency response, which led to only 2 rough sleepers in the Borough, both were regularly offered accommodation but refused. Wrap-around support remained for the caseload with new initiatives including:

- Wound Care Clinic (twice weekly)
- Lateral Flow Testing (twice weekly at hostels and hotels)
- Distribution of PPE packs (250 initially)
- Over 200 mobile phones given out to support engagement
- Supporting vaccinations for rough sleepers and homeless
- Multi agency hotel in-reach sessions for those accommodated

42. The team currently provides wraparound support for 113 clients with over 100 in accommodation. There have been 57 individual rough sleepers seen in the last 12 months.
43. The Outcome Star is an evidence based tool that is used by the complex lives service in working with people to support and measure change. There has been a rise in the average Outcome Star scores from individual's initial assessment and latest star. Over the past year there has been an average rise from 28 points to 33 points. This is substantial given the challenging circumstances and the lack of services and activities available through the pandemic.

Delivering Quality Care Services

44. The number of people living in residential care has reduced from 966 to 917 from Quarter 2 to Quarter 3; this is an indicator that continues to be affected by the COVID-19 pandemic. The number of people continues to reduce due to two clear factors: the number of people who have tragically died during each wave of the virus and the consequent reduction in demand for new residential care placements. The Council has worked with the NHS to provide support to Doncaster's care homes in preventing COVID-19 outbreaks and reducing their severity when they do occur. Doncaster's care homes have worked incredibly hard to keep their residents safe over the period.

Carers

45. It is vital that we recognise the huge contribution that carers make to society and our communities. More than ever carers have faced challenges to keeping themselves and their loved ones safe and well. Doncaster council has two in-house services (Eden Lodge & Wickett Hern Road) that provide short-term respite care for adults with a learning disability. The decision to keep open the Council's In-House Respite Service has meant that throughout the pandemic access to vital carer respite has been available.
46. For those carers who have been struggling with the demands of the caring role, or those in crisis, we have been able to facilitate periods of respite to enable carers to re-charge and continue with the demands of their caring role. As part of recovery-planning, on the 8th September 2020 the in-house respite services moved to a position of taking bookings for planned and non-urgent respite. Since March last year (2020) to date (April 21) the service has supported 277 individuals and provided 2,588 nights of respite care.

Supporting safe and timely discharges from Hospital

47. The Delayed Transfers of Care (DTOC) indicator continues to be suspended by NHS Digital, and there are no plans to restart collecting DTOC data currently. We continue to collect & report delays locally, which is reported into weekly demand and flow meetings, and there have been very minimal delays attributable to social care during Quarter 4.
48. The three times a week partnership meetings, set up as a pandemic response, have continued throughout the Pandemic. An escalation and risk framework, which reflects pressure points across The Place, has been developed, and continues to evolve, to support partners across Health and Social care to work together to maintain flow through the system.

49. The Council's hospital Integrated Discharge Team (IDT) have seen a consistently high demand on their services throughout the pandemic. From 1st April 2020 to 31st March 2021 there have been 3867 referrals. The team continue to work frontline with people in the hospital, including people with Covid-19. IDT enable people to be safely discharged into the community and to support people to remain at home post discharge. In addition, the team also supported safe discharges from our 2 designated Covid positive units. IDT offer a 7 day service and during the height of the pandemic worked extended hours to cover the discharge hub to ensure that people deemed medically fit were able to leave hospital within 4 hours.
50. The STEPS team have flexed and adapted their approach during the Pandemic, and continue to offer their usual reablement support to people, regardless of Covid status. In addition, the team offered same-day domiciliary support for those needing a package of care on discharge, to ensure discharges were facilitated within the agreed four-hour timeframe. In total, they have supported in excess of 1500 people over the last twelve months.
51. PSU have continued to see a consistent demand on their service. They have minimised the risk of outbreak by proactively learning IPC and PPE protocols and cohorting staff groups in to the 3 wings of the unit. As a result, they have had no outbreaks in Q4, and have continued to provide a bed-based support offer for those people needing additional care on leaving hospital.
52. Staff in all three hospital discharge teams (IDT, STEPS and PSU) have cancelled leave and taken on extra shifts during the past year, to ensure their services are able to meet the additional demands.

Performance data and intelligence

53. The number of people controlling their own support using a direct payment is currently 902 (as at 18/03/21); a decrease of 10 since 912 at Quarter 3. There continues to be very few new requests for a direct payment. The Council will review Direct Payment usage after the pandemic, and consider improvements that may increase choice and control for recipients.
54. We have continued to support people to remain at home with our contracted domiciliary care services providing support to 1147 people every week. We continue to see new requests for care and support on a daily basis and work closely with our provider base on the quality of services delivered
55. The average time taken to complete a social care assessment in this quarter was 48.1 days, which is a decline of 7.4 days compared to Q3.
56. Volume of requests for support have decreased to 501 per 100,000 (previously 538 per 100,000). At the end of quarter 4 there had been 5367 requests (figures prorated to account for CareFirst switch off on 18/03/21).

LEARNING:

Overview

57. The primary focus for the directorate in this quarter continued to be the response to the pandemic, in particular support to educational settings and vulnerable children and families, which again was very positive. The Children and Families

Cell and Cluster Head Teacher meetings continued on a weekly basis to ensure effective system leadership and that all stakeholders were involved and responsive to national and local guidance. The directorate and wider partnership also began to think through and populate the road map for the next 12 months in this quarter.

58. During the quarter there has been a significant amount of work completed by the Local Authority and wider partnership on an improvement plan that forms part of the wider recovery and resilience agenda. The plan is based on the recently developed self-evaluation framework that captures what is going well and what the challenges are. The improvement plan has five key areas of focus:

- Front Door (including Multi-Agency Access Point)
- Early Help
- Multi-Agency Front Line Practice
- Intelligence Led Performance & Quality Assurance Framework
- Leadership & Governance

59. The Local Authority, Children's Trust and wider partnership had an Ofsted visit at the end of the quarter. This was an ungraded inspection following the Trust submission of its annual assessment. The Inspection outcome was relatively positive; the Inspection letter confirms what we 'know ourselves well' and that our improvement plans are valid and starting to show traction.

60. Ofsted praised the fact that despite the challenges of Covid-19 we have been swift in our response to emerging issues and the way we worked together to support young people and their families throughout the pandemic. The most important message is that we are committed to making the improvements required for our children and young people.

61. The following captures the key updates under thematic areas:

Early Years

62. Take up of entitlement for free childcare for 2-year-olds has been hugely successful in Doncaster, with numbers increasing from 71.2% (1,005 out of 1,412 eligible 2-year-olds) in Q1 up to 78.5% (1,088 out of 1,386 eligible 2 year-olds) in Q4, this means that more children are accessing childcare, and the many associated benefits for families. Take up of funded entitlements for 2-year-olds decreased in the Summer term 2020, which was a direct impact of the pandemic and parental confidence in placing their children in settings, however this figure is now steadily increasing, demonstrating parental confidence in the safety of the sector is returning. There has been lots of work done by the Local Authority in supporting settings to be Covid-19 secure and to help restore parental confidence. By the Autumn term Doncaster were placed sixth nationally out of 151 Local Authorities and in first place for statistical and regional neighbours. This was following a revised approach to supporting families by removing barriers and updating publicity material which was widely distributed and accompanied by a social media campaign. Take up of free childcare for 3 and 4 year olds has risen from 70.9% (5,012 out of 7,072 eligible 3 and 4 year-olds) in Q1 to 94% (6,565 out of 6,985 eligible 3 and 4 year-olds) in Q4, which again is very positive. Early Years providers are now fully open and the sufficiency of childcare across Doncaster is strong. It is important to note that throughout the quarter there was

enough places for all children of critical workers and/ or those deemed vulnerable. Regular conversations took place at the Children and Families Cell to ensure that this was the case and NHS staff were aware of where and how to access these places.

63. Ofsted outcomes for Early Years providers remains strong, being above both National and Regional levels throughout the year. The overall percentage of Early Years providers rated as Good or Outstanding in Doncaster is currently 99% (237 out of 239 Early Years providers) against a national figure of 96%. Doncaster has continued to achieve over 96% since 2018, evidencing continued success.

Education

64. The percentage of children who have been offered their first-choice secondary school placements to start in September 2021, has risen to 88%, an increase of 2% from 2020. The national figure for secondary admissions in 2020 was 82%. For primary children, 97% of primary children who are due to start Reception in September 2021, have been offered their first-choice placement, this is a further 2% increase on 2020. For Comparison, the national figure for primary admissions was 94. At primary level, 99% of children were offered one of their 3 preferences of primary schools with 99% of all applications made online and this has helped the team to process applications more efficiently. The new synergy process has also helped to streamline the process. This is something the service are considering moving forward and will take the learning over the last year to ensure the efficient process possible and will consult with families.

65. Due to the ongoing Covid-19 pandemic and the resulting disruption to education, attainment data has not been published for any key stage from Early Years assessments to A levels in 2020 for the academic year 2019/2020.

66. A big area of focus in the quarter continued to be the support offered to schools around testing, based on national guidance. This has been a challenge but something that the sector has responded well to. Twice weekly lateral flow testing (LFD) of teachers and pupils was introduced into secondary schools from the beginning of January. This was initially administered in schools and all secondary schools showed great organisation and determination in setting up testing bays. Initially students were tested three times in school, before having twice weekly tests administered from home with pupils and teachers logging their results. In primary schools, twice weekly home testing was introduced in January for staff but not for children. This testing regime has given children staff and parents increased confidence in attending school.

67. Due to a further lockdown because of Covid-19, from January 2021, schools were only open for vulnerable children and the children of critical workers. During this period, attendance was much higher than during the first lockdown with primary attendance averaging 25% and secondary attendance much lower at 5%. These figures are consistent with national averages. During this time, schools were supported through updated risk assessments and updated information on testing and working with public health where there were multiple cases of Covid-19. Due to the lockdown learning for many was done remotely. An extensive learning offer was developed in collaboration with School leaders, their teams, and Local Authority colleagues to ensure that young people had access to 'live' lessons and other learning resources at home. To support pupils who didn't have access to

electronic equipment that they could access the live lessons on, 2,689 laptops/tablets were provided. Since the full return of schools on March 8, attendance has been averaging 92% overall which is broadly in line with national average.

68. The Local Authority has worked with and continues to work with schools to devise strategies that help children and families continue to learn. Much of this work focuses on developing good habits of learning and readjusting to full time school. The Local Authority have worked with schools to ensure they have good systems for analysing gaps in pupils' knowledge caused by the disruption, along with strategies in place to close these gaps, making the best use of existing resources and identifying new approaches as a response to the Covid-19 pandemic.

Attendance & Behaviour

69. Whilst the level of Elective Home Education notifications has increased over the period since the start of lockdown (from 113 in the first 6 months of 2020, to 255 in the period since), the overall proportion of Elective Home Education has reduced by 0.3% to 1.1% of the overall population. This is down to the impact of revised policy and practice in this area, with 89 cases being closed over the last year and 49 of the 221 notifications received since September being closed. This is helped by officers working in locality teams, working each case immediately upon notification, speeding up the response and support offered. This reflects a 19% rate of closure over this period alongside a significant number, which are not counted and have been prevented through joint working with families and schools.

70. The rate of Children Missing in Education referrals has risen over the last 6 months, with 199 submitted since September, with 156 in the previous 6-month period. This category relates to children who have left a school roll but have not joined another in this area or who have moved into the borough and are not yet in a school. 386 have been closed since January 2020, with 186 having been completed between September and January. Last January the Children Missing in Education figure was 0.41% of the potential school population and is now reduced to 0.39% of pupil population (184 young people). This gives a closure rate of 67.0%. This means that despite rising numbers of young people who fall into this category, the cases have been closed quickly, with young people joining the roll of a local school.

71. Since the start of lockdown, Local Authority officers have worked with schools and health and social care agencies in order to ensure that schools are offering effective mental health support. At first this involved developing consistent approaches to school behaviour policies and transition processes in the light of the pandemic and then to develop a raft of support and training opportunities, including the borough wide 'trauma informed schools' project. The Behaviour team have continued to keep the commissioning of Alternative Provision places under review and have ensured that provision is available, quickly, when it is needed and that no students who were out of school for a Covid-19 reason, and needed provision, were able to access it. A wellbeing and curriculum group was set up to allow leaders to share practice and approaches. Following the increase in the volume of presentations at Accident & Emergency for young people, health and council teams set up a 'Mental Health in Schools Strategy' and steering group. This has allowed the development of audit and training tools for schools, an unblocking of some perceived barriers to joint working and direct support,

challenge, and training to allow schools to deliver more effective support to pupils. This work complemented the work of the Behaviour Transformation Programme in allowing schools to improve practice around managing behaviour and reducing exclusions. There has been an 80% reduction in permanent exclusions compared to the level at this quarter last year.

Early Help

72. Family Hubs have remained open during each of the lockdowns to enable vital support to be provided to children and families. There have been 37,000 visits and 17,000 offers of support, including health and development, relationship support for family stability, employment support and supporting families with complex needs. Whilst some services have been delivered virtually during the lockdowns, other support has been delivered face to face. During Q4, the Young Carers team continued to support 263 young carers via telephone calls, video calls, socially distanced walks and school visits.
73. During the quarter early intervention and prevention has remained a key priority. There are currently 2045 children and young people accessing support via the early help pathway. The top three presenting needs for children, young people and families are emotional wellbeing, parenting and behaviour and services continue to provide support in these areas, with an increase in the number of families accessing support. The time from allocation to the start of Early Help assessment has improved by 28% from 25 days at Q1 2020-21 to 18 days in Q4 2020-21, which means families are being supported quicker.
74. During the quarter some schools identified the challenges they were having in fulfilling the lead practitioner role, which is a key element of the Early Help Offer, in effect this is the person who takes the lead supporting the family. As a direct result of these identified challenges, extra funding has been agreed and around 13 new Family Lead Practitioners are in the process of being recruited. The ones who were appointed in this quarter, have helped to improve the timeliness of work on assessments and direct working with children and families. A notable improvement given the continued impact on services of staff availability caused by COVID. Online parenting programmes continue to be a crucial with 1632 parents having accessed the online learning with 273 new learners in Q4. The online learning receives positive feedback with 96% of participants reporting that the courses have been helpful, and they would recommend them to others.
75. In the quarter, 64.4% (190 out of 295) of cases closed to Early Help evidence increased confidence and the ability of parents / carers to support and provide for their family through the Outcome Star process. This figure is a 7.6% increase in the Q3 20/21 figure and is now 0.6% below the set target. Of the closed cases, 59.6% (217 out of 364) demonstrate an improvement in family resilience and a reduced risk which has been evidenced through a percentage decrease in vulnerability levels between allocation and closure. This clearly evidences the benefits of an effective and well-resourced Early Help Offer.
76. The Local Solutions Groups, which are part of the wider Localities Model, continue to provide local support during COVID and to date have supported 750 individuals / families with an immediate response to issues such as adult health needs, finance, and housing issues. Of these 133 have resulted in a multi-agency discussion. 118 have been supported locally and 15 have progressed onto a pathway for support. The key learning from this new model is that for the vast

majority of families, they receive support quickly, and solutions are found without the need for more formal support. The prototype of how this model works with vulnerable families continued in the South of the Borough, which emerging data reinforcing it's effectiveness. Primarily, the model reduced initial response times from 45 days down to 3 by reducing the reliance on assessments to identify and respond to need through improved communication between professionals and more effective sharing of information; there are numerous case studies that set out the effect this had on families

Special Educational Needs

77. Encouragingly in this quarter there was a significant increase in the performance for Education Health and Care Plans finalised within the 20 week timescale, from 49.1% (30 out of 61 plans) in quarter 3 to 84.2% (32 or 38 plans) in this quarter.
78. This was achieved through a clear focus on effective case management by senior Special Educational Needs Officers supported by weekly meetings with officers enabling early identification of cases that might exceed the 20 week deadline and wherever possible enable remedial action to be taken. This was also achieved with effective business support and weekly priority setting.
79. This is a significant improvement in performance and took place when the service also had to contend with the top year transfer deadline dates of 15.02.21 for primary into secondary and 31.03.21 for transfers from secondary into post 16, which created additional pressures on the system.
80. The new local Graduated Approach to meeting Special Education Needs and Disabilities needs has been launched during this quarter and we have seen nearly all schools and most council officers trained in this approach since December 2020.

Participation & Engagement

81. Young people remain active members of working groups including attending meetings on Equity, Climate Change, Mental Health Trailblazer, Doncaster Offer and Yorkshire & Humber Regional Network. Youth Council have regular opportunities to meet with decision makers, meetings include with Director of Children's Services, Cabinet member, Assistant Directors, elected Members of Parliament. The team produced a film about transitioning; this involved Young Advisors and Youth Council. The Special Education Needs and Disabilities Information Advice and Support service has continued to operate successfully using technology to ensure that parents, children and young are supported appropriately and continue to have their voice heard.
82. Youth Council members were very active during the quarter, continuing to provide support to their peers, through their social media channels and played a key role, working with our communications department in developing the mental health campaign.

Heritage & Culture

83. The new Danum Gallery, Library and Museum, a £14m investment in high quality arts and culture in the borough, is opening soon to the public. The venue will be a new visitor attraction, a family-focused place to go, and a catalyst to renew and

grow Doncaster's cultural offer. The pandemic has had a critical impact on the usage of libraries across the borough, with the library service will now work hard to recover from, working with our volunteers and the public. The impact on how the service has been used is clear from the following statistics:

- Visits 2019 – 2020 = 497527
- Visits 2020 – 2021 = 17431
- Enquiries 2019 – 2020 = 255003
- Enquiries 2020 – 2021 = 8703
- Registered Members as of March 2020 = 40232
- Registered Members as of Feb 2021 = 32324

84. However, digital library services have increased significantly during this period, and this is a success story for the service. The total usage, including e-books, e-audiobooks, music downloads, e-magazines and online newspapers, is:

- 2019- 2020 = 53614
- 2020 - 2021 = 91943

85. Before the pandemic, the library service benefitted from the day to day support of 507 volunteers, and once suitable risk assessments have been completed, our community managed libraries will be re-opening as well.

86. Cusworth Park has remained open throughout the pandemic. Museums (King's Own Light Infantry Museum, Rail Heritage Centre, Art Gallery) could open from 17th May at the earliest, in line with government pandemic, and these sites have remained largely closed during the pandemic either due to restrictions, or due to the transition of services into the Danum building. Doncaster Archives is currently closed due to critical health and safety issues at the former Balby facility, and Heritage Doncaster continues to work on a plan to re-open the service, working with The National Archives and stakeholder organisations.

87. The team will continue to work closely with the cultural sector in Doncaster during 2021-22 to ensure the safe and effective re-opening of cultural venues, and to develop in consultation with residents a new culture strategy for the borough.

Stronger Families

88. Doncaster partners have yet again met our Government target for Stronger Families Payment by Result reward claims.

89. We now have a cumulative total of 494 claims (100%) of our overall target. We only required 36 this month to achieve 100% so we have an additional 6 to carry forward into April 2021 claims.

90. This is a phenomenal outcome given the year we have had. Once again the tenacity and dedication of our staff has ensured Doncaster has yet again delivered.

91. This is crucial for three reasons, first of all we have ensured Doncaster gets the maximum funding available to Doncaster from the programme for supporting our families, secondly it ensures we get all our funding for next year (areas who have not met their targets have 50% of their funding withheld until they catch up) and finally it means that Doncaster has a reputation within the Troubled Families Unit for delivering consistently giving us kudos and influence.

92. We now enter the next year in a good position, however there is a great deal of work to do. We have a target of 515 families (it was 494 this year) to make Payment by Results claims for before end of March 2022. There is a greater focus on service transformation across the partnership, through the use of the Early Help toolkit and self-assessment that we submitted in December to develop an action plan and evidence progress and there is a focus on data maturity including systems, processes and sharing. (NOTE: The national programme has changed its name from Troubled Families to Supporting Families).

CONNECTED COUNCIL:

Supporting Staff Well-being

93. Work to support staff and enhance wellbeing provisions is continuing, particularly to support staff who may be experiencing social isolation or mental health impacts working from home and where staff are on site or working in the community that they feel safe.

94. The sickness absence rate for the quarter was 8.25 days per full time equivalent employee, against a target of 8.50 days. This is a positive reduction of 0.95 days from 9.20 days in Q3. It should be noted that sickness absence rates remain lower than the same period last year and have not yet been significantly impacted by positive Covid cases, and that absence management practices remain effective. There are early indications of some staff suffering with Long Covid and this will be monitored over the coming months to assess impact and ensure effective provisions to manage the condition effectively remain in place.

95. Agency worker usage and spend has increased this quarter by 48% (£178k) from quarter 3; with 53% of assignments continuing for more than 6 months, an increase of 17% on last year; predominantly to provide some stability in response to the current pandemic. Ordinarily, agency assignments should be used as a short-term solution to staff capacity or skills issues, therefore robust management of spend will continue to be a focus throughout 2021. However, it should be noted that the management of agency spend and usage has significantly improved over previous years, with only a £14k overall outturn increase in this year's spend compared to last year.

96. The council's corporate Health and Safety team has continued to work with HR and Public Health to ensure up to date COVID-19 secure documents and support are in place, and advice 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.

97. Covid control measures including essential training have remained effective throughout the year, including a spot check carried out by a HSE visiting officer at the Civic Building in Q4, with a positive report received and no issues identified. There continues to be a lower level of employee injuries reported in this quarter compared to same period of last year.

