



Doncaster Council

Agenda

To all Members of the

CABINET

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

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

Date: Wednesday, 8th June, 2022

Time: 10.00 am

Please Note: Anyone attending the meeting is encouraged to wear a face covering throughout the meeting and when using all communal areas in the Civic Office, including washrooms and lifts. Face coverings can be removed when speaking.

BROADCASTING NOTICE

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Damian Allen
Chief Executive

Issued on: Friday, 27th May 2022

Governance Services Officer for this meeting:

Andrea Hedges
01302 736716

Doncaster Metropolitan Borough Council

www.doncaster.gov.uk

Items

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

(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it in writing or by e-mail to the Governance Team no later than 5.00 p.m. on Wednesday, 1st June 2022. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to Democratic.Services@doncaster.gov.uk).

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 11th May 2022 for noting (previously circulated).

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

Non-Key Decisions

6. St Leger Homes Performance Report 2021/22 Quarter 4. 1 - 16

Key Decisions

7. 2021-22 Quarter 4 Finance and Performance Improvement Report. 17 - 96
8. Doncaster Town Deal - Station Gateway Projects. 97 - 146
(Appendix 1 is not for publication because it contains exempt information by virtue of Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information) of Part 1 of Schedule 12A of the Local Government Act 1972, as amended).

Cabinet Members

Cabinet Responsibility For:

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

Budget and Policy Framework

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

Housing and Business

Councillor Lani-Mae Ball

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: 8 June 2022

To the Chair and Members of the Cabinet

St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2021/22 Quarter Four (Q4)

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Glyn Jones, Cabinet Member for Housing and Business, 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. Eleven of the nineteen KPIs measured were met or were within tolerances as at the end of Quarter 4 2021/22 / financial year ended 31 March 2022. Commentary appears below.

EXEMPT REPORT

4. This report is not exempt.

RECOMMENDATIONS

5. That Cabinet note the 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 KPI summary for Q4 2021/22. Commentary covering 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 there were 19 KPIs for 2021/22:

- two were measured quarterly – residents supported in training and residents supported in employment;
- four were measured annually - STAR survey (2), energy efficiency and Decent Homes Standard numbers;
- three KPIs relating to Homelessness did not have a target this year due to ongoing Covid19 requirements.

7.3. The only KPI changes from 2020/21 were for:

- Local expenditure; where we now report against all spend, of both Revenue and Capital nature; and
- Gas servicing; we are now reporting properties with a valid safety certificate rather than properties attended.

7.4. 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 4 PERFORMANCE

8.1. The table below summarises the KPI dashboard as at 31 March 2022. Performance comparatives have been included from 2020/21.

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

NB : ¹ For 2020/21, there were four annual KPIs. Two of these were for the planned January 2021 STAR survey but deferred until July 2021 as part of a wider programme.

8.2. KPI 1: Percentage of Current Rent Arrears against Annual rent debit

Year end Target 3.00%

March 22 Year end Performance 2.55%

BETTER THAN TARGET – GREEN

	Q4 21/22	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Arrears %	2.55%	2.92%	2.57%	2.55%	2.75%	3.39%	3.05%	3.12%
Profiled target %	3.00%	3.42%	3.21%	3.16%	2.80%	3.20%	3.00%	2.95%

The year end outturn for rent arrears was strong at 2.55% against a target of 3.00%.

This strong performance, which included collecting an additional £1.8m in Universal Credit (UC), came against a backdrop of challenges that have been experienced throughout the year, including court waiting times, the impacts of the cessation of the £20 UC uplift is now being felt as some claimants.

The Income Management Team and Tenancy Support team assisted residents with the Vulnerable Renters Fund and Discretionary Housing Payments, as well as other grants and initiatives such as the Household Support Fund. Work across the Income Management and Tenancy Sustainability teams continues to focus on early intervention and supporting tenants to maximise incomes in order to manage their rent accounts successfully. Over the coming months, we will continue to make contact with those in the lower rated EPC properties and pro-active work surrounding those potentially eligible for Pension Credit.

8.3. KPI 2 : Void rent loss (lettable voids)

Target 0.50%

March 22 year end Performance 0.79%

WORSE THAN TARGET – RED

	Q4 21/22	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Void rent loss YTD %	0.79%	0.79%	0.79%	0.82%	1.00%	1.02%	0.97%	0.97%
Void numbers at quarter end	178	147	159	142	159	216	195	209

The number of voids held at the end of March is 178. This figure includes 13 non-lettable voids.

Of the 165 available to let, 26 were fully repaired and available, and 83 were under offer.

Ten of the fully repaired and available voids require an Occupational Therapist (OT) viewing. With the recent appointment of an OT, this work was being undertaken at the time of writing.

Year-end terminations total 1,182 and remains higher than the total number of re-lets at 1,034. AHR (accessible housing register) voids continue to accrue lengthy delays before re-let as a result of the availability for occupational therapist viewings.

There continues to be much activity within SLHD designed to improve voids performance. This includes:

- Regular 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 team co-location;
- Changed processes to manage asbestos containing materials;
- Working with area housing teams and partners on low demand areas to improve let-ability of hard to let properties;
- 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.

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

Target 20.0 days
March 22 year end Performance 33.7 days **WORSE THAN TARGET – RED**

	Q4 21/22	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Re-let days	33.7	32.4	31.6	32.7	46.1	48.3	49.3	55.1

The month performance for March stands at 32.0 days and cumulative performance for the year outturns at 33.7 days.

A number of low demand properties are adversely impacting on performance as they become re-let.

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 our own performance and how this compares with other organisations.

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

Target No target for 2021/22
March 22 year end performance 787

B&B placements out-turned the year at 73. However, we have provided successful move-ons for a number of households and continue to work hard to move every household on.

We do still have families in B&B and this is a priority to move these on as quickly as possible. We also had 86 households in temporary accommodation and shows that the team are much more focused on positive outcomes and are performance driven.

We are still experiencing a huge surge in demand for accommodation and have backlogs of cases which impacts on people becoming homeless and requiring emergency accommodation. We have plans in place to clear backlogs and turn the service into one of prevention focused rather than reactive.

8.6. KPI 5: Number of Full Duty Homelessness Acceptances

Target **No target for 2021/22**
March 22 year end performance **384**

Total full duty acceptances for the year stands at 384, a slight reduction on 2020/21 which was 398. We have had much higher demand and this therefore shows that case management is improving.

We still struggle with accessing appropriate accommodation for households in relief stage and therefore still too many families move into full duty. We are looking to embark on a project to engage and access the private rented sector more effectively to help relieve homelessness at an earlier stage.

8.7. KPI 6: Number of homeless preventions

Target **No target for 2021/22**
March 22 year end performance **566**

Homeless preventions are lower this year than last year. However, performance has increased between February and March and 50 preventions were achieved in March, which is back to the levels in 2020/21.

Our Private Rented Sector (PRS) project, case management, performance management framework and early advice using Advice Aid will stand us in good stead to achieve much higher prevention rates in 2022/23.

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

Target **0.07%**
28 February * Year end Performance **0.13% 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 eleven months to end of February for the past three financial years

	Interactions	Complaints	Upheld	% upheld
21/22	314,277	1,064	403	0.13%
20/21	328,175	945	214	0.07%
19/20	363,033	979	222	0.06%
18/19	319,671	1,057	233	0.07%

The information for February 2022 shows that we have not achieved our 0.07% target, in month achieving 0.15%. Cumulatively for the year we are over our target, achieving 0.13%.

In the previous three financial years, the percentage of complaints upheld to all complaints was consistently around 23%, but for 2021/22 this ratio increased to 38% of all complaints being upheld.

We analyse the number of complaints received and reasons for complaints on a monthly basis. Heads of Service review the data with Service Managers to identify lessons learnt and where appropriate to put in place revised procedures or to take corrective action.

The main themes for upheld complaints in the year relate to repairs - time taken to complete a repair, lack of information/communication and staff actions and behaviours.

The volumes and types of interactions are being analysed in detail as part of wider customer engagement work as there have been significant changes to ways of working over the past two years.

For repairs, there is increased monitoring of performance. The majority of complaints centre on the length of time taken to get repairs appointed. This is in part, due to the increased repairs demand we continue to see post pandemic and the added impact of depleting resources and recruitment issues across our sector, with limited trade availability. Some of the resource issues are short-term Covid related and include the availability of some materials. Repair volumes and types are being analysed in detail and resources being allocated as effectively as possible. Repairs related complaint reasons are also receiving increased focus to improve performance.

There are similar issues with our nominated sub-contractor, who is experiencing similar challenges.

We continue to focus on our availability for customer appointments and we are exploring additional "local" framework contractors especially in disciplines where we have a reduced trade presence.

The Repairs Excellence project is now underway, looking at a number of areas to improve all round performance. The initial 'no access' pilot launched in February in a specific area, with a new approach to communicating with our customers with text reminders, to confirm appointments and hopefully further reducing no-access, to free up resources to attend our appointments. 100% success was achieved in the first week of the pilot. The pilot has continued in the period since and full roll out is planned by mid June.

For Housing, a number of complaints are related to ongoing ASB issues and complaints about neighbours etc. – sometimes complaining about issues we are already looking into and sometimes because they feel nothing is being done. We are using VoiceScape, a telecoms software package, to check in with complainants who have a live ASB case. Weekly messages will provide reassurance that we are working on the case and invites them to respond if they have any new information or want to speak to their housing officer.

Many of the complaints for Home Options are around the requests for service/enquiries and the length of time taken to respond. We are reviewing front end access into service to provide a quicker response at first point of contact and immediate allocation to an officer to case manage if required.

In Home Options we are also ensuring all homeless cases have an allocated and dedicated case manager so that customers have one person they deal with and can contact if they have a problem.

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

Target 90.0%
March 22 year end Performance 98.3% **BETTER THAN TARGET – GREEN**

Period YTD	Cases closed 6 months previously	No. of tenancies sustained after 6 months	% of tenancies active 6 months after support ended	Target %
Q1 20/21	263	251	95.4%	90.0%
Q2 20/21	517	499	96.5%	90.0%
Q3 20/21	679	657	96.8%	90.0%
Q4 20/21	872	848	97.3%	90.0%
Q1 21/22	157	155	98.7%	90.0%
Q2 21/22	335	329	98.2%	90.0%
Q3 21/22	515	507	98.4%	90.0%
Q4 21/22	657	646	98.3%	90.0%

The strong performance in 2020/21 continued and improved for the 2021/22 financial year. The overall cumulative performance for the year is 98.3% of tenancies still sustaining six months after our support has ended, against a target of 90%. This is very strong performance in the context of the very challenging circumstances some of our tenants are facing.

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

Target 92.0%
March 22 Year end Performance 90.2% **WITHIN TOLERANCES - AMBER**

This KPI measures the number of responsive repairs completed at the first visit without the need for the operative to return a second time because the repair was inaccurately diagnosed and/or did not fix the problem.

Period YTD	No. of repairs completed	No. of repairs completed first visit	% repairs completed first visit	Target %
Q1 20/21	7,165	6,701	93.5%	92.0%
Q2 20/21	18,485	16,892	91.4%	92.0%
Q3 20/21	30,685	27,866	90.8%	92.0%
Q4 20/21	42,464	38,609	90.9%	92.0%
Q1 21/22	9,839	8,941	90.9%	92.0%
Q2 21/22	18,547	16,841	90.8%	92.0%
Q3 21/22	26,252	23,759	90.5%	92.0%
Q4 21/22	34,595	31,192	90.2%	92.0%

The first quarter of 2020/21 was influenced by the lockdown and the table shows the reduction in volumes compared to the same quarter this year, but volumes later this year are lower than the same period last year. Outturn performance for the 2021/22 financial year was **90.2%**, therefore below target but within agreed tolerances

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

Target	100.0%	
March 22 year end Performance	100.0%	TARGET MET – GREEN

The 2021/22 programme concluded in early January 2022 and all properties were attended and all have a valid gas CP12 certificate.

8.12. KPI 11 : Days lost through sickness per FTE

Year end target	7.9 days	
March 22 year end Performance	11.9 days	WORSE THAN TARGET – RED

March saw 0.98 days per WTE slightly higher than last month (0.91 days) and still significantly higher than the monthly target of 0.72 days. The year end position outturned at 11.9 days per WTE significantly higher than the annual target of 7.9 days per WTE. It should be noted that taking Covid19 sickness from the figures reduced this to 10.1 days per WTE.

In this financial year positive Covid cases have accounted for 15.3% of all absences, with more than double the number of days in comparison to the last financial year. It is also helpful to remember this is only the direct Covid related absence.

Absence increases such as mental health and other infection and virus have also increased significantly and may be attributed to an indirect impact of the pandemic.

March saw an increase again in Covid related absence with 134 days resulting in this being the 4th highest month for Covid related absence in the year.

The highest cause of absence this financial year remains stress depression and anxiety accounting for a 37.4% of all absence. At year-end this equates to 3,317 working days lost in comparison to 1,802 for the same reasons last year (Non work related stress remains the biggest contributors with work related stress accounting for just 3.7% of this total and a total of 26 days within the month accounting for specific cases which are being directly managed).

This month has seen a decrease in the actual number of days absent for all forms of stress with the exception of depression and anxiety which increased by three days. It should be noted that whilst stress related absence is high for the year we are now beginning to see a downward trend.

The second highest reason for absence remains Musculo-Skeletal (MSK) accounting for 19.9% of the absence (no significant difference from last quarter) and only a small different in the total number of days seen against the previous year, followed by Covid19. It should also be noted that at year end, infection and virus is the fourth highest reason for absence has seen an increase of over 100 days on the previous financial year.

All cases continue to be managed in line with the attendance management procedures.

8.13. KPI 12 : Local expenditure

Target	70.0%	
March 22 year end Performance	73.0%	BETTER THAN TARGET – GREEN

Cumulatively, outturn performance was 73.0%, with £13.1m out of a total of £17.9m spent within the borough

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

Target	95.0%	
March 22 year end Performance	97.6%	BETTER THAN TARGET – GREEN

March 2022 performance was 98.6%, bringing the cumulative performance to 97.6%, well above target. We currently have 355 cases open - an increase of 23 on last month but slightly down on the same time last year.

The top two categories are still noise and verbal abuse and harassment. However, complaints regarding drugs are increasing with 48 cases currently open. 23 of these are in the Central area with a further 18 in the South West.

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

Target	67	
March 22 year end Performance	30	WORSE THAN TARGET – RED

Across the year, the target for assisting residents into training has not been met for several reasons. Firstly, the jobs market is very buoyant at present (unemployment rate down to 3.8% as of 12/04/22) and so we have seen less participants look for help with training. As an example, when recruiting for the recent World of Work cleaning course, it took four different information sessions spread across two months before we were able to reach the required minimum number of participants for the College to begin teaching.

This was the first group of participants that included non-SLHD tenants and thanks to them, the course was able to run. With more and more people either starting work or withdrawing from the jobs market in general, there has also been a reduced demand for our general one to one employment training and this too impacted materially on the KPI figure.

It is only recently for example that we were able to restart face-to-face training meetings in local libraries with participants. Going forward, there are already some new initiatives being discussed around Traineeships, work experience and T-levels, which should help to increase numbers in 2022/23. We are also reviewing the current WOW support and learn offer to make them more attractive to potential participants.

8.16. KPI 15 : Number of residents supported into employment

Target 30
March 22 year end Performance 51

BETTER THAN TARGET – GREEN

This year we have assisted 51 individuals into employment. This includes WOW support & Learn, Apprenticeships, Student Placements and Kickstart as well as those we have supported to find employment elsewhere. What is especially pleasing is the number of WOW support and learn participants who have secured permanent jobs with SLHD as a result of being on the WOW scheme in the first instance.

