



# Doncaster Council

## Agenda

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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, 1st December, 2021

**Time:** 10.00 am

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**Please Note:** Due to current restrictions arising from the Covid-19 pandemic, there will be 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, 30th November, 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

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Issued on: Tuesday, 23 November 2021

**Governance Services Officer for this meeting:**

Andrea Hedges  
Tel. 01302 736716

**Doncaster Metropolitan Borough Council**

[www.doncaster.gov.uk](http://www.doncaster.gov.uk)

## Items

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

**(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by e-mail to the Governance Team no later than 5.00 p.m. on Friday, 26th November 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](mailto:Democratic.Services@doncaster.gov.uk)).**

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 17th November 2021 for noting (previously circulated).

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

#### **Key Decisions**

- |                                                                  |         |
|------------------------------------------------------------------|---------|
| 6. Specialist Safeguarding Update.                               | 1 - 10  |
| 7. Proposals for Digital Switch over of the Home Alarm Service.  | 11 - 30 |
| 8. 2021-22 Quarter 2 Finance and Performance Improvement Report. | 31 - 92 |

#### **Non-Key Decisions**

- |                                                                                                    |           |
|----------------------------------------------------------------------------------------------------|-----------|
| 9. St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2021/22 Quarter Two (Q2). | 93 - 110  |
| 10. Performance Challenge of Doncaster Children's Services Trust: Quarter 2, 2021/22.              | 111 - 132 |

## **Cabinet Members**

### **Cabinet Responsibility For:**

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

Budget and Policy Framework

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

Housing and Equalities

Councillor Lani-Mae Ball

Portfolio Holder for Education, Skills and  
Young People

Councillor Nigel Ball

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 and Trading  
Services

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: 01/12/2021

### To the Chair and Members of the Cabinet

#### REPORT TITLE: Specialist Safeguarding Update

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Rachel Blake Portfolio Holder for Children's Social Care, Communities and Equalities	All	Yes

#### EXECUTIVE SUMMARY

1. Doncaster Council has a statutory role in assuring the safety of young people and children in the borough, which includes leading on investigations into concerns around incidents of alleged abuse in privately run homes in the borough, irrespective of where the homes' customers are from originally.
2. Our responsibility as a corporate parent is one that this council takes very seriously and therefore we have a duty to carry out safeguarding duties including investigations to their utmost diligence and application.
3. In February 2021, Ofsted received a whistleblowing referral reporting allegations of abuse at two independent children's homes based in Doncaster.
4. Doncaster safeguarding partners, including Doncaster Council, took proactive and decisive action following the whistleblowing referral and put in train actions to safeguard children, young people and young adults, enacting national policy, and best practice principles.
5. Ofsted conducted assurance visits on the 12<sup>th</sup> and 23<sup>rd</sup> of March 2021. Following these visits, and supplementary information submitted by Doncaster safeguarding partners, Ofsted suspended the homes' registration. These registrations both remain suspended.
6. It was agreed by Doncaster Safeguarding Partners in March 2021 that the thresholds had been met to instigate a Complex Abuse Investigation (CAI). The definition of a CAI is: Complex (organised or multiple) abuse is abuse involving one or more abusers and

number of children (who may be related or non-related).The abusers concerned may be acting in concert to abuse a child or children, or may be acting in isolation. One or more of the adults involved may be using an institutional framework or position of authority to recruit children for abuse.

7. The purpose of this report is to outline the legal framework that sets out the roles and responsibilities of the Local Authority in relation to independent provisions, detail the approach undertaken to carry out the investigation and approve the allocation of additional funding necessary to fully meet our statutory responsibilities.

## EXEMPT REPORT

8. N/A

## RECOMMENDATIONS

9. It is recommended that Cabinet:
  - Note the information in the report.
  - Approve the allocation of £3m funding for the specialist safeguarding investigation from uncommitted general reserves

## WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

10. Ensuring safety for all children, young people and vulnerable adults in Doncaster is paramount, including those that are placed in Doncaster by their home authorities.
11. The connectivity of Doncaster safeguarding partners to ensure need, harm and risk is promptly and timely identified remains critical.

In line with the statutory guidance and relevant legislation, our aim is to continue to prioritise the safeguarding and welfare of vulnerable children and young people, maintain a clear focus on the delivery of children's services and support continued effective operations.

12. The investigation operates on the following principles when making decisions:
  - **Child-centred and person centred** - promoting their best interests: nothing is more important than the residents welfare; those who need help and protection deserve high-quality and effective support as soon as a need for help is identified
  - **Risk-based** - prioritising support and resources for children, young people and vulnerable adults at greatest risk
  - **Family-focused** - harnessing the strengths in families and their communities as part of the victim strategy and the coordination activity with all Home Authorities involved who have trusted relationships with their individual children, young people and adults they are responsible for
  - **Evidence-informed** - ensuring decisions are proportionate and justified
  - **Collaborative** - working in partnership with the Home Authorities, parents and other professionals and maintaining a focus on justice for all involved
  - **Transparent** - providing clarity and maintaining professional curiosity
  - Ensuring the **visibility of the voice of the child**, young person or vulnerable adult (even those that are non-verbal) through social work assessment and analysis and expert opinion.

## **BACKGROUND**

### **Legal Framework**

13. The investigation will be completed in line with all statutory responsibilities of public services and senior management and leadership.
14. Doncaster is the 'home authority' for the CAI into the safeguarding matters. This is because although the two provisions in question are privately run and they are both based in Doncaster and within the statutory framework, the home authority is responsible for the management, resourcing and financing of the investigation on behalf of other local authorities.
15. The Child Safeguard Practice Review Panel has been informed.

### **The Approach:**

16. The investigation have been undertaken in 2 phases: phase 1 commencing in February 2021 to May 2021 where the focus was on ensuring the immediate safeguarding of residents in placement at the time of the Whistleblowing referral being made to Ofsted, the suspension of registrations that followed and the coordination of home authorities in finding suitable onward placements.
17. The next phase commenced in May 2021 consisting out of the building of evidence that takes a comprehensive, analytical approach which is capable of meeting both Police/CPS requirements in respect of pursuit of justice and as a core document for child and family feedback/personal records. The evidence is compiled by a social work team, assisted by multi-agency input and scrutiny, which is then passed to the police investigation team to consider criminal thresholds.
18. An 'End of Investigation' report will conclude the Complex Abuse Investigation.
19. The approach follows the best practice advice from Operation Hydrant and local safeguarding procedures. Local assurance processes involving specialist oversight and challenge are robust and are particularly relevant given the nature of the communications issues presented by many of the subjects, which should enable any future interviewing to be highly targeted and planned in a child/adult-specific way. The proposal for the phase of the investigation that includes victim interviews are robust and child-centered. The structure of the approach supports cross-referencing adults and settings to ensure patterns of maltreatment are spotted, as well as ensuring a thorough investigation for each subject.
20. This approach is seen as a strength by the externally appointed scrutineer to the investigation ensuring that the information-gathering phase is adequate, and satisfy the subjects' need to know that everything that should have been done to investigate their circumstances was done.

### **Governance:**

21. To assure cabinet that this matter is being dealt with appropriately and purposefully, in accordance with Doncaster Safeguarding Partnership's published procedures, it formed a Strategic Management Group (SMG) which agreed the scope of the investigation to

include the period of January 2018 to October 2021. SMG consists of senior representatives of the safeguarding accountable bodies, i.e. the Local Authority (Adults and Children); the Clinical Commissioning Group and South Yorkshire Police.

22. An Investigation management team (IMG) was also established in line with the College of Policing guidance of managing a complex abuse investigation.
23. In order to ensure that the investigation is being taken forward as correctly, positively and accurately as possible, the Strategic Management Group (SMG) decided to employ an external subject matter expert to provide strong strategic check and challenge. A quality assurance visit took place on the 26<sup>th</sup> of August 2021, supported by a note of visit that expressed confidence in the approach. The expert attends SMG meetings and provide challenge and support to the SMG chair.
24. The CAI is working within the parameters of all relevant best practice, legislation and professional guidance.

#### **Resources:**

25. As detailed above, it is the Council's statutory responsibility as the home authority to fully investigate the concerns raised. The investigation team consists of social workers, police officers and various health colleagues. This report covers the resourcing implications for the Council, with relevant partners being responsible for their respective contributions.
26. For the Council, an investigation of the scale necessary, taking the robust approach outlined, cannot be undertaken within current staffing, as business as usual and therefore requires additional dedicated resources, funded from the allocation of one-off monies. It will also take considerable time to undertake the thorough investigation, involving contacting all the service users that have been identified and constructing the essential evidence, taking a comprehensive, detailed and analytical approach. There is also a need to ensure appropriate timely responses and communication throughout the sensitive investigation.
27. Based on current information and experience to date, it is estimated that additional funding of up to £3m is required, covering the period until December 2023. This estimate is based on the current monthly cost of £110k, which funds a specialist experienced dedicated team including 8 social workers, team manager, lead senior manager, head of service and administrative/business support, with an allocation for contingency to retain flexibility in delivering this critical in-depth investigation. The £3m is intended to be the maximum funding allocation, which will be carefully managed by the Director of Children's Services in consultation with the portfolio holder for Children's Social Care, Communities and Equalities and Section 151 officer, ensuring value for money in the use of the resources to conclude the investigation. Any unspent resources will be returned to general uncommitted reserves at the conclusion of the CAI.
28. The Council has prepared for unforeseen events and currently holds uncommitted reserves of £16.5m. Given the exceptional nature it is proposed to utilise this source to fund the estimated expenditure of £3m. This would leave a balance remaining of £13.5m.
29. The Section 151 officer considers this level of uncommitted reserves to be adequate to meet known commitments and contingencies based on current information.

## OPTIONS CONSIDERED

30. The scale and scope of the investigation demands dedicated resourcing, therefore the only option available is to provide additional resources to fund the estimated cost to conclude the investigation and meet our statutory requirements.

## REASONS FOR RECOMMENDED OPTION

31. To comply with the statutory requirements placed on the Local Authority and Director of Children Services.

32. To conduct a full partnership investigation and to ensure justice for the residents of these provisions and to consider learning in the wider system.

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

33.

	Outcomes	Implications
	<p><b>Doncaster Working:</b> 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"> <li>• Better access to good fulfilling work</li> <li>• Doncaster businesses are supported to flourish</li> <li>• Inward Investment</li> </ul>	N/A
	<p><b>Doncaster Living:</b> 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"> <li>• The town centres are the beating heart of Doncaster</li> <li>• More people can live in a good quality, affordable home</li> <li>• Healthy and Vibrant Communities through Physical Activity and Sport</li> <li>• Everyone takes responsibility for keeping Doncaster Clean</li> <li>• Building on our cultural, artistic and sporting heritage</li> </ul>	N/A
	<p><b>Doncaster Learning:</b> Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p>	Children were potentially hindered in accessing the learning that they are entitled to due to allegations surrounding the residential provisions linked to specialist

	<ul style="list-style-type: none"> <li>• Every child has life-changing learning experiences within and beyond school</li> <li>• Many more great teachers work in Doncaster Schools that are good or better</li> <li>• Learning in Doncaster prepares young people for the world of work</li> </ul>	learning provisions.
	<p><b>Doncaster Caring:</b> Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> <li>• Children have the best start in life</li> <li>• Vulnerable families and individuals have support from someone they trust</li> <li>• Older people can live well and independently in their own homes</li> </ul>	A cohort of children and young adults residing at the provisions have potentially suffered significant harm which will have hindered them in reaching their full potential.
	<p><b>Connected Council:</b></p> <ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer interactions</li> <li>• Operating within our resources and delivering value for money</li> <li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul>	N/A

## RISKS AND ASSUMPTIONS

- 34.** Organisations have a legal duty to investigate matters of conduct when safeguarding concerns are raised and children, young people and vulnerable adults are deemed to be at risk of harm, abuse and neglect. The investigation may reveal shortcomings in local practice. This risk will be managed through the appropriate action taken via a disciplinary investigation route and mitigated by the appropriate learning and commissioning action taken by the Doncaster Council and its partners.
- 35.** The scope continues to be under pressure due to its potential expanding nature over time. This risk is managed and mitigated by the continued testing of the scope through the Terms of Reference of the SMG and the external scrutiny of the process and

robustness of the investigation.

36. The investigation has multiple stakeholders involved at local and national level, including children and their families.
37. The risk of effective engagement and communications with all stakeholders are mitigated by the robust coordination of all information, activity and key messages from the investigation as part of the Extended Investigation Management Group.

## **LEGAL IMPLICATIONS [Officer Initials NC Date 28/10/21]**

38. Local Authorities, working with partner organisations, have a number of statutory duties to safeguard and promote the welfare of all children in their area. Specific duties are set out in the Children Act 1989 and Children Act 2004. Section 17 of the 1989 Act places a duty on the local authority to provide services to children in need in their area, regardless of where they are found. Section 47 of the 1989 Act places a duty on local authorities to undertake enquiries if they believe a child has suffered or is likely to suffer significant harm. Many of the duties on local authorities can only be discharged with the full cooperation of partner organisations, many of which have individual duties when carrying out their functions under section 11 of the Children Act 2004. Section 10 of the 2004 Act places a duty on the local authority to make arrangements to promote cooperation between itself and partner agencies to improve the wellbeing of local children. The 2004 Act places duties on the local authority and key organisations such as the Police and Clinical Commissioning Group to work together with other local partners to safeguard and promote the welfare of all children in their area.
39. Under section 16C of the Children Act 2004, local authorities have a duty to notify the Child Safeguard Practice Review Panel (“the Panel”) where it knows or suspects that a child has been abused or neglected and the child is seriously harmed in its area. The Authority and safeguarding partners are then required to undertake a rapid review of the case in line with guidance from the Panel and send a copy of the review to the Panel and whether they believe a national review may be appropriate. Taking into account relevant information and guidance, the Panel must then decide whether to undertake a national review. If they believe a national review is appropriate then they will notify the Secretary of State and work with the local authority and safeguarding partners to discuss the scope and methodology of the review. Following a review the Panel will produce a final report that should include a summary of any improvements being recommended to the safeguarding partners and/or others to safeguard and promote the welfare of children; and an analysis of any systemic or underlying reasons why actions were taken or not taken in respect of matters covered by the report.
40. Similar duties to safeguard adults are placed on the Local Authority under the Care Act 2014. Section 42 of the 2014 Act places a duty on the local authority to make, or cause to be made, enquiries and decide whether action should be taken to safeguard an adult. The duty applies where the authority has reasonable cause to suspect that that an adult in its area (whether or not ordinarily resident there) has needs for care and support (whether or not the authority is meeting those needs); is experiencing, or is at risk of abuse or neglect; and as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.
41. The work undertaken to date and the work planned as set out in this report will assist in

the Local Authority meeting the duties placed on it as detailed above.

**FINANCIAL IMPLICATIONS [Officer Initials...FT..... Date...04/11/21.....]**

42. The report details the estimated costs to the council as the home authority of up to £3m to carry out the specialist safeguarding investigation. The funding will be allocated from the balance of uncommitted reserves of £16.5m, leaving £13.5m for future unforeseen events. The Section 151 is required to provide assurance that the balance of uncommitted reserves is adequate to meet known commitments and contingencies based on current information. This has been confirmed by the Section 151 officer.
43. The £3m funding will be held in a specific reserve for the investigation, to be drawn down as required by the Director of Children's Services, in consultation with the portfolio holder for Children's Social Care, Communities and Equalities and the Section 151 officer, for the purposes intended. Regular monitoring and reporting will also be undertaken on the use of the funding.

**HUMAN RESOURCES IMPLICATIONS [Officer Initials JC Date 04/11/21]**

44. There are no direct HR implications in connection with this report.

**TECHNOLOGY IMPLICATIONS [Officer Initials...PW..... Date...04/11/21]**

45. There are no technology implications in relation to this report.

**HEALTH IMPLICATIONS [Officer Initials: RL Date: 4<sup>th</sup> November 2021]**

46. Where it is within the remit of the CAI process, the broader impact on health including access and continuity of health care for the children, young people and young adults in the immediate response period should be considered for the purpose of learning. Support for the mental health of staff who are undertaking and contributing to the CAI process should be considered through the usual line management, supervision and HR processes. Availability and access to support should be communicated to staff.

**EQUALITY IMPLICATIONS [Officer Initials RN Date 10/11/21]**

47. The cohort of children/young people and adults that are protected through the action that DMBC and partners have taken has protected characteristics. By taken immediate action and through the approach set out the Council complies with its Public Equality Duty.

**CONSULTATION**

48. Internal corporate colleagues have been consulted and has made a significant contribution in writing this report. The report was written in consultation with other members of SMG. It is on the best interest of the investigation to continue to work in close partnership with SYP and the CCG.

**BACKGROUND PAPERS**

49. None

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

CAI - Complex Abuse Investigation  
SMG - Strategic Management Group  
IMG - Investigation Management Team  
CCG - Clinical Commissioning Group  
SYP - South Yorkshire Police

## **REPORT AUTHOR & CONTRIBUTORS**

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## Doncaster Council

### Report

**To the Chair and Members of the  
Cabinet**

**Date: 01/12/2021**

#### **PROPOSALS FOR DIGITAL SWITCHOVER OF THE HOME ALARM SERVICE**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
<b>Cllr Andrea Robinson</b>	<b>all</b>	<b>Yes/No</b>

#### **EXECUTIVE SUMMARY**

1. Current telephone systems across the UK work by connecting households to a telephone exchange via a copper line connection. This analogue telephone system has been around for decades and is being retired exchange by exchange with all analogue lines for telephone and broadband being retired by 2025 at the latest. These lines are being replaced with digital lines to each premises and these replacement lines will handle all calls and broadband going forwards. This programme of the digital switchover is being coordinated by OpenReach and is called the PSTN Digital Switchover (Public Switched Telephone Network).
  
2. The notification of each area of the Doncaster Borough being switched over is called a 'stop sell date' and OpenReach are releasing these dates across the country. Different parts of the Borough have different 'stop sell dates and will therefore begin switching over at different times.
  
3. The Council currently provides a universal Home Alarms service (the HEART service) for the citizens of Doncaster. This supplies telecare equipment to people who benefit from this support to enable them to stay safely in their own home and provides equipment that will summon help for them in an emergency. This equipment currently plugs in to existing analogue phone lines to summon the help that people need. It places a call, via the analogue telephone network, to the Alarm Receiving Centre at the Council where any call for help are triaged and appropriate help or a responder is sent to assist the client.
  
4. It is the service's opinion that the safest course of action is to ensure that all people who use this service are protected from telecare equipment failure and are futureproofed against the consequences of the digital switchover, by replacing all existing telecare equipment with more modern digital compatible technology.
  
5. There are currently around 4100 analogue telecare lifelines in use in the Home Alarms Service. It is proposed to replace all of these units with a digital compatible version over a 12 to 14 month rollout period at a total cost of £656,388, thereby replacing the analogue devices for most service users BEFORE they are exposed to the risk identified in the risks and assumptions

section 25-27. There is a need to recruit to backfill existing installation staff in the service in order to undertake the roll out of the new equipment across the community. Based on estimated agency rates for the resource required for this roll out, there is a cost of £150,301.

6. The proposed 12-14 month project plan prioritises the exchange of these analogue lifelines on the following basis:
  - a. The replacement of any failed equipment as soon as it is known
  - b. The replacement of any equipment in advance (where we are made aware of a migration date by a service user)
  - c. The proactive replacement of all existing analogue equipment prioritising those users living in a telephone exchange that has been placed on a stop sell notice first, with the most vulnerable/high risk service users being prioritised within those exchanges.
7. As well as the upgrading of the telecare in use throughout the borough, this project also seeks funding to upgrade the current alarm receiving software in use in the Alarm Receiving Centre. Currently, the service is only capable of handling analogue calls and requires upgrading to the latest version and some minor hardware alterations in order to be able to handle digitally made calls. Until this upgrade is completed these smart devices are working in SIM card (mobile phone mode) until the receiving software is upgraded. The cost of this upgrade is included within this decision.
8. This report seeks permission to build on a recently submitted ODR1 to secure funds of up to £0.96m to upgrade/ replace all telecare lifelines across the entire Borough of Doncaster on all telephone exchanges over the next 12-14 months to minimise any risk exposures for individuals using digital telephone methods and in the majority of cases avoid the risks altogether by proactively upgrading our infrastructure before most users are exposed to the risks. This amount should provide an amount of potential flex due to the fluid changing nature of the programme outside of DMBC control.

#### **EXEMPT REPORT**

9. N/A

#### **RECOMMENDATIONS**

10. It is recommended that approval is made on the key decision to secure funds for a potential 12 month roll out of new home alarm equipment which is compatible and offers a future proof solution for the HEART service and residents of Doncaster.
11. Cabinet is asked to agree the recommendations to access funds of up to £0.96 million to procure and award a contract to a provider to replace home alarm equipment across the borough and purchase the supporting software, and to employ temporary staffing in order to safely install the new equipment whilst maintaining existing service.
12. Cabinet is asked to note that the current charges to residents for the equipment and services may be the subject of a future review to reflect the increased cost of the equipment. Any change to the charges will be subject to the appropriate internal Council approvals.

## **WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

13. The current home alarm equipment relies on analogue connectivity and alternative provision needs to be in place to mitigate any risks to people with the Home Alarm Service.
14. Home alarms keep people safe and independent at home for as long as possible. Without exchanging the home alarm equipment in the community to be digitally compatible, there is risk that the service would be unable to protect people and keep them safe, and this may reduce the impact and focus of the service on early intervention and prevention.

## **BACKGROUND**

15. Telephone exchanges are usually buildings that contain telephone switching equipment that connects individual people's telephones to others in the country via the telephone copper wire network. The area covered by these exchanges is essentially an 'exchange area'. Stop Sell dates are threshold dates (set by OpenReach) for a telephone exchange that signifies that no new analogue telephone products are available and changes to existing analogue products are prohibited. These dates essentially form the start of the migration of customers in that exchange area towards digital products. Exchanges are being migrated to digital services as and when they reach key threshold levels for that area based (amongst other things) on the percentage of premises that are served by an exchange that have FTTP (Fibre to the Premises) availability (i.e. copper lines are no longer needed).
16. Telephone customers (regardless of their provider e.g. BT, Virgin Media etc.) are all affected with some users even being migrated to digital services BEFORE the stop sell date is reached. All existing analogue telephone line users will be migrated to digital services before 2025 with some Doncaster telephone exchanges having already stopped selling or allowing changes to analogue telephone contracts.
17. 5 of 18 telephone exchanges that serve the citizens of Doncaster already have notified stop sell dates, with both the Doncaster Central and Doncaster North telephone exchanges already having reached and passed their stop sell date (October 2021).
18. Unfortunately, as the Council has no control over the rollout programme of the various telephone service providers or over the migration programme moving existing Doncaster citizens from an analogue to digital environment, some users in Doncaster are already exposed to the issues outlined in paragraph 6/7. 95 service users are currently exposed to potentially failing or incompatible equipment and are currently (as at 15<sup>th</sup> October 2021) using single network mobile phone back up solutions. If there have been equipment issues, the service have provided temporary equipment as an interim measure ahead of the smart hub solution. However, it is not possible to tell how many Home Alarm Service users have already migrated to digital lines and are therefore exposed to risk as it requires the service user to notify us of any changes to the telephony set up. The service has worked closely with the current equipment supplier to ensure the necessary stock levels will be available to roll out smart hubs in the community to keep residents safe and well.

19. The HEART Service has explored a range of options and solutions and recommend a new smart hub alarm which works on both analogue and digital lines from the current provider. There are 4100-4200 home alarms which require replacement.
20. An Officer Decision Record (ODR1) was used to secure £208,697 in funding to replace 924 telecare lifelines with smart hub digital-ready devices on 95 identified failed units and all telecare lifelines in the Doncaster North and Doncaster Central telephone exchanges to future proof them and prevent exposure to the risks identified. These covered the following areas (although there is overlap on the exchanges meaning that not all properties in these areas are affected)-
  - a. Balby Bridge
  - b. Belle Vue
  - c. Bennetthorpe
  - d. Bentley (partial coverage only)
  - e. Clay Lane
  - f. Cusworth
  - g. Doncaster Centre
  - h. Hexthorpe
  - i. Hyde Park
  - j. Intake
  - k. Lakeside
  - l. Marr
  - m. Rossington (partial coverage only)
  - n. Scawsby
  - o. Scawthorpe
  - p. Sprotbrough
  - q. Sunnfields
  - r. Wheatley
21. This project also proposes the investigation and refitting / replacement of 2 hardwired Council telecare systems (schemes) to ensure that they are digitally compatible (this is likely to mean the removal of one, switching it to Smart Hub Devices, and the upgrade of the other to alternative equipment). Hard-wired schemes are built-in pull cords that enable service users to request assistance. Please note, both of these schemes are still under review at the time of this report. The overall cost for the scheme equipment upgrades are covered in the capital one bid referenced in the paper. Additionally, the bid also covers an estimate of £17,250 for hard-wiring upgrade.
22. A funding bid (capital one bid) was submitted for assessment and signed off by the Director of Adults, Health and Wellbeing and Assistant Director of Customers, Digital & ICT, and Corporate Resources in mid-September 2021. There are 5 telephone exchanges that serve the Doncaster borough (of a total of 18) that have confirmed stop sell dates signalling the start of customer migrations from analogue to digital services. These are notified by OpenReach. The council will get the SIM card (which is built into the Smart Hub Device) free for the first year, but pay for year two up front as part of the initial project cost. There will be an ongoing additional annual cost of £45.00 per SIM card from year three onwards. Whilst there is no impact upon the current charging, there may be further consideration of reviewing this in the future.
23. The submitted ODR1 referenced throughout this document, recommends a direct award to the current home alarm equipment supplier on a two-year contract in line with the current framework. This is a suitable procurement route for this equipment. To meet the demand of the replacement of the home alarms across

the community in 2021-2022, there is not enough time to currently explore a full procurement process to the open market under open competition, nor is this necessary under the framework.

24. As part of this project, the software receiving and handling the calls received from our telecare equipment may be upgraded. Consideration is being given to cloud based services rather than on premise physical installation of the hardware on Doncaster Council's servers and pc hardware. Consideration is required for the software and hosting solutions (PNC) that sits behind the home alarm equipment. The cost for a fully hosted software solution (called SAAS) with the current equipment provider equates to £129,985.

### OPTIONS CONSIDERED AND REASON FOR RECOMMENDED OPTION

25. **Do nothing** - If the council do nothing, this risks people with service being left with poor functioning or incompatible equipment, and reduced safety. This could result in a negative impact to life and limb for Doncaster residents reliant on the current provision. This option is not recommended.
26. **Find an alternative piece of equipment** An exploration of other equipment took place. If the service went with a different equipment provider to the current one; all sensors for equipment would need to be changed and the costs would rise significantly to those forecasted. There are no alternatives available to continue to use telephone lines in an analogue way. This option is not recommended.

### IMPACT ON THE COUNCIL'S KEY OUTCOMES

27. The following table summarises the key outcomes in the Doncaster Growing Together Programme and Corporate Plan 2017-18. Implications on each one should be included in each box. Full details are available by following these links: Corporate Plan and Doncaster Growing Together.

	<b>Outcomes</b>	<b>Implications</b>
	<p><b>Doncaster Working:</b> 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"> <li>• Better access to good fulfilling work</li> <li>• Doncaster businesses are supported to flourish</li> <li>• Inward Investment</li> </ul>	<p>The current home alarm equipment relies on analogue connectivity and alternative provision needs to be in place to mitigate any risks to people with service.</p>
	<p><b>Doncaster Living:</b> 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"> <li>• The town centres are the beating heart of Doncaster</li> <li>• More people can live in a good quality, affordable home</li> <li>• Healthy and Vibrant Communities</li> </ul>	<p>The Smart Hub Technology supports residents to keep safe and well at home by removing the risks of the current equipment not working.</p>

	<p>through Physical Activity and Sport</p> <ul style="list-style-type: none"> <li>• Everyone takes responsibility for keeping Doncaster Clean</li> <li>• Building on our cultural, artistic and sporting heritage</li> </ul>	
	<p><b>Doncaster Learning:</b> 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"> <li>• Every child has life-changing learning experiences within and beyond school</li> <li>• Many more great teachers work in Doncaster Schools that are good or better</li> <li>• Learning in Doncaster prepares young people for the world of work</li> </ul>	<p>The Smart Hub is suitable for many cohorts of people with a service and removes the risks of the current equipment not working.</p>
	<p><b>Doncaster Caring:</b> Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> <li>• Children have the best start in life</li> <li>• Vulnerable families and individuals have support from someone they trust</li> <li>• Older people can live well and independently in their own homes</li> </ul>	<p>The Smart Hub Technology offers the ability to ensure the service will continue to keep people safe when the current landline technology is no longer available to purchase.</p>
	<p><b>Connected Council:</b></p> <ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer interactions</li> <li>• Operating within our resources and delivering value for money</li> <li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul>	<p>Implementing the Smart Hub Technology will support the HEART Service implement newer home alarm technology which uses WIFI/SIM cards and enables its installation in most places in the borough.</p>

## **RISKS & ASSUMPTIONS**

28. As the customers' lines change from analogue to digital some machines may fail and services to customers that ensure their safety will be affected. In addition, where a machine fails when connected to the Wi-Fi router, there is no way for the machine to communicate this to the Home Alarms Service for action. It is entirely reliant on the vulnerable service user to raise this problem with the service. This is problematic given people who have disabilities, are elderly or have vulnerabilities due to e.g. existing health conditions and illnesses form many of the client base for the service. There is no clear risk mitigation to this other than the replacement and future proofing of the telecare equipment as described. There is a clear risk to life if this budget is not secured as equipment will fail.
29. The risk for each service user has been assessed by the Home Alarms Service who monitor and install home alarms in the community. The work set out in the report is being commissioned to reduce this risk and proactively install new alarms which future proof the service.

## **LEGAL IMPLICATIONS [PA & 03/11/2021]**

30. The Care Act 2014 obligates the Council to meet the eligible needs for care and support of its population in accommodation in a care home or by providing care and support to those individuals in their home or in the community
31. Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services. The report author has advised that the new contract for the equipment will awarded using a framework agreement. Framework Agreements are compliant with Public Contracts Regulations 2015 provided the Council continues throughout the life of the call-off agreement to comply with the terms of the call-off and framework, the framework guidance and the Regulations. The procurement of the supporting software will be a separate procurement which must also comply with the Public Contracts Regulations 2015.
32. The Contract Procedure Rules and Financial Procedure Rules must be adhered to. Following contract signature, the project manager should be completely familiar with the contractual terms in order to protect the interests of the Council and enforce any terms as and when necessary.
33. The report author refers to future possible changes in charging the residents for the equipment. Sections 14 and 17 of the Care Act 2014 and the supporting Statutory Guidance provide a legal framework for charging for adult social care and support. Where a local authority decides to charge, it must follow the Care and Support (Charging and Assessment of Resources) Regulations 2014. The future changes to the charges should be subject to the appropriate advice and internal approvals.
34. The decision maker must be aware of their obligations under the public sector equality duty ( PSED) in s149 of the Equality Act 2010. It requires public authorities when exercising their functions to have due regard to the need to : eliminate discrimination, harassment and victimization; advance equality of opportunity; and foster good relations between people who share relevant protected characteristics and those who do not.