98. Assurance monitoring and site visits are continuing with SLHD, where actions are outstanding on building safety compliance issues and to ensure suitable and sufficient strategies are in place to meet the relevant statutory and legislative requirements.

99. The Performance and Development Review Scheme for 2020-21 was initially postponed. This was reinstated towards the end of quarter 1 with extended completion dates until 31 October 2020. Completion rates at Q4 was 65% for all

staff against a target remaining at 95% as in the previous year, and is reflective of responding to the pandemic impacting on significant workloads for staff. With some employment processes being adapted to ensure important functions could still be delivered with appropriate covid19 secure risk assessments being in place

Digital Transformation

100. Like many others, Doncaster Council had to change very quickly back in March 2020 from traditional mostly on-site and/or office based with some home working, to mostly home-based reliant on the use of technology. It also changed many of the ways we do things on a daily basis such as interaction with each other, communication with those we serve, how we operate internally and the delivery of services via alternative means. It also reduced some of our dated and more costly ways of working such as the requirement for face-to-face interaction, home visits, document printing, cash transactions, posting letters and documents, the use of couriers for post, travel between buildings for meetings and to other organisations both locally and nationally.

101. A robust set of design principles that promoted quick, incremental, agile delivery were established from the outset. We needed to cut through the red tape to provide solutions that could make an immediate difference with a multi-agency approach at its heart that put the vulnerable citizens first.

- **Self-service ethos putting the citizen first** - Service access in a single location with intuitive customer journeys, ensure the design of the solution puts the citizen first, is scalable, accessible and available 24/7 in line with customer demand.
- **Understand the vulnerable citizens** - Central dataset, determining who are vulnerable citizens, identifying their needs and ensuring that they are supported.
- Using **multiple channels** to contact customers, supported by assisted digital where required to ensure all needs are recoded and managed and that local support is delivered from a single solution.
- **Multi Agency Response** - Simple yet effective shared case management functionality to quickly deliver what was needed, remove process duplication and provide a consistent response and support to the citizens.
- **Collaboration and Mobile capability** - Mobile device access, data sharing, document management, scheduling and communications (soft, phone, messaging, video conferencing and email)
- **Spatially Aware Data and Business intelligence**
Enabling insight/predictions with geographical elements where required to proactively inform and manage response and assist in predicting and prioritising future citizen needs.
- **Technology platform**
Reuse existing components to provide solutions that quickly deliver business benefits, ensuring coherent outcomes that work in synergy, providing value above the sum of the parts.

102. We solved problems quickly using people, processes and technology working in an agile way and across service boundaries. The Covid-19 crisis has achieved a level of digital culture change that can take decades to achieve. It has also enabled us to create a platform, which allows Doncaster Council and its partners to connect and collaborate around one ecosystem in one place, to provide an efficient joined up response to meet the rapidly changing needs of our citizens. It

also provides 24/7 access enabling citizens to self-serve and staff working from home or remotely to respond quickly/efficiently to fulfil the citizen's needs.

103. We delivered a platform that transformed the way we approached and managed the Covid-19 response at Doncaster. It has assisted thousands of citizens, managed millions of pounds worth of business grants, under pinned contact tracing and enabled mass testing within the borough. It has kept thousands of staff safe whilst ensuring the Council still functioned and critical services were not disrupted. All with functionality that supersede the capabilities of other out the box solutions including Microsoft and other major vendors. It was implemented to timescale and met every demand placed upon it, used no extra technology investment and only the resource of a small digital team, business analysts and business champions to implement.

Ensuring the Council Spends Money Locally

104. The Council continues to be committed to sustaining and increasing local spend as this underpins the Council's Doncaster Growing Together ambitions which are to make Doncaster a great place to learn, work, live and care. Local spend by the Council is the direct reinvestment into Doncaster's economy and communities which drives substantial economic and social value benefits such as improved employment opportunities and lowered environmental impacts. This commitment will continue into 21/22. In quarter 4, 73% of council spend was with Doncaster based companies, this equates to £29.4million for that period, the overall average for 20/21 was 76% which equated to £112.2million.

Responding to Freedom of Information Requests

105. 276 FOI requests were received in Quarter 4 2020-21 and 265 were responded to on time (96%). Apart from the period when FOI responses were paused due to the initial pandemic response, the compliance rate has been increasing over the last 2 years. During this time we have proactively published more information and stopped responding to very simple (BAU) queries as FOI requests. For example, we get a number of requests about the council's structure so keep an up to date version of it which we can email by return. As a result, recorded requests have decreased by 19%. During this time we have also started centrally logging all Environmental Information Regulations (EIR) requests so would have expected to see an increase.

Directorate	Received	Responded on time	%
Economy & Environment	108	108	100
Corporate Resources	103	95	92
Adults, Health & Wellbeing	45	43	96
Learning & Opportunities	20	19	95
Council Wide	276	265	96

Programmes & Projects

106. The very nature of Programme and Project Management in a Prince 2 world defines the characteristics of a project with phrases such as Change, Temporary, Cross Functional, Unique, Uncertain, Assurance, and Risk based. In a sense it almost describes this last financial year (2020/21), a unprecedented/ turbulent year which has required the very best of Programme and Project Management resources to deliver within this often uncertain and evolving environment, often

planning, recalculating, defining, delivering, monitoring and controlling a plethora of activities that where and are at the very heart of driving our collective response to multiple emergencies (Covid, Flood, Hatfield Fire, Brexit), but also ensuring we continue to meet the expectations of our residents/ customers on other key fundamental pieces of work.

107. In previous updates we have reflected on how the creation of PIC is only 12 months in its gestation; that it was born from the recognition of the Doncaster Council Senior Leadership Team that there were inconsistencies across the varying Council Directorates in how we were applying Programme Management practices. In particular, the application of methodology, inconsistencies in governance and delivery, overall oversight, lack of visibility, lack of capacity within the Council, not consistently focused on business need, variance in the deliverables; lack of consistent benefit ownership or realisation, inconsistent approach to ownership of both projects/ programmes and the supply of well trained staff to meet the demand expectations of the Local Authority.

108. As we move into Quarter 1 of 2021/22, it presents an opportunity to reflect on the key interventions and work packages that we have delivered to date, but also the key reforms we have scheduled to embed within Doncaster Council to reflect the very latest MSP, Prince 2, and Prince 2 Agile guidance, practices and terminology.

109. In measuring the impact of Programmes and Projects for 2020/ 21, below is a flavour of some headlines from the current portfolio:

- 31 Programme & Projects staff directly working on the response to Covid and Mass Vaccination (Multiple roles – establishment of governance principles, including documentation, structure, templates/ returns, providing the foundations for recovery; for Tactical Coordination Group; numerous Recovery Cells, Locality Bronze and Silver Mtgs, Team Doncaster Partnerships Board etc)
- Supported the establishment of Mass Vaccination sites; both fixed and mobiles with robust Programme Management helping to instil reassurance and health recovery amongst our communities.
- Supported the recovery of the Hatfield Moor Fire, with robust Programme Management role.
- Direct Programme Management support on the 2021 Floods; both in tactical coordination/ logistics and supporting numerous recovery cells, in addition to the longer term planning for preventing future incidents of flooding; with a longer term flood Programme Management role.
- Supported the Transition of Brexit – with officers supporting the Programme Management of the external Business Support Package and the development of a flexible skills package that meets the needs of residents through this unsettling period.
- Programme Managed the delivery and production of a number of Key Strategies and Policies: Environmental Strategy; Tree Policy; Housing Strategy; Health & WellBeing Strategy; Social Care Charging Policy; Education & Skills Strategy; LD/ Autism Strategy.
- Project Assurance and implementing change within the Environmental Improvement Programme – helping to define and implement improvement planning to a number of Environmental services, including Street Scene, Regulation Enforcement & Highways, and Waste & Recycling Services.

- Attracted significant amount of external investment and bid for other external investment; (Accelerated Towns Fund £1.5m attracted and defrayed within 5 months on improvements to Elmfield Park and Stainforth Resource Hub; attracted £5.5m Gainshare funds for electric buses and energy efficiency improvements to homes; attracted £4.5m Get Building Fund for key pedestrian open space improvements within the Town Centre; submitted to Government two Town Centre Investment Plans £25m each detailing a series of projects that will change the foundations of the economies and bring about the attraction of significant employment opportunities.
 - Working in collaboration with colleagues from within Financial Management we have collectively worked as a catalyst for changing the very culture of performance management of our existing Capital Improvement Programme, whilst also exploiting and ensuring a robust and strong pipeline of potential future projects. Summary details on the outturn performance of the capital programme are included under the Capital budget section.
 - DIPS – Programme Delivery on a number of digital platforms including DIPS integration into Adults, Health and WellBeing Directorate.
 - Domestic Abuse Intelligence – Our robust business partner function has supported the granular narrative of understanding the complex nature of cases and referrals and the identification of trends and remedies.
 - Headlines: Total current portfolio of projects equates to 92, 45 on track, 2 off track; 23 in the pipeline and 2 parked. With the collective response to multiple emergencies, resources from both the client and corporate centre have been rightly redirected to deal with these emergencies, as these start to dissipate resources are starting to be reactivated onto Programmes and Projects.
110. Moving forward work continues at pace in ensuring the issues highlighted above are addressed, Business Partners and Programme Managers continue to work with Directors and their Leadership Teams to ensure all Programme and Projects activity is consistently managed and has the appropriate steps in place to manage both deliverability and risk. Where required, additional resources have been flexed to meet the increased demands of a particular projects, examples of this over the last 12 months include: DIPS, Covid Testing & Mass Vaccination, Localities, Social Care Charging Policy and the Environmental Improvement Programme (including Tree Policy) to name but a few.
111. With recent guidance published from Prince 2/ Prince 2 Agile all Programme Management staff are undergoing an intense refresh of our practices, this learning will help deliver and drive changes within Doncaster Council, ensuring we keep resources focused on the quality of the outcome; project assurance has greater level of robustness, ensuring viability of programmes/ projects with greater granular narrative on acceptable tolerance and financial risk, fundamentally driving alignment and improvements in our customer quality expectations.

Market Asset Management (MAM) Doncaster Ltd. Update

112. The most recent KPI information is up to end of Q4 2020-21, which coincided with the third national lockdown where only essential retail remained open.

2020-21 Overview

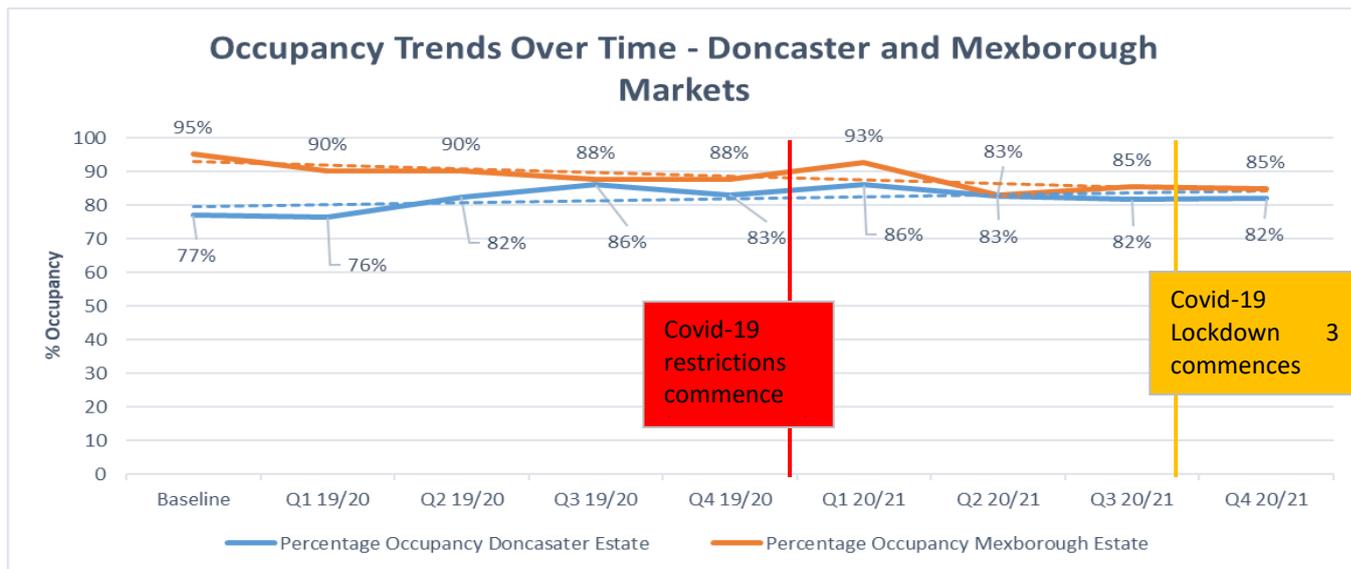
113. Doncaster and Mexborough Markets have continued to provide local people with access to fresh, healthy food and on both estates traders have been able to remain open throughout when selling fresh food and essential retail. During the

summer easing of restrictions the Wool Market ran booking and table ordering systems to ensure capacity control and social distancing. During lockdowns many Wool Market food outlets have operated takeaways.

114. Traders have responded to changing consumer demands, with more widespread adoption of contactless payments, social media marketing and delivery service than ever before.

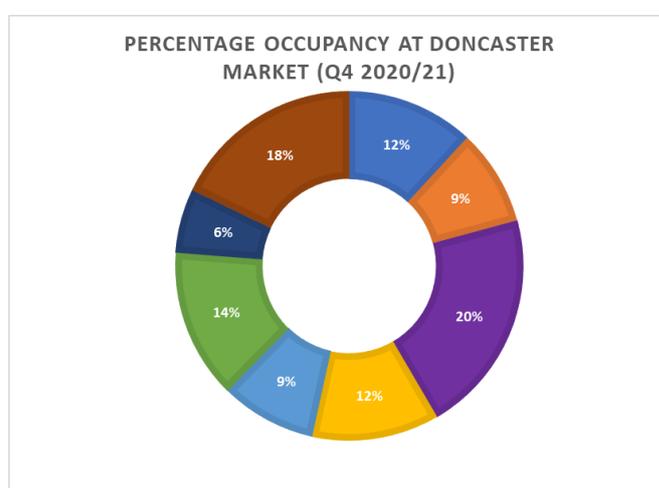
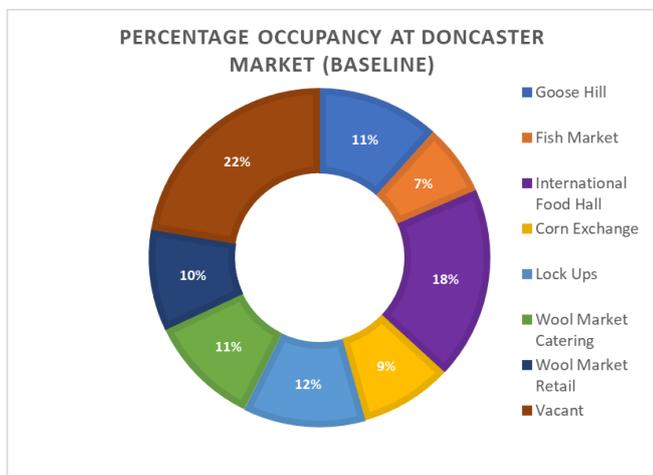
115. Plans are in place to replace the Mexborough roof. This work will be carried out by the Council and will have a significant positive impact to the estate overall.

Occupancy Trends at Doncaster and Mexborough Markets

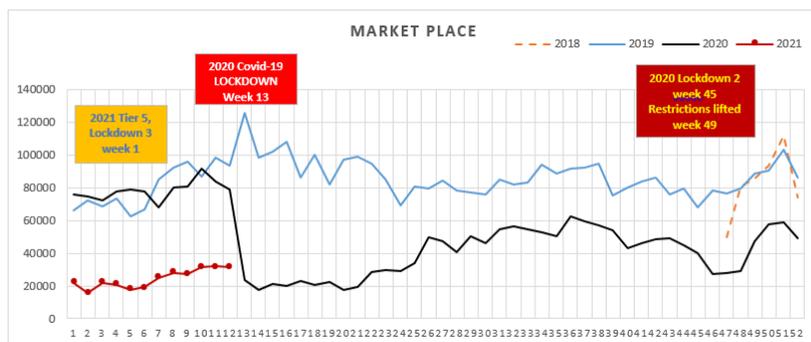


116. Occupancy has remained static on both estates compared to Q3 20/21. Occupancy contracted by 1% over the last year across the Doncaster estate, less than forecast at the outset of the Covid-19 crisis. Mexborough occupancy contracted by 3% from Q4 19/20 to Q4 20/21. Progressing further in to 2021 with businesses being able to resume trade and grant support potentially being withdrawn the true longer-term effects of the pandemic may be more noticeable.

Doncaster Market Occupancy Level Changes per area of the estate (Percentage) at Baseline (May 2019) and Q4 2020/21



Footfall Trends for the Market Place (up to week 12; w/c 22/03/21)



117. Although the footfall in the market has been markedly reduced compared to the same period in 2020, the footfall in the market has been consistently above 20,000 each week. Which was the case throughout Q4 with the exception of three weeks which coincided with cold, wintery weather. Since the slight easing of lockdown where schools returned on w/c 8th March footfall in the market place has been consistently above 30,000. This increased trend was also noted across all footfall counter sites in the town centre.

118. Social Value and stakeholder collaborations are parts of the KPIs outlined in the contract. MAM have been able to continue with these throughout the pandemic.

119. There has been a significant increase in traders with social media, helped through guides developed by MAM, to increase their reach to residents.

120. MAM have continued to collaborate on several community initiatives including having a Doncaster Foodbank collection point in the run up to Christmas and encourages traders to donate food, Wool Market Live - the online event to provide local musicians with a platform to perform and have created the 'Creator Pod' - a content creation studio with professional equipment which will be available for everyone to use.

2021 – Onwards

121. In the Wool Market feasibility works are underway to convert redundant retail units into a new main stage and satellite bars. New seating will be created, increasing the number of covers in the venue and therefore traders' income potential.

122. Plans are also underway to undertake enabling works for the planned redevelopments across the Doncaster estate focusing on Sunny Bar development, Market Vaults, Outdoor Markets and Lock Ups.

123. The timeline for the improvement works are to be agreed once the feasibility works have been completed.

Financial Position

124. MAM have filed their accounts at Companies House for the trading year 2019-20. The accounts show a loss of £99,195 which is worse than the expected position when the assistance was agreed. Monthly income and expenditure reports and quarterly management accounts for the trading year 2020-21 are being provided as part of the regular client meetings.

EU EXIT:

125. During 2020, the Council chaired a multi-agency forum (Brexit Transition Senior Responsible Officer Forum) to ensure a timely review of the risks associated with the end of the Brexit Transition period and the start of the UK's new relationship with the European Union (EU) from 1st January 2021. Building on experience of similar meetings in 2019 to prepare for the UK Exit from the EU in January 2020, a system of RAG rated risks were considered at each meeting. In addition, the Government has provided £220,000 to the Council to support the transition process in Doncaster.
126. Key to preparation for 1st January 2021 has been the resilience of local organisations across the health, local authority, education, social care and business sectors to manage the transition through proactive reviews of Business Continuity Plans and opportunities for mutual aid and collaboration. Another focus has been to ensure that information gets to the relevant organisations and locally, there is awareness of where to obtain information, for example business support or access to the EU Settlement Scheme. The Council has led on this through social media posts, websites and newsletters.
127. The impact of the UK's new relationship with the EU is yet to fully play out. The SRO forum will continue to meet until Spring 2021 to ensure continuity of oversight and targeting of support to the following themes:
- **Business:** Business has been hit hard by the increase in paperwork, but Doncaster Chamber and Business Doncaster are working with companies that import/export to the EU. The Council is supporting a Brexit Helpdesk at Doncaster Chamber. The UK is now free to determine new trading agreements with non-EU countries – including emerging markets in South America which are already on the radar of Doncaster companies;
 - **Regulations and Borders:** Inspections of import and exports have increased, however opportunities for generating increased trade at ports in Doncaster such as the Doncaster Sheffield Airport and Iport are emerging;
 - **Health and Social Care:** No specific risks have been identified and protocols are in place to respond.
 - **Food and Supply Chains:** Some fresh foods may have intermittent supply until new systems are bedded in, however opportunities exist for local supply chains to grow as a trusted source.
 - **EU Settlement Scheme:** Scheme open to applications until 30th June 2021. In Doncaster, 78.4% of estimated eligible persons already provided with settled or pre-settled status (Home Office December 2020).
128. A multi-agency approach to accessing risks and opportunities during the period of Brexit has helped to ensure that the undoubted impact on the operations of many businesses and the lives of many residents of Doncaster has remained at the forefront of key organisations.

FINANCIAL POSITION:

Revenue Budget

129. The Council has received £31.7m in un-ringfenced funding from Government to assist in dealing with the costs associated with COVID-19. Throughout the year significant additional costs, reductions in income and delays to planned savings have been reported. Prior to quarter 3 the Council has used underspends to meet COVID-19 related cost pressures before using the COVID-19 grants. This approach was reviewed in quarter 3 and was changed to ensure

that all COVID related pressures were funded using the relevant COVID grant funding provided. Further details on the COVID funding are provided in paragraphs 151 and 152.