The number of new employment starts could have been higher given several of our World of Work support and learn opportunities remained unfilled during the year, and an error by the DWP also meant a kick start gardening opportunity was not filled as expected. Given the reduction in WTEs following the merging of the WOW and Apprentice coordinating roles, we have also not been able to focus as much attention as we would have wanted to for the World of Work participants looking for work but not with SLHD. As such, there was reduced assisting with application forms, CVs and interview preparation (affected also by Covid19 and the closing of libraries etc.), this work normally assisting us with additional employment starts. Going forward, as the potential number of unemployed tenants reduces (given the current jobs market), we need to focus on being more efficient in reaching our residents who do require our assistance and in ensuring we fill as many of the WOW opportunities as possible.

9. Annual KPIs

9.1. For 2021/22, there were four annual KPIs.

9.2. KPI 16 : Tenant satisfaction with overall service

Target 2021/22 87.0%
March 22 year end Performance 84.8%

WITHIN TOLERANCES - AMBER

Results for the 2021/22 survey have been analysed and actions generated. Results from the 2021/22 survey are slightly down on the previous STAR survey but Housemark, the national benchmarking organisation, have recently reported that a drop in satisfaction levels are being evidenced nationally.

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

Target 2021/22 100.00%
March 22 year end Performance 99.99%

WITHIN TOLERANCES - AMBER

There were two properties out of 20,000 that were non-decent at year end. These properties are included in the capital re-inclusion programme for the 2022/23 financial year.

9.4. KPI 18 : Tenant satisfaction with property condition %

Target 2021/22 89.0%
March 22 year end Performance 86.5%

WITHIN TOLERANCES - AMBER

As with KPI 16, results for the 2021/22 survey have been analysed and actions planned to improve performance built in to the ADP and departmental Service Delivery Plans (SDP).

9.5. KPI 19: Energy efficiency ANNUAL KPI :

Target 2021/22 **68.4%**
March 22 year end Performance **70.3%**

BETTER THAN TARGET – GREEN

This was a new KPI for 2020/21, which requires all properties to achieve EPC Level C by 2030. The outturn performance of 70.3% for 2021/22 exceeded the target. SLHD are currently reviewing investment needs as part of a new environmental strategy.

10. Background Papers

10.1. None

OPTIONS CONSIDERED

11. Not applicable

REASONS FOR RECOMMENDED OPTION

12. Not applicable

IMPACT ON THE COUNCIL’S KEY OUTCOMES

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Work of SLHD impacts on Council key priorities, with implications on the quality of life for Doncaster Council’s tenants and other residents and the communities they live in.</p>
	<p>Doncaster Living: Our vision is for Doncaster’s people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport 	

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

RISKS AND ASSUMPTIONS

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

LEGAL IMPLICATIONS

Scott Fawcus, Assistant Director, Legal and Democratic Services, 23.05.22

14. 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, 26.05.22

15. In 2021/22 SLHD received management fees of £35.5m from DC. This is made up of £33.5m from the Housing Revenue Account and £2.0m from the General Fund to pay for the general fund services managed by SLHD.

HUMAN RESOURCES IMPLICATIONS

Angela Cotton, HR & OD Business Manager, 26.05.22

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

TECHNOLOGY IMPLICATIONS

Peter Ward, Technology and Governance Support Manager, 26.05.22

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

HEALTH IMPLICATIONS

Maisie Mattocks, Public Health Project Support Officer, 24.05.22

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. There continues to be lasting impact from the pandemic, most notably the continued bed and breakfast placements, upheld customer complaints and limited opportunities to proactively prevent homelessness.
19. It is encouraging to see that the Income Management and Tenancy Sustainability teams continue to focus on early intervention and supporting tenants, ensuring they maximise incomes to manage rent successfully. It is also encouraging to see that the teams are continuing to support those in lower EPC properties, as well as those potentially eligible for Pension Credit. Given the context of the cost of living crisis, it is extremely important to proactively support tenants to maximise their income wherever possible.
20. 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 4 performance in regards to complaints is below target and the main themes include delays to completing a repair, lack of information/communication and staff actions and behaviours. It is positive to see that all properties held a valid gas safety certificate at the end of Q4, supporting tenants' health, wellbeing and safety at home.
21. 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.

22. 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 continues to be below target. In addition to this, further benefits can be realised by continuing to explore opportunities to increase social value through local revenue expenditure.
23. As a stable and secure home is an essential contributor to good health and wellbeing, Public Health wishes to see a reduction in the number of households placed in B&B accommodation, alongside a continued focus on homeless preventions including proactively supporting residents where possible

EQUALITY IMPLICATIONS

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

CONSULTATION

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

BACKGROUND PAPERS

26. 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

27. None

Appendix A – SLHD Key Performance Indicator Summary Q4 2021/22

KPI	Indicator	20/21 Outturn	20/21 Quartile	Q1	Q2	Q3	Q4	Target	DoT	R/A/G
1	Percentage of current rent arrears against annual debit %	2.75%	Quartile 2	2.64%	2.64%	3.01%	2.55%	3.00%	↑	
2	Void rent loss (lettable voids) %	1.00%	Quartile 1	0.81%	0.79%	0.79%	0.79%	0.50%	↔	
3	Average Days to Re-let Standard Properties ytd days	46.1	Quartile 2	32.7	31.6	32.4	33.7	20.0	↓	
4	Number of Households placed in B&B Accommodation ytd	831	n/a	193	391	571	787	no target	n/a	n/a
5	Number of Full Duty Homelessness Acceptances ytd	398	n/a	112	225	292	384	no target	n/a	n/a
6	Number of homeless preventions ytd	604	n/a	154	309	439	566	no target	n/a	n/a
7	Complaints upheld as a % of customer interactions %	0.07%	n/a	0.09%	0.10%	0.12%	0.13%	0.07%	↓	
8	Number of tenancies sustained post support	97.3%	n/a	98.9%	98.2%	98.4%	98.3%	90.0%	↓	
9	Number of repairs first visit complete	90.9%	Quartile 3	90.9%	90.8%	89.4%	90.2%	92.0%	↑	
10	Gas servicing: % of properties with a valid gas certificate	100.0%	Quartile 1	99.98%	99.92%	100.00%	100.00%	100.00%	↔	
11	Days lost through sickness per WTE	6.6	Quartile 2	2.0	data not available	8.6	11.9	7.9	↓	
12	Percentage of Local Expenditure % Revenue and Capital	n/a	n/a	70.8%	72.0%	71.0%	73.0%	70.0%	↑	
13	ASB Cases Resolved as a % of All Cases Closed	95.2%	n/a	96.7%	96.7%	97.3%	97.6%	95.0%	↑	
14	Number of residents undertaking training or education ytd	30	n/a	10	12	20	30	67	↑	
15	Number of residents supported into employment ytd	28	n/a	7	33	45	51	30	↓	
16	Tenant satisfaction levels % (STAR)	87.0%	Quartile 2	Annual KPI	84.8%	84.8%	84.8%	89.0%	↓	
17	Percentage of homes maintaining decent standard %	99.99%	Quartile 2	Annual KPI	Annual KPI	Annual KPI	99.99%	100.00%	↔	
18	Tenant satisfaction with property condition % (STAR)	89.4%	Quartile 1	Annual KPI	86.5%	86.5%	86.5%	89.0%	↓	
19	Energy efficiency. Target: achieve EPC Level C by 2030	64.7%	n/a	Annual KPI	Annual KPI	Annual KPI	70.3%	68.4%	↑	

- 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



Doncaster Council

Report

Date: 8th June 2022

To the Mayor and Members of Cabinet

2021-22 Quarter 4 Finance and Performance Improvement Report

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

EXECUTIVE SUMMARY

1. As we move into the new financial year the Council continues to deliver whilst in a challenging and uncertain environment.
2. Firstly, the rising cost of living across the borough with inflation at its highest for over a decade, the energy cap change in April and the price of petrol at record highs many people and businesses will continue to be worried about how they pay for bills. As a result a decision has been taken to make a £100 payment to residents in eligible categories funded from the Household Support Fund. In addition, this report proposes a further £100 payment.
3. The recent decision by cabinet to bring the Doncaster Children's Services Trust and functions into the Council provide a good opportunity to address the improvements needed and identified in the recent Ofsted report. It will be a key feature of our performance reporting in 2022/23 and will require significant attention to oversee this transition.
4. The situation in Ukraine continues to shock the world and we have made quick arrangements to ensure the Homes for Ukraine scheme is administered as quickly and safely as possible. People have already arrived and will continue to arrive into 2022/23, our welcome and support arrangements are in place to ensure people get the support they need to settle in Doncaster.
5. We continue to monitor the situation with regard to Covid 19 closely to ensure our Health and Care system can continue to respond and staff absence can be managed in a safe way.

6. The economic picture is improving with continued high number of vacancies and a healthy investment interest in Doncaster. However the number of people claiming unemployment related benefits has remained fairly static over the past four months. There remains significant uncertainties with global changes, inflation and reported issues from business around recruitment and availability of appropriate skills that will challenge our full recovery after the pandemic.
7. Finally, as we look to 2022/23 we will seek to maximise the opportunities open to us and deliver against our newly developed Corporate Plan and budget. During the first quarter we should hear about our bid to host Great British Rail Headquarters following the successful the outcome of our City Status application.

Financial Position

8. In 2021/22 the COVID-19 pandemic has continued 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. During the year the financial position has been carefully monitored on a monthly basis and reported. The final outturn position is an underspend of £8.9m, which represents 1.6% of the gross budget. This is an extremely positive year-end position given the financial pressures, however it also highlights the continued significant volatility, shown in the sizeable swing from break-even position reported at quarter 3. Therefore explanations on the reasons for the changes are detailed in the report and further analysis will be undertaken, including fully understanding any impact on the 2022/23 budget. It is important to highlight that the changes and resulting underspends in some circumstances relate to lower activity in 2021/22 than anticipated, which is expected to have an ongoing recurrent impact in 2022/23, a particular example is homecare provision. Full details on the main variances are provided in paragraphs 139 to 160. The underspend position enables the Council to provide additional support to help with the cost of living crisis, with an additional £100 payment to residents in eligible categories and positive investment in to leisure facilities.
9. 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.

Performance

10. 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

11. This report is not exempt

RECOMMENDATIONS

12. The Mayor and Members of Cabinet are asked to approve and comment on the quarter 4 performance and financial information; including;

- Approve the virements per the Financial Procedure Rules, detailed in the Appendix B – Finance profile;
- Note the allocations of block budgets in the Capital Programme, detailed in the Appendix B – Finance profile, in accordance with the Financial Procedure Rules (sections A & B);
- note the carry forwards approved by the Chief Financial Officer, detailed in the Appendix B – Finance profile;
- approve the allocation of £9.60m from General Fund underspends and release of earmarked reserves in 2022/23, as detailed in paragraph 166;
- approve the use of £0.7m discretionary council tax rebate funding towards the additional £100 payment, as detailed in paragraph 165.
- approve the delegation to the Director of Public Health and Director of Corporate Resources to determine how the £5.15m allocated from the underspend will be spent on leisure facilities;
- approve the allocation of £0.50m Housing Revenue Account underspend in 2022/23 to deliver further stock condition surveys as detailed in paragraph 168;
- approve the delegation to the Director of Adults, Health & Wellbeing to determine how the £0.68m carried forward to support domestic abuse projects will be spent;
- approve the delegation to the Director of Public Health to determine how the £1.20m carried forward to support Integrated Care Board transition and transformation including provider collaborative work will be spent.

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:

- The target for removing fly tip waste continues to exceed the 65% target, with 92% of reported cases being closed within the agreed service level agreement (SLA) timeframe.
 - 99.94% of household waste and recycling collections were undertaken during Quarter 4, showing a small increase from Quarter 3 (99.83%)
 - 1590 cases of dumped rubbish were reported from 1/1/22 – 31/03/22, with 1467 closed within the Service Level Agreement
 - During Quarter 4, 396 Tonnes of waste has been removed from the Borough.
 - The recycling rate for household domestic waste is at 40.6% which is below target; however, this indicator runs at a quarter in arrears. The Quarter 3 figure is low due to the green bin suspension and then winter cessation, which has had a negative impact on the recycling rate
 - The Land Audit Management System (LAMS) performance rate remains at 64% for this Quarter, which was the same as Quarter 3.
 - 435 trees were digitally plotted on the Treewise system in Quarter 4.
 - 1,537,781 square meters of Local Authority land, on 129 sites, continues to be allowed to naturalise/wildflower
 - 90% of the Quarterly Mechanical Playground inspections were undertaken in Quarter 4, with 137 operational inspections carried out between January and March 2022.
 - 4 of the 5 parks have been given 'Green Flag' status in the Borough.
13. During Quarter 4, the target for removing fly tip waste within 7 days continued to exceed the 65% target, with 92% of reported cases being closed within the agreed service level agreement timeframe. This continues to be a success due to the additional resources allocated to this service area earlier in the year, along with changes to operational service delivery to reduce the backlog of cases. This demonstrates a huge improvement in comparison to the Quarter 4 performance for last year (2020/21), where the performance rate was at 43%.
14. This success has remained throughout Quarter 3 and Quarter 4, despite the increased pressure on the service in relation to the cleansing demand and additional requirements following the Christmas Period. There have been some specialist cases, including the removal of asbestos, that required the use of external contractors and/or specialist equipment, which takes longer to deal with, which is what mainly accounts for the small amount of cases not closed within the SLA.

15. This is the fourth quarter where Land Audit Management System (LAMS) inspections have been undertaken in Doncaster. A total of 184 inspections have been carried out this Quarter, spanning over 19 wards. The standards assessed are for grass cutting (96% of sites passed the acceptable standard), shrub beds (92% passed), flower bed maintenance (100% passed), weed control (86% passed), litter (76% passed), detritus (79% passed), fly tipping (97% passed), fly posting (100% passed), dog fouling (100% passed) and graffiti (98% passed).
16. Only 2 of the 10 categories assessed were below the target of 80% meeting an acceptable standard – these being litter and detritus – 76% and 79% respectively. The number of sites achieving the required standard for detritus has increased since last quarter from 67% to 79%, whereas litter has fallen slightly from 83%.
17. Grass cutting has started during March, and will continue throughout the summer, with the standard of cutting being assessed as part of these inspections. Weed spraying continues in a cyclical manner around the Borough, to ensure we stay on top of weed growth in hard surfaces as the weather warms up and more weeds germinate. The LAMS system is being monitored and reviewed to assess its usefulness as a performance tool for the service.
18. 435 trees were plotted in Quarter 4 on the 'Treewise' System. 35 new trees were plotted in St Leger homes Doncaster (SLHD) enclosed garden land, 150 trees plotted at Crookhill plantation for Doncaster Council Leisure Trust, as part of a safety inspection. In addition, 250 newly planted trees have been added to the database.
19. Priority continues to be given to completing proactive tree inspections. 738 trees were proactively inspected during Quarter 3, including 321 St Leger Homes Doncaster trees on open-plan, and 417 Highways and cemetery trees. Quarter 4 inspections have not all been completed as a result of lengthy staff absences due to Covid and annual leave by both tree inspectors – the service are working hard to catch up the backlog before starting Quarter 1 inspections.
20. The naturalisation trial continues to develop, and as the summer draws to an end flowers within the areas will set seed and start to die back. New machinery is being used to cut down and remove the growth from the areas over the next month or so. This will allow the more desirable species to flourish and reduces the vigour of the more rampant species. 129 sites had areas of one form or another set aside for naturalisation over the spring and summer, totalling 1,537,781 square metres with the target exceeded by some 137,781 square meters. Consultation on the project and sites for next year is ongoing, and feedback will be sought from ward members. Plans are also in place to undertake some spot planting of bulbs, perennials and shrubs to add interest and colour in key areas for next season, and provide some added aesthetics in key, high visibility locations.
21. All areas have been cut with arisings removed utilising the new Amazone machinery, bespoke planting has been undertaken during autumn/winter on a number of sites and includes trees, shrubs and bulbs, this will increase the

diversity and interest at these locations in future years of the trial. Members have been consulted over the naturalised areas in their ward, and a number of changes have been implemented going into year 2 of the naturalised programme.