35. The relevant protected characteristics under the Equality Act are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnerships, but only in respect of eliminating unlawful discrimination.
36. The decision maker must ensure that they have seen the due regard statement. The duty must be exercised in substance, with rigour, and with an open mind and is not a question of ticking boxes. It is for the decision-maker to decide how much weight should be given to the various factors informing the decision, including how much weight should be given to the PSED itself. The duty is a continuing one and there should be a record/audit trail of how due regard has been shown. It is not sufficient for due regard to be a "rear-guard action" following a concluded decision. The decision maker must also pay regard to any countervailing factors and decide the weight to be given to these, which it is proper and reasonable to consider; budgetary pressures, economics and practical factors will often be important.
37. S112 of the Local Government Act 1972 allows a local authority to appoint such officers as are necessary for the proper discharge of its functions, on such reasonable terms and conditions as it thinks fit. Salary grade should be determined by job evaluation.
38. It is advisable to set up a temporary contract for a fixed term. In order for liability in relation to unfair dismissal, to be limited there must be a legitimate reason for a fixed term contract and the employee must be made aware of this reason and of the anticipated length of the contract at the commencement of the contract. After the 4th year of renewal the employee may be entitled to the position on a permanent basis.
39. When recruiting to these posts consideration should be given to establishing them as temporary contracts for a fixed term and appropriate advice sought from HR and Legal. If the length of the contract exceeds 1 year upon termination the employees may be entitled to be placed on the redeployment register and after 2 years may be entitled to a redundancy payment.
40. The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002 confirm that employees should not be treated less favourably on the ground they are fixed term unless this is objectively justified. Less favourable treatment means, but is not limited to pay and terms and conditions.
41. There are no legal restrictions on the use of Agency workers for a local authority. There is a legal obligation to consider best value and therefore it is recommended that there be regular reviews of the decision to use agency staff to ensure this obligation is being met. There should be a contract that sets out the terms of assignment in place prior to the renewal of the role. Reed were appointed as the Council's supplier of temporary staff following a procurement process which was compliant with both EU Procurement Regulations and Contract Procedure Rules. In addition care must be taken to ensure the Agency Worker Regulations and the Council's Policies relating to Agency workers and Recruitment in general are adhered to. Care should also be taken to manage the risk of an implied employment contract, as a minimum there should be regular assessment of the nature of work that agency workers are engaged to do; focus on using agency workers for specific projects or cover for fixed periods. Incorporate a review of

requirements for agency workers into a regular review of staffing levels and needs.

42. The Council should also note that should the worker become a permanent employee in the future, the time spent as an agency worker may count towards continuous service in order for employment rights to be conferred in terms of qualifying service to be able to bring an unfair dismissal.
43. An agency worker may also be deemed to be a DMBC employee for the purposes of vicarious liability depending on the amount of day-to-day control DMBC has of their work.
44. It is important that sight is not lost of the Council's recruitment, retention, and vacancy management policies, which should be followed.

### **FINANCIAL IMPLICATIONS [PW / 03/11/21]**

45. As outlined in the body of the report, the estimated capital cost of the project is summarised below:

	2021/2022 cost (£)	2022/2023 cost (£)	Total cost (£)
Equipment (Smarthubs & Simcards)	142,800	513,588	656,388
Hardwiring upgrade		17,250	17,250
External software upgrade		129,985	129,985
Staffing backfill	34,505	115,796	150,301
<b>Total cost</b>	<b>177,305</b>	<b>776,619</b>	<b>953,924</b>

46. These are estimated costs and include a 15% contingency to reflect the uncertainties around the changing nature of the switchover and its associated complexities. The overall project is expected to take 12 -14 months to complete and the split between 2021/22 and 2022/23 above is an estimate based on forecast installation activity.
47. An ODR has been completed to approve initial funding of £208,697 to enable the project to commence pending full approval of the project via this report.
48. It is proposed to fund the capital cost of this decision in this year from corporate borrowing or from Adults Social Care Transformation funding if this is not fully subscribed. Once approved the project will then form part of the capital programme for 2022/23.
49. There are also additional revenue costs relating to the annual simcard renewals required. The cost is £45 per simcard per year, but the first 2 years' cost is £45 and is included in the initial capital costs above. There are therefore estimated additional revenue costs of £212,745 included in the MTFs budget proposals, £79,380 from 2023/24 and a further £132,795 from 2024/25. This may subsequently reduce, depending on any review of the existing charging policy around the Home Alarm Service. This is not expected until full rollout of the new equipment to all service users has taken place.

## **HUMAN RESOURCE IMPLICATIONS [AT 03/11/2021]**

50. Where staff are needed to backfill existing staff to undertake this work normally recruitment processes should apply in the first instance. Where it is necessary to use an agency supplier the Council has a contract to supply agency workers through a managed service provider (Reed) and therefore agency workers should be engaged via this process.

## **TECHNOLOGY IMPLICATIONS [PW 28/10/21]**

51. As outlined in the body of the report, the Public Switch Telephone Network (PSTN) is reaching end of life and will be shut down by Openreach at the end of 2025. The PSTN supports a number of Openreach products which communication providers (CPs) purchase at regulated pricing and sell to businesses and consumers, wrapped up in their own line rental, broadband and call package deal. These include: Wholesale Line Rental (WLR) and Integrated Services Digital Network (ISDN).
52. By 31/12/25, all lines that rely on copper from the telephone exchanges to the street cabinets will be disconnected by Openreach from the exchange equipment. This will remove power from the line and ability to make voice calls. All communication providers must migrate their customers who use WLR services to replacement digital products before the end of December 2025. Once migrated, voice calls will take place over VoIP (Voice Over IP) through a router that will be provided to customers by the communication providers. Any equipment (e.g. telephone handsets and telecare equipment) that is currently connected to the telephone wall sockets will need to connect to a router (via an Analogue Telephone Adapter) that will be supplied by the communication provider.
53. Communication providers must provide a battery back-up unit for vulnerable customers that will give a minimum of one hour of power for the router, in accordance with OFCOM guidance. However, in the event of a power outage lasting more than 1 hour or in the event of an internet outage (of any duration), these customers would be unable to use the equipment to call for help.
54. Digital & ICT are working closely with colleagues in AHWB, Strategic Procurement and our existing 3rd party provider to fully assess the impact of the PSTN Switch Off on the Home Alarm Service and ensure the most cost effective, safe and future proofed replacement technology is procured and implemented.
55. Tunstall's replacement IP home alarm unit, the [Lifeline Smart Hub](#), gives a future proof option, as it can operate on an analogue basis, with digital operation activated once the IP network is in place. The Lifeline Smart Hub provides 24 hour battery backup in the event of a power outage and can switch to mobile sim technology in the event of an internet outage, mitigating the risks of a vulnerable customer being unable to place a help call via the equipment. The next iteration of the Lifeline Smart Hub's will also provide additional features and enhanced functionality such as Bluetooth connectivity to smart devices, which should be evaluated, and the procurement of Smart Hubs phased to ensure we are able to utilize the latest features where advantageous.
56. Options are also being explored to reduce complexity and ensure no single point of failure with the PNC solution used within the Council's Alarm Receiving Centre (ARC) to provide business critical monitoring and call handling. The Software as a Service (SaaS) option has been evaluated and will provide improved system resilience whilst removing any dependencies on on-premise infrastructure.

57. Full technology implications relating to the PSTN switch off have been included in a recent report to the Technology Governance Board (TGB).

### **HEALTH IMPLICATIONS [RS 3/11/2021]**

58. The universal home alarms service provide a lifeline for many local people, allowing them to continue to live independently. In order to continue to provide this service it is essential that analogue devices are switched to digital compatible devices.
59. Decision makers will want to ensure that people with the greatest needs are prioritised and that there's no disruption to services.

### **EQUALITY IMPLICATIONS**

60. The Home Alarms Service client group is made up largely of elderly and vulnerable service users with many people having physical disabilities, mental impairments or other vulnerabilities who require assistance to be able to live safely in their own homes. The Home Alarm Service supports these individuals to live safely and independently by providing equipment tailored to their needs that enables them to summon help, or for the equipment to summon help, should an emergency or fall be detected.
61. The digital switch over presents a unique challenge for the service in that the majority of the Home Alarms Service users are not technologically savvy but are relying heavily on the technology placed in their homes to help them. Should it fail they are left without assistance which presents a risk to life.
62. Future proofing the equipment so that it is capable of handling both analogue calls over the mobile networks and digital calls over the internet without the service user having to install any equipment or understand the setup of it, helps to mitigate the risks and prevent these risk exposures. Without this project, the most vulnerable individuals in the Doncaster area would be at high risk.
63. A due regard statement has been prepared.

### **CONSULTATION**

64. Consultation has taken place internally within the service, and in other areas such as: legal, finance, IT, communications and with other colleagues, as well as with a designated procurement lead for the project. External communications have taken place with other local authorities to share knowledge on preparedness for the digital switchover.

### **BACKGROUND PAPERS**

65. None

### **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

PSTN – The Public Switch Telephone Network (PSTN)

Schemes – Hard-wired alarms fixed into the fabrics of homes/buildings, these have a pull cord

ATA socket – Analogue Telephone Adapter

Ethernet – A computer connection

Lifeline – An analogue (home alarm) that makes the call for help should it be needed.

Smart Hub ‘Lifeline’ – A new device which works both through analogue and digital lines (home alarm); that makes the call for help should it be needed

FTTP- Fibre to the Premises

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# **EQUALITY, DIVERSITY AND INCLUSION**

## **DONCASTER METROPOLITAN BOROUGH COUNCIL**

### **Due Regard Statement**

How to show due regard to the equality duty in how we develop our work and in our decision making.

## Due Regard Statement

A **Due Regard Statement** (DRS) is the tool for capturing the evidence to demonstrate that due regard has been shown when the council plans and delivers its functions. A Due Regard Statement must be completed for all programmes, projects and changes to service delivery.

- A DRS should be initiated at the beginning of the programme, project or change to inform project planning
- The DRS runs adjacent to the programme, project or change and is reviewed and completed at the relevant points
- Any reports produced needs to reference “Due Regard” in the main body of the report and the DRS should be attached as an appendix
- The DRS cannot be fully completed until the programme, project or change is delivered.

<p><b>1 Name of the ‘policy’ and briefly describe the activity being considered including aims and expected outcomes. This will help to determine how relevant the ‘policy’ is to equality.</b></p>	<p><b><u>PSTN (Public Switched Telephone Network) Home Alarms and Schemes</u></b></p> <p>OpenReach, maintain and look after the cables and telephone exchanges which connect homes and business to internet and telephony. Individual package providers purchase capacity on these lines, re-bundle it and re-sell it to customers as part of telephone and internet packages to service users.</p> <p>OpenReach are coordinating a national programme to switch analogue phone and network lines to digital lines by 2025. The exchanges that serve Doncaster (18 in total) are being migrated at different dates and are essentially put forward for migration to digital services when the homes that they serve reach threshold milestones for digital connectivity.</p> <p>This programme means different geographical areas of the Doncaster Borough will begin switching over at different dates. These dates are published on the web on the Openreach site. Only 5 out of 18 exchanges have currently been put on notice of the digital transition (known as a stop sell date) and more will be released in the coming months and years.</p> <p>The Home Alarms Service is maintained by HEART based in Adults, Health, and Wellbeing. It currently uses analogue telephone equipment to connect vulnerable service users to the Doncaster Council Alarm Receiving Centre in order to summon help for service users in an emergency. The digital switch over, therefore, has a significant impact on the service and its ability to maintain services to clients migrating from analogue to digital services. The service has explored options for new equipment and have the following aims and objectives;</p> <p><b>Aims and Objectives for Home Alarms Service:</b></p> <ul style="list-style-type: none"><li>• Ensure home alarms are readily available and fit for purpose, to ensure people are safe, including vulnerable adults in the Doncaster area.</li></ul>
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- Ensure the service are adequately trained in any new home alarms/software technologies for deployment across the Doncaster community required to keep residents safe.

A solution is being secured to implement a roll out plan of new home alarms in the community (SMART Hubs with SIMs). These devices can handle both analogue calls (by their inbuilt mobile phone SIM card) and digital calls made via the internet. These new devices have an inbuilt 24-hour battery backup that the Council maintain and service, and can deal with internet and power outages. They work on both analogue and digital lines, and therefore support resident safety and wellbeing, and offer a future proof solution to the service.

Since August-September 2021, costings have been created based on a 12-14 month roll out plan to commence in November 2021, provided the appropriate capital and revenue funding is approved and accessed for the roll out.

Whilst there is no impact upon the current charging, there may be further consideration of reviewing this in the future.

There are equality implications only with a failure to implement the new technology. The existing provision over traditional phone lines is available to all. However, it is not available to those who do not have a phone line (unless they install one). This is likely to affect younger vulnerable individuals or the so called “silver surfer” generation who may be reliant on a mobile phone rather than a traditional land line. In effect, current service provisions, are adversely affecting younger populations with social care needs.

Implementing the newer technology makes the service more inclusive with a range of equipment to suit more individuals and their needs and lifestyles. In addition, because the newer technology uses WIFI or SIM card, it enables its installation in all places in the borough.

The digital upgrade itself, is likely to more adversely affect the service’s older less technologically aware users with some likely unable to understand the digital switch

		<p>process or what that means (or that they need to have an internet package in order to use the phone in future). This could lead to users inadvertently cancelling internet contracts and therefore, inadvertently ending their ability to make telephone calls. New smart devices remove this risk in that if this happens, the machines will move to mobile network coverage.</p> <p>The project proposed rolls out upgrades to 4100 telecare lifeline machines across Doncaster over a 12-14 month period. The service will prioritize the installation of upgrades to those service users with machines that are experiencing issues followed by all those on Telephone Exchanges that have a notified date of “stop sell”. (The date at which no new or changes to, existing analogue lines are available in an exchange area – this essentially is the trigger for the start of digital migration in an exchange area). Within those exchanges, users are being prioritized by need with the most vulnerable individuals being upgraded first.</p>
2	<b>Service area responsible for completing this statement.</b>	Adults, Health and Wellbeing, Home Alarm Service (HEART)
3	<b>Summary of the information considered across the protected groups.</b>	<p><i>Protected user groups as defined by the Equalities Act 2010 are: Age, Disability, Race, Gender, Sexual Orientation, Religion and Belief, Maternity and Pregnancy, Gender Reassignment, Marriage and Civil Partnership.</i></p> <p>The Equality, Diversity and Inclusion Statement for Doncaster Council states ‘<i>We recognise and value the benefits of diversity and inclusiveness in our communities where we strive to improve the quality of life for all.</i>’</p> <p>The council is clear about championing equality. At Doncaster Council, promoting equality of opportunity, equal pay, eliminating discrimination and building cohesive and inclusive communities is about making life better for our residents, service users, customers and employees.</p> <p>The Home Alarm Service is a universal non-statutory service which is available to every person in Doncaster. Any individual of any age, need or background may refer themselves to the service to receive a basic telecare package (a telecare lifeline and</p>

pendant) which is subject to charges agreed annually by the Council. Users with advanced telecare needs are referred to assessment professionals in either the Council or the NHS or its partners, and receive a tailored needs assessment to put in telecare specific for them. These are again subject to the same charges as agreed by the Council annually.

In this way, the service provides bespoke support to individuals giving them a choice of service provision. Users can be connected to our Calls Monitoring service – where telecare is installed and monitored by the Council's Alarm Receiving Centre but where the emergency contacts of the service users are called (along with the emergency services) should there be an issue, fall or emergency that cannot be resolved by the Alarm Receiving Centre staff. Users with higher needs or no other local support, can opt to receive our Response package where members of Council staff attend the property in an emergency to assist service users who have fallen.

Previously, the service has only been available to those users that have a telephone line in their property. Where users did not have one, they were requested to install one before any telecare could be installed. This was becoming prohibitive to a small number of individuals who did not want to install a landline and moves were started earlier this year to look at solutions that were suitable for all, regardless of their home situation. These digital smart solutions fit this need.

In the roll out of this project, users who are experiencing issues with the telecare equipment due to the digital switch over will be prioritised as they are at the highest risk of service unavailability due to technological issues. Users will be prioritised for upgrade then, by telephone exchange area (migrating those where the digital switch is imminent first to prevent as much risk exposure as possible) with individuals of this highest vulnerability prioritised first within those groups.

Vulnerability / risk has been assessed using information provided by the service users. This information is gathered on installation of the telecare equipment and is updated whenever there is a change to the equipment or whenever maintenance occurs. This information does contain protected medical information about the service users' medical

		<p>conditions that could affect treatment in an emergency and details of the major medications. Users with high risk illnesses such as Dementia, Alzheimer's, those prone to falls or with conditions that likely lead to falls, those on medications such as blood thinners etc. that mean any fall could result in severe internal bleeding and those with the most frequent contact with the service are being prioritised but it should be noted that no service user in receipt of the service is considered to be "low risk", hence the urgency of the rollout of this project.</p>
4	<p><b>Summary of the consultation/engagement activities</b></p>	<p><b>Consultation:</b></p> <p><b>No external consultation with service users has been undertaken as part of this proposed project. This is being done to safeguard vulnerable service users.</b></p> <p>The aim of internal consultation has been to share knowledge and create recommendations and a plan to approach a response to the impact of the digital switchover on the Home Alarms Service and mitigate any risks to residents through a timely equipment switchover.</p> <p>The range of consultees included:-</p> <ol style="list-style-type: none"> <li>1. <u>Doncaster Metropolitan Borough Council</u></li> </ol> <p><u>Colleagues across:</u></p> <ul style="list-style-type: none"> <li>• Legal</li> <li>• Procurement</li> <li>• Finance</li> <li>• Communications</li> <li>• Senior Leadership and Management</li> <li>• IT</li> </ul> <ol style="list-style-type: none"> <li>2. <u>Externally</u></li> </ol> <ul style="list-style-type: none"> <li>• Other local authorities</li> <li>• Some providers of internet/telephony</li> <li>• The Local Government Association</li> <li>• Home Alarm Equipment Providers</li> </ul>

5	<p><b>Real Consideration:</b></p> <p><b>Summary of what the evidence shows and how has it been used</b></p>	<p>The Home Alarm Service (HEART) completed a risk analysis of all recipients of the service. This analysis was carried out and resulted in categorisation of individuals by risk level, to ensure a prioritised response can be made to ensure these individuals have functioning home alarm equipment.</p> <p>The risk analysis was based from records of (Health conditions and medication) and the frequency of contact with the council.</p> <p>There are currently five areas of the borough which are due to go through the analogue to digital line switchover between October 2021 and August 2022, the service have checked where recipients of the service sit, to plan a response and roll out of the new home alarm equipment, prioritising the areas switching over first.</p> <p>This risk assessment will be updated throughout to ensure that anyone with increasing service needs or increasing health risks are picked up and their priority changed as the work continues.</p>
6	<p><b>Decision Making</b></p>	<p><i>An ODR was produced 07/10/21, going through sign off procedure for the initial outlay of spends for the roll out of the new home alarm equipment, covering staffing costs. A full key decision process is underway to secure funds for the full replacement of equipment across the borough.</i></p>
7	<p><b>Monitoring and Review</b></p>	<p>The responsibility for the monitoring and review of the arrangements will remain with the Assistant Director of Adult Social Care in the first instance. Regular updates will be delivered to elected members</p>
8	<p><b>Sign off and approval for publication</b></p>	<p>*To be completed following the approval to implement the home alarm replacement plan.*</p>



## Doncaster Council

### Report

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Date: 1<sup>st</sup> December 2021

To the Mayor and Members of Cabinet

#### 2021-22 Quarter 2 Finance and Performance Improvement Report

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

#### EXECUTIVE SUMMARY

1. At the end of quarter 2 we agreed a partnership Borough Strategy, Doncaster Delivering Together, up to 2030. This sets out our key priorities as a partnership that we as an organisation will need to contribute too in the short, medium and long term.
2. The Comprehensive Spending Review has been announced that sets out and Doncaster has secured some significant in investment including a Levelling Up Fund, two Town Deals and Community Renewal Funding totally over £64 million. More detail will follow as we continue through autumn and this may include further clarity on levelling up and integrated health and care in the form of white papers to consult upon.
3. Working with our regional partners will be crucial as we move ever closer to a joint investment strategy for South Yorkshire with the Mayoral Combined Authority and the emerging Integrated Care System across South Yorkshire will start to feature more heavily over the coming months too.
4. Demand for services has and is increasing in many of our service areas with some services seeing 1.5 times higher demand than 2019-20 levels in the first part of 2021-22. What we will need to assess over the coming months is the extent to which this is pent up demand that simply was not available during restrictions or is this the new level we will experience in the future.
5. As we enter the winter period and 'living with Covid' there is likely to be disruption to some extent and higher than usual pressure on the health and

care system and we will need to regularly assess the risks and mitigations to ensure we can best respond over what will be a difficult period.

6. We also know that the rising cost of living will be playing out in household's right across the borough with increasing energy prices and food prices. This coupled with a recovering economy that is moving in the right direction but still high levels of unemployment will mean our support to families has never been more needed – we are making sure the £2.9 million Household Support Fund gets to those who need it most.
7. Finally as we move into quarter 3 some exciting international and national opportunities could start to set out a really hopeful future. COP 26 has taken place and set out the international response to Climate Change and we will need apply some of this locally. We have launched our City Status bid and we will be looking to do the same for the Headquarters of Great British Rail.

### **Financial Position**

8. Last year new and additional costs were incurred to support operational services, experienced reduced income through less trading activity, pressures on Council tax and Business rates income and saw delays in delivering savings, which are required to achieve a balanced budget. The financial impact of these pressures was wholly funded from COVID-19 funding provided by government. This, coupled with attention being focussed on responding to the emergency situations, resulted in an underspend on the general fund position of £6m and increased level of carry forwards including specific COVID funding. Our financial strategy continues to be focused on managing the short-term position whilst maintaining an eye on the longer-term baseline position.
9. In 2021/22 the COVID-19 pandemic continues to provide significant volatility and ongoing financial challenges. To some extent this was anticipated and the 2021/22 budget included estimated cost increases as a result of COVID and reduced income from Council Tax and Business Rates, balanced using a modest level of COVID reserves carried forward. The financial position continues to be carefully monitored on a monthly basis and reported. At quarter 1, forecast pressures increased, including children's social care placement budgets and schools catering lower meal uptake, plus further slippage on the delivery of savings. Further COVID funding was used to achieve a balanced position. At quarter 2 pressures have increased further, particularly in relation to Children's Social Care, and overall a £0.9m overspend is currently projected. We anticipate that we can continue to meet all COVID related pressures from the COVID funding carried forward from 2020/21 or the 2021/22 specific COVID grant allocations. It is also expected that during 2021/22 the current projected overspend can be reduced through proactive budget management. The 2021/22 specific COVID funding allocated is detailed at Appendix B Finance Profile to this report, this includes emergency COVID-19 funding and the Hardship funding of £12.6m. The current forecast for the council tax and business rates collection fund is also looking more positive than expected when the 2021/22 budget was set, although there remains a great deal of uncertainty for businesses and employment. Full details on the main variances are provided in paragraphs 119 to 128.

10. The impact of cost pressures in the 2022/23 and beyond was considered by Cabinet in a Medium Term Financial Strategy update on 17 November 2021.

## Performance

11. The performance section of this report is structured under the heading of the Councils Wellbeing Wheel from our Corporate Plan for 2021/22 and Borough Strategy. The overall mission is: Thriving People, Places & Planet. To achieve this, the goals sharpen the focus on a number of key imperatives, including:



- Improving skills and supporting creativity;
- Improving the safety and resilience of people and business to challenges like pandemic;
- Developing a more compassionate approach to improving health and wellbeing;
- Developing an economy that provides good, well paid jobs and connecting residents to them;

The 'Greener & Cleaner' Outer Circle prioritises:

- The need to consider the impact on the local and global environment in all we do.

The 'Fair & Inclusive' Inner Circle provides a focus on:

- Tackling inequalities and improving social mobility

## EXEMPT REPORT

12. This report is not exempt

## RECOMMENDATIONS

13. The Mayor and Members of Cabinet are asked to note and comment on the quarter 2 performance and financial information; including;
- Approve the virements per the Financial Procedure Rules, detailed in the Appendix B – Financial Profile;
  - Note the allocations of block budgets in the Capital Programme, detailed in the Appendix B – Financial Profile, in accordance with the Financial Procedure Rules (sections A & B);

## WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

### GREENER AND CLEANER

Our vision is for borough-wide collective action that protects and enhances the local and global environment to improve wellbeing.

*Performance Indicators*



*(see Appendix A)*

## Headlines:

- Fly tipping continues to be a national, regional and local issue for all Councils. 65% of cases were closed within timeframes – 1592 new cases were opened and 2002 were closed, 437 tonnes of waste removed attributed to fly tipping.
  - 1,537,781 square meters of local authority land, on 129 sites, has been allowed to naturalise/wildflower – 137,781 square meters above the target amount.
  - 5 parks successfully retained the national (Keep Britain Tidy awarded) Green Flag status across the borough.
  - 100% of all licensing applications were processed within statutory time frames.
  - 131 operational play area inspections completed, 86% - target 90%
  - 62% of sites met the required standards when assessed - according to the LAMS performance grading system which is a significant improvement on the 28% in quarter1.
14. Quarter 2 represents positive progression for Environment Services. We are still processing more residual waste for recycling - the percentage of recycling is proportionate of the total tonnage collected (compared to last year this quarter's performance is up 10.4%); the percentage of successful households' waste collections have remained at over 99.9%; the number of incidents of fly-tipping on our 'back-log' has reduced by 94% from quarter 2 19/20 to quarter 2 20/21 – and we achieved our target of 65% for removing fly tip within the SLA for the first time in 2 years; 5 of our borough's parks were positively judged over quarter 2 for Green Flag awards.
  15. These improvements have been achieved despite COVID 19 and related restrictions have continuing to impact on the ability of Environment Services to operate at full capacity. Across all services we had staff off work with COVID or who were self-isolating, along with non-Covid related sick leave, and much needed annual leave – resulting a reduced ability to carry out operations to schedule. The restrictions continued to present major challenges; we weren't able to fully occupancy vehicles and Personal, Activity and Buildings Risk Assessments (etc) were updated in order to reduce restrictions in readiness for Q3.
  16. At the end of quarter 1 Street Scene started trialling APSE's LAMS (Land Audit Management System) – an App based quality inspection system whereby Street Scene Supervisors inspect and grade sites against a range of cleanse and grounds based criteria. At present gradings are not meeting our expectations but we expect standards will continue to improve over quarter 3 as identified restorative work is undertaken.
  17. One of the next most significant challenges we face is to focus on behaviour change in relation to the anti-social and criminal activity of people who fly tip and litter within the borough. We will build upon our current approaches to Education, Empowerment and where necessary Enforcement. The latest available figures (from April – Jun 2021) show that there were 408 Fixed Penalty Notices (FPNs) given to people for littering offences. Each offender was fined £150 for their offence. In that same period we have issued 5 FPNs of £400 each for people who have been caught Fly Tipping, and issued a further

20 FPNs of £150 for “small scale” fly tips such as the unlawful disposal of a black bin bag waste.

18. The resources required to deal with persistent offenders and clearing fly tip from hot spot areas (particularly residential areas) is unsustainable. Changing the behaviours of Fly Tippers, those who dump waste in residential areas or those that employ unlicensed waste carriers will be a focus of additional activity. The service will focus on the ‘Three Es’ (Engage, Educate and Enforce) through continued engagement and communication efforts, closer working with the VCF sector and undertaking community Action Days, as well as continuing to align enforcement activities with cleanse activities to ensure efficient and effective enforcement.
19. Another focus will be in engaging with Elected Members to gain ward based feedback on the recent pilot Naturalisation programme, as well as ensuring that the needs and priorities of ward members influence the forthcoming review of the Street Scene service offer.

### **Developing the delivery programme for Net Zero:**

20. The E&S Officer Network Group held its first meeting on 16th September 2021. The agenda focused on reporting progress made since the 2019 Climate Emergency declaration and sharing case studies of the policy and project work being developed and delivered by the Council and its Team Doncaster partners. The Group agreed to the creation of 4 thematic groups to be established on the Built Environment, Natural Environment, Education and Behaviour Change and Technology and the Green Economy to drive forward on actions.

### **1 Million Trees and Tiny Forests:**

21. A substantial amount of work is underway to mobilise the tree planting programme, co-ordinated by a monthly Tree Challenge officer group meeting. The analysis of Council land assets is well underway, with around 60 hectares of land identified for further survey and screening. A Tiny Forest pilot scheme at Saltersgate Junior School is complete and there are 11 more schools interested in similar schemes. The Council is taking the opportunity to bid to the Woodland Trust's Emergency Tree Fund for 2022-25. Nationally the England Trees Action Plan 2021-24 launched
22. The tree planting programme this year will run from November 21 to March/April 22 and will be launched in National Tree Planting Week (27th November), coinciding with the Team Doncaster Summit. A Covid Memorial Woodland at Sandal Beat Playing field will be an early scheme, and the planting of the first 1,500 trees is planned to start in November. A Tree Register to collect data of planting activity across the borough by all partners, businesses and residents had been launched.

### **Electric Vehicles (EV):**

23. Good progress is being made on expanding the EVs in the Council's fleet and on the availability of charging facilities. There are 23 EVs now in Council fleet and 25 more vehicles should have been added by the end of the financial year.

There are 34 EV charging bays ready for use and 40 new public EV charging bays planned with Mayoral Combined Authority funds this year. Barnsley Council is currently procuring a contractor for these works. Planning approval has been granted for a further 20 EV charging bays at the rear of the Civic office, combined with a 91kw solar carport. Specification of works being prepared for procurement and installation by March 2022. Planning approval has also been secured for developing Scarborough House car park, including 50 charging bays for fleet and public use.

24. Considerable work is taking place to progress Habitat Bank Schemes. These large conservation projects create new, or restore existing, habitats in compensation for impacts from development, and forms part of Doncaster’s commitment to climate change. One such Habitat Bank scheme has already been approved at the Torne Valley, which will utilise investment up to £250,000 from the Council’s Net Zero fund, and work in partnership with Yorkshire Wildlife Trust. A second, 20-hectare site, at Sandall Beat, is being planned directly adjacent to Rose Hill. This will help to protect the neighbouring wildlife site at Sandall Beat, whilst linking it to the local wildlife site at Doncaster Common.

## PROSPEROUS & CONNECTED

Our vision is for a stronger, greener and fairer economy that provides good, well paid jobs and is supported by improved transport and active travel infrastructure and access to good broadband.

### *Performance Indicators*



*(see Appendix A)*

### **Headlines:**

- Processing of planning applications: Major Applications 93.10%
  - Overall recorded investment into and within Doncaster £85.7 million
  - 31 new FTE equivalent jobs created in the borough with a salary level of over £29k per year through Business Doncaster inward investment, property and key account activity (average salary from ONS) against a target of 40
  - Licensing Act 2003 applications processed within statutory timescales 100%
25. The processing of major planning applications is in excess of the 70% national target but has a large reliance on successfully negotiating extension of times (EOT) with the applicant. Quarter 2 shows a 93.10% determination rate which is below the 94% internal stretch target but is an increase of 5.6% on quarter 1 and less than 1% below internal stretch figures.
26. Overall recorded investment into Doncaster stands at £85.7 million at the end of quarter 2 which is well above target. The figure is above target due to investments in buildings and infrastructure taking place earlier than anticipated which represents the level of confidence in Doncaster’s economic recovery. Biggest investments during the quarter are from property deals taking place on the Airport site, new inward investments in Thorne and the IPort and a large capital investment at Balby Carr.
27. New good jobs facilitated by Business Doncaster with a salary of over £29k is just below target at the end of quarter 2. The biggest factor in this is largely down to a

new inward investor that was due to commence employment in May 2021 now delaying the start of their investment until late 2021. We are also finding that a number of Doncaster companies are struggling to fill existing vacancies which is impacting on their expansion plans and future job creation.