130. The outturn position shows a £6.04m underspend. At quarter 3 a balanced budget was forecast (no under/overspend). The outturn position is significantly better than this for a number reasons – common themes include ensuring COVID related costs are funded from relevant COVID grants which has released general fund budgets, a fluid environment both in terms of expenditure and income forecast but also funding and managers being more focussed on delivering services in new ways. In addition, given the financial uncertainty, budget holders were encouraged to minimise spend and vacancy management as this would stand us in good stead to deliver against future savings requirements. A combination of these factors drove down spending in year and resulted in this favourable outturn position. It's still worth noting that £3.7m savings were delivered against plan with a £5.0m shortfall in 2020/21.

131. The following table provides further details on the £6.04m underspend for 2020/21 at the year-end. The table also shows £23.45m of revenue costs charged to the general fund, which have been funded from the un-ringfenced COVID-19 grant received:-

	Quarter 4				
	Gross Budget	Net Budget	Variance		COVID-19 Costs
	£m	£m	£m	%	£m
Adults Health and Wellbeing	160.2	57.3	-3.9	-2.4%	8.8
Learning Opportunities, Skills & Culture	64.5	15.0	-0.3	-0.5%	2.3
Doncaster Children's Services Trust (DCST)	56.9	51.7	2.2	3.9%	1.4
Corporate Resources	117.9	24.4	-1.7	-1.4%	3.5
Economy & Environment	101.5	45.3	-1.9	-1.9%	7.2
Services Budgets	501.0	193.7	-5.6	-1.1%	23.2
Council-Wide budgets	-7.3	-153.0	-0.4	5.5%	0.3
Grand Total	493.7	40.7	-6.0	-1.2%	23.5

132. AHWB outturn position has underspend by -£3.87m which has improved by -£2.86m since quarter 3. The main variances are as follows:

- The Adult Social Care Ladder outturn underspend is £-1.49m. This includes an overspend on residential placements of £0.171m, where the overall reduction in numbers of service users in residential care has been significantly offset by the additional support given to providers via the Supplier Relief Scheme and void payments to care homes. Non-residential care services have underspent by -£1.663m. Individual services have seen significant variations 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.
- The improved position since quarter 3 has primarily been caused by backdated income from the NHS for hospital discharge and avoidance -£0.76m and various activity forecast variations amounting to -£0.43m

primarily as a result of the ongoing impact of COVID-19. Within the care ladder there were estimated COVID-19-related costs of £3.83m.

- Other Adult Social Care (excluding care ladder) have underspent by -£1.36m with the change since quarter 3 primarily made up of -£0.67m underspend on staffing budgets throughout the service, additional COVID-19 grant income -£0.25m and BCF funding -£0.35m identified since quarter 3. Within the above there are estimated COVID-19-related costs of £0.35m.
- Communities have underspent by -£0.84m which is mainly due to -£0.83m underspend on salaries, with the largest change since quarter 3 being in Social work teams -£0.18m. Also there have been savings on Day opportunities transport -£0.10m due to much reduced service and maximisation of grants -£0.2m which has been offset by bad debt provision £0.26m. Within the above there are estimated COVID-19-related costs of £0.45m.

133. LOSC outturn position is an under spend of -£0.37m, an improvement of -£0.68m from quarter 3 mainly due to Budget of £0.31m being transferred to LOSC to cover COVID-19 pressures reported at Q3 and maximising the use of grants such as Pupil Premium £0.22m. Significant overspends include £0.3m (of LOSC's under spend reported at Q2 was used) to fund the Doncaster Children's Partnership Recovery and Resilience Programme, £0.18m due to an increase in Children with Disability Out of Authority Placements, and £0.17m additional COVID-19 related costs, offset by under spends of -£0.34m from managed staffing vacancies, -£0.19m unspent balance from a one off insurance claim relating to the Music Service for instruments being held in storage, -£0.12m Libraries & Culture due to unspent equipment budget (books etc.) and the maximisation of central budgets for the potential new Archives building, and maximising the use of grants such as Pupil Premium -£0.22m which freed up General Fund budget.

134. The Doncaster Children's Services Trust outturn is an overspend of £2.24m to the 2020-21 contract value, an improvement of £0.33m since Q3 mainly due to an increase of £0.14m in funding from the DfE. In December 2020, as approved at quarter two, the Council transferred funding of £1.3m to cover the projected additional costs to the Trust due to the impact of COVID-19; this payment has covered the costs at outturn which are broken down as follows: increased Out of Authority (OOA) Placements £0.58m, increased Fostering Placements £0.17m, a six month delay to the opening of two bed homes £0.2m, equipment and scanning costs £0.1m, and Agency costs of £0.27m due to a spike in referral numbers from July onwards which is expected to continue for the rest of the financial year. The non COVID-19 overspend of £2.24m includes: Out of Authority (OOA) Placements £1.6m, 16+ Placements £0.31m, and Staffing, which is mainly agency cover, £0.48m.

135. Council Wide underspent by £0.45m at outturn. Underspend (one-off) £-0.41m in Technical Accounting due to the additional Minimum Revenue Provision (MRP) budget provided to fund 20/21 capital bids which won't actually be needed until 2021/22. Underspend (one-off) £-0.05m in General Financing/Treasury Management due to taking advantage of lower borrowing rates than originally forecast.

136. Corporate Resources underspent by £-1.69m at outturn. The Directorate has been proactively managing its establishment and activities and this makes an

overall contribution to other areas of the Council. The main areas of underspend are within: -

- Finance £-0.44m underspend: Financial Development & Business Support £-0.21m early delivery of savings and recruitment delays, Trading Services £-0.19m variances across a number of services. The main change from the previous reported position is due to additional income received for meals provided than previously expected of £-0.48m and £-0.2m additional schools cleaning income.
- Legal & Democratic Services £-0.42m: mainly due to an accumulation of salary underspends from across the service arising from vacant posts;
- Customers, Digital & ICT £-0.42m: ICT £-0.18m due to increased income from project work, Revenues and Benefits £-0.16m due to early delivery of staff savings and increased HB admin grant.
- HR, Comms & Exec Office £-0.31m: Human Resources & Organisational Development £-0.14m staff vacancies and £-0.10m additional income from adverts.

137. Economy and Environment outturn is £-1.9m underspend, this is an improvement of £-1.74m since quarter 3. COVID-19 costs within E&E reduced by £-1.4m from quarter 3 to £7.2m. The main areas of underspend are Strategic Housing £-0.186m mainly as a result of additional un-ringfenced Housing Reduction Act grant allocation; Design and Statutory & Planned Maintenance £-0.19m mainly due to salary underspends on vacant posts; Facilities Management £-0.46m due to reduced running costs and building repairs, Highways Operations £-0.54m increased profit from large jobs being completed in year, Professional Buildings Maintenance £-0.122m due to underspends on staff related overheads and Development Management £-0.20m due to underspends on vacant posts and additional income from major planning applications. The improved position since quarter 3 mainly due to Highways Operations £-0.57m (due to the completion of a number of large jobs), Professional Buildings Maintenance £-0.27m, Facilities Management £-0.38m (as not all projections had been updated to reflect lower building costs due to closures) and Development Management £-0.26m.

138. 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.

Carry Forwards

139. The carry forwards, approved by the Section 151 Officer, are included within Appendix A – Finance Profile. These fall into the following categories:

- Discretionary – these are for items which were already approved in 2020/21, which have justifiable reasons for the delay in implementation and cannot be funded by the directorate in 2021/22. These items are normally funded from the Council's budget but can include items funded from un-ringfenced government grant.
- Non-discretionary Carry Forwards – these are items where we are to comply with financial regulations we are required to transfer unused

balances to earmarked reserves. This normally happens where given funding for a specific purpose but there is no threat claw back of the funding, but the expectation is that the Council will spend the money on the intended purpose

140. The £6.04m underspend will increase general reserves in 2020/21 and will be earmarked in 2021/22 to be used for specific initiatives detailed below.

Initiative	£k
Leisure - refurbishment & facility development at Askern Leisure Centre, Edlington Community Swimming Pool, Rossington Community Swimming Pool & Thorne Leisure Centre and potential Rugby League World Cup legacy contribution	3,906
Additional capital expenditure in 2021/22 – Doncaster Integrated People Solution (DIPS) £95k & Beechfield Centre £34k	129
Severe weather highways maintenance and road safety schemes	2,000
Total	6,035

141. Once the underspend has been allocated to the initiatives referred to above the level of uncommitted reserves will be £16.5m. This is not excessive for a Council of our size, which spends £500m a year; £16.5m would only run the Council for 12 days. This level of reserves is considered adequate to meet known risks and contingencies. Careful consideration should continue to be given before funding any unexpected costs from reserves and where possible unused funds should be transferred to the uncommitted reserves thereby increasing the balance available.

Schools Funding & Dedicated Schools Grant

142. The Dedicated Schools Grant (DSG) has overspent by £3.8m during 2020/21 to create an overall overspend on DSG of £9.1m. The overspend position is mainly due to pressures within the High Needs Block which includes expenditure on Out of Authority placements, Specialist Post 16 Institutions, Education Health & Care plan (EHCP) Top Up payments & Special Educational Needs (SEN) Recoupment for children educated within other LA schools. The increase in spend for children placed in SEN out of authority placements, is due to a combination of levels of need and local schools provision, and there has been delays due to COVID-19 in delivering savings on Children with Disabilities (CWD) placements as part of the Future Placements Strategy. There is a significant amount of work being completed at both operational and strategic levels. Operationally funding requests are now submitted to the multi-agency Joint Resource Panel, which has a mandate to ensure all local options have been explored prior to any SEN out of authority placement being agreed and also review the decisions made by the Trust in relation to CWD & Looked after children (LAC) placements. There is an expectation that this will stem the flow and allow a greater grip on resource allocation. Strategically senior education leads in the council are liaising with schools around the devolution of elements of the DSG to ensure that locally there are the right services in place to support children, improving outcomes and reducing costs.

143. Whilst the overspend position is significant it is not uncommon to other Councils. In the last couple of years the Government has recognised the position that many Councils face on their High Needs Block and have increased the DSG High Need Grant, with Doncaster receiving an additional £5m in 2021/22 compared to 2020/21 levels. Work continues over the DSG medium term

financial plan with the expectation being to achieve a balanced budget position across the next 4 years. This is mainly expected to be achieved due to the additional permanent funding received in 21/22 which is expected to create a surplus in future years. Along with this there are still anticipated savings on out of authority placements by 2023/24 expected as a result of the Future Placement Strategy.

144. During 2020-21 Doncaster's maintained schools have received additional funding from the Department for Education specifically relating to COVID-19. A COVID-19 Catch Up premium of £0.48m, a COVID-19 School Fund grant of £0.37m and a COVID-19 Digital IT Grant of £0.01m has been paid to maintained schools.

Section 256 agreements with CCG

145. It is proposed that the Council enters into S256 agreements with CCG to enable this funding to be paid to the Council for use as follows in 2021/22:-

- Development of Bentley hub site for coming together of GP Practices and the local library/ community centre provision £0.400m
- Health Inequalities/ Winter Pressures/COVID impact on social care £0.575m Place Plan Transformation – support to place plan development and joint working agenda across Health and Social care £0.904m
- Multi Agency Assessment partnership posts £0.085m
- Review of the Diamond Centre (day service for complex patients) £0.342m
- Learning Disability Complex Cases funding to support safe discharge of patients to the community £0.128m
- Mental Health Trailblazer-- part of the Government response to the consultation on Transforming Children and Young People's Mental Health Provision. This funding will fund mental health support teams in schools. £0.912m

Housing Revenue Account (HRA)

146. The outturn position for the Housing Revenue Account is an underspend of £0.8m against the revised budget (based on the quarter 3 forecast position). The revised budget assumed a £2.2m contribution from HRA balances; the £0.8m underspend will reduce the contribution from balances to £1.4m and overall balances will be to £8.3m as at 31st March 2021. The main variance in quarter 4 compared to the revised budget is £0.4m underspend on provision for bad debt, this is due to a better than anticipated position on current tenants' arrears (especially tenants claiming universal credit). The other positive variances are £0.2m underspend on SLHD management fee, £0.1m underspend across all other expenditure headings and £0.1m lower than budgeted capital charges.

147. Current rent arrears at year end were £2.0m (2.75% of the rent debit) compared to £2.5m (3.39%) as at quarter 3, this is a £0.5m reduction in the last quarter of the year. The amount of rent to be collected which had been paid to tenants via universal credit (which was previously paid directly to the Council from housing benefit) was £14.6m, an increase of £1.9m from the previous year. Former tenants arrears at year end were £1.1m a decrease of £0.4m from quarter 3, write offs in quarter 4 were £0.5m (the total write offs for the whole year were £0.53m). For comparison current tenant arrears were £2.1m as at 31 March 2020,

2.79% of the rent debit and former tenants arrears were £1.3m and write offs during 2019/20 were £0.13m.

148. St Leger Homes will utilise the £0.2m management fee underspend in 2021/22 to improve its compliance reporting and on additional arboriculture work.

Capital Budget

149. The total capital expenditure in 2020/21 totalled £68.3m which is a decline of £33.8m when compared to the Quarter 1 projection of £102.1m.

	Q1 2020/21 Forecast £(m)	Q2 2020/21 Forecast £(m)	Q3 2020/21 Forecast £(m)	Q4 2020/21 Outturn £(m)
ADULTS HEALTH & WELLBEING	5.05	5.59	5.99	5.60
CORPORATE RESOURCES	14.34	11.29	7.11	4.54
ECONOMY & ENVIRONMENT	74.66	68.00	62.49	51.46
LEARNING & OPPORTUNITIES CYP	8.13	8.38	7.36	6.70
Grand Total	102.18	93.26	82.95	68.30

150. The amount of slippage from 2020/21 is £30.5m with the remainder of the difference between Quarter 1 and Quarter 4 being due to unallocated block budgets. There were three schemes with slippage over £1m listed below:

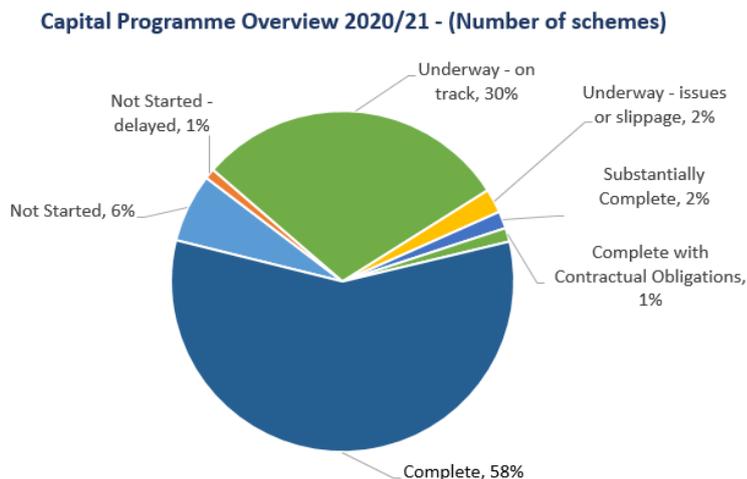
	Q1 2020/21 Forecast £(m)	Q4 2020/21 Outturn £(m)	Slippage £(m)
CCQ CINEMA INFRASTRUCTURE	4.94	2.61	2.33
SCRIF-A630 WEST MOOR LINK	7.54	4.96	2.57
TRANSFORMING CITIES FUND	8.54	0.00	8.30
Grand Total	21.02	7.58	13.20

151. The Transforming Cities Fund was re-profiled in quarter 2 therefore the slippage amount differs to the Q1 forecast, the entire 3 year scheme reduced as the allocation to the Sheffield City Region from the DfT was £17.51m lower than anticipated.

What was delivered?

152. 61% of the schemes in 2020/21 completed in year which relates to £35m of spend.

153. The schemes completed in year include the construction of the Bader Academy and the installation of the Miner's statue. Work also continued on the Danum Gallery, Library and Museum and the new cinema and restaurant complex which are now substantially complete.



154. 30% of the schemes are underway, on track and expected to be in line with current forecasts.

155. Only 2% of the currently active schemes are seen as having issues.

Capital Receipts

156. £5.3m of capital receipts were delivered in year. £2.8m related to a delayed payment from the previous year with £2.5m from in-year sales. The shortfall position in capital receipts increased by £1.2m in year due to further slippage. 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.

Risks

157. The key risks identified in quarter 4 relate to the Council's capacity to progress bids and business cases and then deliver a growing capital programme. A number of concurrent, new government initiatives mean that internal resources will be under increasing pressure and alternatives need to be found if the Council is to secure funding to meet its capital programme aspirations. The recommendation contained within this report to provide additional resources for feasibility works should in part ameliorate this risk.

Collection Fund

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

- Council Tax:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Use £m	Closing Balance* £m
Collection Fund	-143.64	-141.09	2.55	-0.13	1.10	3.53
Doncaster Council	-118.25	-116.14	2.10	-0.11	0.92	2.92

* 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) £2.55m, lower growth £1.51m and lower collection rates £0.05m due to COVID-19 offset by transfers from general fund relating to locally agreed reliefs (e.g. hardship, floods etc.) £-1.56m.

Council Tax arrears were £18.72m compared to the target of £16.34m at the end of quarter 4. The target for reduction of Council Tax arrears was £6.36m at the end of quarter 4 and the actual reduction in arrears was £3.99m. The main reason for this has been the COVID-19 pandemic which continues to have a significant impact on people's financial circumstances. The suspension of recovery and enforcement action continued until the start of quarter 3, however, sympathetic instalment plans and an increase in non-payment was also caused by the continuing uncertainty around jobs and the business lockdowns imposed in the final quarter of the year due to the pandemic.

- b. Business Rates:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance* £m
Collection Fund	-97.67	-54.55	43.12	-2.29	3.12	43.94

Doncaster Council	-47.86	-26.73	21.13	-1.12	1.53	21.53
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* 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 £38.27m and valuation adjustments relating to prior years £3.65m. 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 £5.18m compared to the target of £3.40m at the end of quarter 4. The target for reduction of Business Rates arrears was £2.4m at the end of quarter 4 but the actual reduction was £0.61m. The main reason for the lack of any reduction in arrears has been the impact of the COVID-19 pandemic. The suspension of recovery and enforcement action ended at the start of quarter 3 but sympathetic payment plans and the continued businesses uncertainty over the economic climate has seen a continuation in non-payment. Many businesses had to close for the whole of the 4th quarter due to national lockdowns being imposed. Although business grants continued to be paid and the furlough scheme has been extended until the middle of 2021/22, the position for many businesses remained difficult.

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	2.92
Business Rates deficit	0.00	19.67
Section 31 grants	-18.95	0.00
Total	-18.95	21.74

Overall impact of COVID-19 in 2020/21

159. Central government has allocated £31.7m of COVID-19 un-ringfenced grants to the Council. In addition, £3.4m is expected to be received to help the Council deal with sales, fees and charges income losses and £1.1m is available through realigning Contain Outbreak Management Grant to recognise that existing staff & therefore associated costs have been diverted to this work. Further funding, estimated at £3m, will be received to compensate for Council Tax and Business Rates losses in 2020/21. Funding has been drawn down using the quarterly Finance & Performance reports as well as specific decisions. Underspends were being used to reduce the amount of grant needed in 2020/21, but this was reviewed and changed for quarter 3 to utilise government grant being applied in the first instance. Further adjustments have been done at the year-end to return funding to the balance where it wasn't needed (for example £0.34m for DCLT). The table above, paragraph 125, shows a total of £23.45m of COVID costs across service budgets, additionally, £0.83m of Hardship funding was used to reduce people's Council Tax liabilities in line with government requirements. The balance of grant that was not allocated this financial year (currently estimated at £15.0m) will be retained and used in 2021/22, and future years. The "Revenue Budget 2021/22 to 2023/24" report includes the use of £9.1m of this balance over the next three years, with the balance to be allocated in 2021/22 to support the Council's operations and COVID recovery.

160. Further additional emergency funding will be received in 2021/22 and will be used to meet ongoing COVID-19 pressures. Though the financial position is becoming more stable it is important that managers resume the regularity of

budget monitoring and close attention to financial management, the economy opens and the new business as usual resumes.

STRATEGIC RISKS

161. The register contains 12 risks all have been profiled for quarter 4. 11 risks have retained the same profile and the following one risk profile has decreased.

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

162. The complete strategic risk profiles are attached as Appendix B

OPTIONS CONSIDERED

163. Not applicable

REASONS FOR RECOMMENDED OPTION

164. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

Outcomes	Implications
<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>Council budget and monitoring impacts on all priorities</p>

RISKS & ASSUMPTIONS

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

LEGAL IMPLICATIONS [Officer Initial: SRF Date: 13/05/21]

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

FINANCIAL IMPLICATIONS [Officer Initials: RLI Date: 06/05/21]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initial: SRF Date: 04/02/21]

168. 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.