22. Work has begun on inputting asset information about play areas onto the Technology Forge system to enable a better way of monitoring inspections. However, this has meant that individual inspections have taken longer to complete with this being the first time this has been undertaken. Once all inspections are inputted onto Technology Forge, regular inspections will be quicker to complete. Additional support has been provided by the play team to assist in this process to prevent falling behind the target completion level of 90%.
23. Street Scene continue to work successfully on the parks in the Borough, with four of the five parks entered for Green Flag status continuing to be successful in retaining a Green Flag status - Bentley Park, Campsall Park, Quarry Park at Dunsville and Sandall Park. Elmfield Park was unsuccessful at this stage. There has been an additional entry for Hexthorpe Park for Quarter 1 judging, and results will be known in Autumn.
24. Work on Biodiversity Net Gain (BNG) continues. The Supplementary Planning Document has been drafted setting out the local first hierarchical approach to BNG, and the Local Planning team are consulting during Quarter 1 on the detailed guidance on this theme; the consultation ends on 20th May.
25. Progress continues on the expansion of Electric Vehicles (EV's) in the Council's fleet and the availability of charging facilities for these vehicles. Currently all 25 of the new EV's have charge points. A further 19 vehicles are due into the fleet in the next 1-2 months, for which charging is being installed across 7 locations. A solar carport at the rear of the Civic Office is planned for installation, and will hold 20 EV's, but this installation is behind schedule by 3-6 months.
26. During Quarter 4, the Enforcement work has increased in all areas across the Borough. There have been 301 Fixed Penalty Notices (FPN's) issued for littering offences, with each person receiving a fine of £150 for their offence. In the same period the Enforcement team have issued a further 15 FPNs, at a value of £400 each, for people who have been caught fly tipping, and issued a further 26 FPNs of £150 for "small scale" fly tips, for incidents such as the unlawful disposal of black bin bag waste. Within this quarter 11 prosecutions have been heard at Court, with total fines and costs amounting to around £7720.

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)

- Processing of Planning Applications: Major Applications 90% in Quarter 4, down from 94% in Quarter 3.
- Homes England approve £1.320m of funding for Council House Build Programme Phase 1.

27. The processing of Major Planning Applications remains in excess of the National target of 70%, but has a large reliance on successfully negotiating extension of times (EOT) with the applicant. This need to agree an EOT on major applications is not unusual, and are complex by their very nature and commonly require on-going negotiations. Section 106 agreements and committee approvals are required in order to seek a positive resolution on the proposals. It is important that officers continue to work with our customers (by agreeing EOTs where needed for the more major, transformational projects) to achieve a positive outcome. Quarter 4 shows a 90% determination rate which is slightly below the 94% internal stretch target, which is largely due to high levels of staff absence and increased workload pressures.

28. Not all planning applications are equally complex, and unforeseen issues or the need for amendments that arise through the course of consideration of an application can result in an application taking longer to determine. The Government allow extensions of time for these eventualities, which includes agreement with the applicant, but this can then provide an opportunity for matters to be resolved positively so that a proposal can be recommended for consent. If extensions of time were not taken in to consideration our performance for major applications would be 26%.

29. Work continues on the three new affordable housing sites for Phase 1 of the 5 year Housing Delivery plan for affordable housing, which commenced in Quarter 3. There are 33 new homes being built at Athelstane Crescent, Edenthorpe, Adwick Lane, Toll Bar and Appleby Road, Intake.

30. The Brownfield Housing Fund (BHF) Grant bids for the Council House Build Programme (CHBP) Phase 2 developments, of around 126 new homes totalling £3.66m, were approved by SYMCA in March 2022, and the BHF grant funding for CHBP Phase 1 has been successfully claimed and paid (£495,000 less 5% retention) during this Quarter (at the end of March 2022).

31. An Affordable Homes Programme (AHP) grant bid to Homes England of £1.320m for CHBP Phase 1 has been approved, subject to signing of the 2021-26 AHP Grant contract. This contract will enable the Council to bid and accept funding for further CHBP phases up to 2026 including Phases 2 and 3.

32. At the end of Quarter 4 (i.e. at year end) a total of 187 new affordable homes had been completed (by Housing Associations (subject to confirmation)). The total gross number of new homes built in all tenures will not be known until later in the year and currently stands at 754 (all figures are provisional count).

33. At the end of the 4th quarter 96.91% of total non-domestic rates debit has been collected. This compares with 92.64% at the same time last year. This significant improvement is due to the fact that normality has largely returned after the Covid 19 pandemic. Sympathetic debt recovery still remains but normal

methods of recovery have been fully restored. It is hoped that this will continue into the new year and we are back to pre-pandemic levels where a collection rate of 97.22% was achieved.

34. In Quarter four, there has been a very small change in the number of people claiming benefits, with the number going down by 300 people claiming in this Quarter. Younger people (aged 16-24) have historically been the largest group of people claiming benefits, but in Quarter four young people had a lower claims rate than 25-49 year olds for the first time since this information has been recorded.

35. Business Doncaster's 'Employment Hub and Advancement Service' continues to support people within and into employment. The team support with lots of areas of finding and keeping work, including developing CV's. In the past year, 218 people have been supported by this team.

36. Business Doncaster also provide the 'Launchpad' service, which supports new businesses in starting up, and also provides self-employment support across Doncaster. The team average around 22 new pieces of work a month.

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.

Performance Indicators



(see Appendix A)

Headline:

- Principal Roads (Main classified roads) not requiring major maintenance remains at 98% for this year.
- The Council has invested £5m of additional funds into highways maintenance for 22/23
- Non-principal Roads not requiring major maintenance remains at 98%.
- 82% of Estate Roads are in good to fair condition
- Doncaster for the third-year running is ranked in the top 10, there are 150 Highway Authorities, for the National Customer satisfaction survey (CCQ measure) of C- Customer satisfaction, C- Cost and Q – performance for Highways Maintenance Management.
- 489 people have been referred into the Domestic Abuse hub this Quarter, compared to 504 in Quarter 3.
- Increase in the number of cases discussed at Multi Agency Risk Assessment Conference (MARAC) during this Quarter. The number of high-risk cases referred to MARAC has risen from 191 in Quarter 3 to 242 in Quarter 4.
- Percentage level of engagement with Independent Domestic Violence Advisors (IDVA) has risen further (currently at 88%, compared 82.63% in Quarter 3; target 80%).

- 50% of Domestic Abuse Hub clients have given consent to accept support in Quarter 4, compared to 64% in Quarter 3.
- The number of people identified as achieving an expressed outcome following a Safeguarding intervention increased; 71.31% of people (169 people) in Quarter 4 compared to 66.46% (107 people) in the Quarter 3.
- 93.53% of people are reported to have had the risk reduced or removed following a Section 42 enquiry in Quarter 4, compared to 93.1% in Quarter 3 (217 people in this quarter compared to 135 people Quarter 3).
- 54.3% of people report feeling safer following a safeguarding intervention in this period, compared to 72.3% in the last Quarter (120/221 people this Quarter compared to 107/148 in the previous Quarter).

Highways

37. The estate roads condition has stabilised, with a 1% worsening due to the severe winter of 2020/21, although this follows a significant improvement of 6% from the preceding year due to additional funds invested in the previous years. The 2021/2022 winter was relatively mild, and the long-term forecast for next year is for a further improvement. In 2022/23 the £5m investment will be focussed on the estate roads. It is anticipated that the £5m will deliver repairs and resurfacings to around 100 roads across the Borough. Once this year's surveys have been completed, which will reflect the additional funding from central government and Doncaster Council that has been invested in this network, we would anticipate improvements on this indicator.
38. Each year, the authority employs an independent survey contractor who surveys the classified roads in accordance with Department for Transport (DfT) criteria by means of lasers attached to a moving vehicle that scans the surface of the road. This survey is undertaken annually for what are considered 'principal' roads and 'non-principal' roads. The Estate Roads are surveyed by contractors using a visual survey in accordance with DfT criteria on a two-yearly basis. The surveys are undertaken in summer or early autumn and the results are then sent to the Local Authority in Quarter 4.
39. The condition of the Principal Roads and non-Principal roads has stabilised at 98% this year, which places Doncaster in the upper quartile Nationally for this indicator, and represents excellent performance. The data gathered is reported to the Department for Transport (DfT) and is used as part of the annual capital budget setting process by the DfT. The survey method and data processing are industry standard, giving a comparable benchmark for all such roads in the country. Calculation sheets and condition survey data is available from Highways (Asset management section).
40. These are annual performance measures for the road networks and will be reported again in the Quarter 4 report of 2022/23.
41. Work has been undertaken to ascertain the cost of raising these standards further, and it has been established that if this work were to be undertaken now, the cost would be circa £150 million to return all the roads to a good condition. The Team work hard and this is demonstrated by the National CCQ results, to

ensure that the best value for money is given, and uses the funding to ensure the roads remain as safe as possible.

Domestic Abuse

42. The Domestic Abuse service is well established and there have been significant increases in referrals across all areas of Domestic Abuse and Domestic Violence. We continue to work well with Partner agencies, and maintain appropriate communications across the Borough, with media campaigns encouraging reporting and offering services to people affected by Domestic Abuse
43. The number of referrals to the Domestic Abuse Hub has risen over time since the hub commenced operation. It is a result of this targeted work and awareness of domestic abuse that generates the level of referrals into the service, with a total of 489 referrals within the quarter.
44. As numbers increase, 3 additional Caseworkers have been recruited this quarter and partner organisations have likewise increased staffing. Further recruitment of an additional DA Hub advisor is also underway, which will improve our capacity at the front door of the service
45. This quarter saw 242 high risk referrals of Domestic Abuse through the Multi Agency Risk Assessment Conference (MARAC). These 242 cases were the high risk, repeat incidents only, equating to 32% of Referrals being classified as Repeat Referrals, with standard and medium risk incidents managed by the Independent Violence Advocates Service (IDVA). The IDVA Service reported a client engagement rate of 88%, which is the highest performance with the year and exceeds its 80% target.

Quality and Safeguarding

46. 71.31% of people achieved an expressed outcome following a Safeguarding intervention. Work progresses regarding recording and the trajectory for this measure is now moving upwards.
47. Analysis is underway to understand the in Quarter decrease in the number of people who report that they feel safe after a safeguarding intervention, which dropped from its static in year figure of 72% to 54.3% in Quarter 4. Early indications is that this reduction is due to system recording. In depth oversight and monitoring is programmed in during Quarter 1 to understand and improve this position.
48. The number of people identified as having the risk removed or reduced following a Section 42 Safeguarding intervention during Quarter 4 remains consistent with previous 2 quarters at 93.53% and is an improvement on previous year. This improvement is due to ongoing work and support for the team with the Interim Team Leader and the Principal Social Worker working closely with the Heads of Service to focus on positive changes to practice and performance across all key areas.

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:

- Ofsted inspection (February 2022) recognised the effectiveness and impact of Early Help Services for children and families, the strength of the Virtual School in support of children in care and/or with a social worker, strong oversight for young people on part-time timetables and effective monitoring for Children Missing in Education.
- Since September, there have been 19 published inspection reports for schools, 16 out of 19 were judged good or better (84%).
- Doncaster has a strong focus on programmes and interventions to support child development, with 98% of providers rated Good or Outstanding.
- Demand for the Family Hubs continues to grow with an increased footfall of 80.4% in comparison with the same quarter last year (14,193) and with 29,801 this year
- Capacity remains a challenge which is impacting the ability to finalised education health care plans within the statutory 20-week timescale with recent recruitment drive proving unsuccessful
- Heritage Doncaster's National Portfolio Organisation Programme History, Health and Happiness programme has been shortlisted for the Museums and Heritage Awards.

Early Years & Early Help

49. Current Ofsted outcomes for early years providers are strong, being above both National and Regional Levels. The overall percentage of Early Years Providers rated Good or Outstanding by Ofsted in Doncaster currently stands at 98.55% against a national figure of 96%. Ofsted outcomes for childcare in day nurseries with Good and Outstanding judgements currently stands at 98.2% against a national outcome figure of 96%. Ofsted outcomes for childminders with Good and Outstanding judgements currently stands at 99% (178) against a national outcome figure of 96%. Take up for 2-year-old and 3 to 4 year old free child care remains above the national average by around 7% at 97.1% in this quarter. Access to high quality childcare is vital for working parents and vulnerable children to ensure they have the best possible chance to develop and reach key milestones. This is happening for lots of families in Doncaster.
50. Family Hubs are firmly in the recovery phase and have continued to deliver an increased range of services, allowing more families to access sessions following the easing of restrictions and updating of COVID risk assessments. This has been important to families in particular new mums. The successful 'virtual Family Hub' offer developed during the pandemic remains in place and many families are now accessing both online and face-to-face sessions. Confidence in the Family Hub offer after lockdown is reflected in the increased footfall. In quarter four 2019-2020, before the pandemic, the footfall was 44,604 in comparison to quarter four 2020-2021 when the footfall fell to 14,193. In the same quarter of 2021-2022 it is 29,801. Take-up has risen since quarter three

by 4184 families. This reflects the increased number of families returning to face-to-face groups. In a recent survey, 93% of families said that they feel accessing a Family Hub is a positive experience.

51. At the end of March 2022, there were 2450 children and young people open on the early help pathway, with 286 more children and young people compared to March 2021. This is the highest figure for two years and reflects all the hard work done across the partnership, to support children and families as early as possible. The new Early Help Strategy that is scheduled to go to Cabinet in Q1 22, will build on this and reinforce our commitment to provide the right support to families as soon as possible. We know that most families have improved outcomes, with 92% of families demonstrating increased confidence and 60% of families demonstrating increased resilience- evidenced though a % decrease in vulnerability levels.
52. The new posts have had an incredibly positive impact on early help capacity and the number of children, young people and families receiving support via early help, and we are delighted that funding has been secured to continue them for another year.

Stronger Families

53. Stronger Families is the local name for the national Supporting Families programme established by the Government. Each Local Authority area has a programme and is set several families that must be supported to overcome difficulties in their lives. For each family that is shown to make significant and sustained outcomes a small grant is paid to the Local Authority to support the ongoing work. This is called Payments by Results (also known as PbR). As the programme reaches its tenth year Doncaster has once again exceeded the targets (141% achieved end of year) set by the Government for the programme.
54. The Stronger Families programme provides extra resources to early help workers in partner organisations and the Council to support families, in addition it aims to transform the way services work in a coordinated whole family way. The changes to the way services work with families support improved outcomes, reduced duplication and reduced costs. Investing in the early help system in this way is proven to reduce the number of families needing more costly statutory services. This is a key priority within the new Early Help Strategy that goes to Cabinet on the 11th May 2022.
55. The next programme phase (2022-2025) has started with a new outcomes framework and Early Help System Guide toolkit. Similar to last year Doncaster early help partnership must undertake a self-assessment of the early help system in Doncaster and submit this to the Department of levelling Up, Housing and Communities (DLUHC). There is a significant uplift in our targets coming in years 2 and 3 of this next phase, however, the surplus PbR claims we achieved in Q4 can be used against our Q1 target in this next programme therefore giving Doncaster a flying start.

School Admissions

56. Doncaster has maintained an excellent record of securing a preferred school place for secondary school children. 96 per cent of children across Doncaster have been offered a place at one of their preferred schools and 88 per cent of children will attend their first preferred school, maintaining the rate from the previous year. Out of over 3560 applications, there were only 127 children who did not receive one of their preferred schools. All these children have been offered a place at an alternative local school with the majority being offered at their catchment area school.
57. 99% of all primary school applications were given a place at one of their preferred schools. 96% of all applications received their first preference. This compares very favourably with national figures of 90% first preference in 2021.