28. The latest data shows that Doncaster has 98.8% Superfast coverage, with 98.77% coverage where speed is greater than 30Mbps. 65.20% have speed greater than 100Mbps and the estimated maximum mean download speed is now 66.8Mbps. (source: [Broadband Coverage and Speed Test Statistics for Doncaster \(thinkbroadband.com\)](https://www.thinkbroadband.com))

### **The 5 year Housing Delivery Plan - Affordable Housing Delivery**

29. Phases 1 and 2 of the 2020-25 Council House Build Programme are developing at pace. A successful bid to the MCA for Brownfield Housing Fund (BHF) grant has secured £495k to help meet scheme costs in Phase 1, which will deliver 33 new affordable rented homes on 3 sites. Early work is underway by the contractor on these schemes with a full start on site due on 20 November 21 and the new homes ready for occupation in February 2023.
30. Work on the technical site surveys on the 7 Phase 2 sites is now almost complete.
31. Bids for Brownfield Housing Fund (BHF) grant of £3.66m to support the scheme costs for 128 new affordable rented homes were approved to progress to Full Business Cases by the MCA Housing and Infrastructure Board on 26 October 2021.

### **Housing**

32. It is estimated that 225 net additional homes were built in quarter 2, bringing the total for the year to date to 401. This compares to 342 for quarter 1&2 in 2020/21 and 717 for 2019/20. 14 affordable units were completed across two private developer sites and 41 direct purchase (part funded through Homes England) units completed, across four private developer sites making 55 completed affordable units in quarter 2. The total across quarter 1 and quarter 2 is now 104.

### **Town Deal Investment**

33. Following the earlier announcement of over £21m Town Deal funding for Stainforth, the Government has also now confirmed that the Town Centre will receive £25m of Town Deal funding that will improve connectivity, public realm, promote active travel and deliver a large amount of new commercial space.

## **SAFE & RESILIENT**

Our vision is that residents feel safe and communities are more resilient to challenges and emergencies. Doncaster is joining a global movement that is reconsidering what true economic success looks like for people, places and the planet.

### **Headline:**

- Principal Roads not requiring major maintenance 98%

*Performance Indicators*



*(see Appendix A)*

- Non-principal Roads not requiring major maintenance 98%
- There has been a significant rise in the number of people referred to the Domestic Abuse Hub since the last quarter (401 in quarter 1, compared to 523 in quarter 2); however, only 37.74% of Domestic Abuse Hub clients have given consent to accept support from services.
- Percentage level of engagement with Independent Domestic Violence Advisors (IDVA) has risen slightly, but is still below target (currently 74.6%, target 80%)
- % of repeat referrals into the Multi-Agency Risk Assessment Conference (MARAC) has reduced from 42% to 30.7% from quarter 1 to quarter 2
- The number of high-risk cases referred to MARAC has significantly reduced from 298 in quarter 1, to 196 in quarter 2
- 71.36% of people identified as achieving an expressed outcome following a Safeguarding intervention
- 72.5% of people report feeling safer following a safeguarding intervention
- 94.12% of people are reported to have the risk reduced or removed following a Section 42 enquiry.

### **Our Roads**

34. 98% of our principal roads do not require maintenance, which is upper quartile nationally and represents excellent performance. This is an annual performance measure, therefore these 2020 -21 performance figures will apply until the 2021 - 22 performance figures are generated in quarter 3 or quarter 4 next year (depending on when we receive and process the condition survey data).
35. 98% of our non-principal roads do not require maintenance either. This is an improvement by 1% and is reflective of additional funding received for Capital highways maintenance repairs. This is an annual performance measure therefore these 2020 - 21 performance figures will apply until the 2021 -22 performance figures are generated in quarter 3 or quarter 4 next year (depending on when we receive and process the condition survey data).

### **Domestic Abuse**

36. There are a number of activities that may have contributed to the increase in Domestic Abuse referrals being reported during this quarter. These include an increased awareness of Domestic Abuse and Domestic Violence through media campaigns, as well as the easing of Covid restrictions since July 2021. There has also been a new process implemented from July 2021, where not all 'standard' and 'medium' repeats are returned to MARAC, and only high-risk repeats are now discussed, as per a national trial.

### **Safeguarding**

37. The implementation of a new Case Management system has had a significant impact on recording of work within Safeguarding. There is some further effort needed to unpick and understand current ways of working, including data entry and practice. There is a review of the safeguarding service underway, which will include evaluating the models of practice, operating model, implementing an improvement plan roadmap in the service area, outlining clear developments

for the future. With these changes, it is anticipated that for quarter 3 there would be improvements seen in these metrics.

38. Overall, since 2018/19, we have seen a continued improvement in relation to the risk reduction or removal metric following a Section 42 enquiry. The Care Act requires local authorities to take the lead on and make 'proportionate' enquiries where there is a concern about the possible abuse or neglect of an adult at risk. A Section 42 enquiry must take place if there is reason to believe that abuse or neglect is taking place or is at risk of taking place, and the local authority believes that an enquiry is needed to help it to decide what action to take to support and protect the person in question. This quarter there were 116 people identified as feeling safer, compared to 102 in the last quarter. This is partly due to having an Interim Safeguarding Team Manager in post who is working very closely with the Head of Service, identifying areas for development, and focusing on improvements in practice and performance. This arrangement has produced positive changes across the service, but there will be continued monitoring of this metric, ensuring continued improvement in this key aspect for people with lived experience of Safeguarding, acknowledging that there is always more that can be done.

### **SKILLED & CREATIVE:**

Our vision is that residents have improved skills and a creative culture supports wellbeing, business success and solutions to the borough's challenges.

*Performance Indicators*



*(see Appendix A)*

#### **Headlines:**

- Doncaster Local Authority continues to successfully exceed the national average of 90% with 3 and 4-year-olds accessing their entitlement of free childcare.
- Current Ofsted outcomes for early years providers are strong and above both national and regional levels.
- Doncaster continues to contradict the national average for 2-year-old children accessing free childcare. Doncaster is now ranked 6<sup>th</sup> out of the whole country.
- Whilst the percentage of Education, Health and Care Plans completed within the statutory timescales has decreased from 71.1% for quarter 1 (64 out of 90) to 62.4% for quarter 2 (61 out of 97). Doncaster still continues to be perform above the national average.
- Children and young people being permanently excluded from school has reduced by 87% over the last year, reducing from 112 to 27.
- Doncaster's student attendance at schools was in line with national average until July but most recently high numbers of COVID-19 infections has affected performance.
- Doncaster's model of Family Hub delivery is regarded nationally as high-quality practice by the Department of Education, the Department of Health and Social Care, The Family Hubs Network and the Department for Levelling Up, Housing and Communities.

- The number of 16/17 year olds in Doncaster who are Not in Employment, Education or Training remains lower than the national average.
- 204 live apprenticeships in operation across the Council.

## **Schools and Education**

39. Quarter 2 has seen children and young people return to school in September with 97.1% of primary students being able to attend the first school of their choice. This is significantly higher than national performance of 91.8% and regional performance of 93.3%. This performance is replicated at secondary schools where 88% of children and young people were able to attend their first school of choice in comparison to 81.1% nationally and regionally 86.9%. This is testimony to future planning of the Council and working in partnership with School providers.
40. COVID-19 infections continue to impact children and young people's school attendance. Attendance rates for Doncaster are currently at 88% overall, 91% for primary and 83% for secondary. Nationally attendance rates are 90% overall, 93% for primary and 88% for secondary. Until July 21, Doncaster was in line with the national average but was impacted by the sharp rise in COVID-19 infections. Following advice from the UK's Chief Medical Officer, young people between the ages of 12 and 15 years will be offered a COVID-19 vaccination. In Doncaster 8.2% of young people within this age group have now been vaccinated. This represents a 39% uptake from 11 schools. The remaining 20 schools will be vaccinated after half term. It is expected that the vaccination programme, together with the revised advice from Public Health on isolating, will reduce the number of infections and increase the attendance in secondary schools during quarter 3 and 4.
41. Over the past year there has been a focus on reducing the number of permanent exclusions in both primary and secondary schools. This has delivered an 87% reduction, with only 27 exclusions issued as opposed to 112 in the previous school year. In primary schools there has been only 1 permanent exclusion since January 2020. These outcomes come about as a consequence of the work done through the Behaviour Transformation Programme, especially the development of the Memorandum of Understanding with all the secondary schools, with the devolved funding used to build early intervention approaches in school supplemented by direct access to support and guidance to prevent exclusions. Each school has targets to reduce exclusions, with data subject to peer challenge. To complement this, we have developed a Local Solutions approach and a 'Team around the School' model, working with early help leads, CAMHS and social care to develop plans with our schools where this is most needed.
42. In addition, fixed term exclusions remain a high priority. Primary fixed term exclusions have reduced significantly over the last two academic years by 66%. This is reflected in a 23-place improvement in the national local authority rankings. Over the same period, secondary fixed term exclusions have reduced by 53%. We are aware of the disproportionate impact of a small number of schools on the Doncaster figures and we are working with these schools to proactively redress the situation. The Local Authority are working to support

schools around behaviour policies and continue its preventative approaches, which includes a team around the school, and mental health work. We expect to see positive impacts by the end of this academic year.

43. Early Years providers are now fully open and the availability of children for working parents to access across Doncaster is strong. Very few childcare settings have closed due to COVID-19 although several nursery classes had to close during this period. The service continues to strive for excellence and ensure further improvement by the high quality support that is provided and enables childcare providers to remain open.
44. At 81.7%, Doncaster Local Authority continues to buck the trend by performing 19.7% above national average of the number of eligible 2 year old children taking up free access to childcare with the Authority ranked sixth nationally. Nationally take up fell by 7% in 2021 while Doncaster's take up of childcare places continued to rise by 7.3%. Many children continued to attend and enjoy the offer even during lockdown periods. This has resulted from a strong focus and programmes of interventions from the Family Hubs and Early Years Team working in partnership with key agencies.
45. The number of 3 year to 4 year old accessing free childcare remains very high at 94.7% which continues to outperform national average of 90%. Nationally take up fell by 3% but Doncaster retained its strong attendance rates, demonstrating confidence in the quality and safety of childcare settings by parents throughout the pandemic. There has and continues to be an extremely strong offer, which remains crucial in supporting key workers and vulnerable children in particular.
46. Current Ofsted outcomes for Early Years Providers are strong being above both national and regional levels. The overall percentage of Early Years Providers rated as good or outstanding currently stands at 98.5% against a national figure of 96%. It has been an extraordinary year, and we have seen early years practitioners respond admirably to the challenges they have faced. We recognise the many successes we have seen both before and since the start of the pandemic, but continue to direct attention to areas in which more can be done for the benefit of children and learners.
47. The Early Years Inclusion team continues to consistently perform above national averages and continues to strive for further excellence through the development of a range of activities that include initiatives that improve the pathway for parents to access their chosen childcare provider, updating and extending social media campaigns to support families with parenting, and introducing an enriched and upgraded speech, language and communication offer for young children both in the family home and through the Family Hubs.
48. Doncaster has designed and implemented a new and innovative technology known as DIPS, 'Doncaster Integrated Peoples' System'. This is a highly ambitious programme to deliver new processes, technology, and ways of working. It involves Adults, Health and Wellbeing, Learning and Opportunities, Children's Social Care, Early Help, Finance, Strategy and Performance Unit and Customers, Digital and ICT. More joined up technology will make a real difference to the lives of Doncaster people and families. They will only have to tell us something once and a single holistic view of the information held about

them will help us to proactively, intelligently and effectively provide the support and care needed. They can thrive to live safe, healthy, active and independent lives.

49. The number of Education, Health and Care Plans that needed issuing in this quarter has increased from the same period in 2020 by 14.1%. In this quarter 2021 62.4% of plans were finalised in statutory timescales which equates 61 out of 97. Doncaster continues to perform above the national average which is currently 58%. The number of requests for statutory assessment has also increased by 17% year on year from quarter 2 in 2020 to quarter 2 2021. Around 60% of requests for assessments proceed to an Education Health and Care Plan therefore demands on the service has steadily increased. The complement of staff within the team has remained the same and therefore the increased workload has led to a slight decrease in the 20 week deadline. This has been further exacerbated through some staff absences over quarter 2, including annual leave and staff leaving the service together with a number of complex cases where limited information was provided moving into the area.
50. Although performing above national average, the team is being proactive in addressing the delays in issuing the Education, Health and Care Plans and additional temporary staff have been identified. In addition, monitoring now takes place on a weekly basis looking at both caseloads and data. This identifies areas of concern and supports the prioritisation of work across the team. The monitoring of caseloads is already having a positive impact on our ability to identify complex cases at an earlier stage. In addition, the recruitment to the vacant Senior Officer Post has been successful and the new post holder will be in place from mid-October, therefore this should support the increase in the percentage of Education Health and Care Plans finalised within the statutory timescales.
51. The Virtual School works in partnership with children and young people in care, their families and carers, schools and a wide range of multi-agency professionals. Our mission is to improve access to education and achieve successful outcomes, working as part of the Doncaster locality model.
52. All Children in Care are required to have a Personal Education Plan. Schools are engaging well with the electronic Personal Education Plan process. Robust electronic Personal Education Plans ensure children in care receive adequate support to achieve their targets and reach their full educational potential. This quarter, 99% of the Plans were rated as good or better, this includes 100% of Early Years and Primary.

## **Culture**

53. The Danum Gallery, Library and Museum officially opened its doors on 29 May 2021 and fully opened without the need to pre book on Friday 9 July with admission remaining free to all. Visitor numbers reached 25,965 in quarter 2, whilst continuing to follow the current social distancing guidelines and face masks worn unless exempt. Visitors and membership numbers across the rest of the borough's libraries, is picking up as we emerge from prolonged COVID-19 closures. More sites are being opened with gradual extension of opening hours as Community Library volunteers return. The demographic of the majority of our volunteers means they are in the higher risk categories when it comes to

Covid and as such, their return is at a more cautious rate. We anticipate we will be fully functional by March 2022.

### **Stronger Families**

54. Doncaster Family Hubs are the place to go and they offer a wide range of activities, services and information for our children and families. They are deeply embedded within our communities, and despite the lockdowns we have had in the past year, Doncaster Council's teams were still on hand to provide much needed support.
55. Since September 2020, 20,377 families have accessed information advice and guidance for health and development, 701 for employment and childcare, 3734 for relationship support for family stability and 1738 supporting families with complex needs. A further 7307 families accessed signposting for childcare, two and three-year-old funding, adult learning, volunteering, parenting and sleep clinics. In a recent survey, during lockdown 66% of registered families felt that they still have a place to access help and support if needed even though they were unable to visit the Hubs in person.
56. Doncaster's model of Family Hub delivery is regarded nationally as high quality practice and as a result, they have received significant interest from the Department for Education, The Family Hub network, The National Centre for Family Hubs, The Anna Freud Centre, Members of Parliament and the House of Lords Public Services Committee to name just a few. Senior leaders have been invited to address several conferences and to speak to select parliamentary groups.
57. At the end of July 2021, there were 2264 early help cases, with 214 more children and young people compared to March 2021 an increase of nearly 10%. Temporary capacity was secured to support the partnership in delivering early help. The new posts within the team have had a very positive impact on early help capacity and the number of children, young people and families receiving support via early help.
58. At this mid-point of the year the Stronger Families Programme is on track to meet the target set by Government for Payment by Results claims.

### **Education, Jobs and Skills**

59. Young people who are found to be Not in Employment, Education or Training have been restricted to a range of online, virtual and phone communication since 2020. As COVID-19 measures are reducing, we are now able to offer local events, home visits and face-to face meetings at community venues. The re-introduction of face-to-face meetings will contribute towards sustaining our low numbers of young people who are Not in Employment, Education or Training. We will continue to monitor monthly figures, to determine any possible strategic responses.
60. Doncaster continues to show a reduction in the number of 16/17 year olds who are Not in Employment, Education or Training. Doncaster continues to outperform national average of 5.5% and has managed to successfully reduce the number of young people who are Not in Employment, Education or Training to 4.9%.

61. The Council is committed to Apprenticeships which is demonstrated by the 204 current apprenticeships currently in operation across the Council. During Quarter 2 there were 27 new starts with further apprentices who will join in October. Doncaster Council hosted a Sheffield city Region place making session on Tuesday 31st August. This was a short information session for potential providers across the region. Similar events were held in the other three local authorities in the Sheffield City Region. This was a good opportunity for us to share our strategic intent. James Sandford, who is lead for Functional Skills and English for Speakers of other Languages, gave a short presentation on 'The priorities in the Education and Skills 2030 Strategy' and how these align with the Sheffield City Region priorities of lifelong learning. Thus, enabling a better skilled workforce to get better jobs. The Employment Academies continue to provide adult employment support and the Gateway East Academy website has 51 roles advertised.
62. In September, Doncaster had 11,825 Universal Credit Claimants (6.16% of the working age population). Benefit numbers have been decreasing in line with local and national trends, but our numbers remain the highest in South Yorkshire. The 16-24 claimant rate has dropped below Rotherham making it the first time since May 2018 that Doncaster did not have the highest 16-24 claimant rate.
63. Furlough numbers were reducing as the end of Furlough was reached (September) however, the delay in the release of figures means we do not yet know what happened to the 4,700 who were registered as furloughed in August. The highest number of Furloughs was registered in; Wholesale and Retail (730), Transportation and Storage (620) and Manufacturing (570). The Council's employment hub has continued to provide support to the unemployed including targeted support for residents coming off furlough.

## HEALTHY & COMPASSIONATE:

Our vision is for a compassionate borough where collectively everyone is supported to add life to years and years to life.

*Performance Indicators*



*(see Appendix A)*

### Headlines:

- % of repeat referrals into the Multi-Agency Risk Assessment Conference (MARAC) has reduced from 42% to 30.7% from quarter 1 to quarter 2
- The number of high-risk cases referred to MARAC has significantly reduced from 298 in quarter 1, to 196 in quarter 2, and continues a long-term decrease.
- 71.36% of people (142 people) identified as achieving an expressed outcome following a Safeguarding intervention, which follows a downward trend since quarter 2 of last year (2020/21).
- 72.5% of people report feeling safer following a safeguarding intervention, compared to 72.86% in the last quarter (116 people this quarter, compared to 102 in the last quarter).
- 94.12% of people are reported to have the risk reduced or removed following a Section 42 enquiry. This is an ongoing increase (was 83.15% in the

previous quarter). There were 176 people in this quarter, compared to 153 in quarter 1.

- 209 people aged 65 years and above were permanently admitted into residential or nursing care homes compared to 123 in the previous quarter.
- 6,565 early intervention and prevention issues identified, managed and resolved by the Communities Teams

### **Covid 19 Pandemic**

64. Progress continues on the work on the Covid Outbreak Control plan that is in place around Health Protection, and this will be reviewed in line with the next Contain Framework being published. The plan is currently on Version 9, in consideration of the Autumn/Winter plan, and following a new format that was agreed at the Covid Control Board in September. The outbreak frameworks have also been reviewed in quarter 2. The asymptomatic testing approach has been developed to target under-presented residents, and this work will continue in quarter 3 to include a testing service at Doncaster Hotel International, providing a 'winterised' programme for assisted testing utilising community venues. There have been a high number of Covid cases, which has led to the requirement of National test and trace to support, and this will continue, if necessary, in quarter 3, as soon as capacity allows.
65. During this quarter, we have held workshops to jointly review the progress against the 5 urgent theme areas which led to a set of recommendations. The Population Health Management (PHM) & Health Inequalities (HI) steering group has reviewed our priority areas and agreed to focus on Mental Health, using this as a test subject for our knowledge mobilisation approach. A series of task and finish groups will occur using PDSA (plan, do, study, act) methodologies during the next quarter.
66. The Health Protection system / function remains fit for purpose and it has been sustained during COVID-19 pandemic. This included daily COVID19 Incident Management Meeting to oversee incidents, outbreaks in the borough; COVID Control Board, and COVID Oversight. In addition the Health Protection Assurance Group continue to meet quarterly to provide assurance in relation health protection matters, including non-COVID.
67. We continue to work with Health Partners on a joint statement of Research intent. The joint statement has been developed and has been signed off in early October 2021. Some aspects of this work have been presented at the September Health and Well Being board who act as system sponsor for research capacity work within the Borough.

### **Public Health**

68. The Public Health team within Doncaster Council led a consortium of partners to apply to the Department of Levelling Up, Housing and Communities Local Data Accelerator Fund for Children and Families. This money will be used to help link data and share our learning across several e-cohort studies.
69. An Options appraisal has been completed in relation to the Be Well Doncaster Platform. The service has been set up and the self-referral text service is in the final development stage, with a view to go-live in the next quarter.

70. The new local Fuel Poverty Strategy is currently being drafted, a summary has been produced and approved by the project sponsors, next steps will be to refine it with local partners as part of a reference group. 2021/22 winter communications have commenced including promoting support and advice for those impacted by rising gas prices. A fuel poverty video is being developed to form part of the Health Homes training and the Doncaster Council Fuel Poverty E-learning has also been updated by the team. PH have updated the Housing Renewal Group on Health and Housing and our role. We continue to attend the Sustainable Homes Group. Home improvement Agency exploratory work continues and recommendations have been made to the Housing Renewal Group. COVID-19 response is still part of the team's role and thus has some impact on capacity. Public Health are supporting the delivery of a number of Health and Housing webinars with the regional office for OHID.
71. We continue to work with key partners on the delivery of the work plans in relation to the All Age Learning Disability and Autism strategy, across education and inclusion, employment, Carers and Short breaks, housing and support and health inequalities. All year 1 plans have been refreshed, with high-level plans and updates reported to Executive Board on 29th September 2021.
72. A workshop has been held with Strategic and Operational Commissioning colleagues to align workstreams and develop processes/working arrangements to deliver joint objectives around the implementation of a Strategic Commissioning Function in Doncaster. Regular meetings are taking place and continue to be planned with operational commissioning colleagues to action plan. The Strategic Commissioning Planning Group meeting membership and focus has recently been refreshed to ensure joined-up focussed work orientated around strategic programmes of work. An example of this is the work on the mental health transformation programme.
73. We continue to work on the co-production of a Market Position Statement to develop, shape and manage the Health and Social Care market, with the aim of stimulating a diverse and sustainable market, capable of delivering commissioning priorities. A number of modules to support this work are in various stages of development, including work around carers, homelessness and rough sleeping, supported living, and home care. We have a platform for this work, which is in development and on-track; modules can be added as they are finalised.

### **Delivering quality care and support**

74. The recent transition to a new Case Recording system (Mosaic) has had an impact on data quality and on recent reporting. There are plans underway to review practice and reporting, and to engage more with people with lived experience to gain insight into their expectations and interpretations of what 'good' looks like across adult social care. This engagement will support with embedding changes and help to improve practice & data recording
75. 56% of people in receipt of services have had an annual review of their care and support needs compared to 50% in the last quarter (702 people compared to 326 last quarter). The reported percentage of reviews completed during the period reflects the numbers of reviews that are overdue due to the backlog of assessments following a period of time when only essential work was

completed. This backlog is predominantly due to Covid and an increase in ongoing demand from unplanned work, which has effected these figures

76. There are currently 902 who receive a direct payment but more is required to understand how these are being used. There are some assumptions, based upon the reduced levels of working age adults who are not returning to day opportunities & retaining a higher personal budget to meet their outcomes, mainly due to concerns around Covid. This work is underway and will inform the wider task and finish group looking at Direct Payments in more detail.
77. Compared to this time last year, (quarter 2 20/21), there has been an increase in the number of adults of working age who have been admitted to permanent residential and/or nursing care (16 in quarter 2, compared to 7 in quarter 1). A possible explanation is that peoples' behaviour is starting to change following the lifting of Covid restrictions. During the height of the pandemic people were extremely reluctant to consider residential care as an option due to risks associated with Covid in care settings. Some families and carers have been providing extra care and support to their loved ones throughout the pandemic, which has enabled people to remain at home for longer. This has led to some carer breakdowns and placements in residential care. During the next quarter, there will be a deep-dive into this area to identify whether there are any trends or themes emerging, which will help inform strategic planning and priorities.
78. The ethos of adult social care is to adopt and support the principle that everyone, where possible, should have the right to live in a place they call home. The data indicates 87% of people with a learning disability in Doncaster live in their own home or with their family, which is healthy; however, the goal is to increase this figure (689 people out of a total of 796 people who are known to us).
79. There will be further exploration into data metrics around working age adults, with further work to explore whether there are any service or resource gaps across the Borough that need to be addressed to support people to be able to remain and live in their own home. A strategic housing needs assessment for individuals with a learning disability has also been undertaken during this quarter, looking at the housing and accommodation needs of individuals with a learning disability and projecting how this may change over the next 10 years. This work (which sits under the Learning Disability & Autism Strategy), working alongside colleagues in Strategic Commissioning, will ensure the Borough responds to these requirements, and has a range of accommodation options that are fit for purpose to meet the needs of this client group.

### **Communities Area Teams**

80. The Communities Area Teams play a lead role in supporting early intervention and prevention approaches across all ages, people and place, linked to Localities working.
81. The Teams continue to identify and support people who have been victims of antisocial behaviour (ASB), hate crime and what is considered to be 'low- level' crime. The number identified and supported has increased, and is now the highest it has been for over 12 months (227, up from 189 in the last quarter). This aligns with the increase in issues being identified and dealt with during this

period, associated with easements in Government guidance in relation to Covid, as well as the Summer term school holiday period, which results in the reports of ASB as well as an increase in the proactive issues identified from officers during targeted engagement and visibility work. Other contributors include community impact surveys, and days of action. Further analysis will be undertaken in quarter 3 to identify the top 5 Ward areas being affected, and to establish any correlations.

### SMILE Day Opportunities

82. Work continues with Doncaster Partners and people with lived experience on developing the potential expansion of SMILE day opportunities to meet a broader cohort of people across Doncaster. An example of this is the ongoing work with key stakeholders to identify what young people would want from day opportunities in the future to support transition into adulthood. This includes improving employment and training opportunities, linking with Public Health and Strategic Commissioning and the work emerging from the Learning Disability Strategy action plan, which will be explored further in the next quarter.

### Veterans

83. The Communities teams continue to lead the local, regional, and national work around the Doncaster Armed Forces and Veterans Steering Group, implementing the actions required to accomplish the Council's commitment to the Armed Forces Covenant.
84. The Council have been re-awarded the Defence Employer Recognition Scheme Gold Award for a further 5 years, and both the annual report and infographic have now been finalised and completed, highlighting the outstanding achievements. A Communication and Engagement Strategy for 2022 is being developed that will outline key communication principles and Doncaster Council's associated engagement responses to key events in the armed forces community. The Citizens Advice Bureau in Doncaster have now established veteran markers on their internal systems and have agreed to feed engagement statistics into the Doncaster Armed Forces and Veterans Steering Group. During the next quarter, a key piece of work is to register more (currently 13) Doncaster GP practices as Veteran Accredited Practices.

### CONNECTED COUNCIL:

Our vision is a connected council ready for the future

#### *Performance Indicators*



*(see Appendix A)*

### Headlines:

- We continue to offer enhanced health and wellbeing resources to our workforce.
- The average number of days for sickness absence per employee is 10.46 day which is a worsening trend but still better than 2019 baseline.
- We have reduced spend on agency workers by 4% this quarter.
- Performance against the average number of day to process a new housing benefit claim remains well off target for quarter 2, and significantly higher than at the same time last year.

- Performance has slowly started to improve in the average number of days to process new council tax support claims.
- Customer Services received 68,978 telephone calls this quarter .55% were answered within 150 seconds, against our target of 90%.

### **Supporting Staff Well-being**

85. The HR & OD team have continued to support managers and staff health and wellbeing, particularly 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. Provisions include enhanced health and wellbeing resources particularly around mental health with both internal and external resource links, financial wellbeing, healthy home working and other different ways of working. Regular communications are ongoing on key workforce issues to inform and provide advice as well as implementing actions from the staff surveys on wellbeing.
86. Staff development has continued with key e-learning modules and on-line workshops, particularly around personal resilience, Health and Safety and data protection. As well as continued support with the deployment of staff to critical areas to build capacity and enable the organisation to deliver.
87. The sickness absence rate for the quarter was 10.46 days per full time equivalent employee, against a target of 8.25 days. This is an increase of 1.31 days from 9.15 days in quarter 1. This will be monitored over the coming months to assess impact and ensure effective provisions to manage absence levels remain in place.
88. Agency worker usage and spend has reduced this quarter by 4% (£22k) from quarter 1; however, 34% of assignments are continuing for more than 6 months and 10% for more than a 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.
89. The council's corporate Health and Safety team continue 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 in all working environments. This includes generic risk assessments based on national government guidance for managers to utilise and amend to meet the circumstances and needs of their service activities.
90. The number of reported injuries at work in this quarter has increased compared to the same period of last year. The most common reported incident type are slips and trips and aggression with no identifiable causal trends. RIDDOR reports continue to be low, with five employee RIDDOR reports in this quarter compared to three in the previous year's quarter 2.

### **Ensuring the Council Spends Money Locally**

91. In quarter 2 £36.3m was spent with local companies out of total spend of £51.7m, 70 % against target of 66%. Figures were potentially inflated in quarter

2, quarter 3 and quarter 4 of 20/21 due to increased spending due to Covid-19, in health and social care, where many providers are local. The total amount of third party spend has also increased in quarter 1 and quarter 2 21/22 which will affect the % slightly.

92. The Council continue to promote local spend within the boundaries of public procurement law, through contract specific market engagement, ensuring Doncaster firms are invited to bid for contracts that fall below the EU thresholds through their internal governance processes and local communications and events. In addition to this social value is included in contracting activity and benefits Doncaster through providers committing to deliver social value throughout a contracts life.
93. Our performance against the average number of day to process a new housing benefit claim is currently 29.99 days against a target of 21 days. There are a number of reasons for this. Firstly, the relaxing of Covid restrictions at the start of the quarter led to a huge spike in infections which generated a large increase in self-isolation grant applications. This led to a higher level of benefit resource being devoted to self-isolation payments. Secondly, the quarter traditionally sees the highest amount of staff absence as staff take leave for the school summer holidays. These factors meant it was difficult to target new HB claims during the first 2 months of the quarter. In September, following the introduction of new rules limiting the eligibility for a self-isolation payment and greater staff numbers, we have been able to target housing benefit new claims better, with 222 claims being processed in the month compared to 118 in August. Although this has not improved performance as yet it has brought claims up to date, with normal new claims being allocated to staff within 2 days of receipt. Homeless placement claims which have increased significantly during the pandemic continue to take significantly longer to process, which has a detrimental impact on the average processing time. This is because it is very rare that all the relevant information to pay the claim is received at the point the application comes in, and given the nature of the client group it often takes longer for them to provide all supporting claim documents. There are currently 75 claims awaiting processing across the team and assuming full resource can be maintained, depending on what is required to support the processing of £2.9m Household Support Grant, a significant improvement in performance is expected in quarter 3.
94. The average number of days to process new council tax support claims is currently 36.32 against a target of 21, it remains off target and well down on previous years. There are a number of reasons for this. Firstly as mention above, the relaxing of Covid restrictions at the start of the quarter and staff absence due to summer holidays. Secondly CTR claims are more difficult to identify than housing benefit claims as they are often part of a notification from Universal Credit, which can be received for many other reasons than a council tax reduction claim and as a result each of these notifications needs to be looked at to see if it relates to a council tax reduction claim, which it only does in less than 20% of cases. From the middle of September we have engaged with NEC Software Solutions to provide external processing support to tackle the backlog in these Universal Credit notifications. Although this will take several weeks to filter through as the backlog is cleared, and assuming full

resource can be maintained within the Benefits Team, a significant improvement in performance is expected in quarter 3. This may depend on what resource is required from the team to support the processing of £2.9m of Household Support Grants.