TECHNOLOGY IMPLICATIONS [Officer Initial: PW Date: 18/05/21]

169. The Connected Council section of the report outlines the significant amount of Digital Transformation work that has been delivered. 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: 13/05/2021]

170. 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: 30/04/21]

171. 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

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

BACKGROUND PAPERS

173. Not applicable.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

174. N/A

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DONCASTER COUNCIL COVID TIMELINE 2020/21

JANUARY 2020

17 The World Health Organisation is notified of the novel COVID19 in China

FEBRUARY 2020

Bereavement Services
Training additional crematorium and office staff started;
All cremators and vital equipment had precautionary unscheduled service;
Stock graves dug;
Office closed for "walk in" public visitors;
Paperwork drop off for Funeral Directors arranged;
Electronic paperwork transmission encouraged;
Preparations for temporary mortuary units made;
Additional biers obtained to help move bodies;
External cremator technicians placed on a retainer order;
Crematorium rota introduced to distance staff and allow longer working hours;

28 First case of Covid 19 passed on in the UK

MARCH 2020

We reorganised our **Public Health Team** to provide bespoke COVID-19 support and issued advice and support on Covid 19 secure risk assessments inc Personal Protective Equipment for council services and staff to operate safely;

When the Coronavirus Act 2020 became law at the end of March it introduced the ability for the first time for Registrars to **register deaths over the phone**, rather in person. Registrars have and continue fully utilise that provision which has allowed us to continue to register deaths throughout the last year despite all the restrictions and we believe it has also made the process more convenient for bereaved customers.

11 The World Health Organization declared Covid 19 a pandemic

12 Transitioned all **occupational health services** to virtual or phone appointments;
Transitioned **recruitment** to virtual and phone recruitment;
Request sent from ICT to all HoS for details of all staff currently using a desktop PC that will need to deliver essential services as part of their Business Continuity Plans, in order to prepare for the potential demand of **loan laptops**;

16 Distribution of loan laptops for those identified by HoS for business continuity

Transitioned all our apprenticeships to online learning

27 **Local Solutions Group** introduced to provide additional focus on all issues pertaining to business continuity with Learning & Opportunities in relation to the Covid-19 pandemic. 14 key activities identified to understand the links to communities, families and early help services and providing advice on business continuity expectations
Ashes appointments suspended at Rosehill Crematorium

26 **Parking charges** were eliminated for all key workers (this remained in place until 15/06/2020);
Introduced **healthy homeworking guidance** and services for staff;
First delivery of **300 laptop** received at Civic. All unpacked, built and stored ready for collection

25 **19,684 residents** on the CEV list were proactively contacted, either by telephone, visit, text or letter;
394 Clinically Extremely Vulnerable Children identified;
Introduction and administration of **Free School Meals voucher system**. Learning & Opportunities contacted families of children not on a school role to offer a voucher service

24 Closed the **Civic Buildings One Stop Shop**, Services moved to be delivered on line and by telephone only

23 Boris Johnson told us **"you must stay at home, to protect the NHS** during the coronavirus pandemic"
Schools closed to all except key worker and vulnerable children;
7 of the 12 **Family Hubs** closed. 5 remained open to provide essential midwifery outreach service and Information, Advice & Guidance for parent

22 **Rosehill Crematorium - Chapel services** restricted to 20 minutes and cleaning between services introduced

18 Deployed **Microsoft Teams** to all staff in the Council, Doncaster Children's Services Trust and St Leger Homes Doncaster so everyone could meet virtually;
Re-designed and re-built **Contact Centre** to take essential calls only. Trialled staff home working in preparation of a lockdown;
Self-Isolation Online Form available for customers to complete on the website;
The Customer Service Contact Centre started to take customer's telephone calls relating to COVID

27 **Welfare calls** for vulnerable children introduced

30 Second delivery of **700 laptops** received at Civic. All unpacked, built and stored ready for collection

31 **Crematorium grounds and cemeteries** closed to public unless attending a funeral

APRIL 2020

In April 2020 we started paying out **grants to local businesses** to support them through the first lockdown. As the situation has developed a number of different grants have been launched to support businesses in different sectors and by the end of March a total of **£87.3m** had been paid to local businesses. Grants continue to be paid in the 2021-22 financial year;
Public Health Team receive training to commence **contact tracing**;
Deployment of staff to Community Hubs; on-going deployment of staff in other key roles i.e. town centre ambassadors, vaccination centre marshalls to support service delivery

2 **Schools closed**, although partially re-opened for vulnerable children and as a provision for key workers only

5 **The Queen** gave a rare public address and said "We will be with our friends again. We will be with our families again. We will meet again"

6 Learning & Opportunities directorate gradually introduced **virtual telephone consultations** with children, families and schools as opposed to face to face. Weekend, bank holiday and later afternoon service times offered for **Funerals**, attendance restricted to 10 at graveside and in chapels

6 **Free web streaming** put in crematorium chapel and new **ashes collection system** put in place for Funeral Directors

19 **Education Secretary** announced support package to disadvantaged children and young people, including laptops, tablet and internet access.

26 Launched first of series of staff safety and wellbeing surveys

20 Parking Enforcement responded to the pedestrianisation of the town centre allowing **blue-badge holders to park at no charge** in any and all Pay & Display bays in Council operated car parks.

15 First **virtual planning meeting** took place as a formal function with external parties/public able to attend virtually

7 Joined up working with partners and collaborative support from colleagues across the organisation allowed us to re-open Household Waste Recycling Centres. Significant variances needed to be managed to ensure COVID security and compliance with national restrictions - these included changed hours, limits on types of waste permitted, traffic volume etc. Presently the only restriction in place is the number of vehicles on site - this is being reviewed with the contractor & Public Health.

4 Ashes appointments re-introduced on 2 days per week at Rosehill Crematorium

Infection Prevention Control training delivered to external partners delivering essential care in the community;
Set up the **testing booking line** for all staff to book a PCR test when they had symptoms of coronavirus to protect the workforce, reduce transmission of the virus and ensure essential services could be delivered to communities
COVID Community Hub Helpline transferred to Customer Services

28 Group established to oversee the management and co-ordination of the Department of Education initiative to provide **Digital Devices for Vulnerable Children and Young People**. Between June 20 to April 21 **2689** devices have been issued

19 Introduced **fast track induction** to ensure effective virtual induction of new essential staff;
Personal Protective Equipment Request for Care Homes, online

20 **Cemeteries** re-opened to the public

JUNE 2020

Schools opened more widely to specific year group in both primary and secondary schools;
longer 40 minute funeral services re-introduced;
Chapel numbers increased from 10 to 15

8 **Regulation and Enforcement** were able to start undertaking site visits again - by the end of September the majority of site visits were **taking place again**.

15 **Regulation and Enforcement** were able to start undertaking site visits again - by the end of September the majority of site visits were taking place again.
The Civic Buildings **One Stop Shop** re-opened in line with Government guidelines for self-isolating.

16 In line with other LAs, at the outset of the pandemic Registrars temporarily suspended registering births which allowed us to focus death registration. This created a backlog of **1225 birth registrations**, but unlike many other LAs we swiftly recommenced birth registrations and proactively working through the backlog

24 Black and Blue bin collections have been maintain throughout the pandemic - with record breaking tonnages being collected. Green waste was suspended at the start of lockdown, but brought back in July.

JULY 2020

4 Pub pints are poured, couples finally said "I do" and funeral attendance numbers rise from 15-25 as lockdown restrictions are eased across England

SEPTEMBER 2020

A team of 14 staff were recruited to support the **public health response to COVID-19**

1 Schools fully open to all children and young people

10 Creation of full Contact Tracing Solution - Tracing of confirmed and suspected cases of COVID

October 2020

Self-Isolation Payment went live, for people who had been required to self-isolate on or after the 28th September 2020.

Not before 21
Possible commencement of Stage Four of the Government Road Map

JUNE 2021

Not before 17
Possible commencement of Stage Three of the Government Road Map

MAY 2021

Covid secure Elections and voting support
Adaption to the process of elections being Covid secure, including staff testing, site set up and process for voters and candidates alike

APRIL 2021

29 in line with the gradual easing of restrictions in the new Step Regulations, **wedding ceremonies** at the Civic Office and Priory Place recommenced with limited guest numbers

4 **All schools reopened fully**

Doncaster's Contact Tracing Team are now responsible for contacting all Doncaster cases taking this role from the National Contact Tracing Team. Performance has improved significantly with 95% of cases contacted.

MARCH 2021

Fly Tip clearance has continued to be delivered as a priority throughout the pandemic. In February 2021 an additional dedicated 'Fly and Litter' team was introduced, this resulted in a 152% increase in the number of Fly & Litter jobs completed in February 2021 as compared to February 2020

FEBRUARY 2021

4 Schools closed to all except key worker and vulnerable children

1 Supported roll out of vaccinations to Social Care workforce strengthening protection for staff and residents

JANUARY 2021

Five community testing sites and a mobile testing van have been operationalised to delivery community testing. There has been over 30,000 tests performed since the 14th December 2020 for people who live, work and visit Doncaster

DECEMBER 2020

Set up of Covid testing centres, initially for staff and then for communities which involved recruiting, interviewing and training over 140 staff within 4 weeks;
Weddings had to cease again due to a National lockdown

NOVEMBER 2020

Significant and ongoing communications support to all areas of the council's and Team Doncaster response to COVID-19. This includes all of our channels - website, social media. We also established a new social media channel specifically for Doncaster - @CovidDoncaster and launched new e-newsletters weekly and as required on COVID-19 information to nearly 100,000 local email recipients. Our @MyDoncaster social media has reached over 100m people and gained international and national recognition from the public and the industry for our work and approach. The Head of Communications chairs a COVIDDoncaster weekly communications cell made up of local partners to manage and respond to the pandemic. We also support the South Yorkshire Local Resilience Forum Communications cell and work collaboratively with partners on shared communications and engagement approaches. We have continued to support local communities, schools, businesses, VCF sector and the wider community with communications material under the brand Let's Do it for Doncaster including leaflets, posters, letters, information packs, social media assets, advertising designs and placement and online animations





FINANCE PROFILE

APPENDIX A

Adult Health and Well-Being Revenue	Quarter 4 2020/21		
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓ Adults Health & Wellbeing Total	160.157	57.298	-3.874
✓ Adult Social Care	66.856	49.365	-3.783
✓ Communities	65.597	38.584	0.091
✓ Director Of Adult Services	1.511	-25.975	-0.047
✓ Public Health	26.193	-4.676	-0.136
✓ Director Of Improvement	0.000	0.000	0.000

Adults Health and Well-Being Capital	Quarter 4 2020/21			
	Budget £m	Outturn Q4 £m	Budget Future Years £m	Projection Future Years £m
✓ Adult, Health & Well-Being Total	6.5	5.6	18.6	27.0
✓ Adult Social Care	4.3	2.8	18.4	26.0
✓ Communities	1.1	1.2	0.0	0.3
✓ Modernisation and Commissioning	0.3	0.0	0.2	0.0
✓ Public Health	0.8	1.6	0.0	0.7

Corporate Resources Revenue	Quarter 4 2020/21		
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓ Corporate Resources Total	117.904	24.449	-1.692
✓ Customers, Digital & Ict	73.119	8.479	-0.419
✓ Corporate Resources Director	0.360	0.016	-0.027
✓ Finance	27.593	3.081	-0.444
✓ Hr, Comms & Exec Office	5.712	4.627	-0.314
✓ Legal & Democratic Services	6.539	4.394	-0.416
✓ Policy, Insight & Change	4.581	3.852	-0.072

Corporate Resources Capital	Quarter 4 2020/21			
	Budget £m	Q4 Outturn £m	Budget Future Years £m	Projection Future Years £m
✓ Corporate Resources Total	27.5	4.5	39.2	54.9
⚠ Customers, Digital and ICT	3.5	1.7	0.6	4.3
✓ Finance	24.0	2.8	38.6	50.6
✓ 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 4 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Economy & Environment Total	101.513	45.337	-1.887
	Economy & Development	29.638	8.245	-1.141
	Director Economy & Environment	0.464	0.464	-0.075
	Environment	69.184	35.334	-0.485
	Strategic Housing	2.228	1.293	-0.186

Economy & Environment Capital		Quarter 4 2020/21			
		Budget	Outturn Q4	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Economy & Environment Total	82.8	51.5	192.1	173.5
	Economy & Development	37.4	24.6	93.1	46.8
	Strategic Housing	37.7	17.7	98.8	115.2
	Environment	7.7	9.2	0.2	11.5

Learning Opportunities, Skills & Culture		Quarter 4 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning Opp, Skills & Culture Total	121.442	66.697	1.865
	Centrally Managed	7.266	0.432	-0.014
	Early Intervention & Localities	13.801	3.097	-0.164
	Educ Skills Culture & Heritage	42.661	11.041	-0.121
	Childrens Services Trust	56.867	51.701	2.236
	Localities Working	0.846	0.426	-0.072

Learning and Opportunities; CYP Capital		Quarter 4 2020/21			
		Budget	Q4 Outturn	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Learning & Opportunities - CYP Total	18.1	6.7	11.0	25.4
	Centrally Managed	0.2	0.0	0.2	0.5
	Commissioning & Business Development	16.2	6.5	10.1	21.6
	Partnerships and Operational Delivery	0.8	0.2	0.0	1.7
	Children's Services Trust	0.9	0.0	0.7	1.6

Council Wide Budgets Revenue		Quarter 4 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Council Wide Budget Total	-7.342	-152.955	-0.447
	Change Programme	0.000	-0.150	0.000
	Gnrl Financing/Treasury Mngmen	6.965	6.303	-0.049
	Levying Bodies/Parish Precepts	16.252	16.252	-0.009
	Other Centrally Funded	1.689	-32.250	0.069
	Revnuce Costs Ex Cpital Progrmm	-21.185	0.000	0.000
	Technical Accounting	-18.218	-18.218	-0.413
	Business Rate Retention	0.000	-131.868	-0.034
	Severance Costs	7.156	6.976	-0.011

Treasury Management Update – Quarter 4 2020-21

1. The outturn for Treasury Management is an underspend of £0.68m. The original budget had a planned underspend of £0.03m. 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 £0.32m.
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 £0.32m after brokerage costs.
4. As an authority we remain under borrowed by £76m which is 13% 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 therefore reduced our forecast borrowing rate from 2% to 1.5% during quarter 4 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.

Borrowing

Figure 1: The following table summarises the Council's forecast Debt Portfolio as at 31st March 2021: -

Doncaster Council Debt Portfolio and Maturity Profile as at 31st March 2021				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	22.10	108.690
12 to 24 Months	50	0	1.17	5.732
24 Months to 5 Years	50	0	7.58	37.288
5 Years to 10 Years	75	0	2.64	12.973
10 Years to 20 Years	95	10		53.708
20 Years to 30 Years				18.325
30 Years to 40 Years			66.52	154.301
40 Years to 50 Years				100.880
50 Years and above				0.000
TOTAL			100.00	491.897

6. During the 2020/21 financial year, the Council had a borrowing requirement of £128.4m. £39.9m in new external borrowing to support the Capital Programme, £88.5m to replace loans maturing during the year.
7. Short-term interest rates remained low during the financial year. The Council was 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 0.26% 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 -0.07%.
11. Officers can report that the counter-party limit with Lloyds Bank was breached on several occasions since October 2020. The counter-party limits form part of the Council's credit risk policy and are based on recommendations from the Council's Treasury Management advisors. The counter-party limit was exceeded following a reduction to the recommended limit for Lloyds in October 2020 which had been notified to the Council

but not acted upon. Procedures have been changed to ensure that changes to recommended limits are acted upon immediately.

Figure 2: The following table summarises the Council's investment portfolio as at 31st March 2021.

Investment	£m
HANDELSBANKEN	30.00
LLOYDS BANK	5.01
SANTANDER UK	20.00
Total	55.01

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 was 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 4 2020-21

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

Learning & Opportunities: Children & Young People

St Michaels Road	Government Grant	0.020	0.020
Family Centres Refurbishments		0.036	0.036
Safeguarding – Saltersgate Junior school		0.005	0.005
Safeguarding Maple Medical		0.009	0.009
Total Children & Young People		0.070	0.070

Virements for Elected Mayor / Cabinet / Portfolio Holder Approval

2020/2021 Quarter 4

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

The following virements are proposed for approval: -

	Reason	Directorate	£
1	Transfer of balance of ear-marked reserves no longer required to the feasibility ear-marked reserve: -		
	Improved Better Care Fund	EMR	-477,200
	Insurance Fund	EMR	-20,500
	Policy, Insight and Change	EMR	-50,000
	Warmsworth Library Frontage	EMR	-3,940
	Stirling Centre Refurbishment	EMR	-6,140
	Revenue Contribution to the Capital Programme (pre-work/development costs)	EMR	557,780

Carry Forwards 2020/21

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

Service / Description	Amount £'000	Comments
Adults, Health & Wellbeing		
Realigned GF	1,099	Various services involved in COVID across the council, maximisation of COMF grant will release £1.1m GF to be added to COVID reserve.
Practice Development	23	CPR waiver done to engage SCIE (Social Care Institute for Excellence) in supporting practice development. This has started in 20/21 but will extend into 21/22. Waiver committed to meet cost from AHWB u/s (£46k less £18k in this year).
DIPS implementation	97	General underspends within AHWB were identified to be used to fund additional staffing requirement identified to resource successful implementation of new DIPS system in AHWB. This went live in March and the need for additional resource identified is still applicable.
Public Health COVID Grant	2,234	S31 Grant (un-ringfenced) - Full grant to carry forward as maximised COMF grant Work needed to understand commitment for 21/22
Public Health COVID Grant	4,742	S31 Grant (un-ringfenced) - Underspend as some elements slipped, some work is planned for 21/22. Monthly returns have been submitted to show commitments, grant can be rolled forward to fund commitments in 21/22
Public Health COVID Grant	317	S31 Grant (un-ringfenced) - expectation that funding is used to deliver the agreed objectives of the Community Champions, monthly updates required.
Syrian Resettlement Grant. Communities	10	Home Office allocate funding in exchange for housing Syrian refugees and providing integration services as part of the Syrian Resettlement Programme. Additional underspend relates to 20/21 due to ESOL element (English speakers for other languages) unable to deliver any classes due to COVID, it is anticipated that this will be spent in 21/22. Leeds City Council agreed to receive the grant and are the accounting body on behalf of itself and DMBC. Ref Earmarked Reserve 2017-15.
S256 -Diamond/Solar centre	675	£342k section 256 monies from Doncaster CCG received late in 2020/21 to be carried forward for committed spend in 2021/22. £332k DMBC funding for 20/21 also to be included in the same reserve as joint funding the 21/22 spend. The Local Authority are leading the review of the service, which is utilised by both social care and CHC funded patients, and the CCG is contributing funding towards the review and also so that the service can remain open and functioning during the review and providing a much needed service for patients.
S256 -Bentley GP site development	400	Section 256 monies from Doncaster CCG received late in 2020/21 to be carried forward for committed spend in 2021/22.
S256 -Health Inequalities/Winter Pressures/Covid impact on social care	575	Section 256 monies from Doncaster CCG received late in 2020/21 to be carried forward for committed spend in 2021/22.
S256 -Place plan transformation	904	Section 256 monies from Doncaster CCG received late in 2020/21 to be carried forward for committed spend in 2021/22.
S256 -Multi Agency Assessment Partnership posts	85	Section 256 monies from Doncaster CCG received late in 2020/21 to be carried forward for committed spend in 2021/22.
LD complex case funding	128	Section 256 monies from Doncaster CCG received late in 2020/21 to be carried forward for committed spend in 2021/22.

Complex Lives Rough Sleepers Initiative	97	Unringfenced grant, expectation to deliver outcomes within the funding
Complex Lives Flexible Homelessness Support Grant	22	Underspends within complex lives - required for 21/22 commitments as per recent BCF bid and ongoing shortfall of grant allocation against plan
Adwick SEC Capital Project	250	This was an agreed Revenue Contribution to Capital during the budget setting process for 20/21. The scheme has slipped and will now incur expenditure in 2021/22 therefore the unused financing is still required
Domestic Violence	50	£50k awarded to get ready for the new domestic violence bill, this was not spent and cabinet approval to carry forward into 21/22 to add to the £732k that was awarded for 21/22 new burdens monies.
Adults, Health & Wellbeing Total	11,708	
Economy and Environment		
Imported Foods	105	Grant received from DEFRA to support Port Health function during Brexit Transition
One Public Estate	360	Grant received from government in March 20/21 to fund masterplanning for Doncaster Council, RMBC and BMBC
Business Doncaster	637	Revenue resources approved to fund Transforming Cities capital scheme to be swapped for capital resources in future years and the revenue budget will now be carried forward to fund Economic Recovery Grants in 21/22.
Planning	28	Unused balance of additional 20% increase to development management fees to be ringfenced for future use by Planning to facilitate the planning application process (originally approved 18/19).
Lakeside Commuted sum	300	Provided when plot of land sold recently. This is in lieu of service charges over future years for maintenance of communal areas around the lake. A revenue budget is already in place funded by service charges. Could be used for capital work which would otherwise be subject to capital bid and prioritisation through the capital programme.
Colonnades Tenants Repairs Fund	4	Money collected from tenants for future repairs.
Colonnades Offices Repairs fund	11	Money collected from tenants for future repairs.
South Yorkshire Motor Trade Partnership	10	Money collected from motor traders for Membership of scheme. All monies are the joint property of all South Yorkshire authorities, and cannot be used for any other purpose than support of the scheme.
Civic Office Major Repairs and Maintenance Sinking Fund	173	Annual contribution from the Council's revenue budget to the reserve. The reserve is to be used for replacing major items in the Civic Office. A planned maintenance programme has been drawn up and includes, for example electrical installations.
Sustainable Drainage Systems	92	Payments from developers to cover the repairs and maintenance of drainage systems to be drawn down as required.
Economy & Environment Total	1,720	
Learning, Opportunities, Skills & Culture		
Music Service	134	Carry forward of unused insurance monies for the purchase of new musical instruments and equipment that were damaged as part of the Nov 19 floods. ODR has been approved. Spend is still awaiting finalising procurement.
COVID Grant - Clinically Extremely Vulnerable (CEV) people	974	Carry forward based on Jan monies received and accrued values for Feb and March (which is currently an estimated figure only) plus the balance of November monies where there are plans to spend the grant over twelve months.