Exclusions

58. Schools have seen consistent and improved attendance from the previous comparative period, but also much higher levels of challenge and more challenging behaviour from cohorts. 28 exclusions have been issued since September 2020 and the team are working with schools and providers to continue to prevent further incidents, with 34 being prevented so far this year. Although this reflects an expected rise on last year, when schools were only partially open for some of the year and a 71% reduction for the last full academic year. There has been only 1 primary permanent exclusion since January 2020 as compared to 16 in 2018-2019. Primary and SEND cases continue to maintain the pattern set in the previous year. No Children in Care have been permanently excluded.
59. Fixed term exclusions have reduced significantly over the last two academic years, (549 to 182) reflecting a 23 place improvement in the national L.A. rankings. Fixed term exclusions continue to be a priority and we continue to work with schools through the new Mental Health strategy and school summits to support reviewing of in-school practice and developing approaches to improving pupil mental health. Fixed term exclusion rates for children in care remain low compared regionally and nationally we work to reduce these further by allocating pupil premium plus and additional pupil premium to schools quickly when requested to ensure young people get the best opportunity to re-engage with learning. Schools are challenged and encouraged to use the appropriate measures to address the needs of children in care via inclusion panel and virtual school officers support designated teachers in schools to make these applications

Elected Home Education (EHE)

60. The EHE strategy has been modified to ensure rapid support and challenge to schools and families where an interest in elective home education is expressed, so that all decisions are in the best interest of young people. We have used a targeted approach to follow up on cases, challenging where we believe that children are vulnerable and not in receipt of a suitable education. Many expressions of interest were dealt with without a formal notification being sent into the Local Authority, with officers resolving problems between all parties

where this was necessary. Of the 210 notifications received since September, 98 have been closed.

Children Missing in Education

61. Children Missing Education referrals grew through the period of the pandemic, with 584 cases received so far, this academic year. There are currently 204 open cases. The closure rate is currently at 79%.

Part-Time Timetables

62. There are 349 young people who are not currently receiving a full-time offer. 37 of these are Children in care, 36 have an EHCP, who are accessing packages aimed at supporting transitions in offer or provision. The others being young people who are offered reduced hours as part of packages from mainstream schools and Pupil Referral Units- these young people are regularly monitored within inclusion services. Our most recent OFSTED report commented on the strength of these processes, but we are aware of the need to ensure there is a shared understanding and procedure to ensure that all cases are worked with urgency. The council has set up a clear hierarchy of monitoring and evaluation procedures for all young people who are not in full time education, with weekly oversight from Assistant Directors.

Not in Education, Employment or Training

63. Doncaster's combined average NEET/Not Known figure at the end of March 2022 was 4.5%, which is below the Yorkshire & Humber average (5.1%) and the same as the national average (4.5%). The average percentage for Doncaster's young people participating 'in learning' at the end of March 2022 was 93.2%, which is above the Yorkshire & Humber average (91.9%) and above the national average (92.9%).

Careers Hub

64. The development of the Start in South Yorkshire platform has recently been finalised that provides careers advice and LMI to young people and adults across South Yorkshire. The development was funded by the Opportunity Area but maintenance is funded by the Mayors Combined Authority and the 4 councils in South Yorkshire.

65. The platform already has 44 schools signed up to licences, with 20,000 young people signed up and 4800 active users. Two gaming work experience sessions have been delivered to 120 young people.

66. We have also developed a suite of resources that link careers to the curriculum. This has involved selecting employers across the region in key sectors and for roles within these sectors developing range of tasks to bring the careers to life for young people to help them see the skills required to enhance lessons with real world learning. This work already engaged over 100 employers, 180 job roles and 47 schools.

Post 16

67. We have had an additional 91 students sign up for a university programme. Doncaster students engaged in a programme called Zero Gravity, which provides support in accessing university, including Russell group and Oxbridge universities. This programme is additional to existing programmes and provides mentoring and support for young people through the whole process from application to continuing support through university programme. This is the greatest number that has been engaged from any Council in the UK.

Special Education Needs & Disabilities

68. There has been an increase of almost 20% in the number of requests for statutory assessment in the last year, which has led to a 10% increase in the number of Education Health Care Plans maintained by Doncaster (2320 at the end of Q4). This continues to place pressure on the team in terms of capacity to undertake good quality casework and the ability to finalise the plans within the statutory 20-week timescale. Performance has improved by 5% on the previous quarter from 38% to 43% of plans finalised within the 20 week timescale, but remains well below the target of 100%. Due to the decline in the number of plans being completed within the 20-week timescale, there has been an impact families in that we are often unable to confirm the school or setting in the plan within the statutory timescale.

69. In the recent top year transfers from Year 6 to year 7, 62 out of the 94 (65%) parents made a preference for a special school place which is the highest it has been since 2015/16. Due to the high numbers of requests for specialist placements alongside limited number of places in our local and independent specialist provision, this has added further pressure to the service. Due to this continued demand, more children and young people have had schools named in their plan which are not their preference but are where schools have stated they can meet need. This has and will lead to an increase in mediation and First Tier Tribunals. The number of tribunals has continued to increase with 18 tribunals already lodged or held in 2022 compared to 12 across of the whole of 2021. We are continuing to work closely with parents and carers as well as schools and settings to resolve cases before tribunal is lodged or whilst waiting for hearing.

70. In order to respond to the continued demand for statutory assessment and related pressures additional temporary funding has been secured to increase capacity in the team and recruitment for these posts is underway. There are also current vacancies in the team due to staff leaving and one member reducing their hours. Due to the relatively small size of the team and the demands on the service any vacancies can cause a significant pressure. The aim is to have a full complement of staff by Q1.

71. We are also looking at a longer term plan to increase the overall staffing in the team to meet the continued demands.

72. There is a need for us to address the continued challenges within the SEND arena and launch the SEND strategy, as part of this we are developing plans to

tackle the top three issues of post 16 placements, mainstream top-ups and out of area placements. We will be able to provide an update in Q1.

Archives

73. Work is underway to return all Archival and Local History records to the borough with several deliveries of pallets from deep storage arriving each week since end March. We have now received 30% of stored records with the remainder due between now and 30 May. We are on schedule to have all materials returned to Chequer Road by 29/30th May.

Heritage Doncaster History, Health and Happiness Programme

74. Heritage Doncaster's History, Health, and Happiness National Portfolio Organisation (NPO) programme has been shortlisted for an award at the Museums and Heritage Awards. History, Health, and Happiness has been shortlisted for the Community Engagement Programme of the year. The Awards take place on 11 May.

75. The History, Health and Happiness programme aims to tackle isolation and improve wellbeing. It delivers a programme of in-person and digital social clubs and activities across the borough. The programme is evaluated by academics from Sheffield Hallam University and Arc Research and Consultancy Ltd. The 2021/22 evaluation concludes that the programmes have been of significance to the attendees in the "recovery" phase following Covid-19. The evaluators also recognise the significant impact the programme has had on the wider system changing how Heritage Doncaster connects with communities and who it works with. The wellbeing evaluation data has revealed that in 2021/22

- 100% of digital social club attendees met new people
- 70% of digital social club attendees became interested in trying other activities in their community- a 25% increase over the period.
- 100% of Her story (Denaby) attendees learnt something new

76. History, Health, and Happiness has launched three new activities in Q4. This includes a partnership activity with Yorkshire Wildlife Trust including campfire cooking, a social club in Stainforth and an under 5's club in Woodlands. A full impact report will be published in May 2022.

Book Start

77. More Book Start packs have been distributed to new-born and nursery children in Doncaster in 21/22 than the previous year, showing a 25% increase (9,719 packs gifted to children, 4,860 packs to Health Visitors given during child's 1 year review, 3059 Nursery Treasure packs given to children in nursery and 1,800 new-born packs given to the Registrar for gifting during birth registration).

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:

- Waiting time for completion of an assessment was 62.94 days, which is higher than the target of 42 days or less and is an increase on last quarter.
- 55% of the people who were assessed or reviewed by Adult Social Care received a review of their care between 42 and 365 days after assessment compared to 56% in Quarter 3. This is due to the tail end impact of Omicron variant and it is projected to improve. Additional capacity has also been implemented to improve the number of people accessing a review.
- 915 people are in receipt of a Direct Payment to support their social care needs; this equates to 26.9% of the total figures of people in receipt of Adult Social Care. This is comparable with previous quarter and fairly constant throughout the year. The average cost per person though has increased and further work is planned to understand this.
- This quarter shows a slight rise in the number of verified 'Rough Sleepers' in March, rising from 20 to 23
- 25 people of working age (18-64 years) were permanently admitted into residential or nursing care homes over the financial year (1st April to 31st March) compared to 27 in 2020/21
- 434 people aged 65 years and above were permanently admitted into residential or nursing care homes over the financial year (1st April to 31st March), compared to 385 in 2020/21
- The Integrated Discharge Team (IDT) continue to operate under considerable pressure, with 982 referrals during this Quarter, compared to 899 in Quarter 3.
- STEPS received 720 referrals in to the service during Quarter 4, a decrease in comparison to the previous quarter, where 798 referrals were recorded. Whilst 567 of these were either accepted or signposted, a further 153 were declined due to lack of capacity within the team.
- 216 people known to Learning Disability services received a review of their care and support, out of a cohort of 592; equating to 36.49% of people as a percentage, compared to 34.81% in the previous Quarter (165 out of 474). This is lower than we would want and additional capacity has been implemented to improve this performance.
- Slight reduction in quarter 4 of number of individuals with a learning disability living in permanent residential care (123 individuals), compared to quarter 3 (125 individuals)

Delivering Quality Care and Support

78.Data indicates that there has been a fluctuation in the waiting time for an assessment for people referred to Adult Social Care over previous Quarters. This is due to the impact of the COVID-19 pandemic, Omicron wave and the implementation of the Mosaic Case Management System. There has been a challenge with staff absences and capacity due to vacancies, which has impacted on timescales for assessments. Additional one-off investment and capacity has been allocated to improve response times, along with a dedicated recruitment campaign; and teams are building on good practice through the

introduction of proportionate assessments, and the use of technology to better facilitate assessment. Analysis of those cases with a lengthy duration is also scheduled which will feed into the system training.

79. In Quarter 4, 1447 out of 2622 people had their care reviewed by the Locality Adult Social Care teams. This review of their care took place between 42 and 365 days after assessment; this figure is the highest ever recorded since this metric was introduced in 2017/18

Direct Payments

80. The figures in relation to the proportion of people who receive a Direct Payment to manage their Social Care needs have remained reasonably constant throughout the year between 26%-27%, although, although the average cost per person has increased. Further analysis is being undertaken to understand the reason for this increase, along with analysis of the average cost of personal budgets for both existing and new people.
81. The Direct Payment Action Group has now been resumed. This group was previously stood down due to priority work in response to Covid Omicron variant.

Rough Sleepers

82. The average number of 'verified' Rough Sleepers has fluctuated throughout the year, influenced by Protect and Vaccinate funding, additional hotel spaces as well as Severe Weather Emergency Planning.

Permanent Admissions to Residential and Nursing Care

83. There has been an increase in the number of people of both working age (18-64 years) and those 65 years and above during this Quarter. Increased monitoring is in place to ensure that strength-based practice is embedded, and older adults are encouraged and supported to live as independently as possible in their own home whenever possible. With a significant increase in short stays due to lack of domiciliary care provision and hospital pressures.
84. Additional investment has been made into the domiciliary market to increase recruitment and retention, which in turn should deliver an increase in capacity. This increase in capacity will provide greater opportunity to keep people at home for longer.
85. Working age adults in Learning Disability and Mental Health has seen a further 3 admissions during Quarter 4. Strategic Commissioning continue to working to increase housing options for people with Learning Disabilities and Mental Health with a new supporting living facility 'Fairway' coming on line during this quarter, increasing capacity by 7 units.
86. There has been a net increase in the number of short stays in residential care during Quarter 4 with a net increase of 20 (181 new and 161 leaving). This is impacted by the challenges within domiciliary care provision, alongside demand due to hospital pressures.

Communities Area Teams

87. The Communities Area Teams continue to play a lead role in supporting early intervention and prevention approaches across all ages, people and place, linked to Localities working
88. The Wellbeing Service continues to identify and target prevention, and build resilience for those people who are at risk of potential escalating needs. The Enhanced Performance Framework within Wellbeing enables the data collected to be analysed better, and to provide geographical and themed Wellbeing-strand information on trends and demands across the service. This work includes the Carers Improvement Plan, which has been underway since November 2021, and supporting the Frailty work, which is currently being evaluated.
89. In excess of 40 Low lever Minor Adaptions without Delay Team (MAWD) cases have been reassigned and resolved within wellbeing from the MAWD waiting lists. Initial review indicates that these cases were resolved at lower level without need to escalate back up into MAWD.

Integrated Discharge Team (IDT)

90. IDT continue to support people to return home wherever possible, despite the ongoing challenges within the community brought about by the Covid-19 pandemic. 58% of discharges in Quarter 4 were either Pathway 1 or 2, while 28% of discharges were Pathway 3.
91. The IDT and Partner agencies continue to work together to implement the National Hospital and Community Discharge guidance, and ensure that those with no right to reside are discharged in a safe and timely way. A 'One version of the truth' list is now in operation and undergoing further development to improve performance system wide. This list enables the Team to focus on those cases that need to be escalated; where delays exceed any current timescales for discharge. Work continues to identify the future structure within the service following the recommendations from The Social Care Institute for Excellence (SCIE)

STEPS

92. The Short Term Enable Programme (STEPS) provides support within the community when an adult is finding it difficult to complete daily tasks or when someone is leaving hospital and needs additional support to regain skills and confidence. Work is underway to review the existing process, and introduce a case manager to the Integrated Discharge Team, which will create a more effective referral process and reduce the number of inappropriate referrals.
93. During Quarter 4, there were 153 (21% of total referrals) referrals declined due to a lack of capacity, some of which can be attributed to staffing issues brought about by the increasing number of workforce testing positive for Covid-19.
94. Progress made with regards to STEPS increased capacity. New criteria and ways of working have been identified and will be approved and implemented through Positive Steps Unit (PSU). This criteria will be revisited next year to ensure that it fits in line with any wider place based changes through the implementation of the RAPID guidance.

Positive Steps Unit (PSU)

95. During this period, there has been a further drop (50%) in the overall number of people accessing the service compared to quarter 3.
96. 29% of patients were discharged with support at home, which is slightly lower than quarter 3 (31%), discharges to residential is consistent at 46% and patients returning to hospital has risen from 10% to 23% in quarter 4.
97. Plans are in place during the next Quarter to present a new criterion for the service, which will enable more people to return home independently and reduce the number of people admitted to long-term residential care. The table below outlines the discharge outcomes for those people who have been known to PSU.

Discharge Outcomes			
	Quarter 2	Quarter 3	Quarter 4
Home with support	28	22	10
Home without Support	4	2	0
Hospital	21	7	8
Other	2	7	1
Residential	25	32	16
Total	80	70	35

Future Options

98. Work is ongoing to prepare the Deputy of Liberty Safeguards (DoLS) team for the changeover to Liberty Protection Safeguards (LPS) in 2022. As with all Local Authorities there is a waiting list which is being risk managed and reviewed by Senior Management on a regular basis. The timeline for the implantation of LPS has slipped nationally, and we are still awaiting guidance on when this will be implemented; however, there will be a 12 week lead time on this.
99. There are currently 508 cases on DoLS waiting list awaiting assessment, which is a reduction of 160 cases from Quarter 3 and is the lowest it has been this year. This reduction is due to service changes in the assessment finance budget and additional temporary BIA posts.
100. Pressure for the Approved Mental Health Professional (AMHP) service remains high, with delays due to lengthy ambulance delays, limited availability of section 12 doctors to facilitate assessments, (at times) reduced bed capacity in the local trust and reduced AMHP capacity due to recent sickness in the AMHP service. Arrangements have been made with the CCG for the authorisation of private ambulance conveyance (where appropriate), which should reduce delays due to ambulance pressures. All efforts are being made to increase AMHP capacity to ensure as a local authority we continue to meet our statutory responsibilities.