### **Customer Contact**

95. The One Stop Shop at the Civic Office has been operating under Covid restrictions since we opened back up in June 2020. All services are now operating from the one stop shop and the self-service area has been re-opened and is steadily seeing an increase in customers
96. In Quarter 2 Customer Services received 68,978 telephone calls, an increase of nearly 4,000 compared to quarter 1. We answered 55% within the 150 seconds target. We have seen a reduction in telephone performance this quarter due to a number of reasons, the holiday period, a number of staff on long term sickness absence and a number of customer service advisors leaving the team due to securing posts elsewhere in the authority or in the private sector. We are currently recruiting for temporary customer service advisors post to cover the lunchtime period and to improve our responsiveness at this point during the day.

### **FAIR & INCLUSIVE:**

97. Our aspiration is for Doncaster to be an open, diverse and inclusive borough that respects and values differences. A place where people from different backgrounds and with different views work together to create opportunity for everyone to thrive and succeed.
98. The council has defined its role and responsibilities into 3 key areas:

**Community Leader** - We have an important role in securing economic prosperity, achieving the right outcomes for all, empowering communities and creating sustainable and cohesive communities. We will

- Demonstrate visible leadership and accountability at all levels
- Build good relationships with and between different communities so everyone is able to participate, contribute and achieve.
- Achieve measurable increases in the extent to which those facing inequality and exclusion can contribute and share in Doncaster's success,

**Services** – We have an important role in ensuring services are customer focused, inclusive, accessible and meet individual needs irrespective of how services are delivered. We will.

- Develop commission and deliver inclusive and responsive services which actively address disadvantage and enable people to achieve and succeed.
- Actively listen and empower our clients, customers and communities, enabling them to take ownership of decisions that affect them
- Address gaps in knowledge or evidence.

**Employer** - We have a responsibility to meet the diverse needs of our employees and to ensure they are promoting equality, diversity and inclusion. We will:

- Strive to be an inclusive employer, creating a culture where diversity is valued and celebrated.
  - Ensure staff have a good understanding of EDI and are equipped to design and deliver inclusive services.
  - Embed EDI to build a positive reputation internally and externally, through policies and practices.
99. Over the coming months the council will review its equality, diversity and inclusion objectives in line with its responsibility under the Public Sector Equality Duty. These objectives will inform the content of this section of the report.
100. While work is underway to develop the EDI objective we strive to keep inclusion and fairness at the heart of everything we do. Recent activity includes:
- Currently planning a mental health event aimed at tackling barriers to accessing children's mental health service and culturally appropriate service provision reforms
  - The inclusion and Diversity Newsletter has been developed and is routinely shared with the Minorities Partnership Board and partners (updated monthly)
  - Work ongoing with Inclusion & Fairness Forum around STEM education and higher and further education for underserved groups
  - Targeted Covid vaccination pop up clinics are still taking place in underserved communities
  - Minorities Partnership Board and partners produced an ethnic minorities Covid vaccination leaflet which was converted into a number of languages
  - Culturally Competency and Race Equality training is being developed for Team Doncaster and Partners. A Train the Trainer model will be adopted to enable all staff to access training
  - DMBC (Public Health) Piloting the National Research Race Equality Framework in collaboration with DBHFT
101. The Council has an employee represented Ethnic Culture Fusion Network, created and facilitated by employees. The Network is underpinned by the principle that all council staff become racially aware and culturally educated. They will be encouraging conversations about race and ethnicity amongst all employees to promote understanding and take joint responsibility for the wider aspiration for Doncaster to be an open, diverse and inclusive borough that respects and values differences and for the council to be an inclusive employer, creating a culture whereby diversity is valued and celebrated.

## PROGRAMMES & PROJECTS

102. During quarter 2 (2021/22) the environment in which the Public Sector operates continued to be uncertain, turbulent and unprecedented. The impact of both Covid and Brexit are presenting unparalleled economic and social challenges for Doncaster and our wider sub region, with a general shortage on materials, staff and contractors coupled with inflation in a multitude of products and services, the volatility of the environment we operate in continues to be challenging, this uncertain environment is further fuelled by Government trumpeting a number of funding announcements which are both competitive and place based, but are also time critical. The reality is that the significant delays by Government in announcing bids are starting to have a detriment impact on our job, investment and businesses growth, this is further evidence of the pressures and challenges we all continue to face. Despite this uncertainty, we continue with our dedicated response to the Covid emergency, we continue to deliver services that meet the health and wellbeing needs of our residents & communities; whilst also solidifying and delivering other programme related activities that have longer economic, greener, cleaner and safer related benefits, we recognise that some project activities may slip due to these unprecedented pressures, however we are placing an impact/ resident approach in ensuring we maximise the value of all our activity.
103. In measuring the impact of Programmes and Projects for quarter 2 contained below is a flavour of the 60+ Programmes and Projects which are within our current quarter 2 portfolio:

### **Great 8 Priority 1: Tackling Climate Change:**

- **(Direct Programme Management support on Floods);**To ensure a robust response to any future flood events by addressing lessons learned from November 2019 and January 2020 floods in Doncaster. Programme Management resources continue to support colleagues to refresh, deliver revised Plans and processes, adapt new data intelligence and embed new technologies, supporting and defining significant infrastructure asks, to testing existing support structures through designated training programmes. This designated and high profile programme not only provides a greater level of infrastructure in tackling the threat of floods, but also prepares a more collegiate response should this type of emergency occur again.
- **(The Environment Sustainability Programme)** On the back of the approval of the Environment Sustainability Strategy the team continue to work with multiple stakeholders to help support the ambition of individuals taking collective pride and ownership in reaching the target of sub-zero carbon emissions by 2040. In regards to next steps Programmes staff continue to work with colleagues in producing a detailed long-term implementation programme to deliver all the interventions arising from the Environment Sustainability Strategy.

### **Great 8 Priority 3: Making Doncaster the best place to do business & create good jobs:**

- **(Town Deals & Levelling Up (LUF) Round 1)** – During quarter 1 we received successful announcement of our £25m Doncaster Town Centre Town Deal, building on from this truly partnership success, during quarter 2 we also received confirmation from Government that we had been successful on our Stainforth Town Deal Investment Plan at a total £21.6m. This provides the opportunity to finance 10 Capital projects that will act as a catalyst for lasting change; for example the Stainforth Pit Top project; Stainforth Station improvements; Stainforth country park to name but a few.
- During this period whilst we still await the outcome of our Levelling Up submission (Round 1 - Doncaster Town Centre); in anticipation of further LUF rounds the development of masterplans for multiple localities are providing a strong narrative to provide an investment platform to target the attraction of external resources; to note it is envisaged during quarter 3 2021/22 Government will announce the outcome of LUF Round 1 and potentially future LUF rounds.

#### **Great 8 Priority 4: Building opportunities for healthier, happier & longer lives for all:**

- **(Shaping Places for Healthier Lives (SPHL))** During quarter 2 of 2021/22 Doncaster Council was notified of its successful bid to the Local Government Association (LGA) and the Health Foundation (£300k), this bid focused on a correlation with the successful Stainforth Town Deal and will take a system-wide action on the wider determinants of health by working closer with communities. This programme of activity will be targeted over 3 years and will help to address some of the high level of health inequalities experienced within one of our most deprived localities.
- **(Covid and Mass Vaccination)** Programme and Project staff throughout quarter 2 continued to be at the very heart of the response to Covid and Mass Vaccination (Multiple roles – Management of governance principles, including documentation, structure, templates/ returns, providing the foundations for recovery; for Tactical Coordination Group; supporting numerous Recovery Cells, Locality Mtgs, Team Doncaster Partnerships Board etc), this truly partnership approach is ensuring we have a strategic tactical response to this ongoing emergency.

#### **Programme and Project Assurance**

104. To deliver the transformational change in the delivery of our portfolio of Programmes and Projects; during quarter 2 we continued to instigate a strategic framework to support the successful programme and project management. This included:

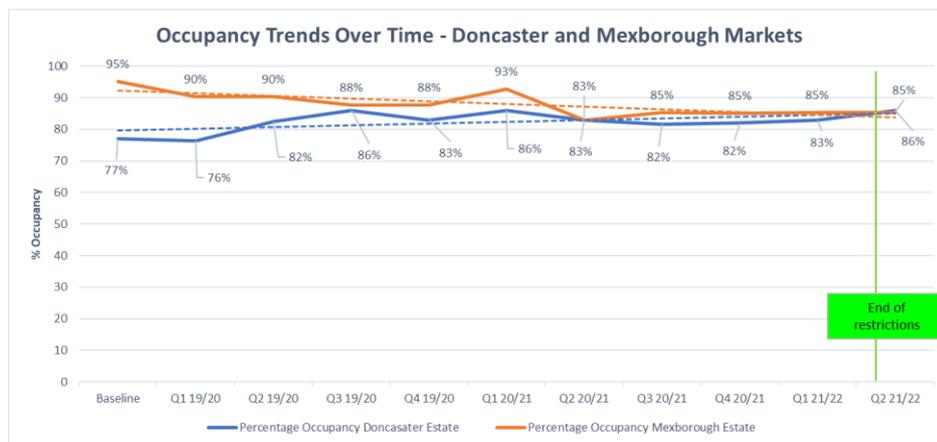
- The development of a Programmes Charter to provide clarity and direction to all by ensuring an agreeable set of standards and benchmarks that ultimately provides efficiency in our functionality.
- The continued investment in our Programme and Project Staff, with recent guidance published from Prince 2/ Prince 2 Agile, all Programme Management staff continue to undergo intense refresh of programme management practices, this learning continues to help deliver and drive changes within Doncaster Council, ensuring we keep resources focused

on the quality of the outcome; that project assurance has greater level of robustness, we continue to ensure the viability of programmes/ projects with greater granular narrative on acceptable tolerance and financial risk, and fundamentally driving alignment and improvements in our customer quality expectations.

- Instigating a more Agile mentality – With the sheer pace of expectations, the teams have aligned their resources to greatest level of need; for example the ability to target and flex Programme Management support to address pressing demands such as Covid; Floods, Cyber Security, Digital adaptations i.e. public switched telephone network (PSTN) switchover are all examples of where the teams continue to add value and deliver in an agile methodical way for Doncaster residents.

### Market Asset Management (MAM) Doncaster Ltd. Update

105. Quarter 2 of 2021-22 saw the removal of all Covid restrictions in July; this was slightly delayed from the original date in late June. This has allowed MAM to increase the number of events they hold which in turn drove footfall including the Delicious Doncaster Food Festival, the Young Traders regional final both in July. The Doncaster Business Chamber Networking event on the 22 September was held at the Wool Market, bringing together a wide variety of local and regional businesses. The event was well-received and generated significant positive publicity across professional platforms such as LinkedIn and Twitter. CAST held their Roundabout Theatre event in the Market Square, supporting trade within the Wool Market and surrounding commercial ventures, offering an exciting opportunity for local people to experience theatre in an entirely new setting.

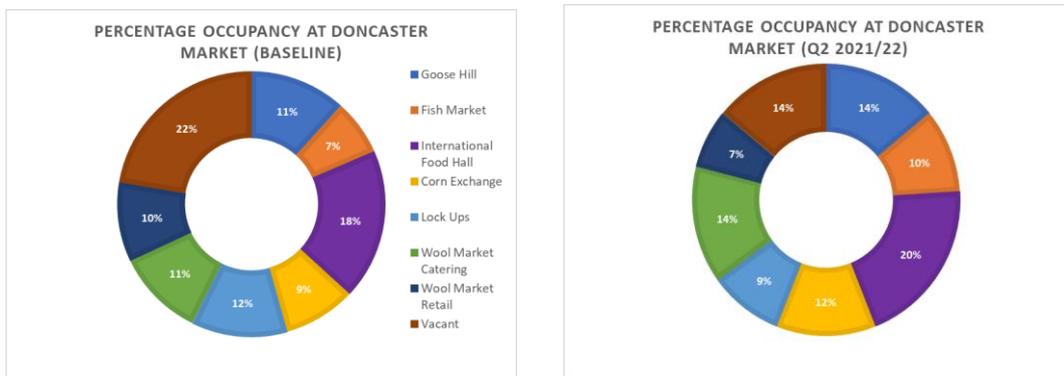


106. Doncaster Market now sits at 86% occupancy, reflecting a return to the pre-Covid growth, which MAM will continue to expand upon. There has been sustained interest, and a series of successful lettings to introduce new businesses in the Corn Exchange and Goose Hill areas of the market. A Japanese food unit will be opening soon in the wool market this quarter offering an exciting range of sushi dishes.

107. The Clam and Cork national dining destination have now completed their redevelopment work and are in a soft launch of re-opening. The Gentlemen

Fishmonger has now extended his food range with sushi and extended his showcase offering. The Fish Market is now fully let.

108. Five units have been let at Mexborough Market to a trader who will be selling household accessories, with a further two units let to a trader selling garden accessories. Existing traders have expressed interest in expanding their footprint within the market. Although substantial progress has been made, this reflects a one to one replacement rate of traders, and therefore overall occupancy has not increased.
109. Doncaster Market Occupancy Level Changes per area of the estate (Percentage) at Baseline (May 2019) and quarter 2 2021/22



110. Across the Doncaster estate there has been a number of changes in units for each of the market areas since baseline was measured in May 2019. Some areas have lost units whilst others have gained units. Overall there has been a reduction in total units of 165 in May 2019 to the present 157 units.

**Footfall Trends for the Market Place (up to week 26; w/c 28/06/21)**



111. All Covid restrictions were lifted two weeks in to quarter 2 of 2021-22. Footfall remains significantly reduced compared to pre-pandemic levels in 2019. This reduction is also mirrored across all footfall sites in the town centre indicating that people are not returning as much as before Covid. Footfall in the market has on average been 56,953 with peaks being during St Leger Festival week and the final week of September coinciding with unseasonably warm weather for the time of year.

112. Mexborough Market has had a renewal of skylight windows and further remedial works on the roof are being undertaken. A new gate has been fitted within the market stairwell to prevent anti-social behaviour. There are regular maintenance visits completed on the Corn Exchange, International Food hall and Fish Market at the Doncaster estate that have identified works that required to be completed.
113. A local signage company have been engaged by MAM to produce signage for Mexborough Markets and are meeting with Traders to upgrade all stall signage across the market.
114. MAM are working with a local reuse and recycling business to upgrade the café area at Mexborough Market and Doncaster Fish Market to encourage dwell time and add to a positive experience for shoppers. They are looking at re purposing four units at Mexborough Market to make them more appealing for Lets and enhance the ambience of the market.
115. Currently there are a number of proposals being developed to improve the markets estates. The first proposal is within the Wool Market where an active leisure zone development is to be put in place of a number of retail units to boost income and support the food and beverage areas. This will include shuffle board, interactive dart games, retro arcade games and duck pin bowling. These entrainment areas will be built by MAM Contractors over the winter.
116. MAM have filmed a second Doncaster Cookbook Seasonal Recipe video for the autumn section. The Cookbook will include summer recipes using ingredients and groceries purchased from across Doncaster Market. Local photographers and videographers have been engaged to create the content and continue the ethos of offering more opportunities to local creatives.
117. A SEND art exhibition with Doncaster Chamber event was installed at the Wool Market on the 24th of September. Children with Special needs all around Doncaster took part in an art competition and held the award ceremony at the Wool Market whilst giving the children a tour around the market.

### **Financial Position**

118. MAM continue to provide monthly income and expenditure reports and quarterly management accounts. Council officers have been through this in detail and are monitoring the position however due to commercial sensitivity, the income and expenditure projections are not disclosed within this report.

### **FINANCIAL POSITION:**

#### **Revenue Budget**

119. The current position shown below is a projected outturn overspend of £0.9m. This position includes the use of £6.8m of COVID-19 emergency funding to meet increasing and emerging COVID-19 related cost pressures, and new initiatives as part of the Council's recovery phase approved at quarter 1. The position has worsened mainly due to increased costs of children's social care.

120. The position includes £7.7m being delivered against planned savings, although overall savings remain off track with a £2.4m shortfall estimated. A summary and further details by service area is provided below: -

	Quarter 2				
	Gross Budget	Net Budget	Variance		COVID -19 Costs
	£m	£m	£m	%	£m
Adults Health and Wellbeing	166.1	72.6	-0.1	-0.1%	6.9
Learning Opportunities, Skills & Culture	66.7	18.1	1.1	1.6%	1.9
Doncaster Children's Services Trust (DCST)	61.6	55.5	3.2	5.2%	3.1
Corporate Resources	120.0	26.7	-0.1	-0.1%	1.7
Economy & Environment	99.5	42.8	-0.3	-0.3%	3.4
<b>Services Budgets</b>	<b>513.9</b>	<b>215.7</b>	<b>3.8</b>	<b>0.7%</b>	<b>17.0</b>
Council-Wide budgets	17.1	-57.7	-2.9	-17.0%	0.0
<b>Grand Total</b>	<b>531.0</b>	<b>158.0</b>	<b>0.9</b>	<b>0.2%</b>	<b>17.0</b>

121. Adults, Health and Wellbeing (AHWB) is forecast to underspend by £0.06m at quarter 2. The main variances are as follows: -

- The Adult Social Care Ladder outturn position is a forecast overspend of £0.8m. This position is primarily driven by an overspend on older people's residential placements of £1.17m where net placement numbers had increased over recent months, caused by fewer people leaving the service rather than a significant increase in new placements. Working Age Adults residential placements are forecast to overspend by £0.46m due mainly to increases in the average costs. An overspend is forecast for Supported Living of £0.61m, which is due to a combination of additional non-contract placements and higher contract costs than forecast. These pressures are offset by additional income of £-1.2m in relation to the additional placement costs and hospital discharge which now reflects the extension of the hospital discharge scheme for the rest of the year.
- Other Adult Social Care (excluding care ladder) is forecasting an overspend of £0.36m including a forecast overspend on the Community Equipment budget of £0.47m, with service review underway, and late delivery of savings around internal long term residential care £0.23m, offset by maximising use of grants and other underspends £0.54m.
- Communities (excluding care ladder) is forecasting an underspend of £-0.49m primarily from Communities Wellbeing service, which is forecast to underspend by -£0.31m, relating to temporary staff vacancies across the service which are expected to be appointed as the full service offer resumes and reduced transport running costs within the Supportive Multi-ability Inter-generational Life Experiences

(SMILE) service due to the pace of the COVID-19 recovery, offset by reduced Continuing Health Care (CHC) income as individuals have not returned to the service yet.

- Leisure, under Public Health, is forecasting an underspend of £-0.63m which is due to DCLT's recovery from being closed now projecting to be better than previously expected, reducing the required contribution from the Council to £2.37m.

122. Overall the AHWB position has improved by £-0.47m since quarter 1, which includes changes across a number of areas. Increased costs are forecast or the following areas: £0.37m older peoples residential, primarily relating to fewer clients leaving the service than forecast, £0.35m working age adult residential, relating to additional clients/costs and £0.30m community equipment projection. These are offset by anticipated reductions to costs and/or additional income, £-0.72m non-residential services, relating to fewer placements than forecast and increased hospital discharge income due to extension of scheme; £-0.63m DCLT recovery being better than previously expected and £-0.31m maximising grant income usage.

123. Learning Opportunities, Skills and Culture is forecast to overspend by £1.05m at quarter 2, a slight decrease since quarter 1. Within this service, there are additional pressures of £1.85m, which are being funded from COVID-19 monies. The overspend and additional funded Covid-19 pressures includes: -

- Children With Disabilities (CWD) placements pressure of £0.57m due to the full year effect of 4 new Out of Authority (OOA) placements in 2020/21 and 1 placement move from In House Fostering to OOA in 2021/22 that are currently expected to remain throughout 2021/22 but the impact will be monitored throughout the year and updated. This is partially due to the needs of the 4 young people, and partially due to the inability to move forward certain elements of the Future Placements Strategy. For example, a greater foster carer offer for children with complex needs (as per the strategy) could have enabled more children to have stayed within the borough. Work is ongoing with the Trust to ensure progress on the Future Placement Strategy remains a top priority along with placement decisions made through Joint Resource Panel.
- Libraries and Culture £0.37m as the new structure is still awaiting implementation, following previous savings targets and delayed due to COVID-19 in 2020/21, with consultation commencing and implementation expected later in 2021. Work on the new structure will also look at external funding sources and potential income to fund some of the changes to the structure. In addition, Archives storage costs are expected to remain until April 2022.
- Shortfall in traded income from schools across a range of LOSC services and cost pressures for the central Buy Doncaster team amounting to £0.28m.
- Short Breaks £0.23m, of which £0.15m is due to increases in existing packages and growth. £0.50m Short Breaks savings delayed as new

overnight provision currently now not expected to open until April 2022, of which £0.43m has been funded from COVID-19 monies.

- Travel Assistance is forecast to overspend by £0.09m, of which £0.43m additional demand pressure has been funded in part by additional free school travel grant funding £-0.27m received since quarter 1. There was a delay in delivering savings in 20/21 due to the impact of COVID-19 which has continued into 21/22 leaving a balance of £0.64m in 21/22 which has been covered by COVID-19 monies.
- There are additional pressures of £0.54m which have been funded from COVID-19 monies to cover loss of Attendance Fixed Penalty Notice fines income £0.33m and additional capacity in Locality Delivery £0.2m.
- These are offset in part by an underspend of -£0.20m in Educational Psychology due primarily to managed staffing vacancies.

124. The Doncaster Children's Services Trust (DCST) forecast outturn at quarter 2 is a gross overspend of £4.48m to the 2021/22 contract value, an increase of £2.34m since quarter 1 mainly due to increased Out Of Authority (OOA) / Children in Care (CiC) 16+ placement costs of £2.15m.

£1.65m of the over spend is attributable to the impact of COVID-19, broken down as OOA placements £0.93m, Fostering placements £0.25m, CiC 16+ placements £0.31m and additional Agency costs of £0.16m. Of which £1.32m will be funded from the Council's COVID-19 monies, approved at quarter 1.

Therefore the net overspend reported is £3.16m, split between operating costs of £2.83m and increased COVID-19 costs of £0.33m. The forecast is net of additional funding of £0.93m for Care Ladder pressures, which were also approved at quarter 1.

The non COVID-19 overspend of £2.83m includes: OOA placements £1.7m, Fostering placements £0.39m, 16+ placements £1.43m, and Staffing, including Agency, £0.23m offset by additional funding of -£0.88m from the Dedicated Schools Grant (DSG) High Needs Block (note: this increases the budgetary pressure to High Needs Block which is detailed below).

Overall £2.89m has been provided to cover the COVID-19 pressures either via in-year additional funding or within the base budget position.

125. Corporate Resources is forecast to underspend by £0.10m at quarter 2. Whilst this is the same overall position as at quarter 1, there are some changes to the individual variances. The overspend within Revenues and Benefits has increased from £0.34m to £0.53m due to the increased benefit spend on homelessness and supported accommodation, due to the shortfall in government housing benefit subsidy. The main areas of underspend are within Finance (£-0.25m), due to the delivery of future budgeted savings early and an underspend on fleet management budgets, Policy Insight and Change (£-0.16m), due to staff vacancies again in preparation for future savings, and Human Resources (£-0.16m); these variances have all increased slightly since quarter 1. The COVID-19 expenditure for the directorate is £1.73m of which £1.67m has been funded. These costs are predominantly in Schools Catering

due to reduced take up of meals and Revenues and Benefits due to the increased spend on homeless attributable to the pandemic.

126. Economy and Environment is forecast to underspend by £-0.29m at quarter 2, the underspend has increased by £-0.17m since quarter 1. The estimated cost of COVID-19 is expected to be £3.4m and £2.7m of additional budget has been allocated to support this. The main variances, including the change from quarter 1 where applicable, are:

- Strategic Asset Management - £0.32m overspend due to reduced income from rent and service charges, this has worsened by £0.12m since quarter 1;
- Waste and recycling - £0.27m overspend mainly due to increased tonnage, increase of hazardous waste collection and disposal;
- Strategic Housing - £0.16m overspend as a result of increased rough sleeping accommodation and employee costs, this has increased from quarter 1, where a breakeven position was forecast;
- Highways Operations - £-0.45m underspend mainly due to projected overachievement of income, which is reliant on successful delivery of planned works;
- Facilities Management - £-0.21m underspend largely due to a reduction in electricity and water costs across all sites and reduced running costs at Chequer Road during the refurbishment. This has increased £-0.19m since quarter 1, mainly due to more accurate utility and occupancy data being available; and
- Development Management - £-0.25m underspend due to higher than expected fees, which has increased by £0.30m since quarter 1.

127. Council Wide is forecast to underspend by -£2.89m at quarter 2. The main areas of underspend are:

- £-1.79m Minimum Revenue Provision (MRP) is lower than estimated due to DGLAM and new cinema complex not becoming active in 2020/21 and less spend on fleet replacement in 2020/21;
- £-1.31m Treasury Management due to not replacing maturing loans due to high cash balances partly mitigated by lack of investment income due to historically low interest rates;
- £-0.26m lower pension costs for former employees.

These are partially offset by overspends in the following areas: £0.17m capital receipts - there is an estimated shortfall on capital receipts required to fund the capital programme in 21/22 so there are insufficient receipts available to transfer to revenue to offset the costs of disposal and £0.20m senior management savings assumed not achievable. It is assumed that the currently uncommitted contingency budget of £1.61m will be needed in full.

128. The above figures do not include any estimated loss of 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

2021/22 won't affect the Council's General Fund until 2022/23. The impact on the Collection Fund is discussed below.

### Housing Revenue Account (HRA)

129. The outturn projection at quarter 2 is an underspend of £0.2m. The revised budget assumes a contribution of £3.3m from balances; the £0.2m underspend means that the contribution from balances is reduced to £3.1m. The £0.2m variance is made up of £0.1m of savings from expenditure budgets and £0.1m of additional rent income. St Leger Homes will deliver the £0.25m savings target allocated in 2021/22.

130. HRA balances are estimated to be £5.1m as at 31<sup>st</sup> March 2022.

131. Current rent arrears at quarter 2 are £2.0m (2.64% of the rent debit); this is same figure as at quarter 1. As at 30<sup>th</sup> September, the amount of former tenants' arrears was £1.1m the same figure as at quarter 1, write offs in this quarter were £34k.

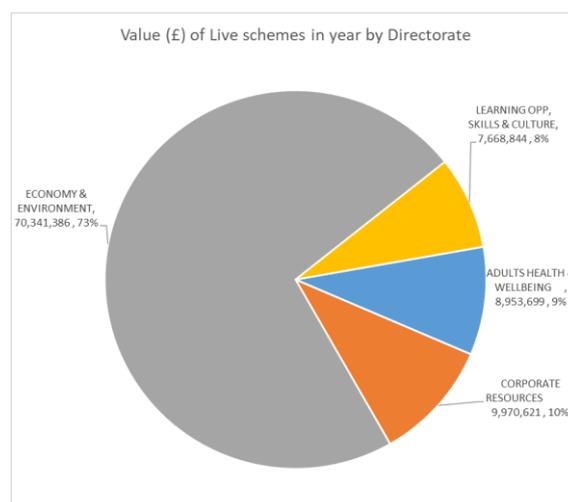
### Capital Budget

132. The current year capital programme is made up of 400 schemes and current projections for the in year programme total £96.9m. 66% of the schemes and 73% of the projected spend sits within E&E.

Directorate	Number of Schemes
ADULTS HEALTH & WELLBEING	17
CORPORATE RESOURCES	40
ECONOMY & ENVIRONMENT	266
LEARNING OPP, SKILLS & CULTURE	77
<b>Grand Total</b>	<b>400</b>

Directorate	Value of Schemes (£)
ADULTS HEALTH & WELLBEING	8,953,699
CORPORATE RESOURCES	9,970,621
ECONOMY & ENVIRONMENT	70,341,386
LEARNING OPP, SKILLS & CULTURE	7,668,844
<b>Grand Total</b>	<b>96,934,550</b>

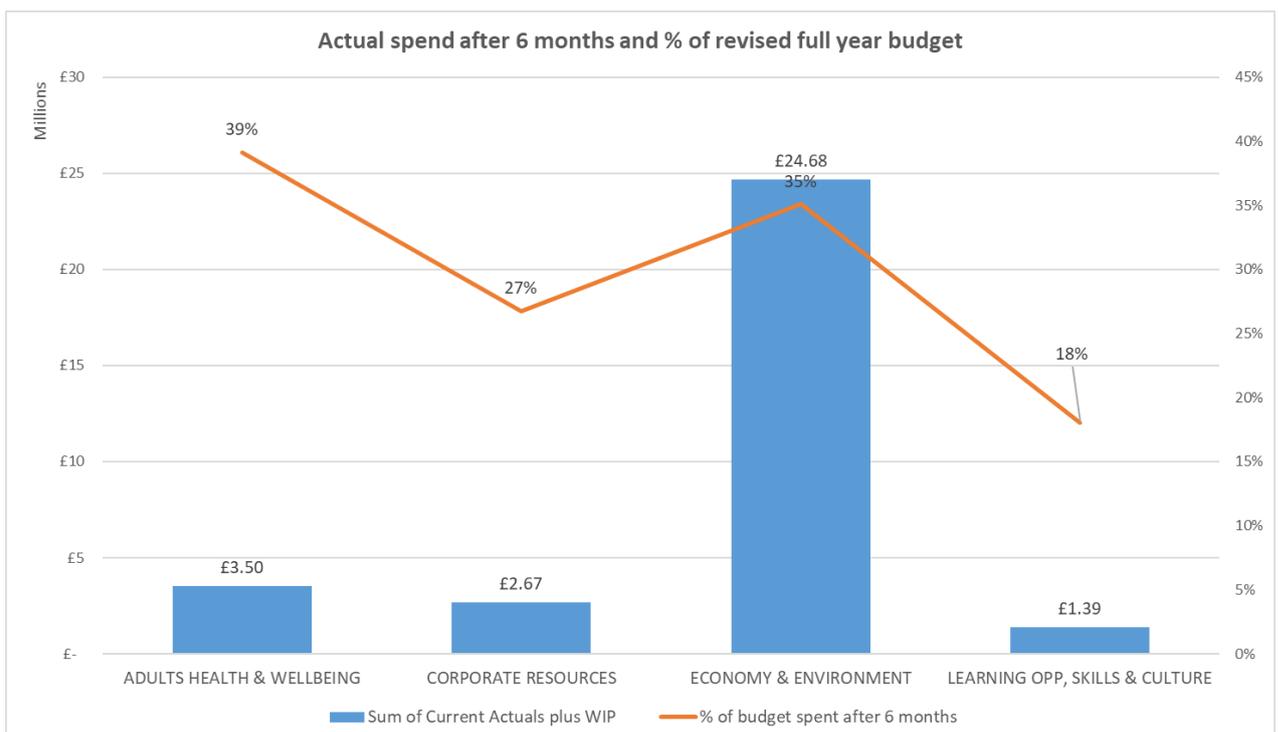
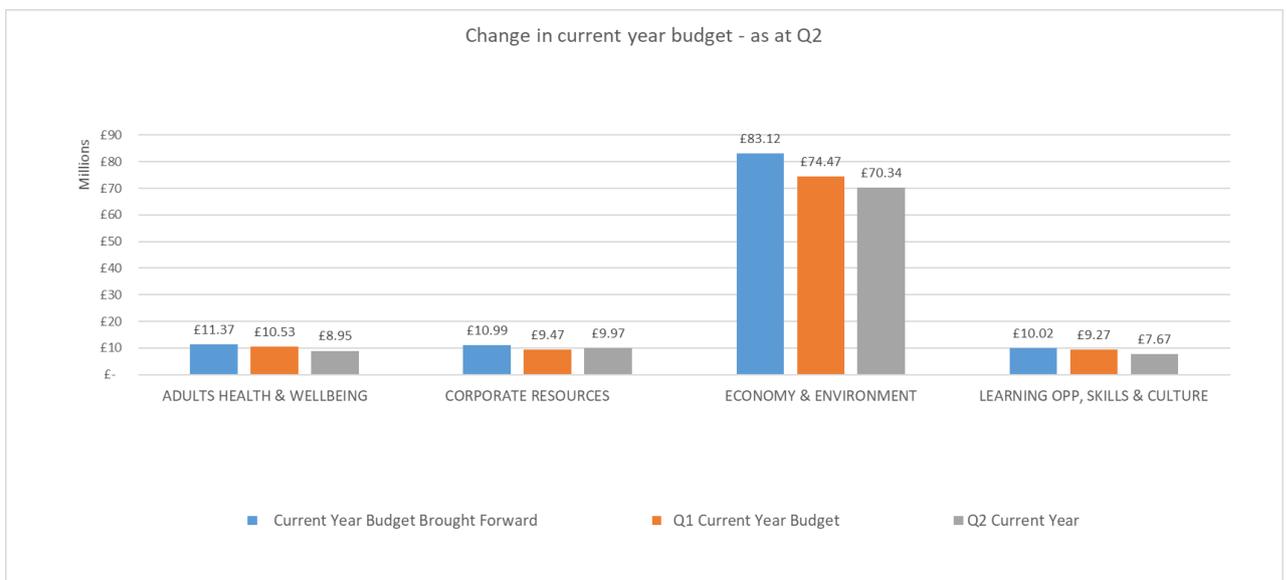


At quarter 2 there has been an overall reduction in projected in year spend when compared to the opening budget of £18.6m (16%) and a reduction of £6.8m (6.5%) between quarter 1 and quarter 2.