COVID grant- Early Intervention & Localities	44	Wellbeing for Education grant not spent at year end. ODR approved for payment to be made to Doncaster Children's Services Trust for Counselling Service capacity to meet demand, through additional resource of counselling posts in 2021-22.
Social Mobility Opportunity Area	347	To increase the existing Earmarked Reserve from DfE Grant to promote activity in the Opportunity Area that will improve the Social Mobility outcomes for children and young people. Balance to transfer to EMR as at 31st March 2021 (Estimate - amount to be updated)
Stronger Families	266	To increase the existing Earmarked Reserve for the Stronger Families Grant to sustain the extended programme and to continue elements after the Stronger Families grant funding ends. Balance to transfer to EMR as at 31st March 2021(Estimate - amount to be updated) Original amount included £74k which had already been actioned earlier in the year.
SENDIAS	15	To increase the existing Earmarked Reserve for the SENDIAS Grant from the National Children's Bureaux. Funding expected to fund a member of staff in 2021-22. Balance to transfer as at 31st March 2021 (Estimate - amount to be updated)
Mental Health Trailblazer	912	Section 256 monies from Doncaster CCG received late in 2020/21 to be carried forward for committed spend in 2021/22.
Future Place Strategy - Children With Disabilities	600	Revenue contribution towards the future placements capital scheme as approved as part of the 2020-21 budget setting process to fund the purchase of 2 x children with disabilities homes. Delays during 2020-21 has meant that this scheme has not materialised therefore carried forward is requested for spend in 2021-22.
One Adoption/Barnados	14	Yorkshire and the Humber Regional Adoption and Special Guardians Leadership Board (RASGLB) agreed that the all funds relating to the One Adoption Hub would be sent to Doncaster following the termination of the service. The funds have been paid for by the 15 local authorities and voluntary agencies who were members of the Hub, but the members have requested that Doncaster will hold the funds and the RASGLB will determine how they will be used in the future.
LOSC Total	3,306	
Corporate Resources		
Customers, Digital and ICT	170	Grant for Digital Recovery & Renewal - Service has been unable to proceed this year due to COVID.
COVID-19 Track & Trace Support Payment	305	There are 3 components to this grant scheme: Main (ringfenced); Discretionary (unringfenced); and Admin (unringfenced). Any unspent Main component will be clawed back by Gov't. The ringfenced Main component and £239k of the grant received now relating to the month of April will be treated as a Receipt in Advance accrual, therefore this carry forward request solely relates to the Discretionary (unringfenced); and Admin (unringfenced) component of the grant.
Ports and borders funding	86	This funding is to support the business continuity in the eventuality of disruption arising from changes at our ports and borders. Proposals are being worked up with the Chamber to support businesses and provide free training for businesses outside the UK.
Fleet contribution to Electric Vehicles capital	410	Underspend of revenue contribution to capital for electric vehicles in Fleet replacement programme due to Covid delays. £350k was provided in 20/21 capital budget and an additional £60k was set aside from Fleet budget during the year.
Corporate Resources total	971	

Council Wide		
COVID-19 Business Grants - Discretionary Grant Pot from SCR	529	Doncaster specific schemes to support local businesses through grants - SCR have paid the full £844k discretionary allocation and so the unspent element is required to be carried forward to be spent in 2021/22.
Business Rates Retention	20,000	S31 business rates grants have to be accounted for in the year to which they relate - 20/21. The largest element is the expanded retail discount scheme. The expansion of this scheme created a deficit in the Collection Fund for 20/21 that by statute isn't accounted for until 21/22. The budget report approved carrying forward these grants from 20/21 to offset the recovery of the Collection Fund deficit in 21/22. **The value is an estimate. **
COVID Sales, fees and charges and Council Tax & Business Rates compensation	6,393	Grants to be added to the balance of COVID19 emergency funding.
Council Wide total	26,922	
Housing Revenue Account	201	St Leger Homes of Doncaster management fee underspend to be used in 2021/22 to improve its compliance reporting and for additional arboriculture work.
Overall Total	44,828	

COVID-19 Funding 2020/21

Ref	COVID related funding stream	Description	2020/21 Expenditure £'000
G1	COVID-19 pressures funding	Unringfenced funding to support discharge from hospital, children services, waste, homelessness and other COVID related services. Received in 4 tranches totalling £28.7m	13,667
G2	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%	3,393
G3	Hardship Fund	<ul style="list-style-type: none"> o Allocation from the £500m hardship fund o Used to provide additional relief for the Local Council Tax Support scheme. 	3,000
G4	Tax Income Guarantee Scheme	Compensation for 75% of COVID-19 related Council Tax and Business Rates losses.	3,105
BR1	Business grants	<ul style="list-style-type: none"> o Initial allocation £64.4m to fund business support grants – grant reconciled and balance repaid o Government announced that 5% of the funding could be used for a “discretionary scheme”. 	57,892
BR2	Business rates reliefs	o Additional rates reliefs are available for retail premises and nurseries. This reduces income to the Council but is fully funded by government.	40,600
BR3	Revised Local Restrictions Support Grant (Closed Tier 3/Sector)	Government will provide up to £3k per business where tier 3 restrictions have enforced closure of premises (e.g. pubs, betting shops etc.). Including backdated cash grants for specific businesses identified in hospitality, leisure and accommodation sectors.	1,186
BR4	South Yorkshire Financial Support Package - Additional Restrictions Grant	Sheffield City Region has been allocated £30m to help the region's economy. Specific support provided for hospitality, hotel, B&B, leisure, non-essential retail etc. not on the Valuation Office list via the same eligibility criteria, payment to taxi drivers, supply chain. Balance still to be agreed and distributed.	5,124
BR5	Local Restrictions Support Scheme (open) - Tiers 2 and 3	For businesses previously in Tier 2 and Tier 3 areas, which were not legally closed, but which were severely impacted by the restrictions on socialising. This includes hospitality, hotel, B&B, and leisure businesses.	715
BR6	Local Restrictions Support Grant (Closed) - National/Addendum	Businesses required to close in England due to local or national restrictions will be eligible for the following: <ul style="list-style-type: none"> o Properties rateable value of £15,000 or under, grants to be £1,334 per 4 weeks o Properties rateable value of over £15,000 and below £51,000, grants £2,000 per 4 weeks o Properties rateable value of £51,000 or over grants to be £3,000 per 4 weeks. 	3,062
BR7	£1,000 Christmas grant for 'wet-led pubs'	£1,000 Christmas grant for 'wet-led pubs' in tiers 2 and 3 who will miss out on much needed business during the busy Christmas period. Pubs that predominantly serve alcohol rather than provide food.	164
BR8	New Lockdown Grant	Chancellor announces one-off top up grants for retail, hospitality and leisure businesses worth up to £9,000 per property to help	18,839

Ref	COVID related funding stream	Description	2020/21 Expenditure £'000
		businesses through to the Spring	
BR9	New Lockdown Grant - Discretionary Fund	£594 million discretionary fund also made available to support other impacted businesses (Self-Employed & Home Business Schemes) Sheffield City Region £12.5m allocation	314
S1	Infection control fund	<ul style="list-style-type: none"> o £3.1m to be received from £600m fund o 75% has been given to residential care providers based on bed numbers and 25% to domiciliary care providers o A further £500m was announced in September from which Doncaster received £2.9m. 	6,059
S2	The Reopening High Streets Safely Fund	<ul style="list-style-type: none"> o £50m from the European Regional Development Fund (ERDF) to councils across England to support the safe reopening of high streets and other commercial areas o £277k allocated for Doncaster 	40
S3	Test, track and trace	o £2.23m has been received from a £300m fund to develop and roll out a test, track and trace programme	0
S4	Emergency Active Travel funding	<ul style="list-style-type: none"> o £225m nationally including £7.4m for Sheffield City Region (subject to successful bid being submitted). o Funding to be used on pop-up bike lanes, wider pavements, safer junctions etc. 	315
S5	Emergency Assistance Grant for Food and Essential Supplies	o £63m of funding to be provided by DEFRA to help local authorities to continue to support those struggling to afford food and other essentials.	446
S6	Rough sleepers / Next Steps	<ul style="list-style-type: none"> o £3.2m announced in March to help get rough sleepers off the streets. Doncaster was paid £18k o Further £105m announced in June to keep rough sleepers off the streets (short-term element of Next Steps Accommodation programme). 	309
S7	Schools Catch Up premium	o £1 billion of funding to support children and young people to catch up	477
S8	Local Authority Compliance and Enforcement Grant (COVID marshals)	<ul style="list-style-type: none"> o £60m announced to be split between Local Authorities and the Police o Surge funding announced £195k for Doncaster. 	195
S9	Self-Isolation Payment Scheme	o £500 to be paid to those with a Track & Trace number only and on an in-work benefit or suffering financial hardship.	621
S10	Contain Outbreak Management Fund	<ul style="list-style-type: none"> o £2.5m initially received (based on £8 per head of population) Additional £5.5m 2nd round at £4 per head of population + additional £0.36m in final payment in March o To be used to fund activities to reduce the spread of COVID-19 – testing hard to reach groups, enforcement, supporting vulnerable people etc. 	3,634
S11	Clinically Extremely Vulnerable individuals	o Cover overheads of setting up and managing the local system, contacting CEV individuals within the relevant area, assessing the food and basic support needs of CEV individuals where required, and facilitating the delivery of that support where necessary, as well as reporting on key aggregate outcome measures.	73

Ref	COVID related funding stream	Description	2020/21 Expenditure £'000
S12	COVID Winter Grant Scheme	<p>o Provide direct assistance to vulnerable households and families with children particularly affected by the pandemic. This will include some families who normally have access to Free School Meals during term time.</p> <p>o The value of payments for help with non-food expenses will be restricted, criteria:</p> <ul style="list-style-type: none"> • at least 80% of the total funding will be ring-fenced to support families with children, with up to 20% of the total funding to other types of households, including individuals. • at least 80% of the total funding will be ring-fenced to provide support with food, energy and water bills (including sewerage), with up to 20% on other items. <p>It is clear that this support will need to cover children at risk of going hungry. Furthermore, the conditions will allow councils to support other vulnerable groups, may include cash, the provision of food, vouchers, or funding through third party organisations.</p> <p>Further £418k allocated to Doncaster to extend the scheme to April 2021.</p>	1,226
S13	Community Champions funding	<p>o The 'Community Champions' scheme, administered by the MHCLG, provides up to £25m funding to support people shown to be most at risk from Coronavirus (Covid19) including those from an ethnic minority background, disabled people and others to follow safer behaviours and reduce the impact of the virus on themselves and those around them.</p> <ul style="list-style-type: none"> • Increasing available outreach and engagement through 1to1/focused contact to raise awareness of local support and promote public health guidance and programmes for residents disproportionately impacted by Covid-19, particularly those with disabilities and/or from BAME communities. • Development and delivery of practical solutions, including but not limited to the recruitment and appointment of community champions networks, to increase uptake and community ownership of COVID-19 guidance, particularly amongst disabled people and/or people from BAME communities. 	0
S14	Community testing	<p>Doncaster's application to offer twice weekly rapid lateral flow tests to 50,000 residents over 6 weeks was approved on the 28th December 2020.</p> <p>Funding is available based on the number of tests delivered with 15% upfront payment at the beginning of the testing, a further 30% payment mid-term and a final "true up" payment at the end.</p>	566
S15	Adult Social Care Rapid Testing Funding	<p>£149m nationally of which Doncaster allocated £767,461</p> <p>80% of this is to be given to care homes.</p>	685
S16	Social Care Workforce Capacity Fund	<p>£129m nationally of which Doncaster allocated £754,940</p> <p>The funding can be used to provide additional care staff, support administrative work (so that care staff can focus on providing care) or help existing staff take additional hours (by funding overtime payments, or childcare).</p>	755

Ref	COVID related funding stream	Description	2020/21 Expenditure £'000
S17	Wellbeing for Education Return (grant from DHSC)	Wellbeing for Education Return (unringfenced grant from DHSC) seeks to better equip schools and colleges to promote children and young people's wellbeing, resilience, and recovery in response to COVID19. As well as strengthening and building wellbeing and resilience, this aims to prevent the onset of mental health problems and ensure those with pre-existing or emerging difficulties access the right support. There are two elements to the project: 1. a new national training package providing guidance and resources for education staff on responding to the impact of COVID19 on the wellbeing of their students and pupils. 2. funding to local authorities to help put local experts in place to work with partners to adapt this training, deliver it to nominated staff in education settings, and provide ongoing advice and support until March 2021.	0
	Total		166,462

Note – any unspent balances at year-end will be carried forward into 2021/22 and are included in the list of carry forwards detailed in this report.



STRATEGIC RISK PROFILE

Failure to successfully prevent a major cyber attack

**Current Profile**

25

Target Profile

6

Trend

The assessment score remains at the same level 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.

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

**Current Profile**

25

Target Profile

20

Trend

Current Position:

Covid response continues in line with the Governments Roadmap- TCG meetings are now taking place fortnightly and are in sync with LRF meetings. Threats and Risks are being reviewed constantly to ensure the document is relevant and reflects cell positions.

EU transition work is ongoing in the background with monthly strategic meetings chaired by Debbie Hogg and as a service, E&E is managing work pressures at the airport.

Flood risk has now eased given the season and preparations/lessons learned from the last incident are ongoing.

Mitigating actions:

Outlined above.

There needs to be a broad range of service delivery which supports 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

10

Trend

Current Position: No change to risk level at this time.

The Covid-19 pandemic continues to affect services and service delivery. Work ongoing with Public Health & Strategic Commissioning and Adults, Health and Wellbeing directorates on a number of programmes of work, supporting people in the community and in other settings, with regular reviewing/monitoring of the impact any programmes or projects work have on service delivery. This will be monitored and updated regularly as Covid-19 restrictions are lifted and there is a greater focus on future ways of working.

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

10

Trend

New threshold workshop for early help and new locality way of working progressing

A failure to have, and proportionate, an evidence based mix of interventions and services in place that will plausibly support a narrowing of the gap in inequalities and a reduction in levels of deprivation across the Borough



Current Profile 12

Target Profile 6

Trend

Economy and Businesses

Need to attract a diverse range of inward investors and new opportunities in growth companies who are offering jobs at all levels. Communication of such opportunities needs to reach all residents in Doncaster with targeted recruitment in deprived areas and areas of high unemployment. Education and training availability needs to be closely aligned to future employment.

Communities

Through the localities model a range of localised data and insight has been collated and Team Doncaster partners are identifying local priorities and focus for multi-agency action. 3 areas of high risk have already been identified and local solutions groups (Bronze plus) have been established to develop specific plans in these localities. This should help to address any widening gaps in these areas and progress bespoke actions to address local issues. Community strength and asset mapping has been finalised in top 20 areas of deprivation and work commenced with communities to build and strengthen these. Local community explorers and connectors, drawn from the local community have been recruited to help to engage with those who don't traditionally have a voice. The immediate and longer term impact of Covid on local communities and businesses is being monitored and plans established to minimise impact on the most vulnerable. Bronze teams continue to respond to Covid outbreaks and are tasked with developing interventions to support the uptake of vaccinations and testing particularly amongst those who need support to do so.

Individuals

Current Position: COVID continues to expose the underlying inequalities (poverty, poor housing, etc) as Doncaster has seen higher rates of deaths than many other areas with high rates of deaths in the elderly, those from ethnic minorities and people in key worker roles. People suffering the largest impacts of inequality also require more support to self-isolate than others, are more likely to suffer the impacts of long COVID and may have lower uptake of the COVID vaccine. As 'Furlough' comes to an end there is a likelihood for increased unemployment and financial hardship. As recovery continues the Borough strategy approach needs to address this.

Key mitigation – work towards zero/low covid; utilise community development approaches to support households; promote grants to support isolation; updating COVID vaccination approach to focus on inequalities – those population most adversely impacted; renewal board escalating work on poverty; developing the Borough strategy in a way that ensures no one is left behind.

Failure to implement the Partnership priorities across the Team Doncaster Partnership



Current Profile 12

Target Profile 6

Trend

Risk Likelihood Unchanged. 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. We continue to make sense of national guidance related to Covid and we review regularly the Team Doncaster Strategy to ensure the partnership priorities are updated across our TCG, Renewal Board and Team Doncaster Gold meetings.

Mitigation

- Clearly articulated response and recovery models for Team Doncaster
- Regularly review the partnership strategy linked to Covid Response
- Threat and Risk assessment for Winter 20-21 in place.
- Continuation of longer term plans.
- Renewal Board Priorities agreed
- Borough Strategy Development
- Team Doncaster Health check Session April 21

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



Current Profile 12

Target Profile 12

Trend

This risk has been reduced as schools have opened fully from March 8 2021 and the general rate of infections drop as the effects of vaccinations and social distancing take effect. This should result in a settled period of schooling for all our children and young people. This risk assessment will be reviewed again at the end of quarter 1 and may have to be increased if there is more disruption to education caused by local outbreaks.

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 8

Trend

Risk Unchanged. Politicians and officers continue their ongoing dialogue with SCR colleagues to ensure the best outcomes for our residents and a growing collaborations emerging around key areas of work e.g. gainshare and Community Renewal Fund that increase the connections and maximise the benefit for Doncaster. SCR have commissioned PWC to review the end to end processes to establish where improvements can be made to the internal decision making process and support improved collaboration.

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

Current Position: Workforce number and sickness figures have remained relatively stable and all service areas are covered. Overall sickness absence has reduced and therefore the likely pressure on directorates if required to support activity across other directorates has not materialised. Although the resilience, health and wellbeing of staff continues to be monitored.

Mitigating Actions:

- Agency and temporary staff are employed to support gaps in the workforce and deliver organisational objectives.
- Wellbeing service in place to support workforce during challenging times with enhanced resources particularly mental health support
- Continued review of staffing absence and relevant support measures in place
- Regular supervision, team meetings and communications provide support and build resilience through quick identification of emerging issues
- 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 5

Trend

Current Position: No change to the Risk level, however, some change to mitigating actions.

This risk continues to be stable, with continued vigilance implemented to ensure stability. Officers continue to ensure this by considering the ongoing impact of the Covid-19 pandemic, particularly in relation to people feeling and/or being isolated.

Mitigating Actions:

- Operational commissioning and adults safeguarding functions continue to work together to ensure better use of capacity and more coordinated response to registered care settings
- Safeguarding is everybody’s business - all staff in Adults, Health and Wellbeing are trained and aware of this requirement.
- An increased focus on linking with community and locality teams ensures earlier awareness and intervention in all situations, not only in relation to registered care
- Imminent review of the ways of working and 'model' to be used for Doncaster, supported by PIC

Failure to deliver the Medium Term Financial Strategy would result in an alternative budget being required with consequential service reductions. ; covering failure to manage expenditure and income within the annual approved budget and balance the budget



Current Profile

10

Target Profile

5

Trend



Mitigating actions

Favourable outturn position providing opportunities to invest in mayoral priorities and front line services.

Continue to monitor budgets closely and report on additional resources monthly to MHCLG

Decision making holding strong despite short funding timescales

Monthly reporting continuing.

Quarterly Finance and Performance reports to Cabinet and considered by OSMC

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

4

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 continue to support 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 will be contacting People Managers to ensure that any H&S Training that has lapsed is refreshed. People Managers are also being requested to undertake a training needs assessment of their teams to ensure any potential H&S training gaps are addressed. Where possible essential H&S training is being delivered via MS Teams. Other essential H&S training, including refresher for priority/essential services is sourced and delivered under covid-secure risk assessments face to face or via MS Teams; as per service business continuity plans.

Doncaster council’s H&S Manager and Fire Safety Advisor continue to attend the SLH Building Safety Group, supporting and advising St Leger Homes (SLH) where required on Fire Safety or other Building Safety Compliance issues. 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, and ensuring that both SLH and the council have suitable resources in place to meet these duties/requirements.

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.



GOVERNANCE INDICATORS – Whole Authority

Whole Authority	Value	Target	DoT	Traffic Light
Sickness – Days per FTE	8.25	8.50	↑	🟢
PDR Completion - % of workforce with a PDR recorded	62%	95%	↓	🔴
Whole Authority Internal Audit High Risk Level Recommendations	0	4	↓	🔴
Whole Authority Internal Audit lower Risk Level Recommendations	15	61	↑	🔴
% of Large Transactions (over £25k) that are under contract	100%	100%	—	🟢
% of Freedom of Information Requests responded to within timescale	96%	95%	↓	🟢

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Doncaster Council

Report

Date: 9 June 2021

To the Chair and Members of the Cabinet

St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2020/21 Quarter Four (Q4) and year end outturn

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Deputy Mayor, Councillor Glyn Jones, Cabinet Member for Housing and Business	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 (KPIs) to Cabinet.
2. This report provides an opportunity to feedback on performance successes and challenges against the 2020/21 Key Performance Indicators (KPIs).
3. Seven of the seventeen KPIs did not meeting target or were within tolerances as at the end of the financial year 31 March 2021. Commentary appears below

EXEMPT REPORT

4. This report is not exempt.

RECOMMENDATIONS

- 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?

- 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.