101. This quarter saw a reduction in the proportion of Adults with Learning Disabilities who live in their own home or with their family, dropping from a consistent 87% to 80% in Quarter 4. Early indication shows that this reduction is due to system recording issues within the new Mosaic case management system which is being addressed.

Covid 19 Pandemic

102. In Q4 Doncaster continued to experience the BA.1 Omicron (fifth) wave of the COVID-19 pandemic. The local implementation of the national plan B and additional local response continued to be coordinated through the COVID oversight board, COVID control board and daily incident management teams using a regularly reviewed and updated COVID-19 control plan and outbreak frameworks. Outbreaks of COVID in settings including schools, care homes and business were managed. Hospital admissions due to COVID have remained high throughout the quarter and unfortunately there have been 64 deaths with COVID-19 on the death certificate this quarter. COVID-19 has still contributed to staff absences and changed working patterns across the Council.

103. In Quarter 4 testing, contact tracing and vaccination continued to support a reduction in the rates of COVID -19 until mid-March when the arrival of the BA.2 Omicron variant saw rates once more increase. This was national phenomenon and coincided with the removal of most remaining COVID-19 restrictions in March 2022. As part of the removal of restrictions public access to assisted lateral flow testing for asymptomatic residents came to an end and so did general public access to PCR testing if residents had symptoms.

Key progress included:

- COVID Control Plan updates in consideration of policy and guidance changes alongside the threat and risk assessment have been regularly reviewed at COVID Control Board.
- Targeted Community Testing: over 57,000 assisted tests provided since Dec 2020 and distributed 263,929 self-test kits from April 2021. Demobilisation completed by 31st March 2022
- PCR Testing Sites – DSA closed 23rd March and all others closed 31st March 2022.
- Local Contact Tracing – 2,425 cases processed in Quarter 4 and 66% completion rate. 1st April 2021 to 31st March 2022 16,000 cases processed and overall completion rate of 83.8%. Government announcements and policy decision to cease contact tracing on 24th February.
- IPC Cell continue to support health and care settings regarding the changes in policy and guidance
- Significant number of outbreaks meetings provided to numerous settings including health, care, and education due to Omicron variant in January 2022.
- Continued advice and guidance provided to support changes in government strategy.

104. The health protection team continue to promote the NHS Covid vaccination programme and engage with groups and communities with lower vaccination

uptake. The 'evergreen' offer of first, second and booster vaccinations remains, although take up is low. A 4th Spring booster is available to people aged 75 and over, people who live in a care home or people aged 12 or over who have a weakened immune system. A lower dose vaccination is also available for children aged 5 to 15.

105. A small health protection team was secured for 2022/23 to provide ongoing surveillance of COVID-19, and to provide response capacity and humanitarian support should there be a more significant new variant. In 2022/23 the COVID control plan will be maintained, the governance of the COVID-19 response will be embedded into pre-COVID governance structures including the Health and Wellbeing Board and the Health Protection Assurance Group. Additional work for 22/23 will be to update the impact assessments and relook at the partnership approach to long COVID.

Future actions:

- Demobilisation by national team of the remaining PCR infrastructure at Bridge St Car Park and Chappell Drive Car Park.
- Review of COVID Control Plan in light of the Government's Living with Covid strategy and remaining resources.
- Debriefing of all teams and lessons learned to be collated and themed to inform future plans.
- Assurance and governance via bi-weekly IMT, Health Protection Board and Health and Wellbeing Board.
- Small Health Protection Team remains in place to address wider immediate and longer term challenges to protecting health of the residents of Doncaster.
- Continued work on unrepresented groups to be supported/encouraged, low uptake areas identified, barriers addressed in relation to COVID vaccinations.

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 12.86 days which continues to be a worsening trend against the target of 8.25 days
- Performance against the average number of day to process a new housing benefit claim has improved slightly but still remains off target for quarter 4.
- The average number of days to process new council tax support claims has slight improved for Quarter 4 but is still off target.
- The trend for the completions of New Housing Benefit claims remains static for Quarter 4.

- Customer Services received 57,828 telephone calls this quarter 90% were answered within 150 seconds, against our target of 90%.

Workforce

106. Our workforce have continued to respond to and recover from the Covid19 pandemic, with the majority of services operating and subsequently adapting aligned to government guidance, with the removal of these restrictions from the 1st April.
107. The HR & OD team have continued to support managers and staff throughout this time in a variety of ways, assisting with deployment of staff where needed, embracing new ways of working through the YWoW programme and future use of workplace buildings and development of a new Hybrid Working Policy and Guidance; regular communications and engagement on key workforce issues to advise and inform. As well as continuing to provide health and wellbeing support including maintaining a corporate system for reporting positive cases, reporting a reducing trend down to 41 as at end March. A further Workforce Wellbeing survey was conducted towards the end of the quarter, with the data being analysed during Q1 and reported to staff together with recommendations for any further action.
108. In addition, the HR & OD Team received an award for the best health and wellbeing initiative through the PPMA (Public Service People Managers' Association), in recognition of all the work the team have put in place to support our workforce.
109. The overall year end position for the completion of PDRs reached 93%, 2% below the target of 95%. Although 6% below the target to be completed within the required timescale of 30th September 2021. This was predominantly due to a delay in recording assessments timely given the significant pressure services remain under is responding to the covid pandemic.
110. The sickness absence rate for the quarter was 12.86 days per full time equivalent employee, against a target of 8.25 days. This is a further increase of 1.46 days from 11.40 days in quarter 3. This increasing trend is of concern, and will continue to be monitored over the coming months to assess impact and ensure effective provisions to manage absence levels remain in place.
111. Agency worker spend has decreased this quarter by 9% (£63k) to £633k from £696k in quarter 3; although the number of assignments has increased by 7 up from 62 assignments in quarter 3 to 69 assignments in Quarter 4. Both spend and usage will continue to be monitored against the needs and capacity of the business.
112. The council's corporate Health and Safety team continue to work with HR and Public Health to ensure up to date risk assessments are in place to meet the circumstances and needs of service activities.
113. The number of reported injuries at work in this quarter have increased compared to the same period of last year from 40 to 65. The most common reported incident type remains as slips and trips and aggression with no identifiable causal trends. RIDDOR reports continue to be low (9 in total this quarter), although the number has increased compared to the same quarter

last year. All RIDDOR reports are from front line operational services; 7 of the 9 reports from Economy and Environment, with one each from Corporate Resources and Learning, Opportunities and Skills.

Housing Benefit Claims and Tax Collections

114. Our performance against the average number of day to process a new housing benefit claim is currently 27.36 days against a target of 21 days. Although the performance level for the final quarter remains off target, there has been a continued steady improvement during the quarter, which has seen new claims dealt with on average in 24 days through the quarter. The significant rise in Covid cases due to the Omicron variant late in quarter 3 and the early part of quarter 4 so a huge rise in Self-Isolation Payment applications. At the same time the team also processed more than 11,000 payments for the Household Support Fund. This meant that staff continued to have to compete with conflicting priorities with this additional work being administered by the same staff that deal with new HB claims. However, the continued prioritisation of allocating new HB claims within 2 days of receipt, has resulted in this continued steady improvement from the previous quarter.
115. The average number of days to process new council tax support claims is currently 35.54 against a target of 21. Performance in the final quarter has improved steadily with the average number of days taken to process a claim being 32 days. CTR claims are more difficult to identify than HB claims as they are often part of a notification from Universal Credit, which can be received for many other reasons than a CTR claim and as a result each of these notifications needs to be looked at to see if it relates to a CTR claim, which it only does in less than 20% of cases. In the final quarter we continued to receive additional external support from NEC SWS to process our backlog of Universal Credit notifications. However, there does still remain a significant backlog of this work going back to September.
116. At the end of the year 94.56 of the total council tax debit has been collected. This compares with 94.74% for 2019/20 and 93.44 for last year. The reason for this increased collection is due to lessened effects of Covid at this time. Although there still remains some uncertainty around due to the pandemic things are much nearer pre-pandemic levels and this is expected to remain.

Customer Contact

117. The One Stop Shop at the Civic Office has been seeing a gradual increase in Customers during 2021/2022, with a marked increase in Quarter 4. Customer numbers over the past year are; Quarter 1: 10,145, Quarter 2: 10,113, Quarter 3: 11,501 and Quarter 4: 18,663.
118. In Quarter 4 we achieved our performance target and answered 90% of calls in 150 seconds, with an overall average time to answer of 54 seconds. We received in total 57,828 calls during Quarter 4, 9301 more than in Quarter 3.

FAIR & INCLUSIVE:

119. 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.

120. 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.

121. 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 which were agreed in draft in the 2022/23 Corporate Plan will inform the content of this section of the report.

122. While work is underway to finalise the EDI objectives we strive to keep inclusion and fairness at the heart of everything we do. Recent activity includes:

- A new interactive Equality Diversity and Inclusion Calendar was launched for 2022, and Holocaust Memorial Day, Apprenticeship Week, Random

Act of Kindness Day, National Careers Week and International Women's Day were marked and celebrated as part of the Council's commitment to creating an environment where diversity is celebrated and everyone is treated fairly.

- The Minorities Partnership Board (MPB) now holds the System Leaders Forum with Health System Partners every three months.
- Monthly Sub Groups of the MPB are now taking place to implement the Covid BAME Action Plan
- Focus given to Gypsy Roma and Traveller Community with Health Fairs taking place in May 2022. Further Health Fairs planned (on a seasonal basis) and collaborations agreed with Changing Lives BAME Women's Project in terms of outreach (Roma and Romani Community).
- Collaboration planned with St Leger in relation to their regeneration project of their owned GRT sites. Health Protection Engagement team will feed in and assist where necessary.
- The inclusion and Diversity Newsletter has been developed and is routinely shared with the Minorities Partnership Board and partners (updated monthly)
- Targeted Covid vaccination model to be re-established in May/June 2022 in underserved communities with particular focus on low uptake areas
- 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
- DMBC (Public Health) Piloting the National Research Race Equality Framework in collaboration with Doncaster Bassetlaw Hospital Foundation Trust
- Re children and young people's mental health access – Health Protection engagement team to conduct Focus Groups in local secondary schools in June to better understand low uptake rates in relation to mental health services. Data to be themed and fed into relevant mental health strategies

PROGRAMMES & PROJECTS

123. Whilst this is a 2021/22 Quarter 4 update it is important we take the opportunity to reflect on the full financial year and recognise the environment in which the Public Sector operate within continues to be uncertain, turbulent and unprecedented, and it was clear within Quarter 4 that the situation remained the same; the impact of Covid coupled with a turbulent international scene, continued to present 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, services and fuel which in turn affects a number of our capital programmes, the volatility of the environment we operate in continued to be challenging.

124. Combine this with the harsh reality that we have experienced in excess of 37% programme staff shortages (due to a variety of covid and other related

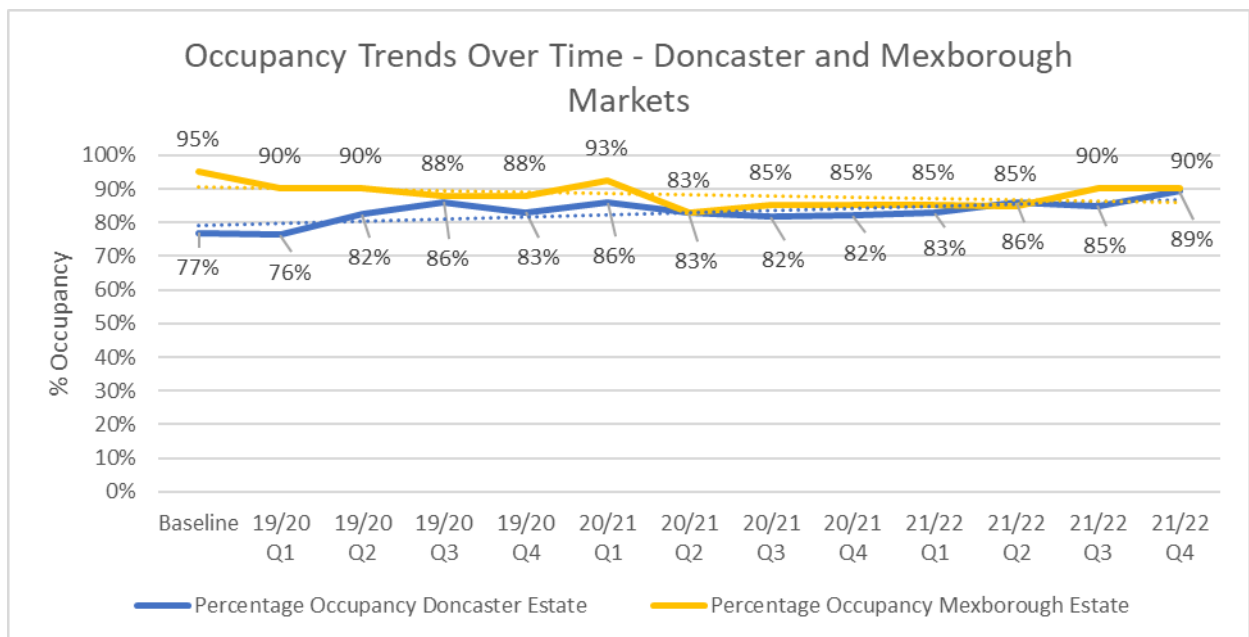
illnesses) our ability to deliver on a plethora of Programmes, Portfolios and Projects has been challenging, yet despite this uncertainty, we continue to drive forward the delivery of over 123 different propositions; 62 currently live with 43 completed to date.

- 125. Dissecting our key performance within Quarter 4 we continue to provide dedicated rigour and resource to the 62 live programmes, of particular note we have seen the delivery of a submission to Government to potentially land the National Rail HQ within the heart of Doncaster Town Centre (42 places have registered an interest, selection process to commence May 2022). We have instilled new working practices into the way we operate our Council Stores function, to instilling and driving change to how we respond to flooding; this was of particular importance during the high rainfall in January 2022. This is just a snapshot of some of the key activities that have been delivered throughout 2021/22 Quarter 4, at the heart of our inclusive and agile programme model, requirements of residents & communities are centric to the success of all our programmes, the breadth of what we continue to deliver demonstrates the diversity in which we aim to have lasting benefits and the drive to undertake the very best for all. The next financial year provides a further opportunity to demonstrate our responsive approach through dedicated submissions to Government on Levelling Up Round 2, Shared Prosperity Fund, and the detailed submission to Government for the Towns Fund (both Doncaster and Stainforth).

Market Asset Management (MAM) Doncaster Ltd. Update

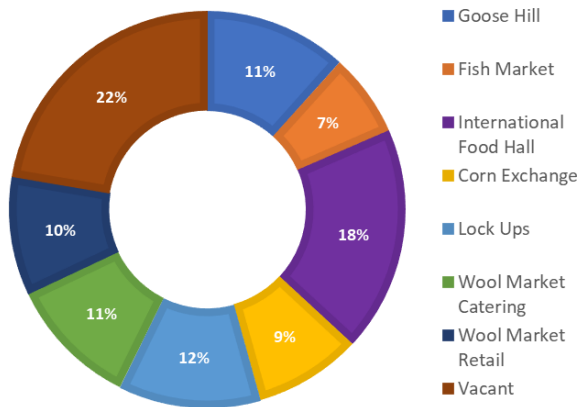
- 126. The final quarter of 2021-22 has seen the continuation of popular entertainment on a regular basis including Mr Dan, quiz night and the Wool Market saw the very first open mic night on Friday 25th February. The Wool Market in particular has seen increased footfall particularly on weekends and on those coinciding with warmer weather.