Directorate	Current Year Budget		
	Brought Forward	Q1 Current Year Budge	Q2 Current Year
ADULTS HEALTH & WELLBEING	£ 11,366,732	£ 10,531,493	£ 8,953,699
CORPORATE RESOURCES	£ 10,992,673	£ 9,468,691	£ 9,970,621
ECONOMY & ENVIRONMENT	£ 83,115,598	£ 74,468,613	£ 70,341,386
LEARNING OPP, SKILLS & CULTURE	£ 10,020,917	£ 9,274,467	£ 7,668,844
<b>Grand Total</b>	<b>£ 115,495,921</b>	<b>£ 103,743,264</b>	<b>£ 96,934,550</b>

133. To date £32.2m has been spent which is 33% of current year projections. Similar to quarter 1, Learning & opportunities spend remains low, for this point in year at only 18%.

Directorate	Sum of Current		Sum of Projected	
	Actuals plus WIP	Budget Update	Current Year	Actuals plus WIP
ADULTS HEALTH & WELLBEING	£ 3,504,412	£ 8,953,699		39%
CORPORATE RESOURCES	£ 2,666,472	£ 9,970,621		27%
ECONOMY & ENVIRONMENT	£ 24,679,112	£ 70,341,386		35%
LEARNING OPP, SKILLS & CULTURE	£ 1,385,935	£ 7,668,844		18%
<b>Grand Total</b>	<b>£ 32,235,932</b>	<b>£ 96,934,550</b>		<b>33%</b>



134. There are 100 schemes that are yet to incur any in year spend which is a quarter of the current number of schemes and accounts for £20.9m of current year projections. Further work will be undertaken and updates provided, including detailing the reasons, any mitigations and impact.

Directorate	Total for budgets with no spend in year	Number of Schemes	Schemes with no budget spend	Schemes with no spend - as proportion of total schemes	Schemes with no spend - as proportion of full year budget
ADULTS HEALTH & WELLBEING	£ 676,200	17	11	65%	8%
CORPORATE RESOURCES	£ 3,309,909	40	16	40%	33%
ECONOMY & ENVIRONMENT	£ 14,250,851	266	49	18%	20%
LEARNING OPP, SKILLS & CULTURE	£ 2,724,335	77	24	31%	36%
<b>Grand Total</b>	<b>£ 20,961,295</b>	<b>400</b>	<b>100</b>	<b>25%</b>	<b>22%</b>

135. Economy & Environment has the highest value and number of schemes that are yet to incur spend and a further breakdown has been provided below. The majority of the budget yet to incur spend is held within strategic housing and that number will be skewed due to the expenditure not yet being allocated to the individual schemes

Directorate	Total for budgets with no spend in year	Number of Schemes	Schemes with no budget spend	Schemes with no spend - as proportion of total schemes	Schemes with no spend - as proportion of full year budget
<b>ECONOMY &amp; ENVIRONMENT</b>	<b>£ 14,250,851</b>	<b>266</b>	<b>49</b>	<b>18%</b>	<b>20%</b>
ECONOMY & DEVELOPMENT	£ 2,823,985	86	24	28%	14%
ENVIRONMENT	£ 2,270,176	133	14	11%	11%
STRATEGIC HOUSING	£ 9,156,690	47	11	23%	31%

### Current Status of Schemes in the programme

Status	Number of Schemes	% in phase based on scheme numbers
Block Budget	19	4.75%
Not Started	78	19.50%
Planning Phase	50	12.50%
Underway	108	27.00%
Completion Phase	145	36.25%
<b>Grand Total</b>	<b>400</b>	<b>100.00%</b>

Status	Sum of Projected Budget Update Current Year	% in phase based on projected Budget Update Current Year
Block Budget	4,993,194	5.15%
Not Started	13,711,080	14.14%
Planning Phase	7,369,213	7.60%
Underway	52,506,808	54.17%
Completion Phase	18,354,256	18.93%
<b>Grand Total</b>	<b>96,934,550</b>	<b>100.00%</b>

136. 147 schemes have either not started or are still at the planning phase which is 37% of all the current year schemes (168 schemes and 45% as at quarter 1).

137. 108 schemes have been classified as underway and 145 schemes are now in the completion phase.

138. Looking at this from a projected spend perspective there is around £26m worth of in year schemes that are currently yet to start, (£34m as at quarter 1), with £53m of the current year programme classified as underway.

### Capital Receipts

139. Based on current estimates there will be a £2.7m shortfall in the capital receipts to be generated in year. The impact of delayed capital receipts is that the Council has to take out additional borrowing and incur interest costs.

### Risks

140. There are risks in the capital programme around rising costs of supplies and materials as well as issues around their delivery, having the capacity to deliver the current programme as well as the capacity to develop and deliver schemes in order to maximise external funding opportunities.
141. A review was carried out of time restricted grants to be used for financing which totals £40.9m over the next two years (£21.1m in 21/22 and £19.8m in 22/23) it is all profiled to meet the imposed deadlines at this point. There are specific risks, associated with supply chain issues, around projects funded by the Get Building Done and Housing Brownfield grants not being completed in 2021/22. This may result in the full grant not being received. Similar issues are being experienced across South Yorkshire and nationally.

### **Collection Fund**

142. 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	-145.28	-147.94	-2.67	3.53	-2.47	-1.61
Doncaster Council	-119.75	-121.95	-2.20	2.95	-2.07	-1.33

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

The council tax collection fund surplus is attributable to higher growth £-0.20m, transfers from general fund mainly relating to hardship reliefs £-1.48m and higher collection rates £-2.48m partially offset by increased levels of Local Council Tax Support (LCTS) £1.49m.

Council Tax arrears were £23.94m compared to the target of £25.08m at the end of quarter 2. The target for reduction of Council Tax arrears was £1.71m for the quarter and the actual reduction in arrears was £2.21m. The main reason for this above expected reduction in arrears is that debt recovery has largely returned to normal after the pandemic, with enforcement agents also now re-engaging with debtors. As things have now returned almost back to normal this level of reduction is likely to continue as staff target all Council Tax debt irrespective of age.

- Business Rates:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance* £m
Collection Fund	-93.90	-78.44	15.46	43.94	-40.14	19.26
Doncaster Council	-46.01	-38.43	7.58	21.53	-19.67	9.44

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

The business rates collection fund deficit is mainly due to the introduction of the retail relief scheme announced by the Government to support businesses through COVID-19 £17.90m partially offset by lower decline in growth than expected £-3.39m. The Council will be reimbursed for its share of the reliefs granted in 2021/22 through section 31 government grants but these are credited to the general fund not the collection fund.

Business Rates arrears were £7.47m compared to the target of £7.60m at the end of quarter 2. The target for reduction of Business Rates arrears was £0.6m for the quarter but the actual level of arrears reduced by £1.07m. The main reason for this improved position at the end of the quarter is the return to more normal debt recovery activity as the pandemic eases, although many businesses are still struggling to get back to normal and recovery action has continued to be reasonably lenient. As restrictions continue to ease and businesses hopefully return to their normal trading positions it is hoped that the level of arrears will continue to come down at its current rate.

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

Collection Fund	2021/22 Impact £m	2022/23 Impact £m
Council Tax surplus	0.00	-1.33
Business Rates deficit	0.00	8.96
Section 31 grants	-8.96	0.00
<b>Total</b>	<b>-8.96</b>	<b>7.63</b>

### Overall impact of COVID-19 in 2021/22

143. Central government has allocated £9.8m of un-ringfenced emergency grants to the Council in 2021/22. In addition, £5.3m is available from the 2020/21 allocation, £1.6m is available from the un-ringfenced Local Council Tax Support scheme grant and £0.3m is available from sales fees and charges compensation funding. The table below summarises these sums, and expenditure commitments, and shows an unallocated balance of £9.6m.

	£m
2021/22 emergency funding allocation	9.8
Carry forward balance from 2020/21	5.1
Balance of Local Council Tax Support scheme funding	1.6
Sales, fees and charges compensation	0.3
2021/22 quarter 1 Finance & Performance Improvement report allocation	-6.8
Other approved commitments	-0.3
<b>Unallocated balance</b>	<b>9.6</b>

144. The Government continue to provide specific resources for COVID related matters and to that end, we will develop proposals and seek approval for the spending decisions where these are required. It is unlikely that further un-ringfenced resources will be made available and Councils are being expected to utilise existing resources & reserves to manage existing COVID related pressures.
145. We will need to keep a close grip on service pressures and understand the nature of these going forward as we prepare for the forthcoming budget process and future financial years. Non-recurrent funding should be used sparingly to support COVID recovery and service transformation. Close attention will be required to manage recurrent pressures and avoid committing to activities, which build costs pressures within the base budget.

### **Schools Funding & Dedicated Schools Grant (DSG)**

146. The DSG is predicted to overspend by £4.157m during 2021-22 to create a cumulative overspend of £13.207m. 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. 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.
147. Since quarter 1 DSG was reported to Cabinet, the in-year projected overspend has increased from £3.045m to £4.157m. The main reasons for this are the continuation of North Bridge Enterprise College into the 2022/23 academic year (£0.4m), increases in specialist post 16 institution placements (£0.3m), mainstream Education Health & Care Plan top-up funding projection based on payments to date and growth for the remainder of the financial year (£0.3m) and Post 16 FE colleges top-up funding budget revised based on the intake for September 21 (£0.1m).
148. Whilst the overspend position is significant it is not uncommon to other LA positions. In the last 2 years the Government has recognised the position that many LAs face on their High Needs Block and have increased the DSG High Need Grant to LAs with Doncaster receiving an extra £5m in 2021/22 compared to 2020/21 levels. Work continues over the DSG medium term financial plan to review expenditure levels, with the aim being to achieve a balanced budget position across the next 4 or 5 years. Whilst this is helped by a further

provisional increase to 2022/23 funding from DfE of just over £4m, the medium term position is dependent upon future funding levels beyond 2022/23 also increasing at similar rates to the last 3 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 needs strategy.

149. During quarter 2 Doncaster's maintained schools have received notification of additional funding from the Department for Education specifically relating to COVID-19 as follows:-

- COVID-19 School Led Tutoring Programme of £0.261m,
- COVID-19 Recovery Premium (replacing the Catch Up Premium Grant) of £0.347m,

150. These sums will be paid to schools during quarter 3.

### **Reserves**

151. As part of the strategy to streamline and reduce the number of specific earmarked reserves, a review is being undertaken with a view to repurposing balances no longer required for their original purposes. In 2020/21 £4.2m was identified and transferred to the Service Transformation Fund, further balances are expected to be identified in 2021/22.

152. In the 2020/21 quarter 4 Finance & Performance Improvement report the carry forward of various balances to be spent in 2021/22 was approved. An update of progress of spending these balances is shown in Appendix B – Finance Profile.

### **STRATEGIC RISKS**

153. The register contains 12 risks all have been profiled for quarter 1. 10 risks have retained the same profile.

154. The following 2 risk profile have decreased:

- The potential impact on formal achievement rates/outcomes due to learning lost during Covid.
- Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk

155. The following risk is to be re-worded to continue to reflect the current position:

- 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

156. No risks have been demoted and no new strategic risks have been identified this quarter.

157. The complete strategic risk profiles are attached as Appendix C.

## OPTIONS CONSIDERED

158. Not applicable

## REASONS FOR RECOMMENDED OPTION

159. Not applicable

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

## RISKS & ASSUMPTIONS

160. 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: 04/11/21]

161. 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: 15/10/2021]

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

## HUMAN RESOURCES IMPLICATIONS [Officer Initial: SH Date: 02/11/2021]

163. Key performance indicator outcomes that are specific to the workforce are detailed within the body of the report along with other key areas of performance worth noting. Failure to achieve targets for sickness absence can impact on service delivery to customers and increase costs particularly where cover has to be arranged. The HR & OD team work with managers in service areas to ensure appropriate action is being taken to manage staff absence in an effective and timely way which should have a positive impact on performance.

## **TECHNOLOGY IMPLICATIONS [Officer Initial: PW Date: 08/11/2021]**

164. There are no specific technology implications. Technology continues to be a key enabler to support performance improvement and Digital & 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: 02/11/2021]**

165. 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: 22/10/21]**

166. 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**

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

## **BACKGROUND PAPERS**

168. Not applicable.

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

169. N/A

## **REPORT AUTHORS AND CONTRIBUTIONS**

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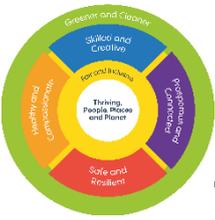
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**Director of Corporate Resources**



# CLEANER AND GREENER

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(E&E) Recycling rate for household domestic waste	Q2 2021/22	↑	↑	48.8%	50%	⚠
(E&E) Percentage of sites meeting the required standards when assessed according to the LAMS performance grading system	Q2 2021/22	↑	↓	61.6%	80%	⛔
(E&E) Percentage of fly tips investigated and removed within 7 days from public areas	Q2 2021/22	↑	↑	65%	65%	✅
(E&E) No. of parks with 'Green Flag' status across the Borough	2021/22	↑	↑	4	4	✅
(E&E) No of Trees digitally plotted on the Treewise system	Q2 2021/22	↓	↓	1015	2500	⛔
(E&E) Area (m2) of Local Authority land allowed to naturalise / wild flower.	Q2 2021/22	↓	↑	1,537,781	1,400,000	✅
(E&E) Percentage of Quarterly Mechanical Playground inspections carried out	Q2 2021/22	↓	↓	86%	90%	⚠
(E&E) Successful household waste and recycling collections made on time	Q2 2021/22	↓	↓	99.95%	100%	✅
(E&E) Overall satisfaction score. National Highways and Transportation survey - Highway maintenance	2020/21	↓	↓	48%	49%	⚠
(E&E) Complete all Environmental Permitting regs permit visits within DEFRA required timescales. - Climate control regime	2020/21	New		85%	100%	⛔



# PROSPEROUS AND CONNECTED

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(CR) Percentage of Non-domestic Rates Collected	Q2 2021/22			95.27%	96.00%	
(E&E) Processing of planning applications: Major applications	Q2 2021/22			93.10%	94.00%	
(E&E) % Licensing Act 2003 applications processed within statutory timescales.	Q2 2020/21			100%	100%	
(AH&W) Number of people with a learning disability helped into work	Q2 2021/22	-		4.59%	6.7%	



# SAFE AND RESILIENT

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(E&E) Principal roads not requiring major maintenance	2020/21	▬	▬	98%	98%	✓
(E&E) Non-principal roads not requiring major maintenance	2020/21	↑	↑	98%	96%	✓
(E&E) % Estate roads in good to fair condition	2020/21	↑	↑	83%	76%	✓
(AH&W) Total number of Domestic Abuse referrals into the hub per quarter	Q2 2021/22	↑	↑	523	250	✓
(AH&W) Percentage of IDVA clients engaging with the service.	Q2 2021/22	↑	↓	74.6%	80%	⚠



# SKILLED AND CREATIVE

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(L&OCYP) Percentage of pupils accessing good or better education (PRIMARY SETTING)	Current suspension of routine OFSTED inspections					
(L&OCYP) Percentage of pupils accessing good or better education (SECONDARY SETTING)	Current suspension of routine OFSTED inspections					
(L&O:CYP) Percentage of children accessing their entitlement to free childcare' (2 year olds)	Q2 2021/22	▬	↑	81.7%	82%	⚠
(L&O:CYP) Percentage of children accessing their entitlement to free childcare' (3 & 4 year olds)	Q2 2021/22	↑	↑	94.7%	95%	⚠
(L&O:CYP) The percentage of early years provider rated Good or Outstanding by Ofsted	Q2 2021/22	↓	↓	98%	98%	✓
(L&O:CYP) (NEW) Special Educational Needs Team - Education, Health and Care Plans Issued Within 20 Weeks EXCLUDING Exception Cases	Q2 2021/22	↓	↓	62.89%	100.00%	⛔
L&O:CYP) % of children with first choice school placement in Reception	2019/20	↑	↑	97%	94%	✓
(L&O:CYP) % of children with first choice school placement in Secondary	2020/21	↑	↓	88%	95%	⚠
(L&OCYP) Percentage of pupils achieving Age Related Expectation in RWM Combined at KS1	2020/21	▬	↑	65%	65%	✓
(L&OCYP) Percentage of pupils achieving Age Related Expectation in RWM Combined at KS2	2020/21	▬	↑	60%	64%	⚠



# HEALTHY AND COMPASSIONATE

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(AH&W) Waiting time for completion of an assessment	Q2 2021/22	↑	↑	28.00	42.00	✓
(AH&W) We will ensure you have an annual review of your care.	Q2 2021/22	↑	↓	56%	75%	⬮
(AH&W) Proportion of people using social care who receive direct payments	September 2021	↓	↓	26.5%	22.5%	✓
(AH&W) Permanent admissions into residential care per 100,000 (18-64 year old)	Q2 2021/22	↓	▬	8.64	9.40	✓
(AH&W) Permanent admissions into residential care per 100,000 (65+ year old)	Q2 2021/22	↓	↑	350.1	335.0	⚠
(AH&W) Proportion of adults with a learning disability who live in their own home or with family	Q2 2021/22	↑	↑	87%	81%	✓



# FINANCE PROFILE

Adult Health and Well-Being Revenue	Quarter 2 2021/22		
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓ Adults Health & Wellbeing Total	166.137	72.627	-0.064
⚠ Adult Social Care	66.567	50.367	1.077
✓ Communities	64.977	40.133	-0.439
✓ Director Of Adult Services	0.904	-24.543	0.003
✓ Public Health	32.480	6.039	-0.705
✓ Localities	1.208	0.630	0.000

Adults Health and Well-Being Capital	Quarter 2 2021/22			
	Budget	Projection Q2	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
✓ Adult, Health & Well-Being Total	10.2	9.0	19.9	28.7
✓ Adult Social Care	6.0	5.1	19.9	20.9
✓ Communities	0.4	0.5	0.0	0.0
✓ Modernisation and Commissioning	0.1	0.1	0.0	0.0
✓ Public Health	3.7	3.3	0.0	7.8

Corporate Resources Revenue	Quarter 2 2021/22		
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓ Corporate Resources Total	120.022	26.703	-0.098
⚠ Customers, Digital & Ict	75.292	10.916	0.501
✓ Corporate Resources Director	0.366	0.020	-0.042
✓ Finance	26.674	1.849	-0.252
✓ Hr, Comms & Exec Office	6.438	5.137	-0.013
✓ Legal & Democratic Services	7.019	4.748	-0.134
✓ Policy, Insight & Change	4.232	4.032	-0.158

Corporate Resources Capital	Quarter 2 2021/22			
	Budget	Q2 Projection	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
✓ Corporate Resources Total	11.8	9.9	1.6	3.0
⚠ Customers, Digital and ICT	3.9	4.0	0.8	0.9
✓ Finance	7.9	5.8	0.8	2.1
✓ HR, Comms & Exec Office	0.0	0.1	0.0	0.0



Legal &amp; Democratic Services

0.0

0.0

0.0

0.0

**Economy & Environment Revenue**

		Quarter 2 2021/22		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Economy & Environment Total	99.500	42.756	-0.285
	Economy & Development	29.534	7.814	0.002
	Director Economy & Environment	0.343	0.343	-0.034
	Environment	66.529	33.113	-0.322
	Strategic Housing	3.093	1.486	0.068

**Economy & Environment Capital**

		Quarter 2 2021/22			
		Budget	Projection Q2	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Economy & Environment Total	83.4	70.3	174.1	195.4
	Economy & Development	28.3	20.9	25.9	35.7
	Strategic Housing	34.7	29.2	142.1	153.9
	Environment	20.4	20.2	6.1	5.8

**Council Wide Budgets Revenue**

		Quarter 2 2021/22		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Council Wide Budget Total	17.149	-57.712	-2.891
	Change Programme	0.000	-0.150	0.000
	Gnrl Financing/Treasury Mngmen	6.319	5.658	-1.308
	Levying Bodies/Parish Precepts	16.230	16.230	0.000
	Other Centrally Funded	4.658	-0.299	0.468
	Revenue Costs Ex Capital Program	-21.185	0.000	0.000
	Technical Accounting	5.804	5.804	-1.792
	Business Rate Retention	0.000	-90.098	0.000
	Severance Costs	5.322	5.143	-0.259

## Treasury Management Update – Quarter 2 2021-22

1. The estimated outturn for Treasury Management is an underspend of £1.304m on interest payable due to historically low interest rates and not replacing maturing loans due to being under borrowed, partly mitigated by lack of investment income. This underspend has increased since quarter 1 as it is now assumed no borrowing will be needed in 2021-22 and as a result the budget allocation set aside for the borrowing costs for the pension prepayment can also be utilised.
2. The Council remains under borrowed and on average in 2020/21 this was £66m, which was 11% of our Capital Financing Requirement (borrowing need). Due to a favourable cashflow position in the first half of the financial year and reliance on internal borrowing this level of under borrowing is now at £151m which is 25% of our borrowing need. Whilst this might be significantly higher than the previous year the indications from our external Treasury Management advisors show this is comparable to other Metropolitan Authorities. Remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt. This minimises interest paid on external debt but is not a permanent solution and does carry some interest rate risk.
3. Although interest rate risk (risk of paying higher rates when borrowing is taken) remains low there are a few indications based on the recent various supply shortages that rates could start to increase slightly in the near future to mitigate inflationary pressures. This is been kept under review and borrowing will be undertaken if necessary to mitigate these risks. The initial indications are that the local authority to local authority lending market, which is where we would go to for short borrowing remains relatively liquid. However, if this becomes squeezed it could force us to utilise the higher rates from the PWLB.

### 4. Borrowing

Figure 1: The following table summarises the Council's forecast Debt Portfolio as at 30<sup>th</sup> September 2021: -

<b>Doncaster Council Debt Portfolio and Maturity Profile as at 30th September 2021</b>				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	9.14%	40.004
12 to 24 Months	50	0	5.71%	25.000
24 Months to 5 Years	50	0	8.26%	36.168
5 Years to 10 Years	75	0	2.70%	11.820
10 Years to 20 Years	95	10		51.262
20 Years to 30 Years				18.325
30 Years to 40 Years			74.19%	154.301
40 Years to 50 Years				100.880
<b>TOTAL</b>				

5. Even with the uncertainty outlined above should the Council need to undertake any borrowing in this financial year it should still be able to arrange all of its borrowings within the budgeted borrowing rate of 0.8%.
6. Treasury Management officers confirm that there have been no breaches of Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 1<sup>st</sup> March 2021, during this financial year.

### Investment

7. 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.
8. The current average investment rate remains at 0.15% compared to the last financial year average return of 0.26%. This is due to the collapse of investment rates following the Bank of England Base Rate reduction to 0.01% at the beginning of the COVID-19 pandemic. Work remains ongoing to maximise our investments in line with the strategy agreed on 1<sup>st</sup> March 2021.
9. Treasury Management officers confirm that there have been no breaches of investment limits during this financial year.

**Figure 2: The following table summarises the Council's investment portfolio as at 30<sup>th</sup> September 2021.**

<b>Investment</b>	<b>£m</b>
GOLDMAN SACHS	10.00
LLOYDS BANK	5.01
HANDELSBANKEN	15.00
SANTANDER UK	20.00
<b>Total</b>	<b>50.01</b>

### **Risks**

10. Risks were reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 1<sup>st</sup> March, 2021. Key risks relate to our investment portfolio: -
- a. The risk of reduced investment interest rates is still considered high. Whilst there is slightly more uncertainty around short term interest rate increases, the Bank of England, Financial Markets, Think Tanks and Economists all indicate that the low levels of interest rates will need to remain in place until the economy shows ongoing positive signs of recovery. This is very unlikely to be within the next 2 years.
  - b. Counterparty risks are reviewed weekly and action taken to minimise the risk that any investments placed are not returned on the due date. Creditworthiness data is received on a daily basis from our Treasury Consultants and action will be taken to reduce exposure or remove institutions from the list if negative indicators deem it appropriate.
  - c. The low interest rate environment makes it difficult to place surplus funds without a cost of carry to the council and it is therefore appropriate at this time to remain under borrowed and minimise the cost of holding funds until they are required.

## Capital Programme Block Budget Allocations Quarter 2 2021-22

	Funding Source	Allocation of block budget 2021/22 £m	Allocation of block budget Total £m
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### **Learning Opportunities, Skills & Culture**

#### **Partnerships and Operational Delivery Centrally Managed**

DFE – Pupil Places Grant	Government Grant	(0.116)	(0.116)
Plover School – Acoustic Improvements	Government Grant	0.011	0.011
Ivanhoe Academy - Toilets		0.105	0.105
<b>Learning Opportunities, Skills &amp; Culture</b>		<b>0.000</b>	<b>0.000</b>

### **Economy & Environment**

#### **Housing**

Housing Investment (Funding for G&T Investment strategy report Cabinet 22/9/21)		(2.061)	(2.061)
G&T Residential site improvements (Funding for G&T Investment strategy report Cabinet 22/9/21)		2.061	2.061

#### **Environment**

LTP ITB – Network Management A635 Barnsley Road/Scawsby Lane – scheme abandoned Grady Drive Parking Consolidation	LTP ITB	(0.025) 0.025	(0.025) 0.025
<b>Total Economy &amp; Environment</b>		<b>0</b>	<b>0</b>

## Virements for Elected Mayor / Cabinet / Portfolio Holder Approval

### 2021/2022 Quarter 2

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

The following virements are proposed for approval: -

	<b>Reason</b>	<b>Directorate</b>	<b>£</b>
1	Creation of an expenditure budget for Economic Recovery grants funded by an income budget for Gainshare funding from South Yorkshire Mayoral Combined Authority	AHWB E&E	(635,000) 635,000
2	Allocation of additional Free School Travel grant to LOSC	LOSC CWB	265,200 (265,200)

## COVID-19 Funding and Doncaster Council allocations

Ref	Covid related funding stream	Description	Spend to date £'000
G1	COVID-19 pressures funding	Unringfenced funding to support discharge from hospital, children services, waste, homelessness and other COVID related services. Allocated £9.8m for 21/22.	200
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%. Only available for first 3 months of 21/22.	255
G3	Local Council Tax Support Scheme (known as Hardship Fund in 20/21)	Provided to local authorities in recognition of the extra cost to them of local council tax support at a time when more households are facing financial difficulties because of the pandemic. There are no specific requirements connected to the grant regarding the design of local council tax support schemes for 2021/22	2,791
BR10	Business Restart Grant	On 3 March 2021, Government announced the introduction of grant support for non-essential retail, hospitality, accommodation, leisure, personal care and gym businesses in England. This support will take the form of a one-off grant funding scheme in Financial Year 2021/22.	14,983
S18	Welcome Back Fund	Funding to support the safe return to high streets. Builds on the £50m Reopening High Street Safely Fund. The fund will allow local authorities to put in place additional measures to create and promote a safe environment for local trade and tourism, particularly in high streets as economies reopen, including improving green spaces and providing more outdoor seating areas, markets and food stall pop-ups – giving people more, safer options to reunite with friends and relatives.	277
S19	Local Support Grant	In April 2021 govt allocated a further £40m to extend the scheme extend the Winter Pressures Grant to June 2021 (and to rebrand it as Local Support Grant). The Local Support Grant has the same eligibility criteria and reporting requirements as the Winter Pressures Grant. Doncaster allocated £283,179. Further £1.133m received to extend to August 21.	1,416
S1	Infection Control & Testing fund	Merges previous Infection Control Fund (S1) and Rapid Testing Fund (S15). Additional £341m provided nationally to extend the schemes until June 2021. Purpose of the fund is to reduce the rate of COVID-19 transmission between care settings and conduct rapid testing of staff and visitors to care homes, high risk supported living and extra care settings. Doncaster allocated £1.9m Further allocation for July-Sept 21 £1.4m Further allocation for Oct-Mar 22 - £2.2m	1,881

Ref	Covid related funding stream	Description	Spend to date £'000
S17	Wellbeing for Education Return (grant from DHSC)	£39,080 received in 21/22. This further funding is intended to be spent on local wellbeing and mental health expertise.	0
S20	Elections	Funding to cover the additional costs of holding the May elections during the COVID-19 pandemic.	102
	Contain Outbreak Management Fund	Ongoing financial support to local authorities through the COVID-19 Test and Trace Contain Outbreak Management Fund Grant was confirmed in May 2021. This is an extension to the previous Contain Outbreak Management Funds received in 2020/21. The Fund supports proactive containment and intervention measures. A detailed plan is in place. Expenditure to date is nil as the £4.7m balance carried forward from 20/21 is being spent first.	0
	COVID Community Testing	An overarching Doncaster COVID Testing Strategy is in place which aligns to the objectives of Doncaster's outbreak control plan. It outlines the wide range of testing approaches including symptomatic testing and asymptomatic testing.	871
S9	Test and Trace Support Payment Scheme	Self-isolation - £500 to be paid to those with a Track & Trace number only and/or an in-work benefit or suffering financial hardship.	1,215
	Practical Support Grant	Ring fenced grant which is expected to be used to help councils ensure people self-isolating have access to practical, social or emotional support. Also provide a medicines delivery service to help clinically extremely vulnerable people to provide essential deliveries for self isolators	209
	Household Support Grant	In October 2021 govt allocated a further £500m to extend the scheme (previously the Winter Pressures Grant and to the Local Support Grant). The Household Support Grant has similar eligibility criteria and reporting requirements as the Winter Pressures Grant and the Local Support Grant. Doncaster's indicative allocation £2,989,273.	0

## Carry forwards from 2021/22 – Progress update

Narration	Purpose of the EMR	Balance as at 1/4/21	Estimated Balance as at 31/3/22	Update
Leisure Park Ph2 Plot 6 Service charge	£300k received from sale of Plot 6 Lakeside for the future ongoing maintenance / enhancement / improvements including renewing the soft landscaping around the lakeside.	-300,000	-300,000	Assets and Design are working on proposals to spend this year on a programme of works including the replacement of landscaping.
Port Transition Funding	DEFRA grant to support Port Health Function during Brexit Transition	-191,160	0	It was originally intended that the majority of the reserve would be used in 21/22, however delays from DEFRA in implementing the new scheme may mean it may not commence this financial year. Money will be used for Railport developments and we're just waiting on the outcome of ongoing discussions to decide when this can commence.
Music Services Insurance	Insurance monies received to purchase new musical equipment that were lost in floods.	-134,360	0	Fully Drawn Down as goods expected to have been received this year.
COVID-19 Wellbeing Education Return grant	Covid Wellbeing Return to Education Grant received during the year. The monies will be used to meet the objectives of the grant.	-44,740	-13,000	20-21 reserve fully drawn down but to date no charges have been received from the Children's Trust for the Bereavement Services but these are still expected. There has been new grant for 21-22 of £39k to fund a VI officer on a one year contract and £13k will be needed to fund this post into 22-23.
Diamond / Solar Centre	The Local Authority and Doncaster CCG are jointly funding the spend on the Diamond Centre provision and continue to review the service. Monies are being carried forward in order to meet committed spend in 2021/22.	-674,370	0	Meeting between CCG, RDASH and DMBC (CFO) to discuss usage of this EMR. All of this reserve was expected to be utilised in 21/22 by the Local Authority and Doncaster CCG for purpose as stated but no final agreement/spend to date as yet so may be some requirement to carry forward into 22/23.
Fleet Electric Vehicles / Infrastructure	Reserve created for future Electric Vehicle pool car purchases and infrastructure development. Delayed in 20/21 due to COVID-19 but under review to establish working practices and vehicle demands post COVID-19.	-410,000	-410,000	Delayed in 20/21 and 21/22 due changes to working practices following COVID-19 and means expenditure has been delayed to ensure it fits with the authority's working requirements. At this stage it is anticipated that pool car replacements may be around half of the original budget requested, however any surplus will be required for the electric vehicle infrastructure. It is anticipated that the spend will be in 22/23.