7. BACKGROUND

- Appendix A** contains the SLHD 2020/21 Performance summary for Quarters 1, 2, 3 and 4 and year ended 31 March 2021. Commentary on the performance against all indicators is provided below.
- Targets and measures were reviewed with DC officers and elected members prior to the start of the financial year. KPIs were agreed with DC for 2020/21, and four of these are measured annually.
- This report provides an opportunity to feedback on performance successes and challenges against the 2020/21 Key Performance Indicators (KPIs).
- Performance in the year was heavily affected by Covid19. Business critical services only were delivered in April and May 2020. Whilst many services are still being impacted by the pandemic a return to more normal services resumed on a phased basis from early June and core services were delivered from then.

8. 2020/21 QUARTER 4 AND YEAR END OUTTURN PERFORMANCE

- The table below summarises the dashboard as at the end of March 2021. Comparatives have been included from 2019/20 as the KPIs are the same as last financial year. Seven KPIs did not meet target.

	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21	Q4 19/20	Q3 19/20	Q2 19/20	Q1 19/20
Green (on target)	8	5	6	6	10	6	7	7
Amber (within tolerance)	2	3	1	1	4	5	4	1
Red (not meeting target)	7	7	8	8	4	3	3	5
Annual KPIs	0	4	4	4	0	4	4	4
Total	17 ¹	19	19	19	18	18	18 ²	17

NB :

¹ For 2020/21, there are four annual KPIs. Two of these are related to STAR survey results for overall satisfaction and property condition satisfaction. It should be noted here that STAR was originally planned for January 2021 but a decision was made to defer it into 2021/22 (July 2021) as part of a wider programme of customer surveys. The dashboard at **Appendix A** therefore shows results from the 2019/20 survey but have been excluded from the numbers in the table above.

² During Q2 2019/20, KPI 14 was split in two - KPI14a KPI4b - to separately report performance on training and employment support, so there were initially 17 KPIs for 2019/20.

- 8.2. The tolerances which determine the red, amber and green status are 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.
- 8.3. As mentioned in 7.4 above, services were severely restricted for most of Quarter 1 because of the Covid19 lockdown. Office based staff were all working from home from end of March 2020 and only business critical services were delivered to our customers, ie gas servicing, emergency repairs and emergency rehousing during April and May. Since Q1, all services have resumed but are being delivered in a Covid secure way which is affecting some service delivery.
- 8.4. 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.

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

Year end Target 2.80%
Year end Performance 2.75% BETTER THAN TARGET – GREEN

An exceptional performance in Q4 of a very challenging year resulted in the outturn position of 2.75%, better than the target of 2.80%.

	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21	Q4 19/20	Q3 19/20	Q2 19/20	Q1 19/20
Arrears %	2.75%	3.39%	3.05%	3.12%	2.79%	3.29%	2.95%	2.77%

In summary, the year saw approximately 25% more tenants on UC, all staff working mainly from home, no enforcements, an eviction ban, a lot of our tenants on furlough or not working, the Mayoral option of a three month rent holiday in Q1 and the introduction of new housing management IT system in November.

Current rent arrears increased in mid-April 2020 and were consistently between the 3.10% to 3.40% level up to the end of Q3. Arrears levels for the same period in 2019/20 were consistently around the 2.80% levels, and indicates the impact of Covid19 on this KPI.

Arrears were at 3.39% at December 2020 compared to 3.29% at the same point in 2019, which given the restrictions in this financial year, placed us in a strong position going into the final quarter of the year, and the excellent performance brought us below target.

In terms of the current legal situation, the national restrictions on evictions and legal action have been extended for a further three months to 31 May, except for the most serious ASB cases.

Despite the restrictions, 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 continue to take advantage of the increased Local Assistance Scheme (LAS) and Discretionary Housing Payment (DHP) available for any COVID-related arrears cases, as well as advising affected tenants of the Governments new Job Support Scheme as well as the Test and Trace Support Payments.

Collaborative work continues between the Income Management and Tenancy Sustainability Teams along with local Partners such as DWP and DC to focus on effective outcomes

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

Target 0.50%
Year end Performance 1.00% WORSE THAN TARGET – RED

The Covid19 lockdown is the reason for the decline in performance. From end of March 2020, the advertisement cycle, non-urgent repairs, capital works and void repair works were all suspended and the number of voids held showed a weekly increase during April and May, until re-letting commenced.

	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21	Q4 19/20	Q3 19/20	Q2 19/20	Q1 19/20
Rent loss %	1.00%	1.02%	0.97%	0.97%	0.59%	0.59%	0.64%	0.72%

The rent loss target of 0.50% equates to approximately 100 empty properties at any point in time. Typically, void levels are around 100-110 properties at any point in time, but the actual number of voids has fluctuated and been nearer 200 for most of the year – May 223, July 178, December 216 and reducing to 157 at year end.

Q4, and March in particular, saw an improvement in performance. The number of voids held at the end of March of 157, is 51 lower when compared to February (208). Of the 157, 133 are lettable, with 9 non lettable voids and 15 acquisitions.

Cumulative VRL performance remains almost the same as the previous month at 1.00%. However, it is pleasing to see an improvement in the March month performance at 0.94% when comparing to the previous month performance (February) of 1.05%.

The number of terminations during March of 104 shows an increase (+5) when comparing to the previous month of 99. The number of re-lets during March of 161 shows a significant increase (+61) when comparing to the previous month of 100. This is the main contributing factor to the reduction in the number of voids and the improvement in void rent loss performance.

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

Target 20.00 days
Year end Performance 46.11 days WORSE THAN TARGET – RED

As with KPI2 above, the suspension of lettings and repair work on empty properties in Q1 had a significant adverse impact on the KPI.

The monthly performance in Q3 was better than the position at end of Q2 and this trend continued in Q4, with January, February and March all better than the Q3 position, bringing the cumulative position for the year slowly down.

	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21	Q4 19/20	Q3 19/20	Q2 19/20	Q1 19/20
Re-let days	46.11	48.27	49.32	55.05	22.68	22.30	23.83	26.18

Month end performance for March stands at 34.90 days, and is the best in-month since April 20, and is a significant improvement when comparing to the previous month (February) of 44.30 days.

Stringent monitoring remains in place across all teams involved in the key to key process to ensure work is completed in voids and all teams are working collectively to ensure that voids are re-let at the earliest opportunity, and we anticipate performance to improve in this area as the year progresses

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

Target 63
Year end Performance 831 **WORSE THAN TARGET – RED**

The target for the year was 63 (which was set pre pandemic), so this KPI was always going to be red for the 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	134	1,441	6,019	5
Q3 20/21	209	1,009	5,086	15
Q4 20/21	245	2,688	10,696	32
20/21 YTD totals	831	7,812	26,480	52

The service continued to be extremely busy with the number of placements remaining high during March in line with Q4 as a whole.

Placements as a percentage of households presenting as homeless tonight remains consistent at between 15-17% since Q1, when it was 25%. This is testament to the commitment of the Home Options team given that the number of new Homeless Applications taken has increased by nearly 200% in Q4 compared with Q1.

27 households with children have been accommodated in hotels this year compared with 24 last year, the majority of which have been in this last quarter.

The number placed in Hotels at the end of the year was 101, higher than our NSAP (Next Steps Accommodation Programme) Action Plan target of 50, and reflects the impact of further Covid19 restrictions being applied nationally.

We contributed to the Council's successful bid to the MHCLG NSAP which includes a planned reduction of households in hotels, allowing for Winter Pressures, by March 2021.

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

Target **160**
Year end Performance **398** **WORSE THAN TARGET – RED**

The target for the year was 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 has been under pressure all year.

The number of cases reaching full duty decisions was 125 in the quarter, the highest quarter of the year, to bring the year end total to 398. The year end position for 2019/20 was 228.

This reflects the high volume of cases opened since April and the reduced opportunities to prevent and secure alternative accommodation, resulting in a Full Duty decision having to be made at the end of the 56 days of relief.

Quarter	No. of acceptances	<u>Cumulative</u> 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
Q3 20/21	105	273	120
Q4 20/21	125	398	160

8.10. KPI 6: Number of homeless preventions :

Target **800**
Year end Performance **604** **WORSE THAN TARGET – RED**

We recorded 56 homeless preventions during March compared with 59 in February and 33 in January. The total of 604 prevention cases this year is as expected significantly lower than the 965 at the same point last year. This reflects the impact of the pandemic and the suspension of evictions resulting in the reason for homelessness; for the majority of cases, being with little or no prior notice and limited opportunity to prevent homelessness. For example, being asked to leave by friends or family or relationship breakdown, fleeing violence.

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
Q3 20/21	141	456	599
Q4 20/21	148	604	800

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

Target **0.070%**
Year end Performance **0.065%** **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
12 months to Feb 19	347,517	878	243	0.070%	0.075%
12 months to Feb 20	423,223	821	240	0.057%	0.070%
12 months to Feb 21	357,229	803	233	0.065%	0.070%

The main theme for upheld complaints relate to staff actions.

Volumes of both transactions and complaints are fluctuating each month, which makes comparisons to previous years difficult due to restrictions placed on the organisation due to Covid-19

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

Target **90.00%**
Year end Performance **97.25%** **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	263	251	95.44%	90.00%
Q2 20/21	254	248	97.64%	90.00%
Q3 20/21	162	158	97.53%	90.00%
Q4 20/21	193	191	98.96%	90.00%
2020/21 YTD	872	848	97.25%	90.00%

The strong performance continued and improved throughout this year. The overall cumulative performance for the year is 97.25% of tenancies still sustaining 6 months after our support has ended, against a target of 90%.

The performance for Q4 was 98.96%, the highest quarter to date, and January was the second time in four months where no tenancies ended within six months of support ending.

Performance this year was 24 failed tenancies from a total of 872 tenants supported by our Tenancy Support Team. Covid19 has increased the work required to support our tenants and the staff have had to work exceptionally hard to provide the right support, keep up to date with the changing landscape of financial provision and engage with tenants in innovative ways. We are planning for a challenging 2021/22.

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

Target	92.00%	
Year end Performance	90.92%	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.

Outturn performance for the year was **90.92%**, therefore off target but within agreed tolerances .

Period	No. of repairs completed	No. of repairs completed first visit	% repairs completed first visit	Target %
Q1 19/20	10,444	9,421	90.20%	92.00%
Q2 19/20	10,892	9,790	89.88%	92.00%
Q3 19/20	12,660	11,348	89.64%	92.00%
Q4 19/20	11,138	10,169	91.30%	92.00%
2019/20 YTD	45,134	40,728	90.24%	92.00%
Q1 20/21	7,165	6,701	93.80%	92.00%
Q2 20/21	11,320	10,191	89.74%	92.00%
Q3 20/21	12,200	10,974	89.60%	92.00%
Q4 20/21	11,779	10,743	91.20%	92.00%
Q4 2020/21 YTD	42,464	38,609	90.92%	92.00%

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

Performance during Q1 was distorted with SLHD mainly undertaking emergency repairs, which are more suited to achieving higher Right First Visit performance. Quarters 2, 3 and 4 have included addressing any backlog of repairs. Performance for each month in Q4 was consistently around the 91% level, and an improvement on previous quarters.

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

Target	100.00%	
Year end Performance	100.00%	MEETING TARGET – GREEN

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.

The 2020/21 programme has now concluded and all properties have been attended and all have a valid gas CP12 certificate.

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

Target 7.90
Year end performance 6.60 BETTER THAN TARGET – GREEN

The table below summarises the number of days lost to sickness absence per FTE by quarter.

Quarter	Cumulative days lost to sickness	Cumulative days lost per FTE	Profiled target
Q1 19/20	1,471	2.01	1.92
Q2 19/20	2,965	4.05	3.75
Q3 19/20	4,501	6.18	5.80
Q4 19/20	5,969	8.22	7.90
Q1 20/21	861	1.22	1.93
Q2 20/21	1,872	2.64	3.76
Q3 20/21	3,288	4.63	5.79
Q4 20/21	4,709	6.60	7.90

The monthly average in Q4 was 0.66 days absence per FTE, the same as Q3.

The cumulative outturn absence per FTE was 6.60 days, ending the year under target by 1.30 days per FTE. This is the first time that attendance has been achieved under target and sits significantly below the CIPD public sector average (8.00 days)

The highest reason for absence continues to be stress, depression and anxiety accounting for 31% of all absence at year end. Whilst absence overall has decreased, absence due to stress, depression and anxiety has increased over the last 12 months, with the year seeing a 30% increase in such absence with the biggest increases seen in Depression and Anxiety and Personal stress. Whilst this therefore remains an area for continued focus and action it should be noted that this increase appears to be in keeping with the national picture according to a survey conducted by edays.

There has been a slight increase in the number of days stress related absence in March, accounting for 124.5 days absence (increased from 114 in February) with the highest levels continuing to be seen in Housing Services in line with the previous month. At year end, Property Services has seen the highest levels of stress related absence.

Musculoskeletal (MSK) remains the second highest reason for absence accounting for 22% which is slightly higher than last month. Absence due to Coronavirus has dropped slightly again this month but remains the third most common reason for absence accounting for 9% of overall absence during the year. It is interesting to note that in 2019/20 the third highest reason for absence was virus and infection at 16%, this excludes Covid. In 2020/21 infection and virus has reduced to 9% of overall absence and when taken together with Covid accounts for 18% of overall absence, an increase therefore of just 2% on the previous year.

<u>Sickness Reason</u>	<u>Days Lost to Sickness</u>	<u>%</u>	
Other Musculo/Skeletal	1,022	22%	
Work Related and Personal Stress	558	12%	
Depression/Anxiety	512	11%	
Covid19	426	9%	
Infection/Virus	422	9%	
Non Work Related/Personal Stress	386	8%	31%
Heart/Blood Pressure/Circulation	204	4%	
Others	1,179	25%	
Totals	4,709	100%	

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

8.16. KPI 12: Percentage of Local Expenditure :

Target	70.00%	
Year end performance	52.07%	WORSE THAN TARGET - RED

Local (Doncaster) spend for the financial year was £5.83m out of the overall contracted spend of £11.19m, equating to 52.07%. This is against the target of 70%, which in monetary terms this under performance is £2.01m.

Local spend last year (2019/20) was almost identical at £5.85m, but total spend was lower at £9.91m, so the 19/20 KPI was better at 59%, but still below target. However it should be borne in mind that the impact on the local economy is higher than this indicator suggests since contracted out of borough companies often employ local labour.

The volume of invoices paid on a monthly basis has returned to usual levels following a large fall in Q1 due to reduction in services until the phased return from June onwards.

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%.

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

Target 95.00%
Year end performance 95.19% 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%	317
Q2 20/21	97.92%	95.00%	970
Q3 20/21	94.65%	95.00%	1,403
Q4 20/21	95.19%	95.00%	1,727

The end of year figures of 95.19% of cases resolved shows us exceeding target in a year where we have dealt with increased levels of ASB caused by lockdown – high priority cases increased by 78.7% to 252 of the 1,703 cases received. A large number of these were cases of verbal abuse and harassment. Finding new ways to tackle ASB cases during the pandemic, to minimise home visits and to use different tools due to the eviction ban also was a learning curve for staff.

On top of that the new ICT system introduced in November has meant that there has been additional work and training and we are continuing to try and get the benefits from the new system. Throughout this, teams have worked so hard to adapt, learn and still go that extra mile for those tenants and residents suffering from anti-social behaviour and those requiring extra support to change their behaviours

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

Target 56
Year end performance 30 WORSE THAN TARGET - RED

At year end we have seen a total 30 residents into training or education against a target of 56. As reported in Q3 despite significant progress, the January restrictions and in particular the closure of colleges has significantly impacted performance in the final quarter, resulting in the below target performance at year end.

The KPI target for “assisting WOW Participants into training” assumes there will be at least four WOW support & Learn courses throughout the year as well as several one to one training sessions usually held in libraries. Whilst we were able to run two WOW cleaning courses, only one WOW multi skills course has been possible, all delayed due to Doncaster College suspending teaching in March 2020 and not resuming until August 2020, and subsequently suspending it again in January 2021. In each course, the numbers of participants was lower than normal, possibly due to participants’ fears around Covid19 and the need to prioritise other areas of their life such as looking after children; the job centre also reduced the expectations on benefit claimants given the high volume of new claimants they had to process.

With the libraries closed and restrictions on face-to-face contact throughout the year, the number of one to one training session reduced and this too had an effect on the KPI target. Certain training was possible by way of on-line and telephone calls. Again, there was a reduced demand for this service.

Period	YTD Actual No.	YTD Target No.
Q1 20/21 YTD	3	4
Q2 20/21 YTD	16	28
Q3 20/21 YTD	29	33
Q4 20/21 YTD	30	56

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

Target 25
Year end performance 28 BETTER THAN TARGET – GREEN

At year end a total of 28 residents have been supported into employment exceeding our target of 25. This is in spite of the challenges that have been faced as a result of the pandemic.

As with the training KPI, the employment KPI assumes there will be four WOW Support & Learn courses in a twelve month period and so with only three courses being run, there were less participants to move into our paid six months employment opportunities. As an example, the first cleaning course only provided us with one employed cleaner and the second has only given us four starters; we would normally expect to see five new starters for each completed course.

When the Covid lock down began in March 2020, there was a sharp decline in the number of vacancies being advertised generally and again WOW Participants were focusing on other priorities; the team saw a marked decline in the amount of general employment assistance being sought. However, towards the end of summer, the number of job vacancies began to rise in certain sectors and so we have had some success assisting participants into employment outside of St Leger Homes. There has been a lot of work around interview preparation and updating CVs and with the job vacancy market now returning to near pre Covid levels, we expect there to be a further demand for the service.

Period	YTD Actual No.	YTD Target No.
Q1 20/21 YTD	1	5
Q2 20/21 YTD	14	12
Q3 20/21 YTD	20	20
Q4 20/21 YTD	28	25

9. Annual KPIs

9.1. For 2020/21, there are four annual KPIs. Two of these are related to STAR survey results for overall satisfaction and property condition satisfaction. Please note that **Appendix A** shows the 2019/20 STAR survey results as a result of the decision to defer the 2020/21 survey to July 2021

9.2. KPI 15: Tenant satisfaction levels :

Target	89.00%	
Performance	87.00%	(2019/20 STAR survey)

There was no STAR survey in 2020/21. Appendix A shows the 2019/20 STAR survey results.

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

Target	100.00%	
Year end Performance	99.99%	WITHIN TOLERANCES - AMBER

An out turn figure of 99.99% decency was achieved at year end. The shortfall is eight properties where decency works were originally declined by tenants but have subsequently become void. Decency re-inclusion works are planned for the 2021/22 financial year and will include these eight properties.

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

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

There was no STAR survey in 2020/21. Appendix A shows the 2019/20 STAR survey results

9.5. KPI 18: Energy efficiency ANNUAL KPI :

Target	41.53%	
Year end Performance	64.74%	BETTER THAN TARGET – GREEN

This is a new KPI for 2020/21, which requires all properties to achieve EPC Level C by 2030.

This is set in line with the government's fuel poverty target because at this level there is only a 5% chance of a household being in fuel poverty. The year-end performance is 64.74% of homes with EPC level C or above. The current levels of capital investment in heating upgrades and EWI will be enough to bring nearly all homes to EPC rating C by 2030, with a very few exceptions, such as the Swedish Timber properties and other listed buildings, unless planning restrictions can be overcome.

OPTIONS CONSIDERED

10. Not applicable

REASONS FOR RECOMMENDED OPTION

11. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

	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

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

LEGAL IMPLICATIONS

Scott Fawcus, Asst. Director Legal & Democratic Services, 21.05.21

13. There are no legal implications for this report.

FINANCIAL IMPLICATIONS

Julie Crook, Director of Corporate Services SLHD, 18.05.21

14. In 2020/21 SLHD received management fees of £33.37m from DC. This is made up of £31.73m from the Housing Revenue Account and £1.64m from the General Fund to pay for the general fund services managed by SLHD.

HUMAN RESOURCES IMPLICATIONS

Angela Cotton, HR & OD Business Manager, 26.05.21

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

TECHNOLOGY IMPLICATIONS

Peter Ward, Technology and Governance Support Manager, 21.05.21

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

HEALTH IMPLICATIONS

Caroline Temperton, Public Health Theme Lead 25.05.21

17. The pandemic has without doubt impacted on the delivery of the service. Most notably the increase in bed and breakfast placements and the decrease in the number of homeless preventions.

18. However, there are some really positive successes which shouldn't go unnoticed such as the number of tenancies sustained post support and the number of tenants and residents helped in to employment. Although the number of tenants and residents helped in to training and education is lower than the target the service has still managed during difficult times to progress 30 people. Maintenance of properties and gas checks have also remained on target, or within tolerance, ensuring our tenants are living in properly maintained properties. These outcomes are fundamental if we want to address the wider determinants of health and improve health equity as well as overall health.

19. As a safe, stable and secure home is an essential contributor to good health and wellbeing Public Health would like to see a renewed focus on homeless preventions and less reliance on bed and breakfast placements as we move forward into the recovery stage of the pandemic.

EQUALITY IMPLICATIONS

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

CONSULTATION

21. Consultation has taken place with key managers within SLHD, the Lead Member for Housing and Senior Officers within the Council.