Occupancy Trends at Doncaster and Mexborough Markets

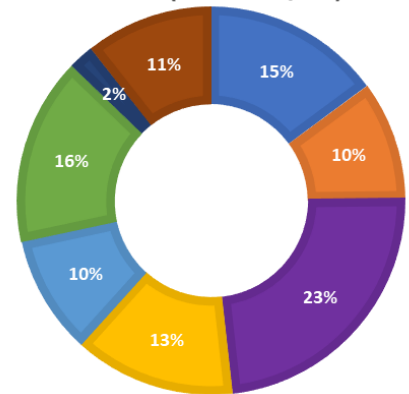


- 127. Doncaster Market has seen an increase in occupancy levels during Quarter 4 to 89%; up by five percent from the last quarter. This is positive to see and Doncaster market now has its highest occupancy levels since the reporting began.
- 128. Mexborough remains static with a 90% occupancy level with discussions taking place with traders to fill the remaining vacancies. Traders have been in place for short periods of time on trials and seasonal trading rents.
- 129. Doncaster Market Occupancy Level Changes per area of the estate (Percentage) at Baseline (May 2019) and Quarter 4 2021/22.

PERCENTAGE OCCUPANCY AT DONCASTER MARKET (BASELINE)

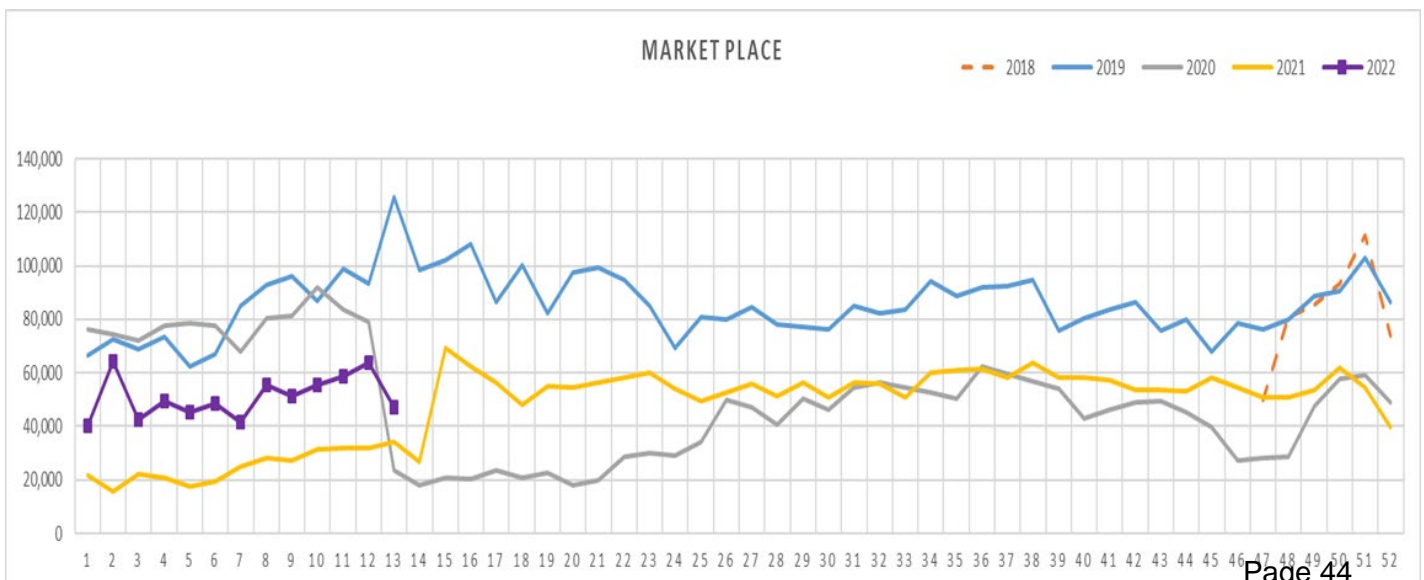


PERCENTAGE OCCUPANCY AT DONCASTER MARKET (Q4 2021/22)



- 130. 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. The baseline measured the total number of units at 165. The total number of units reported in Q2 2021-22 was 157 and this reduced to 153 at the end of the previous quarter (Q3 2021-22). Further changes took place to provide space for the entertainment zone within the Wool Market. There are now 141 units available.

Footfall Trends for the Market Place (up to week 13; w/c 28/03/22)



131. Quarter 4 2021-22 saw footfall levels slightly lower than those seen in the previous quarter; however the first few months in the New Year post Christmas generally observes lower footfall levels. The trend since the start of the year has been consistently above 40,000 and throughout February into March has seen week on week increases in footfall. This will be a combination of the bettering weather and people having more confidence to get out since all legal restrictions for Covid have now been removed. The only week to buck this trend is the final week of the quarter with a significant drop in numbers. This reduction was also seen across all footfall counting sites and can be mostly linked to the significant change in the weather with wintery temperatures observed. The footfall is significantly higher than the same period at the start of 2021 but is still below the numbers observed during 2020; which was mostly before any restrictions were put in place due to the pandemic.
132. Regular updates on the Maintenance Schedules of both Mexborough and Doncaster estates are part of the quarterly KPI return. All aspects of the maintenance schedules are up to date with a small number of maintenance tasks awaiting contractor dates. This will no doubt have been impacted, as like many other areas, due to the large disruption of the Omicron variant this winter.

Developments

133. The Wool Market alterations are nearing completion and the leisure zone, once opened, will be home to shuffleboard, duckpin bowling, and interactive darts along with a number of retro arcade games. The Wool Market seating has already seen a change with new relaxed seating in the middle which has gained overwhelming positive support on social media. The leisure zone prices have been benchmarked with regional comparators and have been set to drive footfall and dwell time into the market estate.
134. The opening hours of the Wool Market have been changed to consolidate trading Thursday to Sunday, open until later in the evening. This was in response to Traders requests and has been made a Deed of Variation to the contract. The new opening hours from 25th April are:

Thursday Open 11:00-22:00; Friday Open 11:00-22:00; Saturday Open 9:00 – 22:00; Sunday Open 10:00-18:00.
135. Bank Holiday Monday trading will be introduced to accommodate changes in shopping trends. All the Bank Holidays will be open, except Christmas, Boxing Day, New Year's Day and Easter.
136. The development of the Levelling Up Fund (LUF) project on the iconic Grade II Listed Corn Exchange continues with regular discussions between MAM and council officers taking place to progress this project to the timelines set out for the expenditure of the funding. Other improvements across both Doncaster and Mexborough market are also continuing.

Events

137. There are a number of upcoming events scheduling for Doncaster Market including a Little Bird Artisan Market (to be trialled on 16th April) and if successful will become a monthly feature, Strongest Man competition on 22nd

May and once again the Young Traders event will take place in July. MAM are working closely with the council's event team for 2022's Delicious Doncaster Food Festival which will be taking place 2nd-5th June which coincides with the Queen's Platinum Jubilee celebrations.

MAM Financial Position

138. 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. There is no financial assistance for MAM in the financial year 2022/23.

FINANCIAL POSITION:

Revenue Budget

139. The position at year-end as an underspend of £8.9m. This position includes the use of £6.6m of COVID-19 emergency funding to meet increasing and new COVID-19 related cost pressures and initiatives this financial year.

140. The position has improved by £8.9m since quarter 3; changes include reduced expenditure on adults' social care as the omicron variant of COVID didn't create pressure on the system as severely as expected at quarter 3, reduced homecare expenditure due to greater reductions in client numbers than anticipated as providers were unable to meet demand due to staffing recruitment/retention/sickness issues, higher level of Housing Benefit Subsidy income being received than anticipated and increased planning fees received in March. However, the resulting underspends in some circumstances relate to lower activity in 2021/22 than anticipated, which is expected to have an ongoing recurrent impact in 2022/23, this particularly relates to the underspend on homecare.

141. The position also includes £7.2m delivered against planned savings, this is a £3.0m shortfall against the budgeted targets. A summary and further details by service area is provided below: -

	Quarter 4				
	Gross Budget	Net Budget	Variance		COVID-19 Costs
	£m	£m	£m	%	£m
Adults Health and Wellbeing	134.4	61.3	-3.8	-2.8%	4.6
Learning Opportunities, Skills & Culture	67.6	18.5	1.2	1.8%	1.9
Doncaster Children's Services Trust (DCST)	63.8	56.9	4.8	7.5%	4.0
Corporate Resources	120.6	25.8	-2.3	-1.9%	2.5
Public Health	30.1	2.0	-0.8	-2.7%	2.0
Economy & Environment	102.1	41.4	-2.2	-2.2%	3.1
Services Budgets	518.6	205.9	-3.1	-0.6%	18.1
Council-Wide budgets	33.2	-64.4	-5.8	-17.5%	0.0

	Quarter 4				
	Gross Budget	Net Budget	Variance		COVID-19 Costs
	£m	£m	£m	%	£m
Grand Total	551.8	141.5	-8.9	-1.6%	18.1

142. Adults, Health and Wellbeing (AHWB) outturn position is an underspend of £3.78m. The main variances are as follows: -

- The adult social care ladder outturn position is an underspend of -£2.31m, with the impact of the Omicron variant reflected in the financial position through a combination of hospitalisations and subsequent discharges combining with pressures across staffing in direct care provision, especially community-based providers. This has seen a shift in care ladder activity and spend away from non-residential and towards residential care. The ongoing pressures seen throughout the year caused by the pandemic and associated discharge pressures have been mitigated by additional funding, both by increases to the base budget (permanent and temporary), one-off government grants and additional support via the Integrated Care System.
- The care ladder position for residential care (outturn overspend £1.41m) includes: -
 - Older people's residential placements overspend of £0.35m as through the year we have seen an increase in residential care placements, driven by both the pandemic and pressures experienced throughout the care market.
 - Working age adults residential placements overspend of £0.80m due mainly to increases in unit costs and slightly higher than budgeted client numbers offset in part by a decrease in CCG recharges and additional income for continuing health care (CHC) and transforming care partnerships (TCP).
 - Short stay residential overspend of £0.26m which reflects the shift in recent months which has seen increased activity in residential care mentioned above.
- The care ladder position for non-residential care (outturn underspend - £3.72m) includes: -
 - Underspends in homecare -£1.27m, direct payments -£0.14m, extra care -£0.20m and income -£2.28m offset by an overspend on supported living of £0.16m. This reflects the shift to residential care mentioned above, with a significant reduction in homecare numbers across the year (-177 service users), and reductions in Direct Payments costs. Provider rates have been increased to enable them to bring forward the payment on April's National Living Wage increases from December 2021. This has impacted on overall spend and also income from the CCG and these have been revised accordingly. It should be noted that there is a substantial backlog in cases awaiting both Care Act assessment and financial assessment

and this could yet impact on costs next year, primarily on income levels but potentially on overall client numbers.

- Other adult social care (excluding care ladder) outturn position is an underspend of -£0.67m, including an overspend on the community equipment budget of £0.50m, with service review underway, and late delivery of savings around internal long term residential care £0.23m, offset by temporary staff vacancies -£0.49m and increased temporary grant and Clinical Commissioning Group (CCG) income -£1.05m.
- Communities (excluding care ladder) outturn position is an underspend of -£0.78m, primarily from temporary staffing underspends of -£0.59m due to slow recovery of some services, an underspend on Transport -£0.14m and additional income due to maximisation of grants -£0.16m.

143. The outturn position reduced by -£3.69m (from -£0.03m) at quarter 3 with the main reasons as follows: -

- The care ladder reduced by -£2.49m overall. Residential care reduced by -£1.07m, primarily due to overestimating impact of Omicron activity at quarter 3. This was based on initial data as the impact of the variant was just being seen, and was skewed by including activity relating to cases that had already ceased but were still live (staffing pressures due to high vacancies and sudden increases in sickness re omicron delayed timely updates). Non-residential care reduced by -£1.43m overall, with further reductions in client numbers from quarter 3 forecasts as providers were unable to meet demand due to staffing recruitment/retention/sickness issues, additional grant funding and CCG income not forecast at quarter 3.
- Other adult social care and Communities reduced by -£1.06m which was primarily due to additional grants notified after quarter 3 of -£0.75m and staffing underspends related to vacancies expected to be filled -£0.26m. This includes various teams where recruitment was unsuccessful plus -£0.13m of additional budget for the complex abuse investigation that was not fully required.

144. Learning Opportunities, Skills & Culture outturn position is an overspend £1.24m, an increase of £0.21m since quarter 3, including additional pressures of £1.85m which have been funded from COVID-19 monies. The overspend and additional funded COVID-19 pressures includes: -

- Children with disability placements overspend of £0.68m due to the full year effect of 4 new out of authority (OOA) placements in 2020/21, 1 placement move from In House Fostering to OOA and 1 package with emergency agency workers in the home in order to keep the child in placement until a new placement was found. As part of the Future Placements Strategy, Oaklands is also planned to be repurposed to provide internal beds, 2 for permanent placements and 1 for shared care placements, to enable children to be brought back to the borough and/or provide capacity for future years' growth.
- Libraries and Culture overspend of £0.30m as the new structure is still awaiting implementation, following previous savings targets and delayed

due to COVID in 2020/21, with implementation expected by September 2022. Work on the new structure will also look at external funding sources and potential income to fund some of the changes to the structure. Also, archives storage costs 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 £0.38m.
 - Short Breaks overspend of £0.24m, including £0.17m is due to increases in existing packages and growth. £0.50m Short Breaks savings delayed, of which £0.43m has been funded from Covid-19 monies, as new overnight provision currently now not expected to open until Autumn 2022.
 - Travel Assistance overspend of £0.33m, due to additional routes, additions to current runs and increasing prices of new routes offset by additional income from SYPTE of £0.13m.
 - These are offset in part by an underspend across the Directorate from managed staffing vacancies and maximisation of grants.
145. The main change since quarter 3 is the increase of £0.14m on Travel Assistance.
146. Doncaster Children's Services Trust (DCST) outturn is a gross overspend of £7.15m to the 2021/22 contract value, an increase of £0.89m since quarter 3 mainly due to increased spend on the Care Ladder due to additional demand for placements. £2.37m of the over spend is attributable to the impact of COVID-19, broken down as OOA placements £1.32m, Fostering placements £0.32m, CiC 16+ placements £0.34m and additional Agency costs of £0.4m. Of which £1.32m was funded from the Council's COVID-19 monies, approved at quarter 1, and the pressure remaining of £1.05m has been funded at the financial year end.
147. Therefore the net overspend at outturn is operating costs of £4.78m. The outturn is net of additional funding of £0.93m for Care Ladder pressures, which were also approved at quarter 1. The operating costs overspend of £4.78m includes: OOA placements £2.89m, Fostering placements £0.58m, and 16+ placements £1.97m, offset by additional funding of -£1.13m from the Dedicated Schools Grant (DSG) High Needs Block (note: this increases the budgetary pressure to the High Needs Block).
148. Overall £4.02m has been provided to cover the COVID-19 pressures either via in-year additional funding or within the base budget position.
149. Corporate Resources underspent by -£2.34m at outturn with all areas in the Directorate having an underspend broken down as follows: -
- Customers, Digital & ICT (CDICT) -£0.92m; Corporate Resources Director -£0.30m; Finance -£0.22m; HR, Comms & Exec Office -£0.31m; Legal & Democratic Services -£0.37m and Policy, Insight & Change (PIC) -£0.23m.
 - COVID-19 funding allocated at Quarter 1 of £0.89m has been removed from services, mainly within Trading Services as it is no longer required.