<b>Narration</b>	<b>Purpose of the EMR</b>	<b>Balance as at 1/4/21</b>	<b>Estimated Balance as at 31/3/22</b>	<b>Update</b>
COVID-19 Test & Trace Grant	This reserve has been established to continue to fund COVID 19 test & trace activity into 2021/22 and support costs associated with dealing with the pandemic	-2,233,750	0	This reserve has been established to continue to fund COVID 19 test & trace activity into 2021/22 and support costs associated with dealing with the pandemic. This is expected to be spent in full in 21/22
COVID-19 Contain Outbreak Management Fund	This reserve has been established to continue to fund COVID 19 related activities into 2021/22 and support costs associated with dealing with containing further outbreaks of the pandemic	-4,742,350	0	This reserve has been established to continue to fund COVID 19 related activities into 2021/22 and support costs associated with dealing with containing further outbreaks of the pandemic. This is expected to be spent in full in 2021/22
COVID-19 Community Champions	This reserve has been established from the Community Champions Government Fund which aims to support a range of interventions to build upon, increase or improve existing activities to work with residents who are most at risk of Covid-19 and will be spent in 21/22	-317,430	0	This reserve has been established from the Community Champions Government Fund which aims to support a range of interventions to build upon, increase or improve existing activities to work with residents who are most at risk of Covid-19 and will be spent in 21/22 as grant requires.
Digital Recovery & Renewal	The reserve was created to roll forward grant for Digital Recovery & Renewal.	-170,000	0	Used towards Local Solutions Lab. A 1 year project to create an intelligence led approach to produce innovation, expertise and creativity and create data products to be embedded into the Council's operating model to improve outcomes. A combination of PIC and Digital posts, recruitment has commenced with 4 posts recruited by PIC and further interviews to take place in November for Digital staff.
COVID-19 Track & Trace Support Payment	COVID-19 Test & Trace Support Payment - Discretionary Payments. The Government funded a scheme to make payments available to individuals who are asked to self-isolate due to a positive COVID-19 test result (or a parent/guardian of an isolating child), who suffer a financial loss through not being able to work during the isolation period. This reserve relates only to the discretionary element of the scheme, funded by an unringfenced government grant.	-305,260	0	The approved Council support scheme was in place and payments were made to claimants during quarters 1 & 2. It is anticipated that this funding will be spent in full especially in light of higher isolation numbers during the summer.

<b>Narration</b>	<b>Purpose of the EMR</b>	<b>Balance as at 1/4/21</b>	<b>Estimated Balance as at 31/3/22</b>	<b>Update</b>
COVID-19 Business Grants	COVID-19 Business Grants - Doncaster specific schemes to support local businesses - Sheffield City Region (SCR) paid the full £844k Additional Restrictions Grant (ARG) discretionary allocation to Doncaster in 2020/21 and so the unspent balance has been carried forward to be spent in 2021/22.	-529,180	0	All spent in quarter 1 on discretionary business support grants, with nil balance remaining.
Adwick Sec Capital Programme	This was an agreed Revenue Contribution to Capital during the budget setting process for 20/21. The scheme slipped and will incur expenditure in 2021/22.	-250,000	0	Will be used for financing the Adwick SEC Capital Scheme at the end of the financial year 21/22. The scheme started early September and on track. Anticipated to be fully utilised in 21/22.
One Adoption hub funds	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.	-13,540	-13,540	Yorkshire and the Humber Regional Adoption and Special Guardians Leadership Board (RASGLB) will determine how the funds relating to the One Adoption Hub, held by Doncaster, will be used in the future. Still no plans in place yet as to how this funding will be spent.
One Public Estate Programme	Grant received from Govt in March 20/21 to fund masterplanning for Doncaster Council, RMBC and BMBC	-360,000	-60,000	Grant received from Govt in March 20/21 to fund masterplanning for Doncaster Council, RMBC and BMBC. All funds drawn down in year apart from the Sustainable Grant element which will need to be paid back to the funder in future years as per MoU.
Economic Recovery Grants	The reserve is to fund Economic Recovery Grants in 21/22 in support of the Sheffield City Region Gainshare scheme which will pay up to £5,000 to businesses affected by COVID 19.	-637,000	0	This reserve is in addition to a further balance of £635k which is expected to be received in revenue within this financial year. It is the intention to allocate £1.2m in Economic Recovery Grants in 21/22. Actual spend as at Q2 is £183k which has assisted 41 companies, agreements are now in place with 106 applicants to the value of £464k. Business Doncaster are currently working with a further 94 applicants for which claims will be

Narration	Purpose of the EMR	Balance as at 1/4/21	Estimated Balance as at 31/3/22	Update
				processed by the end of November and then they will open up for further Expressions of Interest in December for the remainder of the funds.
COVID-19 Clinically extremely vulnerable grant	Clinically Extremely Vulnerable (CEV) Covid Grant monies (unringfenced grant) received in year, expected to be spent in 21-22.	-974,710	0	A cabinet report has been approved for the use of these grant monies, it is managements intention that all monies are spent by March 22, this does depend on reaching agreements with some providers re use of the grant. There is £152k remaining from a earlier CEV grant and currently there is forecast to be around £122k of this unused, so plans are required to use this balance.



# STRATEGIC RISK PROFILE

Rows are sorted by Risk Score – highest to lowest

**Failure to successfully prevent a major cyber attack**

	Current Profile	25	Target Profile	6	Trend	
<p><b>Current Position:</b> 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.</p> <p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>- Continuous monitoring for threats using the relevant products;</li> <li>- Taking all required technical actions;</li> <li>- Ensuring all services have business continuity plans relating to this type of scenario;</li> <li>- Carrying our exercise scenarios to test and improve response plans;</li> <li>- Ensuring all staff and Councillors undertake necessary training and are vigilant at all times; and</li> <li>- Maintaining communication and links with relevant advisory bodies and networks.</li> </ul>						

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

	Current Profile	25	Target Profile	20	Trend	
<p><b>Current Position:</b> Covid response is now being considered more holistically as part of the Autumn and Winter pressures response and preparation given that national restrictions have ceased in line with the Governments roadmap. Tactical Co-ordination Groups are now taking place weekly again and this return to weekly meetings was as a result of the Covid spike in the Summer and anticipated pressures once the schools re-opened. Threat &amp; Risks are being reviewed constantly to ensure the document is relevant and reflects cell positions. The revised Threat &amp; Risk Assessment (TRA) takes account of both the T&amp;R as well as the 'cell' updates and amalgamates both documents.</p> <p>Flood risks are being reviewed as part of the winter response and planning meetings. Exercises are being conducted and training is also being provided at various operational and strategic levels. Current flooding risk is 'Green' although the next 3 monthly update could lead to a change in risk.</p> <p><b>Mitigating actions:</b> Outlined above.</p>						

**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	20	Target Profile	10	Trend	
<ul style="list-style-type: none"> <li>• Doncaster Safeguarding Children Partnership and Doncaster Safeguarding Adults Board Independent Chair has reviewed the Strategic Plan &amp; developed separate Delivery Plans 2021/2022 which underpin Strategic Plan delivery. Following the endorsement by both boards in May 2021, action plans have been developed and shared with partners this quarter to define areas of work.</li> <li>• Work continues in the Key areas to improve outcomes, e.g Neglect Strategy and Child Exploitation. Strategies are being revised and will be launched through the partnership during 2021-22 in line with the priorities set by the Doncaster Safeguarding Children Partnership</li> <li>• Independent Chair has commenced a review of both board subgroups with partners. Safeguarding Children subgroups review will be completed once identified priorities from the Performance Improvement Board have transitioned across to Doncaster Safeguarding Children Partnership. Monthly meetings between Performance Improvement Board &amp; Doncaster Safeguarding Children Partnership have continued.</li> <li>• Independent Chair for Doncaster Safeguarding Children Partnership and Doncaster Safeguarding Adults Board Independent Chair – John Goldup will review the current Strategic Plan 2021 in January 2022</li> <li>• Regular safeguarding updates to schools are provided through EduLog, Families Information Service website provide Early Years Providers with relevant information during the pandemic and ongoing in relation to safeguarding vulnerable children. The Family Information Service Early Years Local offer has information including signposting, documentation and referral process in place for children/families that require additional support</li> <li>• No schools judged ineffective for safeguarding at OFSTED inspections</li> <li>• Ofsted currently grade all Doncaster Early Years Providers as 98.5% at Good or Outstanding. There are currently no providers with safeguarding concerns identified in Ofsted reports at a Requires Improvement level or above.</li> <li>• LADO referrals from Early Years settings are low and are fully supported by the Early years team, working in partnership with Ofsted.</li> <li>• The Early Years Inclusion Team has two Early Years Safeguarding and Welfare Officers who are the first point of contact for all staff within the team as well as Early Years providers, and who provide the opportunity for regular contact with the Early Help team and Doncaster Safeguarding Children Partnership</li> <li>• New working group established for sexual harassment (Education/schools)</li> <li>• Safeguarding Training has been revised with a refreshed timetable from Sept 2021 including revised Doncaster Safeguarding Children Partnership Level 3 training in place to ensure a compliant workforce.</li> <li>• Extensive training continues to be delivered to Early Years Providers to ensure they understand and follow thresholds across Doncaster in line with DSCP processes. The Early Years Inclusion Team deliver basic awareness to new practitioners and refresher safeguarding training courses and the Home Office WRAP training to settings which contribute towards the Doncaster Safeguarding Children Partnership level 3 training requirement.</li> <li>• 97% of returns have been completed by schools for section 175 compliance returns with plans in place to work with schools who have not yet submitted returns</li> <li>• Section 11 Safeguarding Audits are in place for all Early Years settings and for Family Hubs.</li> <li>• The requests for statutory assessment for Education Health plans have increased dramatically, year on year Sept 2020 to Sept 2021 there has been a 17% increase, this has resulted in the number of Education Health and Care Plans in Doncaster increasing overall by 10%.</li> <li>• Complexity of cases continue to be an issue resulting in the increased reliance of out of borough placements. This is in the context of a national shortage of suitable placements.</li> </ul>						

- QA Safeguarding Lead is reviewing all OOA school Safeguarding Policies and Procedures prior to annual monitoring visit and providing recommendations where further development is required. The Quality Impact Assessment used to audit Out of Authority placements is being reviewed with wider service area input to further refine the evidence collected and sharpen the Safeguarding focus
- Safeguarding concerns have been raised in relation to specific accommodation provision within the borough and this is subject to a multiagency investigation being undertaken by the safeguarding partners. In addition the safeguarding arrangements are being reviewed and strengthened

**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**

	<b>Current Profile</b>	15	<b>Target Profile</b>	10	<b>Trend</b>	
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**Current Position:** No change to risk level at this time or mitigating actions.

**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**

	<b>Current Profile</b>	12	<b>Target Profile</b>	6	<b>Trend</b>	
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**Business & Economy**

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.

**Mitigation**

Business Doncaster continues to work hard at attracting new investment and we have seen several new companies wanting to set up in Doncaster which is positive news given all the challenges that Covid has brought. We also have a specific performance indicator to focus on attracting businesses which create high salary jobs. We have developed and implemented several employment initiatives. The Advance programme is geared up to getting people into employment and improving their career path, whilst the youth Hub initiative has been specifically set up to target challenges around youth unemployment. In addition to these programs we have also established employment academies at the iPort, Gateway East and soon to be Unity Project, to ensure we maximise the employment opportunities at these key investment sites the local Doncaster residents.

**Communities**

Through the localities model there is a need to fully understand local data and intelligence and gain insight into the impact on communities and then to work with communities and key stakeholders to develop local solutions and interventions to ensure the right services and support are available to address inequalities. Work is now well advanced in collecting local insight and intelligence to then feed into the production of Locality Plans. These will reflect the strengths and priorities for local people as well as what communities have told us about their needs and priorities. In depth Appreciative Inquiries will take place in the top 20 most deprived areas to intensely engage with members of the community and in other areas targeted engagement is taking place where there are gaps in local intelligence and understanding. Over 170 people have so far been trained in Appreciative Inquiry techniques and to carry out this local research which includes communities themselves. Alongside this other data and existing plans will be brought together to shape the Locality priorities going forward. Local Solutions teams and Bronze Groups continue to address immediate issues, particularly responding to Covid and working together to address the impact of Covid on our communities.

**Individuals**

**Current Position:** COVID continues to expose and amplify underlying inequalities (poverty, poor housing, ethnic groups etc). Over the course of the pandemic Doncaster has seen higher rates of deaths from COVID 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 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** – Continue to work towards low COVID through COVID control plan; utilise community development approaches including DLUHC funded community connectors to support households; promote grants to support isolation; delivery of new Household Support Grant, 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. Continued use of COVID control monies to support clinically extremely vulnerable, respond to domestic violence and alcohol misuse. Secure additional monies from PHE and DLUHC to support public mental health, weight management and rough sleeping. Outcome of application for Community Renewal Fund still awaited.

**The potential impact on formal achievement rates/outcomes due to learning lost during Covid.**

	<b>Current Profile</b>	12	<b>Target Profile</b>	12	<b>Trend</b>	
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The assessment of risk has not changed as there is continuing disruption to learning during the first half of the Autumn Term with some schools forced to revert to remote learning due to high rates of infection particularly amongst secondary age pupils. This continued uncertainty and disruption will continue to have an impact on formal achievement rates and outcomes in 2022? particularly if a full programme of exams and formal assessments aren't? in place

**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**

	<b>Current Profile</b>	12	<b>Target Profile</b>	8	<b>Trend</b>	
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**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. Investment strategy and other key funding streams that increase the connections and maximise the benefits for Doncaster.

Continued participation at MCA meetings and theme boards, LRF learning and development sessions and close local collaboration all help to bring closer and more effective outcomes moving forward.

**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	
<b>Current Position:</b> Workforce numbers have remained relatively stable and all service areas are covered. Overall sickness absence has increased again this quarter across all directorates and relevant support activity is in place to manage this without any major disruption to services. Although the resilience, health and wellbeing of staff continues to be monitored.						
Continuing to experience some recruitment difficulties in some service areas specifically social care and digital specialists.						
<b>Mitigating Actions:</b>						
<ul style="list-style-type: none"> <li>• Short term agency and temporary staff are employed to support gaps in the workforce to deliver organisational objectives.</li> <li>• Extensive wellbeing provisions in place to support workforce during challenging times with enhanced resources particularly mental health support</li> <li>• Continued review of staffing absence and relevant support measures in place</li> <li>• Regular supervision, team meetings and communications provide support and build resilience through quick identification of emerging issues</li> </ul>						

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

	Current Profile	10	Target Profile	5	Trend	
<b>Current Position:</b> no change to risk level or the mitigating actions.						
This risk continues to be stable, with continued vigilance implemented to ensure stability. Officers across AHWB continue to ensure this by considering the ongoing impact of the Covid-19 pandemic, particularly in relation to people feeling and/or being isolated.						
<b>Mitigating Actions:</b>						
<ul style="list-style-type: none"> <li>• Operational commissioning and adults safeguarding functions continue to work together to ensure better use of capacity and more coordinated response to registered care settings</li> <li>• Safeguarding is everybody's business - all staff in Adults, Health and Wellbeing are trained and aware of this requirement.</li> <li>• Continued focus on linking with community and locality teams to ensure early awareness and intervention in all situations, not only in relation to registered care</li> <li>• The review of the ways of working and 'model' to be used for Doncaster will be scoped, with support from PIC, in the next Quarter.</li> </ul>						

**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	
<b>Current situation</b>						
The quarter 2 position shows a shortfall against the £10m 2021/22 savings targets. Some of the shortfalls are due to delays as a result of the COVID-19 pandemic.						
<b>Mitigating actions</b>						
The above shortfall can be mitigated in part by government grant provided to help deal with COVID-19. The Council's overall position is currently a projected overspend but, should this projection remain the same later in the year, there are measures available that mean a balanced position can be achieved (i.e. releasing earmarked reserves, use of corporately held contingencies and in-year savings).						

**Failure to implement the Partnership priorities across the Team Doncaster Partnership**

	Current Profile	9	Target Profile	6	Trend	
<b>Risk Likelihood Reduced.</b> 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. 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 Tactical Co-ordinating Group, Renewal Board and Team Doncaster Gold meetings.						
We have agreed the Borough Strategy and have an agreed position for Team Doncaster and as result we have reduced the risk rating accordingly.						
<b>Mitigation</b>						
<ul style="list-style-type: none"> <li>- Clearly articulated response and recovery models for Team Doncaster</li> <li>- Regularly review the partnership strategy linked to Covid Response</li> <li>- Threat and Risk assessment for Winter 21 in place.</li> <li>- Renewal Board Priorities agreed</li> <li>- Borough Strategy Agreed</li> </ul>						

**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 council's health and safety team continues to work with HR and Public Health supporting council services to ensure that current Government guidance on covid control measures are communicated and implemented effectively.

The H&S team are currently supporting services that are moving to step 4 of the Governments guidance by providing advice on implementing step 4 guides, providing template risk assessments and reviewing risk assessments, including:

- . Review of Service H&S requirements in line with all Govt Road Map requirements,
- . Continued support with the review of service COVID-19 risk assessments,
- . General H&S advice in relation to coronavirus, work activities, events and dealing with the public,
- . Provision and advice on H&S training, . Regular partnership meetings with SLHD, DCLT and DCST.

The Health and Safety Team are currently undertaking site H&S and Fire Safety audits at schools, under covid risk assessments, giving schools an additional layer of assurance that suitable and sufficient mitigating controls are in place. The H&S team are also attending school outbreak meetings to support on risk assessments and operational advice including ventilation, and enhanced cleaning requirements.

The Civic Building risk assessment has been reviewed to include step 4 mitigating controls with input from PH, HR and trade union consultation. This will be continually reviewed by all parties, which includes Public Health monitoring/reviewing cases, and where any outbreaks are identified appropriate action will be communicated and taken.

Where beneficial some H&S Training continues to be delivered through MS Teams. Other training that benefits from face-to-face delivery is being carried out under a covid secure risk assessment at the Mary Woollet Centre, and other suitably assessed venues. Current demand continues to be very high for some face-to-face training due national restrictions during the pandemic, which created a backlog in training delivery.

The council's health and safety manager continues to have regular partnership meetings with DCLT and DCST to share H&S practices and to address any significant issues.

The councils Fire Safety Advisor and Health and Safety Manager continue to attend the SLH Building Safety Group to support and provide advice on any building safety compliance issues. The councils Fire Safety Advisor has undertaken site visits to premises where actions are outstanding as an additional level of assurance and provide advice where needed, no areas of concern have been raised at this time.

The Councils H&S Manager continues to have regular partnership meetings with SLH and the new Head of Building Safety to share H&S information and experiences during the pandemic. This includes regular updates for the ongoing works to remove and replace EWI on some blocks of high rise flats.

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, progress is being made on designs and sourcing suppliers for fire mitigation measures.

There continues to be a security presence at Hatfield Colliery to ensure public safety, mitigate anti-social behaviour and unauthorised access to the remaining headstocks and ancillary buildings.



## GOVERNANCE INDICATORS – Whole Authority

Whole Authority	Value	Target	DoT	Traffic Light
Sickness – Days per FTE	10.46	8.25	↓	🛑
PDR Completion - % of workforce with a PDR recorded	70%	95%	↑	🛑
Whole Authority Internal Audit High Risk Level Recommendations	2	5	↑	🛑
Whole Authority Internal Audit lower Risk Level Recommendations	6	41	↓	🛑
% of Large Transactions (over £25k) that are under contract	100%	100%	–	✅
% of Freedom of Information Requests responded to within timescale	96%	95%	↑	✅



## Doncaster Council

### Report

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Date: 1 December 2021

To the Chair and Members of the Cabinet

**St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2021/22 Quarter Two (Q2)**

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

#### EXECUTIVE SUMMARY

1. As part of the Management Agreement and governance arrangements for SLHD, an Annual Development Plan (ADP) is produced in agreement with Doncaster Council (DC) officers, the Housing Portfolio holder and the Mayor. The ADP identifies the key deliverables, outcomes, milestones and performance measures. Part of the agreed governance framework is a quarterly report of Key Performance Indicators (KPIs) to Cabinet.
2. This report provides an opportunity to feedback on performance successes and challenges against the 2021/22 Key Performance Indicators (KPIs).
3. Eight of the nineteen KPIs did not meet target or were within tolerances as at the end of Quarter 2 2021/22 (30 September 2021). Commentary appears below.

#### EXEMPT REPORT

4. This report is not exempt.

## RECOMMENDATIONS

5. 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?

6. 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

- 7.1. **Appendix A** contains the SLHD 2021/22 Performance summary for Quarter 2 2021/22. Commentary on the performance against all indicators is provided below.

- 7.2. Targets and measures were reviewed with DC officers and elected members prior to the start of the financial year. KPIs were agreed with DC and for 2021/22 :

- there are 19 KPIs;
- two are measured quarterly – residents supported in training and residents supported into employment;
- four are measured annually - STAR survey (2), energy efficiency and Decent Homes Standard numbers. **NB** : It should be noted here that the annual STAR survey for 2021/22 is now complete and the two KPIs have been included in Q2 reporting;
- three KPIs relating to Homelessness do not have a target this year due to ongoing Covid19 requirements; and
- the only KPI change from 2020/21 is for gas servicing; we are now reporting properties with a valid safety certificate rather than properties attended.

- 7.3. This report provides an opportunity to feedback on performance successes and challenges against the 2021/22 Key Performance Indicators (KPIs) as agreed as part of the Annual Delivery Plan (ADP)

## 8. 2021/22 QUARTER 2 PERFORMANCE

- 8.1. The table below summarises the KPI dashboard as at 30 September 2021. Comparatives have been included from 2020/21 as the KPIs are the same, apart from the gas KPI. Data appears below.

	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Green (meeting target)	4	4	8	5	6	6
Amber (within tolerance)	2	3	2	3	1	1
Red (not meeting target)	8	5	7	7	8	8
No target (homelessness)	3	3	0	0	0	0
Quarterly / Annual KPIs	2	4	0	4	4	4
Total	19	19	17 <sup>1</sup>	19	19	19

### **NB :**

- <sup>1</sup> For 2020/21, there were four annual KPIs. Two of these were for the planned January 2021 STAR survey but this was deferred until July 2021 as part of a wider programme and the results are included here.



#### 8.4. KPI 2 : Void rent loss (lettable voids)

**Target** **0.50%**  
**Q2 2021/22 YTD Performance** **0.79%** **WORSE THAN TARGET – RED**

	<b>Q2 21/22</b>	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Void rent loss YTD %	<b>0.79%</b>	0.82%	1.00%	1.02%	0.97%	0.97%
Void numbers at quarter end	<b>159</b>	142	159	216	195	209

Void rent loss shows an improving performance trend but remains off target. A wide range of actions are underway to reduce the numbers of voids and hence the associated rent loss.

Doncaster's performance up to the end of Quarter 2 had improved to 0.79%

The number of voids held at the end of September was 159. This figure includes 13 properties made up of five non-lettable voids and eight acquired properties.

A number of issues are contributing to targets not being achieved; increased delays waiting for R&D survey results, asbestos containing materials (ACM) removals, shortage of materials, delays waiting for the delivery of non-stock items. In addition to this, AHR (accessible housing register) voids continue to accrue lengthy delays as a result of the added complexity of assessing peoples' needs and ensure the property is suitably adapted.

Low demand properties contribute to an increase in the number of voids held. South Yorkshire Police (SYP) are moving into one of the vacant flats in one area and CCTV will soon be operational. This should have a positive effect on the area and contribute to improving the sustainability of tenancies there, where we currently have six properties proving difficult to let due to a past history of significant anti- social behaviour.

Having said that, there is much activity taking place within SLHD designed to improve voids performance. This includes:

- Regular fortnightly monitoring meeting chaired by the Chief Executive;
- The resolution of resourcing difficulties;
- Action to tackle material shortages;
- Data analysis of performance;
- Improved cross team communication including from 1.11.21 both teams being brought into Shaw Lane and co-located for a pilot period of 1 month;
- Changed processes to manage asbestos containing materials designed to expedite activity whilst still meeting regulatory safety duties;
- Working with area housing teams, Council and SYP on low demand areas to improve let ability of hard to let properties including using an empty property as a police base;
- Analysing refusal reasons and putting measures in place to reduce refusals;
- Additional advertising using Zoopla;
- Full review taking place of current process to identify any changes which will streamline and improve performance;
- Increase in operational void meetings from 2 to 3 times per week; and
- National and local benchmarking to compare performance and identify best practice (see 5.3 below).

We have selected a number of voids that require significant work. These are being passed to one of our private sector contractors to increase our capacity and support our commitment to reducing the void turn around time. This will allow our resource to focus on the other voids in the system and reduce the time taken to complete. Once complete we will assess this approach in terms of quality and value for money.

### 8.5. KPI 3 : Average Days to Re-let Standard Properties

**Target** 20.00 days  
**Q2 2021/22 YTD Performance** 31.62 days **WORSE THAN TARGET – RED**

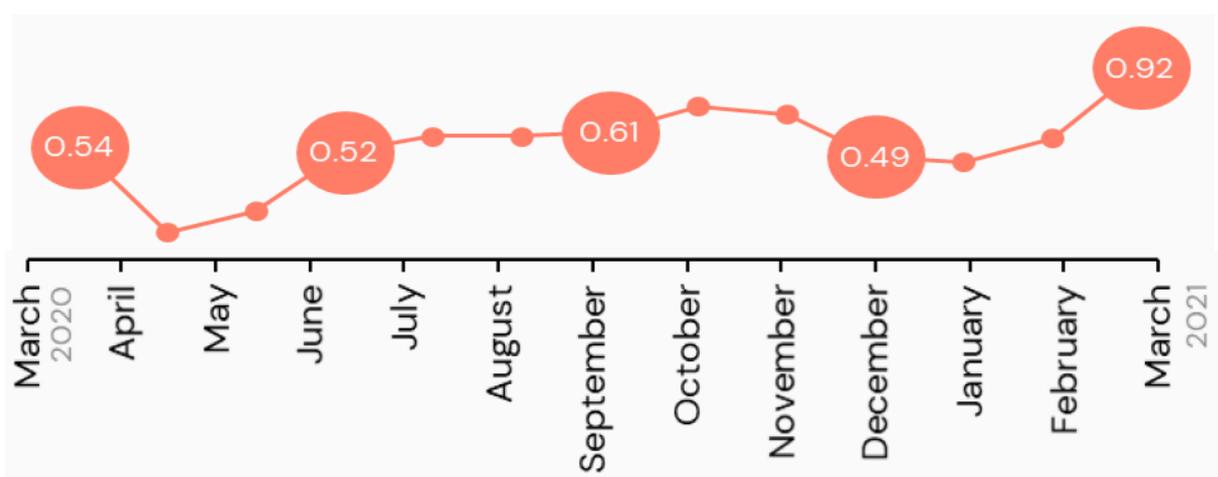
	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Re-let days	31.62	32.72	46.11	48.27	49.32	55.05

Cumulative performance has improved markedly from Q1 but is still significantly worse than target.

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 to ensure a continued improvement in performance. Some of the measures taken are described above.

Contextualising this information, a Housemark summary report for 2020/21 indicates the impact of Covid19 and provides the following information on the proportion of units let (%):

Since the first lockdown eased, the sector has been struggling to catch up. Twelve months on, vacancy rates are 46% higher despite increases in lettings activity. Lettings activity for the average landlord will need to be higher than 'normal' for some months to come to clear the backlog. The chart below plots the proportion of units let for each month from March 2020 to March 2021



This information is slightly out of date but indicates that the average housing organisation increased from 0.54% in March 2020 to 0.92% in March 2021.

SLHD's figures across the same period were 0.49% in March 2020, 0.58% in June and September 2020, 0.53% in December 2020 and increased to 0.81% in March 2021 significantly below the average of other organisations.

This represents a comparison against the whole of the social housing industry. Since some smaller housing associations and councils have markedly better performance as a result of their smaller scale and demographic differences with their client group this data is not an accurate like for like comparison.

If we were to compare purely with similar sized large local authorities we would see that in comparison our performance compares far more favourably. As an illustration of this, a neighbouring housing association, which manages primarily former local authority stock, is currently reporting Void Rent Loss of 1.87%, and several other chief executives in closed communication networks are reporting similar rates. SLHD's Void Rent Loss at the end of March 2021 was 1.00% and has reduced to 0.79% at the end of Quarter 2 2021/22.

8.6. KPI 4: Number of Households placed in B&B Accommodation

**Target**  
**Q2 2021/22 YTD**

**No target 2021/22**  
**391**

	<b>21/22</b>	20/21
	<b>no.</b>	no.
April	<b>78</b>	78
May	<b>54</b>	83
June	<b>61</b>	82
July	<b>73</b>	64
August	<b>57</b>	35
September	<b>68</b>	35
<b>Total YTD</b>	<b>391</b>	377

Total number of nights in B&B remains high. The number of people moving on from Hotels remains consistent but during September we had a total of 68 placements, with 26 of these being in the last week, including 11 on one day.

There is additional resource within the team with vacant posts being filled and this will assist in recovering from the impact of the high levels of placements at the end of September. The length of stay has reduced with 62% of customers being placed within the last month and only 11 customers have been in Hotels for longer than two months.

8.7. KPI 5: Number of Full Duty Homelessness Acceptances

**Target**  
**Q2 2021/22 YTD**

**No target 2021/22**  
**225**

	<b>21/22</b>	20/21
	<b>no.</b>	no.
April	<b>31</b>	29
May	<b>45</b>	18
June	<b>36</b>	30
July	<b>23</b>	31
August	<b>43</b>	26
September	<b>47</b>	34
<b>Total YTD</b>	<b>225</b>	168

The number of cases reaching full duty decisions was 47 in September. This reflects the high volume of cases opened during the last 3 months 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.

8.8. KPI 6: Number of homeless preventions

**Target**  
**Q2 2021/22 YTD**                      **No target 2021/22**  
**309**

	<b>21/22</b>	20/21
	<b>no.</b>	no.
April	<b>50</b>	68
May	<b>41</b>	47
June	<b>63</b>	44
July	<b>47</b>	44
August	<b>33</b>	55
September	<b>75</b>	57
<b>Total YTD</b>	<b>309</b>	315

We successfully prevented or supported a successful intervention for 75 households during September, which is the highest number this year. This reflects an increase in approaches at the 'prevention' stage; including an increase in private rented tenancies ending.