BACKGROUND PAPERS

22. None

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

ADP	Annual Development Plan
APA	Alternative Payment Arrangement (for Universal Credit benefit)
ASB	Anti-Social Behaviour
CIPD	Chartered Institute of Personnel and Development
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

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BACKGROUND PAPERS

23. None

Appendix A - St. Leger Homes Key Performance Indicator summary Q4 and year ended 31 March 2021

Page 9

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%	3.39%	2.75%	2.80%	↑	🟢
2	Void rent loss (lettable voids)	0.59%	0.97%	0.97%	1.02%	1.00%	0.50%	↑	🔴
3	Average Days to Re-let Standard Properties ytd	22.68	55.05	49.32	48.27	46.11	20.00	↑	🔴
4	Number of Households Placed in B&B Accommodation ytd	84	243	379	586	831	63	↓	🔴
5	Number of Full Duty Homelessness Acceptances ytd	228	77	168	273	398	160	↓	🔴
6	Number of homeless preventions	965	159	315	456	604	800	↓	🔴
7	Complaints upheld as a % of customer interactions	0.061%	0.065%	0.055%	0.062%	0.065%	0.070%	↓	🟢
8	Number of tenancies sustained post support	93.80%	93.05%	94.67%	96.72%	97.25%	90.00%	↑	🟢
9	Number of repairs first visit complete	90.24%	93.83%	91.32%	90.67%	90.92%	92.00%	↑	🟡
10	Gas servicing – % of properties attended against target	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	↔	🟢
11	Days lost through sickness per FTE	8.22	1.22	2.64	4.62	6.60	7.90	↔	🟢
12	Percentage of Local Expenditure	59.06%	46.47%	53.99%	52.25%	52.07%	70.00%	↓	🔴
13	ASB Cases Resolved as a % of All Cases Closed	95.55%	95.51%	97.92%	94.65%	95.19%	95.00%	↑	🟢
14a	Number of residents undertaking training or education	53	3	16	29	30	56	↑	🔴
14b	Number of residents supported into employment	31	1	14	20	28	25	↑	🟢
15	Tenant satisfaction levels	87.00%	Annual KPI	Annual KPI	Annual KPI	87.00% *	89.00%	↔	🟡
16	Percentage of homes maintaining decent standard	100.00%	Annual KPI	Annual KPI	Annual KPI	99.99%	100.00%	↓	🟡
17	Tenant satisfaction with property condition	89.40%	Annual KPI	Annual KPI	Annual KPI	89.40% *	89.00%	↔	🟢
18	Energy efficiency. Aim is to achieve EPC Level C by 2030. Target set 41.53% 20/21 and 68.37% for 2021/22	99.96%	Annual KPI	Annual KPI	Annual KPI	64.74%	41.53%	↑	🟢

* Results are from 2019/20 STAR survey

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 🔴 🟡 🟢

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9 June, 2021

To the Members of the Cabinet

Performance Challenge of Doncaster Children’s Services Trust: Quarter 4, 2020/21

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Rachael Blake, Cabinet Member for Children’s Social Care, Communities and Equalities	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 Covid 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. New governance arrangements were introduced in April 2019 and 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, two are measures externally provided from the Youth Justice Board and are not available due to Covid.
7. In addition to these operational performance indicators, the latest monthly management accounts will be shared with officers in DMBC and are within this report.
8. The Trust continues to respond to Covid, 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-19 Vulnerable Children Survey is comparable with national, regional and statistical neighbours.

9. **Summary of Operational Performance and Management Information**

10. All metrics with the tolerance or better than target with the exception of a metric that moved was suspended in quarter 3 and reinitiated in quarter 4. Contractual performance indicators as follows:

- a. Five indicators performing better than Business As Usual target
- b. Four are reporting within target range;
- c. Two have been suspended due to Covid
- d. One is below target

11. High level six month trend:

- a. Five contract measures are showing improvement
- b. Three are considered stable
- c. Four are declining. However, one of these metrics is performing better than target; two are within tolerance and one currently sits below target

12. Breakdown of the strategic partnership indicators as follows:

Service Area	Performance			Unavailable Measures	
	Outside tolerance range	Within tolerance range	On/Better than target	Not available due to Covid19/Suspended	Annual KPI not Yet Available
Parent & Family Support		1	1		
Child & Family Assessment	1	1	3		
Child Protection		1	2		
Looked After Children	1	2			1
Placements (Adopt., Foster and SGO)	2	2	1		
Care Leavers		1	2		
Youth Offending				2	
Workforce			2		
Governance					1
Total	4	8	11	2	2
% of reported	15%	30%	41%	7%	7%

13. Of the 27 strategic partnership indicators two are annual measures and data is not currently available and two are measures externally provided from the Youth Justice Board and are not available due to Covid. The Ministry of Justice are focussing on priority analysis and statistics due to limited PNC access and therefore these KPIs have been excluded.

14. The strategic partnership measures reported this quarter breakdown can be seen in the above table. Where set and available each target is based upon national benchmarking data, which sets an ambition for performance to be at least comparable to good and outstanding organisations; however, some indicators are locally derived and therefore have no benchmark. In these cases targets are derived

using historical trends and ambitious targets have been set. 19 out of the 23 (c.83%) are within or better than target range, 4 strategic partnership measures sit outside target range and are covered in more detail later in this report. The measure for case file audits was suspended during quarter 3 so that action plans could be put in place and this measure recommenced in quarter 4.

15. Contacts and referral rates are monitored daily and contacts have increased during the quarter by 1,084 (c.16%) and 612 (c.9%) on the same period last year. Contacts from the Police has seen the biggest volume increase since quarter 3 with an additional 218 (c.13% uplift) and contacts from Health Services have seen the biggest percentage increase with an increase of 87 (c.46%). Police remain the highest source of contact accounting for 1,947 (c.39%) of the overall Trust volume. Contacts with the outcome of 'No Further Action & Information and Advice Only' has increased by 934 (c.33%) and transfers to Early Help have increased by 481 (c.115%) quarter on quarter as a result of the work undertaken as part of the improvement journey in managing this demand through improving the early intervention service and managing the front door Multi-Agency Safeguarding Hub (MASH) more effectively.
16. During quarter 4 there were 1068 referrals, 217 (c.20%) fewer referrals in comparison to quarter 3 and as a result of directing more contacts to the Early Help channels however volumes were largely comparable with this time last year with only 16 (c.1%) difference. At the end of quarter 3 we forecast an outturn increase of 855 (c.22%) referrals in comparison to 2019/20 but actuals showed an increase of 679 (c.16%). The reduction of referrals can be attributed to the changes to the MASH operating model described above. Based on limited data points since the operational change the current referral forecast for 2021/22 suggests we will see a reduction in referrals of up to 30%, however more data points will be required to increase confidence in that forecast as the new process embeds.
17. Referrals indicating Abuse or Neglect continue to be the most prominent category of need and although they have reduced by 120 (c.12%) from quarter 3 to quarter 4 we still have had 23 (c.2%) more referrals in comparison to the same period last year.
18. A total of 1,140 assessments were initiated in quarter 4 which is a decrease of 75 (c.7%) from quarter 3 and we are seen increased activity in comparison to the same period last year with 350 (c.31%) of the assessments proceeding to a statutory service. The number of children in need stood at 2,333 at the end of 2020/21 which is a reduction of 194 (c.8%) from quarter 3 but an increase of 57 (c.3%) from the same period last year. The rate of children in need per 10,000 has dropped over the past two quarters and currently stands at 344.

Demand Measure	2019/20			2020/21				%Change against...	
	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Previous quarter	Same quarter last year
Contacts to CSC	5590	5262	6150	5349	5624	5678	6762	16%	9%
Referrals	924	946	1052	1117	1331	1285	1068	-20%	1%
Children in Need	2289	2221	2264	2317	2580	2511	2333	-8%	3%
Children on Protection	299	311	300	322	383	395	430	8%	30%
Looked After Children	537	519	509	513	519	522	553	6%	8%

19. The number of children in care have increased from quarter 3 to 553 (c.6%) higher than the year end figure for children care for every year since 2010/11 other than 2017/18 (569). There are permanence plans as follows:
- 84 children (c.15%) had a permanence plan of return to birth family
 - 70 children (c.13%) had a permanence plan of adoption
 - 30 children (c.6%) had a permanence plan of Special Guardianship Order
 - 12 children (c.2%) had no permanence plan recorded
20. Strategic leaders in Doncaster have decided that establishment of a Multi-Agency Safeguarding Hub (MASH) was a key priority to achieve improvements locally and direct more cases through Early Help to ensure that they are on the right trajectory without any delay. The number of children open to the Early Help partnership therefore has increased by 100 (c.5%) from quarter 3 and there are 84 (c.4%) fewer children compared to the same period last year. The Early Help pathway volumes remain stable with 1,008 (c.50%) of children are open as single-agency and 1,026 (c.50%) have a multi-agency response.
21. Due to the increased demand in quarter 3 average caseloads naturally saw an upturn and the Trust recruited agency staff in order to meet the demand and safeguard children. During quarter 4 we have seen average caseloads reduce as a result of the operating model changes to direct more cases through Early Help and increased resource therefore as at the 26th April the average caseloads as follows:

Locality	Average Caseload FTE
Assessment Service	12.7
Area Child Protection Service	18.0
Children in Care Service	14.4
Child Exploitation Service	13.8
Children with Disabilities Service	12.7
Total	15.3

22. As caseloads have reduced from quarter 3 to quarter 4 and initial forecasts suggest we will see a continued drop in demand the Trust is undertaking an activity to review workforce against the social worker caseload policy, ensuring workload is distributed appropriately, and looking for opportunities to reduce the agency workforce.
23. **Operational performance against contractual KPIs indicators**
24. Analysis against each indicator is provided below and at appendix one.
25. **Contract KPIs On or better than target range**

- **Percentage of children subject to child protection plan seen within expected timescales.** There are 430 children on a Child Protection Plan and this has increased month on month since February 2020 and we have 130 (c.43%) more than at the same period last year. A total of 156 new CP plans started within quarter 4, while 99% of children have been seen within the last four weeks.

The Rate of CPP per 10,000 children aged 0-17 is 63 in Doncaster – higher than the average in England (43) however is lower than our statistical neighbours (67)

Emotional abuse & Neglect are main reasons cited on Child Protection Plans.

- **Percentage of child protection conferences held within 15 working days of section 47 enquiry.** This continues to be a strength for the Trust with 172 out of 173 children subjected to ICPCs completed within 15 working days.

The high rates mean that families that are taken through this process do not experience the anxiety of delay.

- **Proportion of children in care experiencing three or more placements in a 12-month period. This measure is known as the “short term stability measure”.** Performance has improved throughout 2020/21 to c.7.3% at the end of the year, where only 40 out of 551 children have experienced three or more moves in the last 12 months. This 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 placement moves are in the child's best interests

- **Percentage of care leavers that the Trust remains in touch with.** Performance has improved as a result of the use of the case tracking and management oversight meaning we are consistently in touch with 193/194 of care leavers in their 17th-21st year and work hard to maintain engagement.

From the cohort 181 (c.93%) are in suitable accommodation and 100 (c.52%) are in employment, education or training.

- **Proportion of care leavers with pathway plans within timescale.** Performance has increased for the second consecutive quarter to 99% and exceeding target with 192/194 care leavers having an active pathway plans which an increase of 23 (c.14%) in comparison to quarter 3 and 20 (c.12%) in comparison to last year. The Trust continues to see an increase in the overall timeliness. A further 141 mid-way reviews were undertaken by the child’s Independent Reviewing Officer which in an increase of 96 (c.213%) in comparison to quarter 3.

Young People are encouraged to take innovative and creative approaches to their reviews, such as videos, PowerPoints and journals. The Trust have trailed video conferencing for distant reviews and for contribution over the last two quarters due to Covid and children were consulted with via a range of multimedia options. Children and Young People appear to embrace these changes.

26. Contract KPIs within target range albeit exceeding Covid adjusted targets

- **Timeliness of single assessments.** Overall performance increased across the quarter to c.85% with an extra 183 (c.20%) conducted and total of 1,073 C&F assessments completed within timescale. The child was seen in c.95% of completed C&F assessments.
- **Children in need with an appropriate and current plan in place.** Performance is consistently above 90% and has improved by 3% from quarter 3 to with a total of 1,657 plans in place. The monitoring of plans through regular case supervision, case tracking, audit and six monthly reassessment has stabilised performance.
- **Percentage of LAC reviews completed in timescale.** Performance has fallen to c.91% with 472 of the 519 reviews recorded in timescale. There were participation in reviews by 243 children and young people of which 205 (c.84%) made a meaningful contribution in their review while 94% of care plans were in timescale. Young People are encouraged to take innovative and creative approaches to their reviews, such as videos, PowerPoints and journals.

- **Front line staff receiving supervisions in timescale.** Supervision of Front Line Staff in tolerance with 880 front line staff supervisions undertaken throughout this quarter out 1,045 opportunities. There was a downward trend across the quarter Jan c.98%, Feb c.84%, Mar c.73%, although some may be under-recording.

27. Contract KPIs currently outside target range

- **Percentage of Audit Cases Graded Good or Better.** A performance, Quality Assurance and Continuous Improvement Framework (QAF) has been established with the objective to improve our understanding of whether we are supporting the right children, in the right way, at the right time, and whether we are making a difference to the progress that children make and the outcomes they achieve.

The revised QAF is based on a performance reporting cycle and designed to promote informed commentary from Heads of Service, which is then subject to scrutiny and validation. The key objective to the updated QAF is the triangulation of performance information with quality measures, i.e.:

- Audit, including the recently established Moderation Panel
- Quarterly reports from Advocacy and Participation
- Quarterly reports from the IRO and CPC service
- Quarterly Reports from the Legal Gateway Panel
- Quarterly Reports from the Customer Experience Manager

The plan is to also incorporate feedback from the Practice Forum that we will shortly implement. This information will be analysed to identify our strengths and areas of improvement so that we can act appropriately to improve performance and the experience of the child and family.

Further work is required to ensure that the monthly audit report captures all of the audit activity undertaken in the Trust. This will improve connectivity between the auditing already undertaken in specific services, e.g. Front Door, Fostering, and strengthen audit in areas such as MST-CAN, Domestic Abuse Navigators.

28. Contract KPIs currently suspended

- **Percentage of Children who wait less 14 months between entering care and move in with adoptive family.**
- **Percentage of Freedom of Information requested responded to within expected timescales.**

The above two metrics will be reviewed during quarter 1 2021/22 to determine if these can be reinitialised.

29. Strategic Partnership Indicators

30. The Trust 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 during Covid; or
- closely linked to an existing contractual indicator, so reported in addition.

31. The table at paragraph 12 above provides a summary of these indicators reporting that 19 (c.71%) are within or better than target range, 4 (c.15%) outside target range, and with a further 4 (c.15%) not reported this quarter for varying reasons.
32. **There are 19 reported Strategic Partnership Indicators on/better than target or within target range:**
- Families demonstrating improved outcomes at point of closure to Parenting and Family Support Team
 - Length of intervention from family support services
 - Referrals that are re-referrals within 12 months
 - Assessments completed within 20 days
 - Percentage of Children in Need open for >6 months < 1 year
 - Percentage of Children in Need open for >1 year < 2 years
 - Becoming subject to a Child Protection Plan for second or subsequent time in a two year period
 - Percentage of monthly case file audits rated as 'requires improvement' or better
 - Percentage of Child Protection Plans lasting two years or more which have ended during the year
 - Long term stability of placement of children in care; percentage of long term children in care in stable placements
 - Percentage 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.
 - Children ceasing care to be looked after under a Special Guardianship Order (SGO)
 - Rate of Children adopted from care.
 - Rate of 19 & 20 year olds Staying Put with their foster carers after their 18th birthday
 - Care Leavers in suitable accommodation (age 19-21)
 - Care Leavers in Employment, Training and Education (age 19-21)
 - Full time equivalent posts covered by agency staff
 - Staff turnover rate
33. **There are four Strategic Partnership Indicators outside tolerance:**
- **Percentage of CIN > 2 years.** Albeit this has just fallen out of tolerance range at 31% there has been very little variation for the past two years. Doncaster has improved its position from 32 to 23 per 10,000 children have been in need for longer than 2 years since 2019/20. Doncaster is also performing better than national & statistical neighbours.
 - **Care Proceedings on Track to be completed within 26 weeks.** Despite the various challenges and being outside tolerance, performance has improved for two consecutive quarters and Doncaster has received positive feedback from CAFCASS and a recent Ofsted inspection report. There are 197 cases subject to legal proceedings with 120 cases on-track to complete in timescale. Performance is dependent upon HMCTS, CAFCASS etc so not entirely within the Trust's control. Due to this it is important that quarterly meetings with CAFCASS 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.
 - Average time in days between a child entering care and moving in with their adoptive family. This measure will be highly volatile as the numbers of children

adopted is low. During quarter 4 we had 8 children adopted and during the year we had a total of 21 which is 11 (c.34%) lower than 2019/20.

- Children ceasing to be looked after due to a Child Arrangement Order (CAO). 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 and 12 (c.39%) of children leaving care moved onto independent living or returned home but not through a Child Arrangement or Special Guardianship Order, 3 (c.10%) left on a Special Guardianship Order (SGO). There were 8 children adopted in quarter 4.

34. **Financial performance – Summary**

35. The 2020/21 outturn is an **operating overspend of £2.2m** (inc. £0.16m funding for quality work that is not available due to the effect of Covid on the Council's finances) which the Council has fully funded. In March 2021 the Council made a payment of £2.4m to the Children's Trust based on the forecast at month ten (£0.15m less than forecast at quarter three mainly due to more funding received from the DfE than previously expected); the year end outturn is an improvement of £0.18m (to be returned to the Council).
36. Some cost-pressures (particularly care ladder) were brought forward into 2020/21, on a reduced budget. During 2020/21 there was an agency cost pressure due to, at times, roughly double social work staff on maternity compared to average, and increased caseloads. The Trust has plans to manage the cost pressures, including care ladder and agency. Some cost pressures are phasing rather than not achieved.
37. The Trust received £1.3m from the Council for estimated Covid costs. At year-end a review of the estimated Covid costs was carried out and, based on the assumptions used, cost pressures totalling £1.36m were identified. It should be noted a different set of assumptions increased the total estimated cost pressures due to Covid to £1.9m. These cost pressures, and potentially new ones, will continue into 2021/22.
38. The main Covid pressures were increased Out of Authority (OOA) Placements £0.58m (based upon 50% of the 2020/21 net increase in numbers), increased Fostering Placements £0.17m (from November onwards), a six month delay to the opening of two-bed homes £0.2m, and Agency costs of £0.27m due to a spike in referral numbers from July onwards which continued for the rest of the financial year.
39. In July 2020-March 2021 the Trust saw an increase in referrals of 720 (+24%), C&F assessments 886 (+26%), S.47s initiated 451 (+56%), and CiC numbers increased from 517 at the end of January 2021 to 550 at the end of March 2021. The Trust is still concerned about what may happen in 2021/22, due to both local and national lockdowns, and the "lag" of the effects, with an adverse impact on next year's costs.
40. In the DfE Vulnerable Children and Young People Survey Summary Wave 8 over 80% of LAs estimate an increase in the cost of fostering and residential placements.
41. The operating overspend of £2.2m not due to Covid is mainly OOA Placements £1.6m, 16+ CiC Placements £0.31m, and Staffing (mainly agency) £0.48m. 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 Q3 non Covid 19	Change from Q3 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	32,421	-3,948	28,474	35,432	-4,404	31,028	-3,011	457	-2,554	-992	117	-19
Other Children and Family Services	1,544	0	1,544	1,739	0	1,739	-195	0	-195	-44	-94	-44
Family Support Services	3,044	0	3,044	2,703	0	2,703	340	0	340	0	101	0
Youth Justice	1,817	0	1,817	1,972	0	1,972	-155	0	-155	0	-148	0
Safeguarding Children and Young People's Services	13,179	-39	13,140	13,771	-115	13,656	-593	77	-516	-280	243	0
Services for Young People	292	0	292	417	0	417	-125	0	-125	0	-11	0
Contract Value	0	-51,322	-51,322	0	-55,126	-55,126	0	3,803	3,803	1,304	2,405	0
Support Services and Management Costs	4,605	-1,591	3,013	4,774	-1,342	3,432	-170	-249	-419	-46	180	12
Grand Total	56,900	-56,900	0	60,809	-60,988	-179	-3,909	4,088	178	-58	2,793	-51

42. Financial report - Introduction

43. The 2020-21 contract value was £55.4m and at outturn there was an operating overspend of £2.2m. In December 2020 the Trust received £1.3m of funding from the Council for the estimated costs due to Covid and in March 2021 the Council made a payment of £2.4m to the Children's Trust based on the forecast operating overspend at month ten; the £0.18m improvement / balance will be returned to the Council.
44. The number of Children in Care of DCST at the end of March 2021 is 550, an increase of 33 since the end of January 2021. The average Children in Care numbers for April 2020 to January 2021 was 515; ranging from 507 in 2020 to 529 in November. The increase of 33 in the February and March numbers has resulted in an 8.5% increase compared to April 2020. Due to the recent lockdown and school closures there are workload and cost pressures that will impact on the MTFs and 2021/22 budget. The number of 550 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.
45. At year-end a review of the estimated Covid costs was carried out and assumptions were used to identify additional costs on the Care Ladder. 50% of the 2020/21 net increase in OOA placements numbers and an increase in the Fostering numbers from November onwards being due to Covid were the assumptions used. Other assumptions contemplated increased costs of Covid to £1.9m. It is complex and difficult to estimate the exact costs that are a direct consequence of Covid, but £1.3m to £1.9m is the current range. It is likely that the impact of Covid 19 on 2021/22 will be of a similar, or greater, magnitude if the Children in Care numbers continue to rise and the full-year effect of increased Care Ladder numbers.
46. At the end of March there were 53 OOA placements plus 3 parent and child placements; an increase of 5 since the end of quarter three. With the closure of Tickhill Square there are 5 fewer in-house residential beds. The 4 x two-bed homes could reduce OOA placements by 8 by October 2021. The timing of the planned opening of the two-bed homes has been pushed back to 2021/22 due to Covid.
47. The split of fostering placements at the end of March was 40.3% Independent Fostering Agency (IFA) and 59.7% In-House Fostering against an MTFs target of a 40% / 60%. There has been a nil reduction overall in the number of IFAs in 2020/21 whereas the number of In-House Foster Carer placements have increased by 23 since April 2020. In February and March IFAs increased by 8 and In-House Fostering by 15 – a correlation to the increased Children in Care numbers.
48. The Trust had a higher level of agency in 2020/21, mainly social workers, of which 6 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. Plans to reduce agency numbers have been shared with the Council linked to Social Worker Pay and the new Social Worker Academy.