150. The main reasons for the underspend are staffing savings due to vacant posts, one-off savings on ICT licences and associated costs and an over achievement of income in certain areas. Specifically, the main contributors to the underspend in CDICT are staffing savings of £0.28m, ICT related costs including licences, phones and equipment of £0.58m, whilst the Corporate Resources Director and Finance are both predominantly underspent due to savings that are required in the 2022/23 budget being delivered early. For both HR, Comms & Exec Office and Legal & Democratic Services the underspend is as a result of staffing underspends along with the over achievement of income in recruitment advertising and salary advances and legal fees within contract and property services respectively. Finally, the underspend in PIC is due to staffing savings, the majority of which are required for the 2022/23 budget savings.
151. This underspend position of -£2.34m is a significant improvement on the position reported at Quarter 3 of an underspend of -£0.14m. The most significant change since Quarter 3 is within Customers, Digital and ICT which was reporting an overspend position of £0.54m, i.e. a change of £1.46m. This change is due to the underspends outlined above and the position within Revenues and Benefits changing from an projected overspend of £0.61m to an actual position of £0.02m due to a higher level of Housing Benefit Subsidy income being received than anticipated mainly due to the inability to recover overpayments expected not coming to fruition and additional one-off income of -£0.19m from the Ministry of Justice for the overcharging of court fees between 2014-2019 (this income was reported in Month 10). This area will be kept under close review in 2022/23.
152. The change within HR, Comms & Exec Office is -£0.33m due to the achievement of income of -£0.15m and staffing savings within Human Resources and Organisational Development (HR & OD) increasing since Quarter 3 and a reduction in the overspend on Health & Safety of £0.05m due to increased income from training courses in the last quarter.
153. Other changes since Quarter 3 are an increase in the underspend within Legal & Democratic Services of -£0.21m mainly as a result of increased income in the last quarter.
154. The Public Health Grant has underspent by -£2.58m this is largely due to the focus on the pandemic across commissioned services and the Council. The following summary provides further information: -
- Vacancies with Public Health -£0.16m, COVID-19 grants funding a proportion of Public Health staff time -£0.46m, -£0.40m set aside to cover the potential increase in contract prices to cover NHS pay award now funded via NHS for this year but will be a pressure for 2022/23, -£0.58m reduced activity across Public Health due to COVID-19, -£0.61m on RDASH contracts due to agreed non-payment of incentive element of the contract, -£0.37m NHS Health Checks - no activity due to COVID-19. The underspend of £2.58m has been transferred to the Public Health earmarked reserve to help fund future pressures.
155. Further underspends of -£0.83m within Public Health include the following: -

- -£0.09m Drugs Service, due to COVID-19 this residential rehabilitation service has low activity, DCLT -£0.65m, recovery from the pandemic is better than previously expected and Commissioning -£0.06m underspend due to temporary staffing vacancies.
156. Public Health underspend has increased since quarter 3 by -£0.90m due to -£0.61m the agreed non-payment of incentive payments as part of the RDASH contracts, further reduced activity across Public Health due to COVID-19 -£0.29m
157. Economy & Environment outturn is an underspend of -£2.23m, the underspend increased by -£0.9m since quarter 3. The estimated cost of COVID-19 was £3.1m and £2.3m of additional budget was allocated to support this. The main variances, including the changes from quarter 3 where applicable, are: -
- Strategic Asset Management: overspend £0.24m due to reduced income from rent and service charges. The overspend reduced by £0.09m since quarter 3 mainly due to the NCP car parking negotiations being agreed and income being received.
 - Flood Risk: overspend £0.26m incurred after quarter 3 as a result of emergency work during the February 2022 floods.
 - Gulley Frames: overspend £0.20m due to costs of replacing stolen frames, £0.13m increase since Quarter 3.
 - Highways Operations: underspend of -£0.48m mainly due to overachievement of income, this increased by -£0.10m since quarter 3.
 - Facilities Management: underspend -£0.57m largely due to a reduction in electricity and water costs across all sites, reduced running costs at Chequer Road during the refurbishment and a change in assumption about the payment to a historic creditor. This has increased by -£0.12m since quarter 3, mainly due to a reduction in the cost of reactive repairs.
 - Development Management: underspend of £-1.0m due to higher than expected planning fees which has increased by -£0.46m since quarter 3 the additional income being received in March.
 - Car Parking & Enforcement: underspend of -£0.50m due to improved income mainly in relation to bus lanes and the markets car park, £0.08m improvement from quarter 3 mainly due to reduced costs on car park repairs and maintenance.
 - Waste and Recycling: underspend of -£0.4m mainly due to recycling income as a result of increased tonnages and stabilisation of prices, underspend on green waste processing and reduced trade bin purchases. These factors along with a reduction in collection of £0.18m led to the improvement of -£0.43m since quarter 3.
158. Council Wide budgets have underspent by -£5.80m in 2021/22. The main areas of underspend are:

- -£1.84m Treasury Management due to not replacing maturing loans due to being underborrowed partly mitigated by lack of investment income due to historically low interest rates;
- -£1.52m 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;
- -£2.62m release of uncommitted contingency budget which includes £1.38m not required as part of the 2021/22 pay award agreement;
- -£0.95m fewer insurance claims than anticipated, in part due to good weather;
- -£0.34m lower pension costs for former employees.

159. These are partially offset by overspends in the following areas:

- The Council's prepaid employers contributions are in excess of the actual contributions due by £0.82m and this overpayment will be dealt with at the triennial valuation in the form of a lower FSR;
- £0.19m shortfall against the anticipated YPO dividend receivable;
- £0.17m capital receipts - there is an estimated shortfall on capital receipts required to fund the capital programme in 2021/22 so there are insufficient receipts available to transfer to revenue to offset the costs of disposal.

160. 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.

Action Plan

161. As stated above there are significant differences between the outturn position and the position projected at quarter 3. Therefore we have committed to producing an action plan aimed at continuing to improve in-year projections. The action plan will have targeted actions for individual areas where there have been sizeable swings and overall actions. The overall actions suggested are generally applied, however due to other priorities this year it hasn't always been possible to apply them consistently throughout the year. Therefore there will be an added focus for 2022/23 embedding the disciplines and ensuring consistency across all services. The overall actions include:-

- Detailed discussions at DLTs to be led by Assistant Directors for their respective areas with finance business partners providing a supporting role, this will mean Assistant Directors own the projections and fully understand the reasons,
- Budget management discussions are cascaded through the management levels across all services i.e. Assistant Directors have regular financial monitoring meetings during the year with their Heads

of Services, Heads of Services discuss the financial monitoring position in 1 to 1's with Service Managers,

- Budget holder training is now mandatory for managers (like GDPR, Health and Safety etc),
- Information to be provided to DLTs showing which budget holders have not accessed the Collaborative Planning (CP) system recently.

Housing Revenue Account (HRA)

162. The outturn position for the Housing Revenue Account is an underspend of £0.91m against the revised budget (based on the quarter 3 forecast position). The revised budget assumed a £2.49m contribution from HRA balances; the £0.91m underspend will reduce the contribution from balances to £1.58m and overall balances will be reduced to £6.69m as at 31st March 2022. The main variances in quarter 4 compared to the revised budget is £0.50m underspend on general management costs and £0.24m underspend on provision for bad debt, this is due to a better than anticipated position on current tenants' arrears. The other positive variance is £0.11m of additional grant income from Sheffield City Region as a contribution towards the building of Council Houses on brownfield sites.
163. St Leger Homes had a savings target of £0.25m for the year and these savings were achieved.
164. Current rent arrears at year end were £1.92m (2.55% of the rent debit) compared to £2.27m (3.01%) as at quarter 3. The amount of rent to be collected which had been paid to tenants via universal credit (which was previously paid directly to the Council from housing benefit) was £16.35m, an increase of £1.79m from the previous year. Former tenant arrears at year end were £1.30m the same figure as at Q3 there were no write offs in Q4. For comparison, current tenant arrears were £2.04m as at 31 March 2021, 2.75% of the rent debit and former tenant arrears were £1.05m.

Carry Forwards & Use of Underspend

165. The carry forwards, approved by the Section 151 Officer, are included within Appendix B – Finance Profile. These fall into the following categories:
- Discretionary – these are for items which were already approved in 2021/22, which have justifiable reasons for the delay in implementation and cannot be funded by the directorate in 2022/23. These items are normally funded from the Council's budget but can include items funded from un-ringfenced government grant.
 - Non-discretionary Carry Forwards – these are items where we are to comply with financial regulations we are required to transfer unused balances to earmarked reserves. This normally happens where given funding for a specific purpose but there is no threat claw back of the funding, but the expectation is that the Council will spend the money on the intended purpose.
166. The underspend of £8.9m on the general fund described above enables the Council to allocate resources to provide targeted funding towards priorities. In

addition, a further £0.7m is available following a review of earmarked reserves giving a total of £9.6m available.

167. Doncaster has faced numerous challenges over the last few years, which have placed unprecedented stress on the borough and worsened inequalities in society, for example for vulnerable people with underlying health conditions and other risk factors. Now, more than ever, all of our efforts need to be underpinned by a vigorous, relentless approach to equalities and tackling deprivation to create a fair and inclusive borough. This underspend enables the Council to target funding towards further supporting our residents who may be struggling with the current cost of living increases. Further information on the proposed allocations are detailed below:

	£m
<p>Providing additional support to help our residents that are struggling with the cost of living increases including the energy price rises.</p> <p>Funding has been provided through the Household Support Fund grant (£3.0m) which goes towards supporting those most in need from 6th October 2021 to 31st March 2022. This will fund £100 payment to pensioners on housing benefit or council tax reduction, £100 payment to working age households, with or without children on housing benefit or council tax reduction, food vouchers for the Easter and May school holidays, £5k for each of the 21 food banks and £15k to the Hygiene Bank.</p> <p>Additional funding will be allocated to increase these amounts for those residents most in need, utilising the funding from the underspend. This will provide an additional £100 payment to pensioners on housing benefit or council tax reduction and an additional £100 payment to working age households, with or without children on housing benefit or council tax reduction. Therefore providing £200 in total to pensioners and working age households on housing benefits or council tax reduction.</p> <p>The additional funding will also extend the support for vulnerable households with children over the Summer Holidays. Providing school holiday food vouchers to children currently in school and in receipt of free school meals and payments for non-school age children where the household is in receipt of a council tax reduction or housing benefit.</p> <p>The Local Assistance Scheme currently provides support to residents whose sole income is universal credit and are experiencing an emergency situation such as being provided with temporary accommodation. This is mostly a one-off payment but additional are made in extremely dire circumstances, with probably no more than three a year. The fuel payments are currently £100 in winter and £50 in summer. We are currently receiving 100-150 claims a week but usually only a third meet the criteria. It is anticipated that numbers could increase to around 300 per week, similar to numbers</p>	4.20

<p>experienced during the pandemic. The budget was increased as part of the 2022/23 budget by £0.45m, however to meet further increased demand for the fund and put the payment up to £100 all year, the budget will be further increased by £0.5m.</p> <p>The cost estimate assumes that the discretionary council tax rebate scheme funding of £0.7m will contribute towards the costs. Further work will be undertaken to assess any another requirements for the funding i.e. eligibility not covered above, and appropriate decisions taken.</p>	
<p>Extending the provision of holiday activities for all children, targeted to the most deprived wards in the borough.</p>	0.25
<p>Physical activities are known to have a positive impact on the overall health and wellbeing of communities. Increased opportunities for physical activity, and access to leisure and sporting facilities can help to reduce anxiety, stress or depression; improve levels of confidence and self-esteem and can help bring together people from diverse backgrounds. With the current challenges it is all the more important to continue to invest in the boroughs leisure facilities, ensuring that residents can access good quality local centres. Therefore the remaining underspend will be allocated to develop and enhance our leisure facilities. Initially, providing the necessary funding to bridge the gap between the costs and available funding for the Thorne leisure centre. Any remaining funding will be used to progress and undertake preparatory activities for the Edlington leisure centre.</p>	5.15
Total	9.60

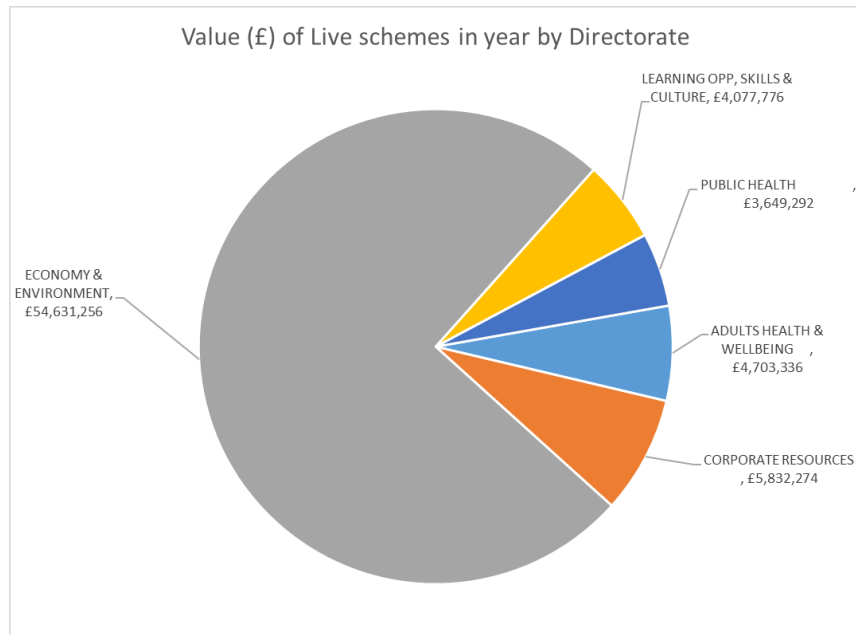
168. Additionally the underspend of £0.91m on the HRA described above enables the council to allocate resources to deal with HRA related budget pressures or to fund new initiatives. £0.50m will be allocated to further in depth stock condition surveys. £0.50m was approved for stock condition surveys during 2021/22 and this delivered 3,125 in depth surveys. In addition to this stock information is held for a further 3,592 properties (6,717 in total, 33.5% of the stock). It is good practice to review stock condition data every five years by completing 20% stock condition surveys each year, a new structure for the Asset Management team within St Leger Homes will start to deliver this from midway through 2022/23. The additional investment will considerably expand the stock condition information, which will provide enhanced information to inform planning for the capital programme and the delivery of the Asset Management and Environmental Strategies, enabling improved decision making. The surveys will focus on a combination of the properties with the lowest energy efficiency ratings so that we can target investment to help reduce fuel poverty. Also, targeting the stock where we have the least information to improve future investment planning. The impact of this would be to reduce HRA balances to £6.19m.