This is aligned to the lifting of the stay on evictions during the lockdown period and then initial requirement for 6 months' notice and then 4 months, allowing prevention work to be undertaken.

These are not at pre-pandemic levels and the majority of reasons for homelessness continue to be at the 'Relief' stage of homelessness whereby the opportunities to prevent homelessness remain limited.

8.9. KPI 7: Number of complaints upheld as a percentage of all interactions

**Target**                                      **0.070%**  
**31 August\* YTD Performance**      **0.096%**                      **WORSE THAN TARGET – RED**

\* Complaints are reported one month in arrears to ensure that the complaints are closed down within our service standard of 10 working days.

The table below summarises the interactions and complaints upheld in the four months to end of August for the past three financial years

	Interactions	Complaints	Upheld	% upheld
<b>21/22</b>	<b>156,153</b>	<b>456</b>	<b>150</b>	<b>0.096%</b>
20/21	141,637	380	86	0.061%
19/20	136,048	451	85	0.062%

Volumes of both interactions and complaints continue to fluctuate each month, which makes comparisons to previous years unrepresentative due to restrictions placed on the organisation due to Covid-19.

The main themes for upheld complaints relate to time taken to complete a repair, lack of information / communication and staff actions. Complaint levels and details are reviewed on a monthly basis, and a number of actions are being taken to reduce the number of complaints, including extra funding in the financial year to catch up on the repairs backlog.

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

**Target 90.00%**  
**Q2 21/22 YTD Performance 98.20%** **BETTER THAN TARGET- GREEN**

	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Tenancies sustained %	98.20%	98.88%	97.25%	96.76%	96.67%	95.59%

An excellent performance in the first half of the 2021/22 year, continuing the above target performance all year in 2020/21.

Tenancies sustained post support continue to perform well with September results showing 98.78% of tenants are still in their tenancies 6 months after their support concluded, and three of the six months to date have achieved 100% in month. This gives a cumulative performance thus far of 98.20% against a target of 90%.

8.11. KPI 9 : Number of repairs complete on first visit (FVC)

**Target 92.00%**  
**Q2 21/22 YTD Performance 90.80%** **WITHIN TOLERANCES - AMBER**

	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
First visit complete %	90.80%	90.93%	90.92%	90.80%	91.24%	93.38%

September's in month performance was 92.10%, which is above the yearly target of 92% and is also an increase on August's performance of 90.44%. YTD cumulative performance has increased slightly from 90.54% in August to 90.80% in September.

Of the 3,115 completed repairs, which met the KPI criteria, 2,869 were completed on the first visit. Repairs volumes are currently around 20% up on pre Covid performance impacting on the indicator, in line with the sector. Additionally, the availability of materials has also been a contributing factor alongside contractor resource to support us in completing jobs first time.

8.12. KPI 10 : Gas Servicing - % of dwellings with a valid gas safety certificate

**Target 100.00%**  
**Q2 21/22 YTD Performance 99.92%** **WITHIN TOLERANCES - AMBER**

SLHD are entirely compliant with regulatory standards relating to gas safety.

This is a changed KPI for 2021/22 and reports the percentage of dwellings with a valid gas safety certificate rather than percentage of properties attended (2020/21 KPI). This change offers clarity on the number of properties that are in the no access procedure.

This process starts well before the anniversary of the gas service and allows time to gain access whilst still having an in date gas safety certificate. Once the certificate is out of date we can then start the legal process of gaining access to undertake the essential compliance work.

At the end of September, there were 16 out of 18,978 properties without a valid gas certificate and as at mid-October this had reduced to 11. However, all are in the legal process for access during September and therefore 100% compliant with legislation.

### 8.13. KPI 11 : Days lost through sickness per FTE

<b>Profiled target</b>	<b>3.75 days</b>	
<b>Q2 2021/22 YTD Performance</b>	<b>5.09 days</b>	<b>WORSE THAN TARGET – RED</b>

September cumulative performance was also worse than target at 5.09 days per FTE. The data for September was only received on 3 November due to technical difficulties at Rotherham MBC, who provide the payroll and HR services under a Service Level Agreement.

Analysis of the reasons for sickness is being undertaken now the September data has been received.

This KPI was also worse than target at end of August and for the first five months of the year :

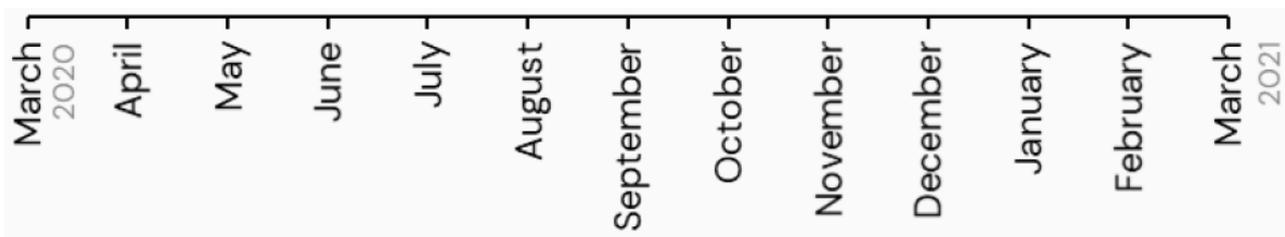
- Property Services had the highest high levels of absence accounting for nearly 50%;
- The highest cause of absence was stress, depression and anxiety, accounting for a 40% of absences; and
- the second highest reason for absence remains Musculo Skeletal accounting for 26%, followed by Coronavirus accounting for 11% of all absences.

A number of long-term cases continue to be managed with a small number of Stage 4 attendance hearings in progress. NHS waiting times continue to impact on absence levels and where possible we are looking for alternatives to achieve a return in some capacity whilst this wait is ongoing.

Benchmarking against other organisations for 2020/21 provides the following contextual information (taken from Housemark) for staff sickness levels.

While sickness levels remain 14% higher than expected in an average year, absentee rates are now lower than when Housemark first collected this measure in November 2020. This shows the effect of the second COVID wave, with the peak in January 5.6%.





SLHD performed favourably when compared to the above Housemark data. For the last two indicators on the above chart – Proportion of days lost due to sickness - SLHD’s comparative figures were lower at 4.60% for December 2020 and 3.27% for March 2021.

#### 8.14. KPI 12 : Local expenditure

**Target** **70.0%**  
**Q2 21/22 YTD Performance** **57.4%** **WORSE THAN TARGET – RED**

The table below summarises the total and Doncaster spend for the six months to end of September with comparatives from previous financial years.

	Doncaster spend YTD	Total spend YTD	KPI%	Including Capital spend %
<b>21/22</b>	<b>£3,420k</b>	<b>£5,961k</b>	<b>57.4%</b>	<b>72.0%</b>
20/21	£2,351k	£4,355k	54.0%	tba
19/20	£2,586k	£4,349k	59.0%	tba

Cumulatively, YTD performance stands at 57% and an under-performance of £752k.

The KPI is based on spend of a Revenue nature within SLHD, but it should be noted that if capital spend were to be included, rather than just revenue, this would include an additional £3m of spend, cumulative performance for the year to date would be 72% and meeting target. Comparative information for previous years is being calculated and will be reported as standard in future reports.

The Procurement Strategy and Contract Standing Orders have been developed to try to optimise local spend and social value, but changing the balance of local spend is only potentially 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 tender, are not part of consortia frameworks or are unable to demonstrate value for money. SLHD continues to actively participate in supplier events to encourage local business engagement in as many new procurement exercises as possible.

The procurement service will transfer to Doncaster Council later in the year. This presents an opportunity for further joined up procurement. The impact this will have on the ability to buy local is not yet clear, but is one of the factors that will be built into the service level agreement as the service transfers.

However, based on the types of goods and services due to be procured over the next few months, for the reasons already specified above, it is not anticipated that SLHD will be able to increase local revenue spend much further than it is currently.

#### 8.15. KPI 13 : ASB Cases Resolved as a % of All Cases Closed

<b>Target</b>	<b>95.00%</b>	
<b>Q2 21/22 YTD Performance</b>	<b>96.68%</b>	<b>BETTER THAN TARGET – GREEN</b>

No specific issues at this stage.

Following a review of case closures, we are performing above target with a YTD figure of 96.68%. The September month's performance was 96.73% with only four cases out of 153 closed as not resolved. We currently have 437 cases open.

Once again, noise and verbal abuse make up over 50% of the cases between them.

8.16. KPI 14 : Number of residents undertaking training or education

<b>Target YTD</b>	<b>37</b>	
<b>Q2 21/22 YTD Performance</b>	<b>12</b>	<b>WORSE THAN TARGET – RED</b>

The number of Residents helped in to Education and Training over the period is low for several reasons.

- Firstly, the Apprenticeships stats have been included in the employment stats KPI as opposed to the training KPI to avoid double counting;
- Secondly, the number of external courses and training available to Career Start Participants has continued to be low given the position around Covid; it is only now that Doncaster College and other training providers are able to offer courses again; and
- Thirdly, we have had a reduced demand for our own in-house training, i.e. improving employability skills.

There was a lower number than expected cohort in the last support and learn courses and we are already seeing reduced interest in the two new courses starting in November. This is partly due to the Job Centre previously relaxing various claimant commitments during the pandemic and this may be a consequence of the high number of vacancies in the Doncaster area at present.

Given this picture, we are looking at ways of increasing the take up of our offers around training and employment and have engaged with a wider spread of stakeholders to bring the figures back in line with expectations.

8.17. KPI 15 : Number of residents supported into employment

<b>Target YTD</b>	<b>16</b>	
<b>Q1 21/22 YTD Performance</b>	<b>33</b>	<b>BETTER THAN TARGET – GREEN</b>

No issues at this stage and target achieved for Quarter 2. The KPI target has been exceeded given the number of new employment starts we saw in the last three months, especially in September when our new Apprentices and Kick Start Participants began employment with SLHD.

The job vacancies market in Doncaster is now both large and competitive and on the plus side, more participants are securing work with our assistance. In the longer term, this may have an impact on the numbers coming through the scheme.

## 9. Annual KPIs

- 9.1. For 2021/22, there are four annual KPIs that would normally be reported at the end of the financial year.
- 9.2. Two of these relate to the annual STAR survey. The survey for 2021/22 is now complete and results were received in September. These are currently being analysed in detail and action plans will be developed as required. The two indicators have been included in Q2 reporting.
- 9.3. The other two KPIs below show the most recent performance data which is from Q4 2020/21.

### 9.4. KPI 16 : Tenant satisfaction with overall service

<b>Target 2021/22</b>	<b>87.00%</b>	
<b>2021/22 Performance</b>	<b>84.80%</b>	<b>WORSE THAN TARGET – RED</b>

Results for the 2021/22 survey are currently being analysed

### 9.5. KPI 17: Percentage of homes meeting Decent Homes standard ANNUAL KPI:

<b>Target 2021/22</b>	<b>100.00%</b>	
<b>Performance</b>	<b>99.99%</b>	<b>(Q4 2020/21)</b>

There were eight properties out of 20,080 that were non-decent at year end. All these properties are included in the capital re-inclusion programme for this financial year.

### 9.6. KPI 18 : Tenant satisfaction with property condition %

<b>Target 2021/22</b>	<b>89.00%</b>	
<b>2021/22 Performance</b>	<b>86.50%</b>	<b>WORSE THAN TARGET – RED</b>

Results for the 2021/22 survey are currently being analysed

### 9.7. KPI 19: Energy efficiency ANNUAL KPI :

<b>Target 2021/22</b>	<b>68.37%</b>	
<b>Performance</b>	<b>64.74%</b>	<b>(Q4 Outturn 2020/21)</b>

This was a new KPI for 2020/21, which requires all properties to achieve EPC Level C by 2030. The outturn performance of 64.74% for 2020/21 exceeded the target for that year of 41.53%. SLHD are currently reviewing investment needs as part of a new environmental strategy. This indicator will be reported annually.

## OPTIONS CONSIDERED

10. Not applicable

## REASONS FOR RECOMMENDED OPTION

11. Not applicable

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

	<b>Outcomes</b>	<b>Implications</b>
	<p><b>Doncaster Working:</b> 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"> <li>• Better access to good fulfilling work</li> <li>• Doncaster businesses are supported to flourish</li> <li>• Inward Investment</li> </ul>	<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><b>Doncaster Living:</b> 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"> <li>• The town centres are the beating heart of Doncaster</li> <li>• More people can live in a good quality, affordable home</li> <li>• Healthy and Vibrant Communities through Physical Activity and Sport</li> <li>• Everyone takes responsibility for keeping Doncaster Clean</li> <li>• Building on our cultural, artistic and sporting heritage</li> </ul>	
	<p><b>Doncaster Learning:</b> 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"> <li>• Every child has life-changing learning experiences within and beyond school</li> <li>• Many more great teachers work in Doncaster Schools that are good or better</li> <li>• Learning in Doncaster prepares young people for the world of work</li> </ul>	

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

## 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, 15.11.21**

13. There are no specific legal implications arising from this report. Advice can be provided on any matters arising at the meeting.

## FINANCIAL IMPLICATIONS

**Julie Crook, Director of Corporate Services SLHD, 15.11.21**

14. In 2021/22 SLHD will receive management fees of £36.7m from DC. This is made up of £34.9m from the Housing Revenue Account and £1.8m from the General Fund to pay for the general fund services managed by SLHD.

## HUMAN RESOURCES IMPLICATIONS

**Angela Cotton, HR & OD Business Manager, 16.11.21**

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

## **TECHNOLOGY IMPLICATIONS**

**Nigel Riley – Head of Digital Strategy & Support, 22,11,21**

16. There are no specific technology implications for Doncaster Council arising directly from this report. Work between DMBC and SLHD is ongoing to ensure that technology effectively supports integrated working.

## **HEALTH IMPLICATIONS**

**Kirsty Tunnicliffe, Public Health Improvement Coordinator 17.11.21**

17. The pandemic continues to impact on the delivery of the service. Most notably the continued bed and breakfast placements, upheld customer complaints and limited opportunities to proactively prevent homelessness. It is encouraging to see that the tenancy sustainability team are maintaining their focus on early intervention and support, and that the number of tenancies sustained post-support exceeds target.
18. A suitable, safe and good quality home is essential for good mental and physical health, as are communities that support people and enable them to thrive. Work to resolve antisocial behaviour is exceeding target. Effectively reducing antisocial behaviour can be expected to have a positive impact on individual wellbeing and potentially on community cohesion. Quarter 2 performance in regards to complaints is below target and the main themes include delays to completing a repair, lack of communication/information and staff actions. In addition to this, the increase in the number of properties which do not have a gas safety certificate highlights a safety risk, however, the report states that these are being dealt with through a no access procedure. It is important to ensure that everything is being done to ensure that tenants' homes support their health, wellbeing and safety.
19. As a key local organisation, St Leger Homes of Doncaster has the opportunity to improve health and wellbeing by maximising local social, environmental and economic benefits. This can be done in a number of ways, including good working conditions, local purchasing and training and development opportunities. It is positive to see the number of tenants and residents helped into employment is exceeding target, although the number of tenants and residents helped into training and education remains lower than the target. Understanding the causes of employee sickness absence and improving the working environment has the potential to improve employee health and wellbeing, and reduce preventable days lost to sickness, which is currently below target. In addition to this, further benefits can be realised by continuing to explore opportunities to increase social value through local revenue expenditure.
20. As a stable and secure home is an essential contributor to good health and wellbeing Public Health wishes to see a continued focus on homeless preventions and less reliance on bed and breakfast placements as we navigate the recovery stage of the pandemic.

## **EQUALITY IMPLICATIONS**

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

## CONSULTATION

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

## BACKGROUND PAPERS

23. 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

24. None

## Appendix A - St. Leger Homes Key Performance Indicator summary Q2 2021/22

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KPI	Indicator	20/21 Outturn	20/21 Quartile	21/22 Quarter 1	21/22 Quarter 2	21/22 Quarter 3	21/22 Quarter 4	21/22 Target	DoT	R/A/G
1	Percentage of current rent arrears against annual debit %	2.75%	Quartile 2	2.64%	<b>2.64%</b>			3.21% ytd 3.00% year	↔	
2	Void rent loss (lettable voids) %	1.00%	Quartile 1	0.81%	<b>0.79%</b>			0.50%	↑	
3	Average Days to Re-let Standard Properties ytd days	46.11	Quartile 2	32.72	<b>31.62</b>			20.00	↑	
4	Number of Households placed in B&B Accommodation ytd	831	n/a	193	<b>391</b>			n/a	n/a	n/a
5	Number of Full Duty Homelessness Acceptances ytd	398	n/a	112	<b>225</b>			n/a	n/a	n/a
6	Number of homeless preventions ytd	604	n/a	154	<b>309</b>			n/a	n/a	n/a
7	Complaints upheld as a % of customer interactions %	0.065%	n/a	0.092%	<b>0.096%</b>			0.070%	↓	
8	Number of tenancies sustained post support	97.25%	n/a	98.88%	<b>98.20%</b>			90.00%	↓	
9	Number of repairs first visit complete	90.92%	Quartile 3	90.93%	<b>90.80%</b>			92.00%	↓	
10	Gas servicing:% of properties with a valid gas certificate	100.00%	Quartile 1	99.98%	<b>99.92%</b>			100.00%	↓	
11	Days lost through sickness per FTE	6.60	Quartile 2	1.98	<b>5.09</b>			3.75 ytd 7.90 full year	↓	
12	Percentage of Local Expenditure %	52.07%	n/a	51.65%	<b>57.39%</b>			70.00%	↑	
13	ASB Cases Resolved as a % of All Cases Closed	95.19%	n/a	96.65%	<b>96.68%</b>			95.00%	↑	
14	Number of residents undertaking training or education ytd	30	n/a	10	<b>12</b>			37 ytd 67 full year	↓	
15	Number of residents supported into employment ytd	28	n/a	7	<b>33</b>			12 ytd 30 full year	↑	
16	Tenant satisfaction levels % (STAR)	87.00%	Quartile 2	Annual KPI	<b>84.80%</b>	84.80%	84.80%	89.00%	↓	
17	Percentage of homes maintaining decent standard %	99.99%	Quartile 2	Annual KPI	<b>Annual KPI</b>	Annual KPI	Annual KPI	100.00%	n/a	n/a
18	Tenant satisfaction with property condition % (STAR)	89.40%	Quartile 1	Annual KPI	<b>86.50%</b>	86.50%	86.50%	89.00%	↓	
19	Energy efficiency. Target: achieve EPC Level C by 2030	64.74%	n/a	Annual KPI	<b>Annual KPI</b>	Annual KPI	Annual KPI	68.37%	n/a	n/a

**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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1 December 2021

To the Members of the Cabinet

### Performance Challenge of Doncaster Children’s Services Trust: Quarter 2, 2021/22

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Rachael Blake Children’s Social Care, Communities and Equalities	All	None

#### EXECUTIVE SUMMARY

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

#### EXEMPT INFORMATION

- Not exempt.

#### RECOMMENDATIONS

- 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?

- This report includes current progress of DCST’s performance, including the response to the Covid local epidemic curve that 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

- In August 2021 Early Help, Children’s Social Care and Leaving Care services transitioned from Liquid Logic case management and recording system to MOSAIC. This decision was made so that children and adult services were using the same case recording system. The transition to MOSAIC has introduced significant challenges in relation to performance reporting and this is impacting across most data areas. This impact had been anticipated and work is underway to address the issues that need to be resolved in order to restore confidence with regard to the performance. Some of these impacts will be more easily resolved than others as what is needed it to re-

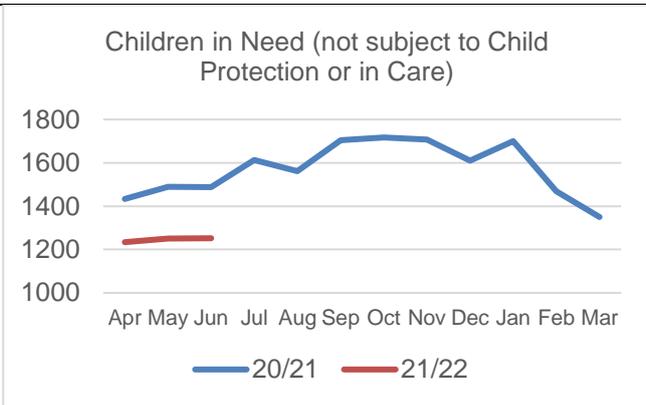
establish internal reporting pathways. Other issues will prove more complex as they relate to the data generated by the system.

7. This report provides data for those areas where there is some confidence about the accuracy of the information available. Unfortunately there are a number of areas where the information is clearly incorrect or has clear gaps in it. One example of the former is the number of reviews for children in care which, according to the system, stood at 2% at the end of Q2. Prior to this rates have been consistently above 90%.
8. Where possible, performance is benchmarked against national, regional and similar authority statistics. Although national comparator data for the period 2020/21 has recently been published (28<sup>th</sup> October 2021) this is currently only published at a national level. Given this, the comparisons are against latest available information which is currently 2019/20.
9. **Current Demand and activity levels – setting the context for Trust Operational and Financial Performance.**
10. Demand for children's social care services has been impacted by Covid, with significant variances from quarter to quarter. The charts below seek to demonstrate changes in demand for different sections of the social care pathway, the reasons behind this, and the impact on services and children and families.



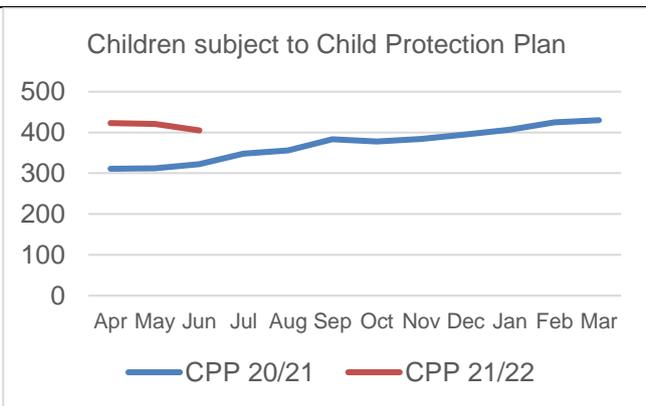
Referral levels is one of the areas where the data available is known not to be accurate as the report available only includes referrals in July 2021 during Q2. When this is cross-referenced with other data sources the results are so inconsistent they can only be inaccurate<sup>1</sup>. What available data does suggest is that the position is stabilising at a level broadly similar to the referral rates prior to Covid. It should be noted however that in addition to the data quality issues highlighted above this is a volatile measure.

The local guidance regarding thresholds has been subject to further review in order to respond to a challenge about where services for children in need sit within this continuum. This work has been progressed jointly by colleagues in DSCT and DMBC to ensure there is a consistent position across early help, targeted support and social care services.



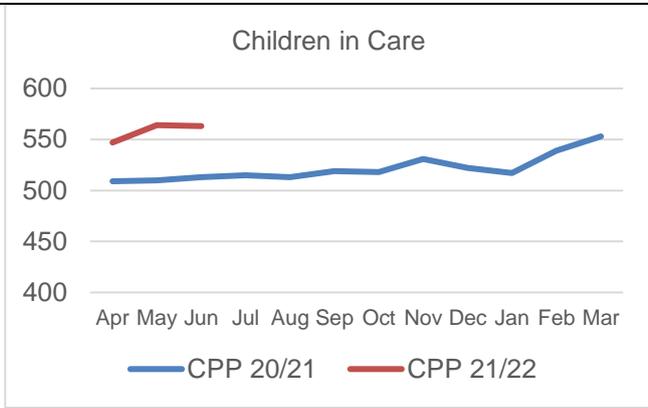
The issues in relation to the reporting of referrals impact on our understanding of the number of Children in Need. This is perhaps best demonstrated by the variation in the figures in the Children’s Analysis Tool (ChAT) report which looks at demand and performance over the preceding six months. In August ChAT recorded 3227 children in need while the September figure was 5634.

A more reliable as at figure comes from the Caseload report which on 18.10.21 recorded 2047 cases open to a social worker, although this would include children in care and those subject to a protection plan.



For children subject to a protection plan there is a higher degree of confidence about the accuracy of the reported position. That said there is currently no validated way to end a plan at a point where a child moves to another authority or becomes looked after. On 15.10.21 there were 10 children within this category. This issue is broadly typical of the reporting issues we are encountering in the system as children tend to be over-counted rather than missed

Our rates of children subject to a protection plan continue to be higher than previous levels in Doncaster and comparator authorities. ChAT indicates that at the number of children subject to a plan in August was 410. The figure in September was 434, although we know the figure will be lower than this for the reasons set out above



The reported increase in the number of children in care has continued. There is a correlation between the numbers of children subject to a protection plan as the majority of children who come into care do so because of concern regarding their safety.

The number of Children in Care (CIC) in August was 565 and in September stood at 580. This was a 2% increase from August to September 2021. There were 60 more children were in care in September 2021 when compared to September 2020. Benchmark data in August indicates that the rate of Children in care per 10,000 was 84. Of the 580 children in care 480 (c.83%) have been looked after >= 6 months and 390 (c.67%) have been looked after >= 1 year.

In August 2021 79% of children in care were subject to either an Interim Care Order or Care Order. A further 3% of children were subject a Placement Order (i.e. have a court authorised plan for adoption). This means that the court has judged that it was right for these children to be in care.

In August 2021 6 children (1%) of children in care were unaccompanied asylum seekers (UASC). We anticipate that this figure will increase as a consequence of various measures taken by national government to relocate families and young people seeking asylum to alleviate pressures in areas such as Kent.

11. Work has been undertaken by our Performance Team to produce a caseload report which now incorporates caseloads in the Inspiring Futures (Leaving Care) service area. Figures for the Inspiring futures team relate to the number of young people allocated to a Personal Advisor. Outside of this caseload information relates to the number of children allocated to a qualified social worker. The Caseload report does not yet include information about Parent and Family Support Services (PAFSS) and the plan is to incorporate this into the report moving forward.
12. The allocation position as at 18/10//21 was that there were 14 staff with 26 or more cases (25 cases or more is deemed to be a high caseload). This is an increase in the

<sup>1</sup> Referral figures in Q2 July 298, August 242, however this includes 144 where the date is unclear in the record. Convention is unclear, September 405 however there are also significant number of other referrals where the date is not clearly recorded by the system.

position reported at the end of Q1 6 social workers held caseloads at this level. Of those staff with caseloads in excess of 25 in October 2021:

- 3 were in the Inspiring Futures team
- 11 were in the assessment services, where caseloads are inherently more volatile due to the nature of the work undertaken in this area
- 1 was in our Area Child Protection Service (ACPS)

The Average caseload across the Trust in October was 16.2 cases per worker. The position by service area<sup>2</sup> was

- Assessment Service – 21.6. The highest caseload in this service area was 37. 6 of the 11 workers with high caseloads had 30 or more cases.
- ACPS – 16.5. The highest caseload in this service area was 26
- Children in Care – 13.2. 2 workers had caseloads of 19 which was the highest caseload in this service area.
- Inspiring Futures – 19.2. The highest caseload in this service area was 31

13. Previous Caseload information:

		2018/19	2019/20				2020/21				2021/22	Latest performance against last qtr / Trend		Movement			
		Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1		Since Qtr 1 2020/21		Since Qtr 4 2020/21		
Caseloads	Average Social Worker Caseloads	23.0	24.1	18.4	17.8	18.5	19.1	18.2	19.1	15.8	18.1	▲		-1.0	-5.2%	2.3	15%
	Average PAFSS Worker Caseloads	13.1	10.9	9.1	10.0	10.3	13.3	9.6	11.5	11.7	11.9	▲		-1.4	-10.5%	0.2	2%
	Maximum Social Worker Caseload	38	38	28	29	27	35	44	41	29	32	▲		-3.0	-8.6%	3.0	10%
	Maximum PAFSS Caseloads	18	20	13	16	13	19	17	18	17	20	▲		1.0	8%	3.0	18%
Workforce	Percentage days lost to sickness	5.0%	3.4%	4.4%	5.8%	5.1%	4.5%	4.3%	5.8%	4.8%	4.4%	▼		-0.1%		-0.4%	
	Turnover of Staff (rolling 12 months)	15.0%	12.4%	13.8%	12.0%	13.5%	14.6%	15.0%	16.3%	12.9%	13.5%	▲		-1.1%		0.6%	
	% frontline FTE posts covered by Agency Staff	4.0%	5.7%	6.2%	7.0%	7.0%	7.4%	6.4%	5.0%	6.0%	7.7%	▲		0.3%		1.7%	

14. The benchmark for considering a caseload as high does not give a clear picture of the current level of demand. The Trust has an aspiration for social workers to have caseloads of 16 – 18. On 15.10.21 58 of 139 staff had caseloads in excess of 18, with 79 having caseloads of 17 or higher.

15. **Summary Position of Contract Indicators and wider Strategic indicator set.**

16. One of the measures taken in response to the Coronavirus pandemic was that performance targets were revised for the twelve core contract measures. It was agreed that we would return to pre-Covid targets from Q2. However, as already indicated, the impact of the transition to MOSAIC has significantly compromised our ability to report

<sup>2</sup> There are two teams not included in these figures, the CSE Team (av caseload 12.3) and the children with disabilities team (av caseload 13.8)

with confidence against these measures. 5 of the 12 Core performance targets have discrepancies that are at a level of magnitude which indicates they are incorrect:

- % of children in care reviews held within timescale
- % Children in Need with an Appropriate and Current Plan in Place
- % 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
- % of care leavers the LA is in touch with
- % of Care Leavers with pathway plans which have been reviewed in timescale

17. 3 of the remaining measures are taken from sources outside of Mosaic and so we have higher confidence in these, although we know there is a data latency issue linked to the supervision performance measure. The performance information report in relation to the remaining 4 measures has information cross referenced from multiple points in the system and is therefore more likely to be accurate. Commentary with regard to these 7 measures is included in the following section of this report.

18. Of the measures where there is some confidence:

- 3 exceeded the target measure
- 2 were within 5 % of the target
- 2 did not meet the target, although it should be noted that 1 of these targets was suspended during Covid and performance in relation to the other exceeded the revised Covid target

19. Summary of contract measure position at the end of the quarter. Contract KPIs On or better than BAU target range

- **Percentage of Initial child protection conferences achieved within the statutory 15-day timescale**

<b>Performance</b>	97%	<b>Target</b>	95%	<b>Trend</b>	Stable
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Making timely multi-agency decisions with regard to the safety of children identified as having suffered, or being at risk of, significant harm is critically important. We saw a small deterioration in performance as a consequence of the transition to MOSAIC, and staff having to familiarise themselves with new systems and processes. Despite this performance remained above target (Q1 performance was 98%).

Doncaster's performance has been consistently above local and national comparators since 2018/19.

- **Short Term Stability of Placement of CiC: Percentage of 3+ moves in last 12 months (lower the better)**

<b>Performance</b>	8%	<b>Target</b>	9%	<b>Trend</b>	Stable
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There will inevitably be a small number of children who have to move placements and sometimes this can be a positive outcome as they will be moving on to long-term carers. That said promoting consistency for children in care is key to improving outcomes. There has been considerable national attention given to the state of the children's placement market.

Our Future Placement Strategy has been developed to expand the range of in-house placements we offer. We have invested in creating additional Service Manager capacity in residential care to support this expansion and have recently secured new properties to increase in-house residential care provision. In-house provision not only offers better value for money than external provision it enables children and young people to remain living in their own communities.

Although performance slightly declined in Q2 (Performance in Q1 was 7%) it is positive that performance remained with target. Performance in Doncaster is better than regional and national comparator performance.