49. In addition to the contract sum, the Trust has drawn down its £0.22m underspend from 2018/19 that was in the Council's earmarked reserves to use on Ofsted preparation and to offset the current overspend. Prior to Covid 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 Covid on the Council's finances. The £0.16m was previously reported as a Covid pressure but from month six onwards this is included in the operating overspend to be consistent with the Council's reporting.
50. Key Variances over/under £250k:
51. There are five significant (£250k+/-) variances - Looked after Children, Safeguarding, Family Support Services, Support Services and Management costs, and Contract Value; details below:
52. **Looked After Children - £1.56m operating overspend** (£2.55m total overspend including £0.99m due to Covid):
53. In the DfE Vulnerable Children and Young People Survey Summary Wave 8 over 80% of LAs estimate an increase in the cost of fostering and residential placements.
54. **In-house Residential, including two-bed homes, £0.13m operating overspend** (£0.04m total underspend including £0.17m net cost savings due to Covid)
55. No significant change since quarter three. There was an overspend of £0.26m for the existing In-House Residential homes, mainly due to staffing being over-establishment. The staff over-establishment were due to transfer to the two-bed homes in the second half of the financial year but the timing of the planned opening of the two-bed homes has been delayed to the second quarter of 2021/22 due to Covid. The revised assumptions resulted in a £0.30m saving for the two-bed homes in 2020/21 less £0.11m additional cost of the staff over-establishment in the second half of the financial year; therefore the overall savings due to the delays from Covid is £0.19m. This is offset by loss of savings being delivered in OOA Placements of £0.4m:
56. **Out of Area (OOA) Placements - £1.6m operating overspend** (£2.58m total overspend including £0.98m due to Covid)
57. At the end of March 2021 there were 53 OOA placements plus 3 parent and child placements, which is an increase of 5 since the end of quarter three. There were 13 new placements in Q4 (forecast assumed 2 new placements): 7 new placements to the care ladder, 3 transferred from an IFA placement, 1 transferred from In House Fostering and 2 new parent and child placements. The new placements have been offset by in January from 1 back to Family, 1 transferring to In House Residential Home and 1 transferring to In House Fostering, and 5 placements transferring to CiC 16+ placements in March. The outturn was £0.07m more than forecast at quarter three. The timing of the planned opening of the two-bed homes has been delayed to the first quarter of 2021/22 due to Covid.
58. The year-end total of 53 OOA placements plus 3 parent and child placements is a net increase of 13 more than at the start of the financial year. The Trust's 2021/22 budget assumes OOA numbers would be reduced to 43 for April 2021

meaning a significant pressure (assumed at least 50% Covid related) will be carried into 2021/22.

59. At year-end a review of the estimated Covid costs was carried out and an assumption of 50% of the 2020/21 net increase in OOA placements numbers was used to identify additional costs of £0.58m. There was also a six month delay to the opening of two-bed homes due to Covid resulting in OOA savings of £0.4m not being achieved.
60. The budgeted funding from the DSG High Needs Block was increased to £3.2m for 2020/21, and the income at outturn was £0.28m above this which offsets the OOA overspend but increases pressure on the High Needs Block.
61. **Independent Fostering Agencies - £0.02m operating underspend** (£0.04m total overspend including £0.06m due to Covid)
62. The outturn was £0.13m less than forecast at quarter three. The forecast assumed £0.17m for a potential 5% increase the numbers due to Covid but the increase was only seen in February and March; a net increase of 8 placements incurring costs of £0.06m. The split of Independent Fostering Agency (IFA) placements at the end of March was 40.3% against an MTF target of 40%. There has been a nil reduction overall in the number of IFAs in 2020/21 whereas the number of In-House Foster Carers have increased by 23 since April 2020.
63. **In-House Fostering - £0.1m operating overspend** (£0.2m total overspend including £0.1m due to Covid)
64. No significant change from quarter three. The overspend is due to the average cost of placements being above budget and due to Covid as there has been a net increase of 30 placements from November onwards. The split of In-House Fostering placements was 59.7% at the end of March against an MTF target of 60%. The target has been achieved by the number of In-House Foster Carers increasing by 23 since April 2020 rather than IFAs reducing.
65. **16+ CiC Placements - £0.3m operating overspend** (£0.31m total overspend including £0.01m due to Covid)
66. No significant change from quarter three. There are currently 11 high cost 16+ packages costing and these cases are being reviewed in the same way as the OOA packages.
67. **Allowances Savings target - £0.18m not achieved in 2020/21**
68. As part of the MTF for 2020/21 there was a savings target of £0.3m from the review of allowances. Savings of £0.12m have been achieved in 2020/21, from in-year audits carried out and the new policy going live in January 2021. The number of adopters receiving an allowance have reduced by c. 30% during 2020/21. The remainder of the savings will be achieved in 2021/22.
69. **Family Support Services - £0.34m operating underspend**
70. There is an underspend due to staffing vacancies in 2020/21.

71. **Safeguarding Children - £0.24m operating overspend** (£0.52m total overspend including £0.28m due to Covid):
72. The reason for the overspend is mainly due to agency cover for vacancies, high maternity leave, Front Door Covid impact and caseload cost pressures, against a reduced budget. The outturn is £0.27m less than at quarter three mainly due to the expected Agency costs being less than previously forecast. Agency costs of £0.25m were incurred for 6 workers that were needed following a significant increase in referral numbers from July onwards due to Covid, which will continue into 2021/22.
73. **Support Services and Management Costs - £0.37m operating overspend** (£0.42m total overspend including £0.05m due to Covid):
74. Prior to Covid 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 Covid on the Council's finances. The £0.16m was previously reported as a Covid pressure but from month six onwards this is now included in the operating overspend to be consistent with the Council's reporting. The one-off £0.22m from the Council's earmarked reserves is allocated here. The Trust received DfE income in 2020/21, higher than forecast in quarter three, but lower than budgeted.
75. **Contract Value - £3.8m additional funding (£1.3m to fund Covid pressures):**
76. In December 2020 the Trust received £1.3m from the Council for the estimated costs of Covid and in March 2021 the Council made a payment of £2.4m to the Children's Trust based on the forecast operating overspend at month ten; the £0.18m balance will be returned to the Council. The other additional funding of £0.1m is in-year grant increases passed onto the Trust and budget to cover an increase in the DIPS SLA.
77. **Key action being taken to achieve efficiencies into 2021/22**
78. The Trust will continue to actively review costs across a number of headings in 2021/22 (but noting Covid pressures will continue), such as:
- OOA placements will continue to be reviewed via monthly with "deep dives" into the best options for bringing children closer to home safely
 - Specific CiC packages will also be reviewed monthly
 - The cost of agency is planned to reduce as a consequence of:
 - increased social worker pay across some (but not all) areas to result in attraction and retention of employed social workers
 - the new social worker academy to "grow and retain our own"
 - changes to the Front Door processes to improved caseloads
 - Implementation of the remaining changes to adoption allowances
 - Pursue the Future Placements Strategy proposals, namely:
 - More children's homes (two-bed and 16+)
 - Increase use of In-House Foster Carers / reduce IFAs
 - Other budgeted efficiencies:
 - savings that accrue from homeworking
 - other overhead savings

79. **External scrutiny and evaluation within Quarter 4 2020/21**

80. Due to Covid, Ofsted has made fewer visits to children's services, homes etc during 2020/21, including Doncaster. Inspection activity restarted in quarter 4 with offsite "virtual" assurance visits taking place. Physical Inspections of children's homes began from April 2021. It is anticipated that the full inspection regime for children's safeguarding services will return to normal from autumn 2021.

81. The "virtual" Focussed Assurance Visit of Doncaster Children's Safeguarding services took place in February 2021 (published 9 April 2021). The scope had a focus on quality of practice and decision making during Covid. There was no graded judgement at the end of the process (e.g. Outstanding, Good) due to how Ofsted are conducting Focussed Assurance Visits during Covid.

82. The process went smoothly due to good partnership working between the Lead Inspector, Trust, DCS and DMBC.

83. The report concluded that no children were found to be at immediate risk of harm, and the letter does not identify priority actions. It does identify four areas for improvement that are consistent with our existing self-evaluation and improvement plan. These are:

- The focus on the quality and impact of intervention in case-file audits
- The analysis of risk for children experiencing long-term neglect
- The consistency of recording to provide evidence of multi-agency reviews of plans and progress
- Visits to care leavers and management's oversight of the support provided to them

84. Following feedback the Trust established an Ofsted action plan to address the areas identified above. Delivery of this plan is underway with all but one action on-track for delivery and aligned to our wider partnership improvement plan. The one outstanding action will remain a focus for the Trust's leadership team until it is back on-track

85. The inspection team reported back that DCST and DMBC know ourselves well. They could see and reported back positively on our Covid response, including the role of partners. There was praise for our staff with the lead inspector saying it was to their credit that they continued to practice in the community throughout the last year.

86. **Activity in Quarter 4 2020/21**

87. The Trust was involved in the following activities in quarter 4:

- 11 January at 4.30pm to 7.30pm – Adoption Information Event
- 13 January at 11am and at 3pm – Fostering Information Event
- 28 January – Big Steps Challenge
- 1-7 February – Children's Mental Health Week linked to national campaign
- 9 February – Safer Internet Day linked to national campaign.
- 9 February – LGBT History Month
- 10 February at 4.30pm to 7.30pm – Adoption Information Event
- 10 February at 11am and at 3pm – Fostering Information Event
- 15 February - #CareDay21
- 24 February – Step Up to Social Work
- 2 March – Recruitment Event 7pm – 8pm.
- 8 March – International Women's Day
- 10 March at 11am and at 3pm – Fostering Information Event

- 15 March at 4.30pm to 7.30pm – Adoption Information Event
- 16 March – World Social Work Day
- 18 March – National Child Exploitation Awareness Day linked national campaign
- 18 March – Star Awards presentation ceremony

88. **Activity in Quarter 1 2021/22**

89. The Trust will continue to work with colleagues in DMBC on the delivery of the Integrated People’s Solution (DIPS project).

90. The Trust will continue to take action in response to Covid 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.

91. 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.

92. The following events are scheduled or have taken place in quarter 1 2021/22:

- 1 April – Stress Awareness Month
- 6 April – Easter celebrations
- 9 April – Care Experience Month
- 14 April at 4.30pm to 7.30pm – Adoption Information Event
- 14 April at 11am and at 7pm – Fostering Information Event
- Spring Staff Summits – 20 and 26 April
- 20 April – The Big Ask
- 28 April – Deaf Awareness Week
- Foster Care Fortnight – 10 to 23 May
- Mental Health Awareness Week – 10 to 15 May
- 10 May at 4.30pm to 7.30pm – Adoption Information Event
- 12 May at 11am and at 7pm – Fostering Information Event
- 19 May at 11am and at 7pm – Fostering Information Event
- Volunteers Week – 1 to 7 May
- 16 June at 11am and at 7pm – Fostering Information Event
- 16 June at 4.30pm to 7.30pm – Adoption Information Event

93. **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 	<p>Ensuring children and young people are free and feel from harm are key ambitions of both the Council and The Trust.</p>

Outcomes	Implications
<ul style="list-style-type: none"> • Mayoral priority: Bringing down the cost of living 	
People in Doncaster benefit from a high quality built and natural environment: <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 	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.
Working with our partners we will provide strong leadership and governance	Ofsted, in its inspection report commented favourably on the relationship and governance arrangements between the Council and The Trust, recognising that formal arrangements for monitoring and challenge exceed the requirements set out in the contract between the two organisations.

94. **RECOMMENDED OPTIONS**

To note the report.

95. **RISKS AND ASSUMPTIONS [RM 07/05/2021]**

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

96. **LEGAL IMPLICATIONS [RM 17/05/2021]**

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

97. **EQUALITY IMPLICATIONS [LE 17/05/2021]**

There are no equality implications directly arising from this report.

98. **HUMAN RESOURCE IMPLICATIONS [LE 17/05/2021]**

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

99. **TECHNOLOGY IMPLICATIONS [RM 17/05/2021]**

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

100. **HEALTH IMPLICATIONS [JT 17/05/2021]**

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.

101. **FINANCIAL IMPLICATIONS [RM 17/05/2021]**

Included within the body of the report. The financial impact of Covid for 2020/21 has been estimated and will continue to be felt into 2021/22.

102. **CONSULTATION**

Consultation has taken place with key managers and Directors.

ATTACHMENTS

Appendix 1: Summary of key performance indicators for quarter 4 2020/21

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ACRONYMS

BAU	Business As Usual
CAFCASS	Children and Family Court Advisory and Support Service
C&F	Child and Family
CiC	Children in Care
CiN	Children in Need
CP	Child Protection
DCST	Doncaster Children's Services Trust
DfE	Department for Education
DMBC	Doncaster Metropolitan Borough Council
DSG	Dedicated School's Grant
IFA	Independent Foster Agency
IRO	Independent Reviewing Officer
KPI	Key Performance Indicator
LA	Local Authority
MASH	Multi-Agency Safeguarding Hub
MTFS	Medium Term Financial Strategy
OOA	Out of Authority
OSMC	Overview & Scrutiny Management Committee
PAFSS	Parenting and Family Support Service
PNC	Police National Computer
Qtr	Quarter
RAG	Red Amber Green
SGO	Special Guardianship Order

Appendix I
 Contractual and Strategic Key Performance Indicators

Page 109

MEASUREMENT DETAILS			TARGETS AND COMPARATORS					PERFORMANCE										
Measure Type	Measure	Reporting Frequency	Polarity	Target Range		Covid19 Tolerance	Benchmarking data available	2019/20				2020/21	2020/21	2020/21	2020/21	Position	CV Position	Trend
				Target	Tolerance			Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4			
Contractual Key Performance Indicators	Assessments completed within <45 days	Quarterly	Bigger is better	90%	75%	>=75%	Yes	87%	91%	96%	90%	95%	92%	84%	85%	In Tolerance	Better Than Target	Improving
	Children in need with an appropriate and current plan in place	Quarterly	Bigger is better	95%	80%	>=80%	No	94%	96%	95%	95%	96%	94%	90%	93%	In Tolerance	Better Than Target	Improving
	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%	>=75%	No	85%	95%	83%	98%	95%	93%	90%	92%	Better Than Target	Better Than Target	Stable
	Initial Child Protection Conferences achieved within the statutory 15 day timescale	Quarterly	Bigger is better	95%	80%	>=80%	Yes	100%	96%	100%	98%	100%	100%	100%	99%	Better Than Target	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%	<=15%	Yes	11%	10%	8%	9%	9%	8%	8%	7%	Better Than Target	Better Than Target	Stable
	Statutory Looked After reviews completed in time scale	Quarterly	Bigger is better	95%	80%	>=80%	No	91%	92%	94%	93%	95%	91%	95%	91%	In Tolerance	Better Than Target	Declining
	Children who wait less than 14 months between entering care and moving in with their adoptive family.	Quarterly	Bigger is better	Suspended***		Suspend	Yes	71%	60%	42%	56%	-	-	-	-	-	-	-
	Care leavers the Trust is in touch with	Quarterly	Bigger is better	95%	75%	>=75%	Yes	98%	98%	98%	96%	97%	95%	94%	99%	Better Than Target	Better Than Target	Improving
	Care Leavers with pathway plans which have been reviewed in timescale	Quarterly	Bigger is better	95%	80%	>=80%	No	74%	79%	67%	89%	92%	83%	88%	99%	Better Than Target	Better Than Target	Improving
	Front line staff receiving Supervision in Timescale	Quarterly	Bigger is better	90%	80%	>=70%	No	84%	86%	79%	80%	85%	87%	89%	84%	In Tolerance	Better Than Target	Declining
	Freedom of Information Requests responded to within timescale	Quarterly	Bigger is better	Suspended***		Suspend	No	89%	94%	92%	90%	-	-	-	-	-	-	-
	Case file audits graded good or better	Quarterly	Bigger is better	>=80%	>=60%	>=60%	No	72%	82%	83%	83%	70%	61%	-	55%	Outside Tolerance	Outside Tolerance	Declining
Indicators	Length of intervention for family support services (days)	Quarterly	Smaller is better	140 days	180 days	-	No	193	173	210	196	149	192	181	173	In Tolerance	-	Improving
	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%	80%	88%	Better than target	-	Improving
	Referrals that are re-referrals within 12 months	Quarterly	Smaller is better	22%	28%	-	Yes	27%	27%	26%	28%	26%	26%	26%	26%	In Tolerance	-	Stable
	Assessments completed within 20 days	Quarterly	Smaller is better	25%	15%	-	Yes	19%	18%	12%	11%	26%	19%	19%	31%	Better than target	-	Improving
	Percentage of Children in Need open for a) >6 months < 1 year	Quarterly	In range is better Smaller is better	15%	20%	-	Yes	21%	14%	11%	13%	13%	12%	13%	15%	On Target	-	Declining
	b) >1 year < 2 years	Quarterly	In range is better Smaller is better	15%	20%	-		17%	15%	13%	12%	11%	10%	10%	12%	Better than target	-	Declining

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

MEASUREMENT DETAILS				TARGETS AND COMPARATORS				PERFORMANCE										
Measure Type	Measure	Reporting Frequency	Polarity	Target Range		Covid19 Tolerance	Benchmarking data available	2019/20				2020/21	2020/21	2020/21	2020/21	Position	CV Position	Trend
				Target	Tolerance			Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4			
Strategic Partnership	c) > 2 years	Quarterly	In range is better Smaller is better	25%	30%	-		32%	32%	33%	32%	31%	29%	30%	31%	Outside Tolerance	-	Declining
	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%	11%	7%	Better than target	-	Improving
	Case file audits graded outstanding	Quarterly	Outstanding is better			-	No	13%	20%	17%	6%	15%	8%	Suspended	7%		-	-
	Case file audits graded good							60%	61%	66%	77%	54%	52%		38%			
	Case file audits graded requires improvement							26%	16%	15%	15%	24%	36%		49%			
	Case file audits graded inadequate							2%	2%	2%	2%	7%	3%		7%			
	Percentage of monthly case file audits rated as 'requires improvement' or better							98%	98%	98%	98%	93%	97%		93%			
	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%			
Young offenders aged 10-17 who reoffend	Quarterly	Smaller is better	42%	50%	-	Yes	41%	30%	30%	36%	Not Available	Not Available	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	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%	58%	61%	Outside Tolerance	-	Improving	
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%	62%	65%	In Tolerance	-	Improving	
Percentage of LAC that had a missing incident in the year	Annual	Smaller is better	11%	13%	-	Yes	13%				Annual Measure	Annual Measure	Annual Measure	Not Available	In Tolerance	-	Stable	
Trust residential settings rated good or better	Quarterly	Bigger is better	100%	80%	-	Yes	83%	83%	80%	80%	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	248	197	Outside Tolerance	-	Improving	
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	384	520	Better than target	-	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%	14%	10%	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%	2%	0%	Outside Tolerance	-	Declining	
Rate of children adopted from care	Quarterly	Bigger is better	19%	14%	-	Yes	17%	13%	17%	15%	12%	24%	6%	24%	Outside Tolerance	-	Improving	

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MEASUREMENT DETAILS				TARGETS AND COMPARATORS				PERFORMANCE											
Measure Type	Measure	Reporting Frequency	Polarity	Target Range		Covid19 Tolerance	Benchmarking data available	2019/20				2020/21	2020/21	2020/21	2020/21	Position	CV Position	Trend	
				Target	Tolerance			Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4				
	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%	25%	24%	In Tolerance	-	Declining	
	Care Leavers in suitable accommodation (age 19-21)	Quarterly	Bigger is better	85%	80%	-	Yes		96%	94%	95%	95%	93%	92%	95%	93%	Better than target	-	Stable
	Care Leavers in Employment, Training and Education (age 19-21)	Quarterly	Bigger is better	48%	40%	-	Yes		52%	51%	50%	45%	51%	48%	48%	51%	Better than target	-	Improving
	Full time equivalent posts covered by agency staff	Quarterly	Smaller is better	8%	12%	-	Yes		6%	5%	6%	5%	5%	6%	5%	6%	Better than target	-	Stable
	Staff turnover rate	Quarterly	Smaller is better	16%	18%	-	No		12%	14%	12%	14%	15%	15%	16%	13%	Better than target	-	Improving
	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	Annual Measure	Not Available	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

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