- **Timeliness of single assessments**

<b>Performance</b>	94%	<b>Target</b>	90%	<b>Tolerance</b>	75%	<b>Trend</b>	Stable
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During Q2 we completed 800 initial assessments, 750 of which were within 45 days (the position in Q1 was 720 children and family assessments with 641 completed within 45 working days).

Assessments are the foundation of effective social work intervention as they represent our understanding of a families strengths and challenges and how these impact on children. Work undertaken during the assessment should be a core part of the support offered to family. We have recently introduced Family First meetings, which brings together the agencies working with families as a way of ensuring there is effective joint working from the outset of our work with children and families.

20. Contract measures with 5% of the target.

21. At the end of quarter 2 there were 2 measures within 5% of the target. These are listed below, along with narrative explanation and remedial plans.

- **Percentage of Freedom of Information requested responded to within expected timescale**

<b>Performance</b>	92%	<b>Target</b>	95%	<b>Tolerance</b>	90%	<b>Trend</b>	Stable
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Performance in this area is the same as the position at the end of Q1. The Trust processes FOI requests relating to children’s social care and youth justice as well as those relating to Trust business activity. Within the quarter, 2 out of 24 requests were not delivered in timescale. We continue to track FOIs from point of receipt and will apply for extensions where the 20 working day expectation is not achievable. All FOI are approved by the Director of Social Care in the Trust.

- **Percentage of cases audited graded as “Good” or better**

<b>Performance</b>	76%	<b>Target</b>	80%	<b>Tolerance</b>	60%	<b>Trend</b>	Improving
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Our audits focus on the quality of practice and how this impacts on improving outcomes for children and families. They are comprehensive, focussing on all aspects of casework, including the role of supervision and evidence of the child’s voice and lived experience. A sample of audits are moderated each month to ensure consistency of grading, with the audit moderation panel being chaired by the Director for Social Care. No audits were undertaken in August in recognition of the impact of the transition to MOSAIC.

Although the measure is outside tolerance for the quarter this represents a significant improvement from the position at the end of Q1 where 56% of audits were graded as good or better.

In addition to the routine audits we are about to implement a rolling programme of dip sampling to explore particular practice themes. This will include a focus on early permanence, pre-birth assessments and cases referred to children’s social care by the LADO. The findings of these dip sampling exercises will be incorporated into future performance reports.

The dip sample activity will allow for a deep dive into certain areas, some where we know there have been issues, such as early permanence but also some where we want further assurance or to explore if there are issues present.

22. Contract measures below performance target

- **Percentage of children who wait less than 14 months between entering care and moving in with their adoptive family**

<b>Performance</b>	47%	<b>Target</b>	60%	<b>Tolerance</b>	56%	<b>Trend</b>	Variable
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The national measure for this is the proportion that of children in care who move into their adoptive family within 14 months. Our current performance is 47% which represents a small improvement compared to the Q1 position of 45%. The number of children involved in the adoption process is very small and so this is a volatile performance measure. We also know that Covid did mean delays in court hearings and medical checks for prospective adopters which impacted on performance.

A key issue for the Trust at this point in time is that our adoption numbers have reduced. Although there has been a national trend of reduction in adoption and increased use of Special Guardianship our reduction is more significant than the other authorities involved in the South Yorkshire Regional Adoption Agency. Work is currently underway to explore the factors which have impacted on this. The findings of this activity will be include in a future performance report.

- **Percentage Frontline Staff Receiving Supervisions in line with supervision policy**

<b>Performance</b>	73%	<b>Target</b>	90%	<b>Tolerance</b>	70%	<b>Trend</b>	Deteriorating
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We have seen a deterioration performance in relation to this figure in Q2 (Q1 performance was 92.4%). Although this is not directly attributable to the transition to MOSAIC as the data is captured outside of the system, feedback from staff is has been that they encountered a number of additional pressures during August and September that were linked to moving to a new system. This is thought to be the key factor in this deterioration. There will be on-going management attention on this area of performance as we recognise that regular effective supervision is a core component of good practice with children and families.

23. Strategic Partnership Indicators

- 24. In addition to the 12 contract measures, the Trust reports quarterly performance against an additional 27 strategic partnership indicators. These are indicators of the effectiveness of the wider children’s social care system, which are also influenced by

performance and activity of our strategic partners. 2 of these measures are produced annually and are therefore not available in-year.

25. As with the Core Contract measures there are a number of performance targets where the discrepancies are so stark that we know these are reporting issues. These are

**Parent and Family Support**

- Improved outcomes for families that have received Family Support on closure
- Length of intervention from Family Support services (Days)

**Child and Family assessment**

- % Re-referrals in last 12 months
- Timeliness of Single Assessment (less than 20 days)
- Duration of open children in need cases (3 separate measures).

**Child Protection**

- % Becoming Subject of CPP for Second or Subsequent Time within 2Yr Period
- % of Protection plans lasting two years or longer

**Children in Care**

- Long Term Stability of Placement of CiC: % length of placement >2yrs

**Adoption, Fostering, SGO and Child Arrangement Order**

- % of children who left care through adoption. NB although we cannot provide this figure as a percentage 3 children were adopted during Q2. Although this represents an increase from Q1, where 1 child was adopted our in year adoption figures are lower than the number of children adopted from the other three authorities that form the South Yorkshire adoption Agency (Sheffield – 24, Barnsley – 20, Rotherham – 13)
- % of children ceasing to be looked after because of an SGO
- % of children ceasing to be looked after because of an CAO

**Care Leavers**

- Number of 19 & 20yr olds on a Staying Put placement with Former Foster Carers after their 18th birthday
- % of young people in employment, education or training.

26. Performance in relation to the remaining partnership indicators at the end of quarter 2 is as follows:

<b>Strategic Partnership Indicators performing at or better than target</b>			
<b>Measure</b>	<b>Performance</b>	<b>Target</b>	<b>Commentary</b>
% of Care Leavers in suitable accommodation	94.1%	85%	We have seen a slight deterioration in the proportion of young people living in suitable accommodation but this remains above target.  The young people who are not in suitable accommodation are either in custody/on remand or in unsecured/temporary accommodation, e.g. staying with friends.
% FTE posts covered by Agency Staff	8%	8%	There has been a small increase in the rates of posts covered by agency staff in

			Q2 as compared to Q1 (7%). Although it would be preferable to have more front line workers employed on a permanent basis there is a national challenge in recruiting experienced social workers and we have to off-set the aspiration for more permanent staff against the impact of increased caseloads.
Staff turnover (leavers in month in a rolling 12 month as a % of FTE)	12%	16%	This is a reduction on the position reported at the end of Q1 (14%). This represents 10 staff.  Performance has been at or below target since 2019/20
First Time entrants in to the Youth justice system	117	212	This is positive performance and represents a reduction from Q1 (225). Performance is below the national average of 172
Young offenders who re-offend	23.1%	37%	This is positive performance and represents a reduction from Q1 (25.7%). Performance is below the national average (33.1%)

#### Strategic Partnership Indicators performing within tolerance

Measure	Performance	Target	Commentary
Percentage of monthly case file audits rated as 'requires improvement' or better <sup>3</sup>	94%	95%	Our ambition is to achieve close to 100% good or better. The position at the end of Q2 was <ul style="list-style-type: none"> <li>• Inadequate – 6%</li> <li>• Requires Improvement – 17%</li> <li>• Good – 70%</li> <li>• Outstanding – 6%</li> </ul> Where an audit is graded as inadequate or requires improvement the case will be re-audited within 3 months to review whether practice and outcomes for the child have improved.
% of Trust residential settings rated good or better	80%	100%	Of our 5 homes 1 is currently rated as Requires Improvement; an action plan is in place to address the issues raised during the inspection. The grading of this home will not be changed until the next full inspection by Ofsted. Our other 4 homes are Good or Outstanding.
Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family	149	121	This is a considerable improvement on the performance in Q1 (220 days) although this remains outside of target. It is important to stress that this is a performance measure that involves a small number of young people. Our performance in Q2 was 3 <sup>rd</sup> of the 4

<sup>3</sup> This is a summary of 4 separate performance measures which look at audit outcomes against each of the four grading outcomes.

			<p>authorities that comprise the South Yorkshire RAA.</p> <p>We work closely with colleagues in the South Yorkshire Regional adoption Agency to oversee adoption timeliness.</p>
Strategic Partnership Indicators performing at outside tolerance			
Measure	Performance	Target	Commentary
Percentage of Care Proceedings on Track to be completed within 26 weeks	51%	80%	<p>Timeliness remains below target and has reduced from the position at the end of Q1 which was 58%. 51% equates to 106 children.</p> <p>The proportion of care proceedings cases on track to meeting the national expectation of 26 weeks remains a challenge for the Trust as well as other authorities. There are national factors with the key one being the impact of Covid. There are also local issues with the key local challenge being the repeated expert witness testimony. We plan to address the latter issue through regular meetings with CAFCASS and the Local Family Justice Board.</p>
Average time in days between a child entering care and moving in with their adoptive family	478	426	<p>Although this represents an increase in the length of time before children are placed when compared to Q1 (437 days). It is important to stress that this is a performance measure that involves a small number of young people. Our performance in Q2 was 3<sup>rd</sup> of the 4 authorities that comprise the South Yorkshire RAA.</p> <p>Covid did mean delays in court hearings and medical checks for prospective adopters, making the whole process more challenging.</p>

## 27. Current Challenges which Impact on Children:

- **Placement Pressures:** As highlighted above this is a national issue that impacts on authorities across the country. Our Future Placement Strategy is critically important in addressing the challenge however for there to be a fully effective response national action is required This is an issue that is currently being explored through work by both the Competition and Markets Authority and in the national review of social care, led by Josh MacAllister. Earlier this year the review produced interim findings in The Case for Change and this states:

*“While local authorities have a duty to ensure there is sufficient provision in their area to meet the needs of the children in their care, it is increasingly the case that they are operating in a national market where providers are able to set the terms of engagement. In this environment, local authorities struggle to shape their market”*

<u>Provision</u>	<u>Number</u>
Number of Children in Care (CIC)	580
Number In House Fostering	218 children (17 are NOT in Doncaster)
Number Independent Fostering Agency (IFA)	175 children (101 are in Doncaster)
Residential – in house	18 children (including 4 in 16+ in house unregulated provision)
Residential – private	53 Children

- **Recruitment and Retention:** As highlighted previously this continues to be a challenge. This is also a national issue that has been identified in the Case for Change, which states:

*There is more to do to recruit, retain and support social care staff, including a high quality social work workforce. Burnout is high (Department for Education, 2020a), supervision is often infrequent and inadequate, the use of agency staff is costly (Kantar, 2020), and leadership turnover is too high (ADCS, 2021).*

## 28. Financial performance

29. The 2021/22 forecast outturn is an operating overspend of £2.8m against the contract sum, with further costs of £1.6m attributed to Covid, of which the Council has provided funding of £1.3m to offset, making a £3.1m forecast overspend; an increase in spend of £2.3m since Q1, mainly due to increased numbers on the Care Ladder, revised savings assumptions, and continuing caseload pressures.
30. Some cost-pressures (particularly care ladder) were brought forward into 2021/22. Additionally, as expected, Covid cost pressures have continued into 2021/22. The main Covid pressures are increased Out of Authority (OOA) Placements £0.93m, increased Fostering Placements £0.25m, CiC 16+ Placements £0.31m, and Agency costs of £0.16m mainly due to increased Legal caseloads.
31. CiC numbers have increased from 517 at the end of January 2021 to 580 at the end of September 2021 (561 June 2021). The 2021/22 increase is, on average, half of the Q4 increase, but the Trust remains cautious about what may happen in 2021/22 due to lockdowns, and the “lag” of the effects of these. This is against a backdrop in 2019/20 of over 80% councils overspent on children’s social care budgets (Trust budget rebased by £6.7m for 2019/20 but subsequently underspent by £1.2m).

### 32. Future Placements Strategy Homes

33. The Future Placement Strategy has moved into the implementation stage and a project management board has been established, which meets weekly, chaired by Rebecca Wilshire, Director of Social Care / Deputy Chief Executive of the Trust. There are currently 5 properties in various stages of development. These are as follows

- Skylarks estate, Brodsworth. 2 new build properties, expected to be ready for habitation in December 2021. These 2 properties will provide 4 beds total with a single registered manager overseeing both homes.
- Cambourne Close, Adwick. This is an internal Asset transfer, presented to and approved at Asset Board on 19.10.21. Trust residential service managers are working with DMBC colleagues regarding the designs and adaptations to the property. Expected date for completion March 2022.
- Tickhill Sq, Denaby. This is an internal Asset transfer, presented to Asset Board on the 19.10.21. Tickhill sq will be repurposed as two adjoining homes, with a single Registered Manager overseeing both provisions. Expected date for completion April 2022.
- Also in the pipeline and quite far down the purchasing route is a property in that can be repurposed as a 4 bed children's home with its own Registered Manager. A full building survey and valuation has been completed by DMBC colleagues and is expected to be circulated in early November. Following evaluation of the condition survey and valuation it is hoped that an offer will be submitted week beginning 15/11/21. There is no projected date for completion until the condition survey and subsequent work required has been reviewed.

34. In total the above provision creates a total of 14 new in-Borough places for children.

35. The current risks associated with the project are largely centred around the recruitment of Registered Managers and appropriately qualified residential staff. A recent unconnected recruitment episode for one of the Trust's registered children's homes yielded no external applicants. As such the Trust will look to initiate some market engagement events, supported by social media activity to generate interest in future recruitment episodes.

36. The totality of this activity remains well within the designated budget for purchases, design and adaptations and there are no anticipated risks at the current time with design and building adaptation activity itself.

37. For all the above properties, engagement events with elected members has already happened or is planned. Community engagement event dates are being considered by the project management group.

38. The 2021/22 projected forecast financial summary is:

Overall Heading	2021/22 Budget			2021/22 Outturn			2021/22 Variance			Variance due to Covid 19	Operating costs variance	Change from Q1 Operating costs	Change from Q1 due to Covid 19
	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Net £000's	Net £000's	Net £000's	
Children Looked After	35,406	-3,771	31,635	40,324	-4,728	35,596	-4,918	957	-3,961	-1,498	-2,463	-1,517	-473
Other Children and Family Services	1,546	0	1,546	1,525	-106	1,419	20	106	126	-104	230	135	0
Family Support Services	3,440	0	3,440	3,462	0	3,462	-21	0	-21	-5	-17	22	0
Youth Justice	1,741	0	1,741	1,729	0	1,729	12	0	12	0	12	12	0
Safeguarding Children and Young People's Services	12,880	-45	12,835	13,702	-439	13,263	-822	394	-428	-19	-409	-465	143
Services for Young People	430	0	430	442	0	442	-12	0	-12	0	-12	-11	0
Contract Value	0	-56,373	-56,373	0	-57,691	-57,691	0	1,318	1,318	1,318	0	0	1,318
Support Services and Management Costs	4,746	0	4,746	4,941	0	4,941	-195	0	-195	-21	-173	-183	0
<b>Grand Total</b>	<b>60,190</b>	<b>-60,190</b>	<b>0</b>	<b>66,126</b>	<b>-62,965</b>	<b>3,161</b>	<b>-5,936</b>	<b>2,775</b>	<b>-3,162</b>	<b>-329</b>	<b>-2,832</b>	<b>-2,008</b>	<b>989</b>

39. The original 2021-22 contract value was £59.06m. An additional £0.93m for Care Ladder pressures identified in January 2021 has been agreed at Q1. The budget includes this additional funding and is allocated to OOA £0.53m, Independent Fostering Agency (IFA) £0.25m and In-House Fostering £0.15m. The original contract value includes £0.84m to fund Covid Care Ladder (£0.71m) and agency (£0.13m) pressures identified as part of budget setting, £0.59m of the additional £0.93m is due to Covid. The 8 September Cabinet agreed to provide further Covid funding of £1.32m based upon Q1, making a total of £2.75m to cover Covid pressures.
40. A review of the estimated Covid costs for 2020/21 was undertaken and assumptions used to identify additional Care Ladder costs such as 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, resulting in £1.3m being estimated for Covid in 2020/21. Different scenarios resulted in potential costs of Covid of up to £1.9m, evidencing it is complex and difficult to estimate costs that are a direct consequence of Covid. Based on the same assumptions used in 2020/21, the Care Ladder assumes Covid costs of OOA £1.76m, Independent Fostering Agency (IFA) £0.42m, In-House Fostering £0.31m and CiC 16+ Placements £0.31m, of which the Council has provided funding of £2.47m; the current net Covid Care Ladder pressure is £0.33m.
41. The number of Children in Care at the end of September 2021 is 580, an increase of 19 since Q1. The increase since January 2021 is 63; an increase of (+14.4%) compared to April 2020. The rate of increase has slowed compared to Q4 by c. 50%. Due to the recent lockdown and school closures there is anticipated workload and cost pressures that will impact on the MTFS and 2021/22 budget.
42. At the end of September 2021 there were 56 OOA placements; a reduction of 2 since the end of June 2021 (had increased by 2 in the previous quarter and by 5 in Q4 of 2020/21). The forecast now assumes that no new homes will be operational in this financial year, the revised assumption is that the homes will be open in the first 6 months of 2022/23. In addition to the OOA placements there are also 16 external expensive packages ranging from, £2,375 to £9,758 per week being funded from the 16+ budget. At the end of September there are 385 foster placements, an increase of 4 since Q1, split 41% Independent Fostering Agency (IFA) and 59% In-House Fostering, no % change in IFAs from the end of Q1. The revised assumption from month 4 onwards is that the split by the financial year end is 37.5% / 62.5% following a discussion with DMBC.
43. The Trust is actively reviewing OOA and high cost placements and identifies c. 70% (46 children) who could move; this will impact positively on placement costs. This is a process that must be managed very carefully to ensure the long-term effects are positive for children and, as a consequence, can and does take several months. The Trust is reviewing children that can exit care and this number stands at 158 (132 last month). This will impact positively on children and families, as well as on placement costs and reduce staffing levels, including agency. There will, of course, be new entrants to care and high cost placements but, hopefully, at a lower rate than leaving.
44. In August and September there have been an additional 9 UASC. The funding from the Home Office covers the cost of the placements but there has been a knock-on financial implication as 2 have been at Cantley SILS (vacancies that were planned to be filled by 2 expensive 16+ placements resulting in the forecast increasing by £130k).
45. The Trust has implemented a Social Worker Academy from April 2021 and made changes to Social Worker pay in January 2021 with the intention to recruit and retain permanent social workers and reduce agency social workers. The Council have provided funding of £286k towards the Social Worker Academy in 2021/22. In Q1 6

ASYEs have been appointed with a further 13 in September. The forecast is that the academy will reduce agency workers by 11 by 31 March 2022. The average number of agency workers for September was 30.7 FTE and broadly on-target for the year, and 9.3 FTE better than last year.

46. The Trust has submitted a business case to the Council for funding of £501k due to increased caseload demand for the following: to retain 3 agency workers (CiC numbers c.54 above forecast levels with an average of 18 cases per agency worker) £200k, unable to deliver IRO saving in 2021/22 £100k, additional Legal staffing resources £106k, and an increase to the agency hourly rate to retain and appoint agency social workers £95k. The forecast assumes that, subject to approval, the business case will be funded by the Council.
47. **Key Variances over/under £250k:**
48. There are three significant (£250k+/-) variances - Looked after Children, Safeguarding Children and Contract Value; details below:
49. **Looked After Children - £3.96m overspend (£1.5m Covid)**
50. **Out of Area (OOA) Placements - £2.64m overspend (£0.93m Covid)**
51. At the end of September there were 56 OOA placements (58 June). There were 7 new placements in Q2: 2 new to Social Care, 2 transferred from an IFA placement, 1 transferred from In-House Fostering, and 2 Parent & Child placements. The new placements have been offset by 9 placements ending: 1 transferred to an IFA placement, 3 transferred to CiC 16+, 1 transferred to Cantley SILS, 1 transferred to a In House Residential Home, 2 returned home and 1 has become an SGO with a family member. There has been no overall increase in numbers since 1st April compared to 5 increase in Q4.
52. The forecast now includes growth of 1 per month from October onwards, and that no new homes will be operational in this financial year; the revised assumption is that the homes will be open in the first 6 months of 2022/23. The budget allocated for the new homes has been moved back to OOA for 2021/22 to cover the revised assumption. There are likely to be 4 vacancies in the In-House Residential homes in the coming months which the forecast assumes will be filled by 4 OOA placements, 3 children are expected to move to Keys to Your Future at the end of November, 3 children are turning 18 this financial year, and there are 2 Parent & Child placements due to end after 12 weeks. As detailed above, and in separate reporting, the Trust is actively reviewing OOA placements; the forecast assumes that this will result in a reduction of 6 OOA placements between October 2021 and March 2022.
53. The revised forecast assumes the number of OOA placements at 31st March 2022 is 44; an increase of 10 from Q1. Overall the forecast spend has increased by £0.82m since Q1 due to revised assumptions for growth (none was included at Q1), leavers, the new homes opening, and new packages being more expensive than the ones that have ended. If the placements numbers don't reduce from 56 to 44 as forecast then there is a risk that the overspend could increase by up to £1m. In addition to the forecast spend increase, the savings expected from Vulnerable Adolescents in 21/22 have been reduced from £250k to £125k; DCST have implemented its structure, but partners have had delays.
54. The 2021/22 year-end total was 53 OOA plus 3 parent and child placements. The Trust's 2021/22 budget was set on the assumption OOA numbers would be 43 for April 2021 meaning a significant pressure (assumed at least 50% Covid related) has been

carried into 2021/22. Funding for additional Care Ladder pressures of £0.93m identified in January 2021 has been agreed by the Council; £0.53m of this additional funding is for OOA.

55. Based on the same assumptions as year-end, the Care Ladder forecast assumes Covid costs of £1.76m for OOA of which £0.47m is funded via the contract sum and £0.35m is funded from the additional funding; this leaves a net Covid pressure of £0.93m in the forecast.
56. **Out of Area (OOA) Placements Education (DSG) Funding – additional funding of £0.88m**
57. The budgeted funding from the DSG High Needs Block was reduced to £2.89m for 2021/22 based on the savings targets to reduce OOA placements. £0.19m of the additional £0.93m for Care Ladder pressures identified in January 2021 relates to Education costs therefore the revised budget is now £3.08m. The 2021/22 forecast is £3.96m; additional funding of £0.88m to the Trust to offset the OOA overspend but an increase to the pressure on the High Needs Block.
58. **Independent Fostering Agencies & In-House Fostering - £0.64m overspend (£0.25m Covid)**
59. The combined forecast for Fostering is an overspend of £0.64m of which £0.25m is due to the impact of Covid. The projected overspend has increased by £0.26m since Q1 as IFA placements have increased by 2 and In-House Fostering by 2. The MTFs target by end of March 2022 is a 35% / 65% split but the forecast since Q1 now assumes 32.5% / 67.5%. The revised assumption is that IFA placements reduce by 11 between October 2021 and March 2022; 6 of these transfer to In-House Fostering and 5 to SGOs.
60. The overall numbers of 385 at the end of September are an increase of 5 since the end of March 2021; Independent Fostering Agency (IFA) placements are 5 more. In addition to the revised split assumptions by year-end, an increase in IFA placements from April to August rather than a reduction is also the reason for the fostering overspend. Funding for additional Care Ladder pressures of £0.93m identified in January 2021 has been agreed by the Council; £0.40m of this additional funding is allocated to Fostering.
61. Based on the same assumption as year-end, the forecast assumes Covid costs of Independent Fostering Agency (IFA) £0.42m and In-House Fostering £0.31m of which £0.24m is funded via the contract sum and £0.24m is funded from the additional funding; this leaves a net Covid pressure of £0.25m in the forecast.
62. **16+ CiC Placements - £1.74m overspend (£0.31m Covid)**
63. The projection at Q2 is an overspend of £1.74m; an increase of £1m since Q1 mainly due to 6 new expensive placements, 3 of which have moved from OOA placements, and the assumptions for placements reductions being pushed back. The previous quarter's forecast assumed 2 expensive placements would move to vacancies at Cantley SILS in September but these beds were filled by 2 UASC placements, increasing the overspend by £130k.
64. There are now 16 expensive 16+ packages ranging from, £2,375 to £9,758 per week; these cases are being reviewed in the same way as the OOA packages. There is a risk to the forecast as it includes an assumption that 3 of the expensive packages move by December to Cantley SILS as 1 bed is due to become vacant and 2 more may become

vacant subject to age assessments and the long-term plan for the UASC. The forecast also assumes 4 move to Keys to Your Future in February 2022. If these placement moves don't happen before March 2022 the forecast may increase by up to £0.45m. As detailed above, and in separate reporting, the Trust is actively reviewing the potential move of high cost placements.

65. **Safeguarding Children - £0.43m overspend (£0.02m Covid)**

66. The reason for the overspend is due to increased staffing costs, mainly due to agency cover for vacancies, maternity leave and the retention of some agency SWs for longer (based upon demand / caseloads). The forecast assumes that, subject to approval, the business case due to increased caseload demand that includes £395k for retaining 3 agency workers (£200k), unable to deliver IRO saving in 2021/22 (£100k), and an increase to the agency hourly rate (£95k) will be funded by the Council.

67. **Contract Value - £1.32m additional income**

68. Cabinet on 8th September agreed per the Council's Q1 Finance report to provide further funding of £1.32m to cover DCST's Covid pressures at Q1 above the budget already provided. In month 7 this funding will be allocated to offset the Care Ladder Covid pressures reported above.

69. **MTFS and key actions being taken to achieve efficiencies in 2021/22**

70. Included in this year's budget was monies for a new ASYE Academy and Social Worker Pay – both with the intention to recruit and retain Trust social workers and thus reducing the agency social workers. The average number of agency workers for September was 30.7 FTE and broadly on-target for the year, and 9.3 FTE better than last year.

71. The care ladder savings will be a challenge, as highlighted above, due to the impact of the care ladder costs brought into 2021/22 and the Covid impact.

72. The Trust will continue to actively review costs across a number of headings in 2021/22 (but noting Covid pressures will continue), such as:

- In House fostering has not increased significantly – Covid has impacted on the number of enquires we have had but work underway to review how we increase further, such as:
  - reduced council tax for carers
  - review of fostering offer – what support and benefits are accessible to carers
  - financial review of carer payments underway
  - new marketing strategy being developed
  - reviewing how partners can help, support and promote fostering for Doncaster via the Trust
  - reviewing how we might attract IFA carers to convert to the foster for the Trust
  - build and recruit specialist carers, such as Parent and Child Placements, foster carers for children with disabilities
- OOA placements will continue to be reviewed via monthly with “deep dives” into the best options for bringing children closer to home safely. Also:
  - specific CiC packages will also be reviewed monthly
  - the new Director is reviewing all OoA Placements
  - the new acting HoS is reviewing 16+ placements

- Keys to Your Future has 4 children identified for November and 4 for February
- 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 improve caseloads
- Future Placement Strategy Implementation
  - a specific focus by the previous Fostering Manager on IFA reduction
  - opening of the two-bed homes
  - registering Cantley (or the new 16+ home)
  - opening of a 16+ home
- The continued implementation of the changes to adoption allowances
- Other budgeted efficiencies (lead officer to work on these further)
  - savings that accrue from homeworking
  - other overhead savings

### 73. **Benchmarking Information**

The Yorkshire Benchmarking data from May 2021 (Leeds and some Bradford Wakefield and Sheffield data missing) shows for Children’s Services:

- 7 of 8 Yorkshire LAs had an overspend in 2020/21
- All 8 Yorkshire LAs are forecasting an overspend in 2021/22
- 4 are forecasting a LAC increase in 2021/22, including the Trust
- Although highest, the Trust percentage of OOA reduced from 10.7% to 9.6%
  - The 31 March 2022 forecast of 44 OOA, assuming CiC of 554, will reduce this to 8% (Yorkshire average 7%), with further reductions planned in the Future Placements Strategy
- Yorkshire agency social workers decreased by 1.5% since March; Trust reduced by 10%
  - Overall Trust planned reduction in 2021/22 is 21.5%
- In-House Foster has increased by 1.5% in Yorkshire; Trust currently 0% (Trust increased 10% last year)
- IFAs as a percentage of all foster children is 38% in Yorkshire; Trust 41%
  - The Trust’s ambition is to reduce to 25% by March 2025

In relation to national benchmarking for 2019/20 and total average costs per CiN and Episodes, Doncaster is in the second quartile for 19 “similar” and regional LAs

### 74. **Activity in Quarter 2 2021/22**

The Trust was involved in the following activities in quarter 2:

- 1 July – Campaign for Agency Social Workers
- 7 July – Fostering Information Event
- 20 July – Eid Mubarak
- July/ August – Summer Activities/ Mental Health videos

- 2 August – Yorkshire Day
- 6 August – Unsung Heroes (continuing weekly)
- 12 August – International Youth Day
- 10 August – A ‘Level Results Day
- 12 August – GCSE Results Day
- 16 August – MOSIAC ‘Go Live’
- 18 August – Social Worker Recruitment Event
- 7 September – Youth Mental Health Day
- 14 September – Adoption Information Evening
- 22 September – Fostering Information Event

75. **Activity in Quarter 3**

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

- October – Domestic Abuse Awareness Month
- October – Black History Month
- October – Foster Network Sons and Daughter Month
- October – Unsung heroes
- 20 October - Fostering Information Event
- 25 to 31 October – Care Leavers Week
- 4 November - EDI awareness training - What I would tell my younger self as a child of colour?
- 6 November – Stress Awareness Day
- 13 November – World kindness day
- 15 to 21 November – Anti-Bullying Week / Odd Socks Day
- 19 November – Children in Need Day
- November – Staff Summits
- November – Unsung Heroes
- November – Launch of Trust Star Awards
- 24 November – Fostering Information Event
- December – Toy Appeal

76. **IMPACT ON COUNCIL’S KEY OBJECTIVES**

<b>Outcomes</b>	<b>Implications</b>
<p>All people in Doncaster benefit from a thriving and resilient economy:</p> <ul style="list-style-type: none"> <li>• Mayoral priority – creating jobs and Housing</li> <li>• Mayoral priority: Be a strong voice for our veterans</li> <li>• Mayoral priority: protecting Doncaster’s vital services</li> </ul>	<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"> <li>• Mayoral priority: Safeguarding our Communities</li> <li>• Mayoral priority: Bringing down the cost of living</li> </ul>	<p>Ensuring children and young people are free and feel from harm are key ambitions of both the Council and The Trust.</p>
<p>People in Doncaster benefit from a high quality built and natural environment:</p> <ul style="list-style-type: none"> <li>• Mayoral priority: creating jobs and Housing</li> </ul>	<p>Delivering against the service delivery contract between the Council and The Trust has clear implications for safeguarding communities, in reducing risk and exposure of risk to children;</p>

<b>Outcomes</b>	<b>Implications</b>
<ul style="list-style-type: none"> <li>• Mayoral priority: Safeguarding our communities</li> <li>• Mayoral priority: bringing down the cost of living</li> </ul>	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.

## 77. **RECOMMENDED OPTIONS**

To note the report.

## 78. **RISKS AND ASSUMPTIONS [RM 04/11/2021]**

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

## 79. **LEGAL IMPLICATIONS [RM 04/11/2021]**

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

## 80. **EQUALITY IMPLICATIONS [LE 04/11/2021]**

There are no equality implications directly arising from this report.

## 81. **HUMAN RESOURCE IMPLICATIONS [LE 04/11/2021]**

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

## 82. **TECHNOLOGY IMPLICATIONS [RM 04/11/2021]**

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

## 83. **HEALTH IMPLICATIONS [RW 04/11/2021]**

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.

## 84. **FINANCIAL IMPLICATIONS [RM 04/11/2021]**

Included within the body of the report.

## 85. **CONSULTATION**

Consultation has taken place with key managers and Directors.

## **ACRONYMS**

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

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