Capital Budget

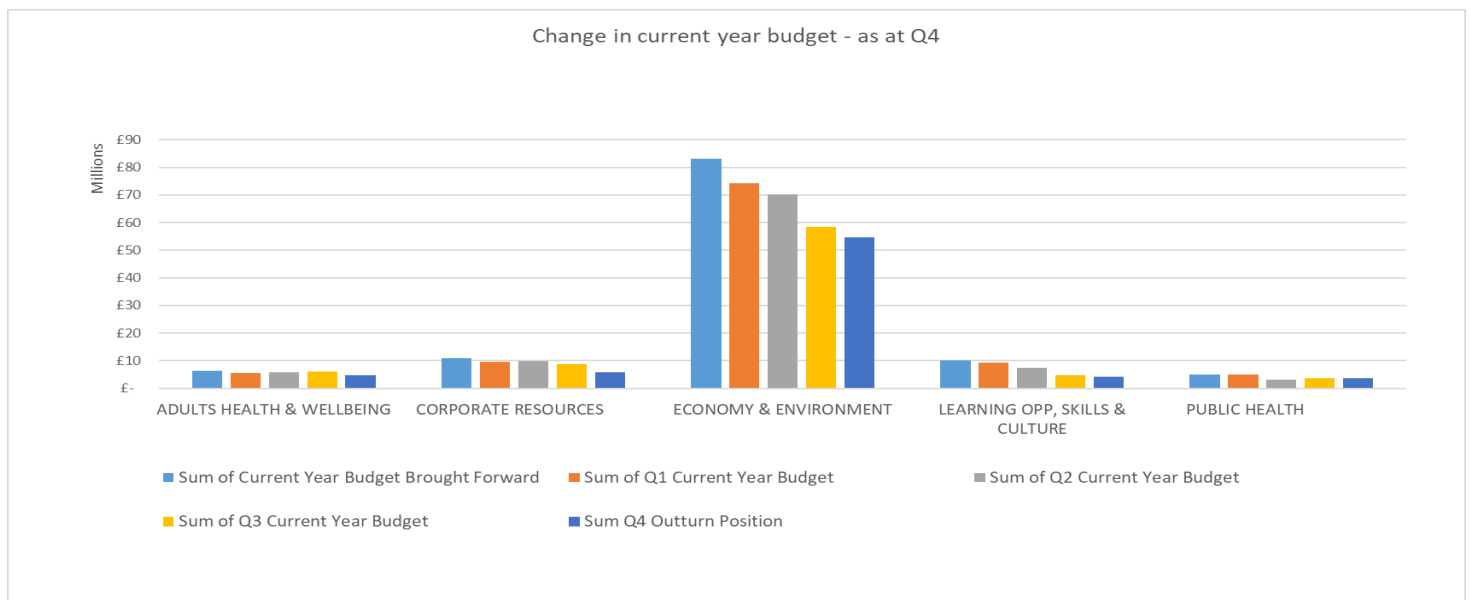
169. The 2021/22 capital programme delivered £72.9m of spend over 480 schemes. The split by directorate is in the tables and graph below:

Directorate	Number of Schemes
ADULTS HEALTH & WELLBEING	19
CORPORATE RESOURCES	45
ECONOMY & ENVIRONMENT	307
LEARNING OPP, SKILLS & CULTURE	106
PUBLIC HEALTH	3
Grand Total	480

Directorate	Value of Schemes (£'000)
ADULTS HEALTH & WELLBEING	£4,703
CORPORATE RESOURCES	£5,832
ECONOMY & ENVIRONMENT	£54,631
LEARNING OPP, SKILLS & CULTURE	£4,078
PUBLIC HEALTH	£3,649
Grand Total	£72,894



170. The outturn position of £72.9m is a reduction £42.6m when compared to the opening budget, with £8.9m of the slippage being between Q3 and Q4 which equates to an 11% reduction in the final quarter.



Directorate	Sum of Current Year				
	Budget Brought	Sum of Q1 Current	Sum of Q2 Current	Sum of Q3 Current	Sum Q4 Outturn
	Forward (£'000)	Year Budget (£'000)	Year Budget (£'000)	Year Budget (£'000)	Position (£'000)
ADULTS HEALTH & WELLBEING	£ 6,471	£ 5,636	£ 5,689	£ 6,063	£ 4,703
CORPORATE RESOURCES	£ 10,987	£ 9,463	£ 9,971	£ 8,827	£ 5,832
ECONOMY & ENVIRONMENT	£ 83,021	£ 74,382	£ 70,341	£ 58,465	£ 54,631
LEARNING OPP, SKILLS & CULTURE	£ 10,121	£ 9,243	£ 7,564	£ 4,693	£ 4,078
PUBLIC HEALTH	£ 4,895	£ 4,895	£ 3,264	£ 3,746	£ 3,649
Grand Total	£ 115,496	£ 103,620	£ 96,830	£ 81,794	£ 72,894

171. There are 79 schemes totalling £9.4m which had budget allocated to them at the start of the year which did not incur any spend with the budget now being rolled forward or removed from the programme. The highest value examples of these being North Eastern Road Thorne £1.7m, Future Parks £1.2m and Frenchgate Tunnel £0.8m.

Directorate	Number of Schemes	Sum of Current			
		Year Budget Brought	Sum of Q1 Current Year	Sum of Q2 Current Year	Sum of Q3 Current Year
		Forward (£'000)	Budget (£'000)	Budget (£'000)	Budget (£'000)
ADULTS HEALTH & WELLBEING	7	£ 253	£ 253	£ 253	£ 253
CORPORATE RESOURCES	15	£ 1,112	£ 1,048	£ 1,204	£ 510
ECONOMY & ENVIRONMENT	32	£ 5,662	£ 2,858	£ 2,097	£ 332
LEARNING OPP, SKILLS & CULTURE	24	£ 1,184	£ 722	£ 501	£ 319
PUBLIC HEALTH	1	£ 1,182	£ 1,182	£ 200	£ -
Grand Total	79	£ 9,394	£ 6,063	£ 4,255	£ 1,415

Current Status of Schemes in the programme

172. 99 schemes have either not started or are still at the planning phase which is 20% of all the current year schemes (102 schemes and 20% as at Q3). 174 schemes have been classified as underway and 190 schemes are now in the completion phase.

Status	Count of Scheme	% in phase based on scheme numbers
Block Budget	18	3.74%
Not Started	68	14.14%
Planning Phase	31	6.44%
Underway	174	36.17%
Completion Phase	190	39.50%
Grand Total	481	100.00%

Capital Receipts

173. £1.6m of asset sales were delivered in year. The current unfinanced position of £10.2m is planned to be resolved by estimated sales of £12.5m in 2022/23. The impact of delayed capital receipts is that the Council has to take out additional borrowing which incurs interest costs.

Risks

174. There are risks in the capital programme around rising costs of 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.
175. The high value of the 2022/23 capital programme, £148.7m, will be reviewed during quarter one to ensure estimates are deliverable.

Collection Fund

176. The current position on the Collection Fund for Council Tax and Business Rates is detailed below. For both Council Tax and Business Rates the tables show the Collection Fund as a whole and the Council's share of the Collection Fund: -

- Council Tax:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance * £m
Collection Fund	-146.19	-146.97	-0.77	3.53	-2.47	0.29
Doncaster Council	-119.75	-120.38	-0.63	2.95	-2.07	0.24

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

The council tax collection fund variance in the year is a -£0.77m surplus. This is attributable to transfers from general fund mainly relating to hardship reliefs - £1.67m and higher collection rates -£1.65m partially offset by lower growth £1.50m and increased levels of Local Council Tax Support (LCTS) £1.05m. The in-year surplus means the closing balance is a deficit of £0.29m.

Council Tax arrears were £20.09m compared to the target of £21.66m at the end of quarter 4. The target for reduction of Council Tax arrears was £1.71m for the quarter and the actual reduction in arrears was £2.10m. The total reduction in arrears in the year is £8.41m compared to a target figure of £6.84m. The reduction is more than double that for the same period last year and significantly more than pre-COVID-19 levels from 2019/20. This is because 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	-75.42	18.48	43.94	-40.14	21.31
Doncaster Council	-46.01	-36.96	9.05	21.53	-19.67	10.92

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

The business rates collection fund variance in the year is £18.48m deficit. This is mainly due to the introduction of the retail relief scheme announced by the Government to support businesses through COVID-19 £15.57m and the new COVID-19 Additional Recovery Fund (CARF) announced in December £5.06m partially offset by lower decline in the business rates base than expected - £4.80m. 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. The in-year deficit means the closing balance is a deficit of £21.31m.

Business Rates arrears were £5.23m compared to the target of £6.40m at the end of quarter 4. The target for reduction of Business Rates arrears was £0.6m for the quarter but the actual level of arrears reduced by £0.82m. The total reduction in arrears in the year is £3.57m compared to a target figure of £2.4m. Although the business landscape still remains uncertain as businesses recover from the pandemic, the reduction in arrears is expected to continue at its current rate going forward into the new financial year.

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

Collection Fund	2021/22 Impact £m	2022/23 Impact £m
Council Tax surplus	0.00	-0.92
Business Rates deficit	0.00	10.44
Section 31 grants	-10.52	0.00
Total	-10.52	9.52

The £10.52m surplus in 2021/22 will be held in an earmarked reserve and utilised in the 2022/23 budget.

Overall impact of COVID-19 in 2021/22

177. Central government has allocated £9.8m of un-ringfenced emergency grants to the Council in 2021/22. In addition, £9.0m is available from the 2020/21 allocation 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 £3.9m.

	£m
2021/22 emergency funding allocation	9.8
Carry forward balance from 2020/21	9.0
Sales, fees and charges compensation	0.3
Balance of Local Council Tax Additional Hardship support	-0.3
2021/22 Quarter 1 Finance & Performance Improvement report allocation	-6.8
2021/22 Quarter 4 Finance & Performance Improvement report allocation	0.2
2022/23 revenue budget report	-8.0
Other approved commitments	-0.3
Unallocated balance	3.9

178. Further un-ringfenced resources are not anticipated, therefore future COVID related pressures will be managed utilising existing resources & reserves. We will need to continue to keep a close grip on service pressures and understand the nature of any changes going forward to incorporate the impact in future budget planning. 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. Detailed reporting of COVID related

expenditure has been produced since Spring 2021, however this is not expected to be required for 2022/23.

Schools Funding & Dedicated Schools Grant (DSG)

179. The Dedicated Schools Grant (DSG) outturn position is an overspend by £4.58m during 2021-22 to create a cumulative overspend on DSG of £13.63m. 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) and Looked after children (LAC) 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 & 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.
180. Whilst the overspend position is significant it is not uncommon to other LA positions and Doncaster Council, amongst 55 LA's, is currently in early discussions around participating in the DfE's Delivering Better Value in SEND programme which will look at plans to manage and reduce the authorities' high needs block overspend position. 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 with Doncaster receiving an extra £5m in 2021/22 compared to 2020/21 levels and a further £6m in 2022/23. Based on latest DfE guidance the projected increases to the grant for future years have been reduced to a 5% increase in 2023/24 and 3% in 2024/25. The current high needs medium term plan currently shows an overall deficit position of £14.81m at the end of 2024/25, which includes an in year surplus during 2024/25 of -£0.87m.

Description	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
DSG High Needs Grant (after deductions)	35.627	41.124	43.547	45.073
Expenditure	41.333	43.237	43.493	44.201
In Year Variance	5.706	2.113	-0.054	-0.873
Overall DSG Balance	13.626	15.739	15.685	14.812

181. During quarter 4 Doncaster's maintained schools have applied and received notification of additional funding from the Department of Education as follows: -

- Connect the classroom £0.021m
- Senior Mental Health Lead Grant £0.002m.

182. These sums were paid to schools during quarter 4.

Reserves

183. 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. A further balance of £0.656m can be released in quarter 4 and is included above in the discussion about the use of the underspend.

STRATEGIC RISKS

184. The register contains 12 risks all have been profiled for quarter 4. 10 risks have retained the same profile.

185. Through effective mitigation the following two risks profiles have reduced:

- There needs to be a broad range of service delivery which supports people in the community and in other settings (depending on their need), without which makes it more difficult for people to live healthy, independent lives.
- Failure to deliver the Medium Term Financial Strategy would result in a alternative budget being required with consequential service reductions covering failure to manage expenditure and income within the annual approved budget and balance the budget.

Due to effective management the following risk is proposed to be removed from strategic risk register:

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

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

OPTIONS CONSIDERED

187. Not applicable

REASONS FOR RECOMMENDED OPTION

188. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

Outcomes	Implications
<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions 	<p>Council budget and monitoring impacts on all priorities</p>

<ul style="list-style-type: none"> • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	
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RISKS & ASSUMPTIONS

189. 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: 10/05/22]

190. 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: 12/05/2022]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initial: SH Date: 09/05/2022]

192. 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: 09/05/2022]

193. 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: 06/05/2022]

194. 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: 28/04/22]

195. 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

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

BACKGROUND PAPERS

197. Not applicable.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

198. N/A

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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	Q4 2021/22	↓	↓	40.6%	50%	🔴
(E&E) Percentage of sites meeting the required standards when assessed according to the LAMS performance grading system	Q4 2021/22	▬	↑	64%	80%	🔴
(E&E) Percentage of fly tips investigated and removed within 7 days from public areas	Q4 2021/22	↓	↑	92%	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	Q4 2021/22	↑	↓	435	2500	🔴
(E&E) Area (m2) of Local Authority land allowed to naturalise / wild flower.	Q4 2021/22	▬	↑	1,537,781	1,400,000	✅
(E&E) Percentage of Quarterly Mechanical Playground inspections carried out	Q4 2021/22	↓	↓	90%	90%	✅
(E&E) Successful household waste and recycling collections made on time	Q4 2021/22	↑	↑	99.94%	99.9%	✅
(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 Annual Figure		85%	100%	🔴



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)	Q4 2021/22	↓	↑	86.2%	82%	✓
(L&O:CYP) Percentage of children accessing their entitlement to free childcare' (3 & 4 year olds)	Q4 2021/22	▬	↑	97.1%	95%	✓
(L&O:CYP) The percentage of early years provider rated Good or Outstanding by Ofsted	Q4 2021/22	↓	↓	98.55%	98%	✓
(L&O:CYP) (NEW) Special Educational Needs Team - Education, Health and Care Plans Issued Within 20 Weeks EXCLUDING Exception Cases	Q4 2021/22	↑	↓	43.64%	100.00%	✗
L&O:CYP) % of children with first choice school placement in Reception	2020/21	↓	↓	96%	94%	✓
(L&O:CYP) % of children with first choice school placement in Secondary	2021/22	▬	↓	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%	⚠



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	2021/22	▬	▬	98%	98%	✓
(E&E) Non-principal roads not requiring major maintenance	2021/22	▬	↑	98%	98%	✓
(E&E) % Estate roads in good to fair condition	2021/22	↓	↑	82%	81%	✓
(AH&W) Total number of Domestic Abuse referrals into the hub per quarter	Q4 2021/22	↓	↑	489	250	✓
(AH&W) Percentage of IDVA clients engaging with the service.	Q4 2021/22	↑	↑	88%	80%	✓



PROSPEROUS AND CONNECTED

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(CR) Percentage of Non-domestic Rates Collected	Q4 2021/22	↑	↑	96.91%	96.00%	✓
(E&E) Processing of planning applications: Major applications	Q4 2021/22	↓	↓	90.00%	94.00%	⚠
(E&E) % Licensing Act 2003 applications processed within statutory timescales.	Q4 2020/21	▬	▬	100%	100%	✓
(AH&W) Number of people with a learning disability helped into work	Q4 2021/22	↓	↓	4.39%	5.1%	✗



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	Q4 2021/22	↓	↓	62.94	42.00	🔴
(AH&W) We will ensure you have an annual review of your care.	Q4 2021/22	↓	↓	55%	75%	🔴
(AH&W) Proportion of people using social care who receive direct payments	March 2022	↑	↓	26.9%	25.7%	🟢
(AH&W) Permanent admissions into residential care per 100,000 (18-64 year old)	Q4 2021/22	↓	↓	13.50	18.79	🟢
(AH&W) Permanent admissions into residential care per 100,000 (65+ year old)	Q4 2021/22	↓	↓	727.0	670.0	🟡
(AH&W) Proportion of adults with a learning disability who live in their own home or with family	Q4 2021/22	↓	↓	80%	81%	🟡
AH&WB) Average number of 'verified' rough sleepers (rough sleepers seen bedded down in last 7 days) - average for the quarter	March 2022	↓	↑	23	20	🔴



FINANCE PROFILE

Adult Health and Well-Being Revenue		Quarter 4 2021/22		
		Gross Budget	Net Budget	Variance
		(£m)	(£m)	(£m)
✓	Adults Health & Wellbeing Total	134.351	61.261	-3.778
✓	Adult Social Care	67.419	47.833	-0.780
✓	Communities	64.246	36.661	-2.981
⊘	Director Of Adult Services	1.581	-23.866	0.037
✓	Director Of Improvement	0.000	0.000	0.000
✓	Localities	1.105	0.633	-0.055

Adults Health and Well-Being Capital		Quarter 4 2021/22			
		Budget	Outturn Q4	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✓	Adult, Health & Well-Being Total	6.5	4.8	19.9	22.9
✓	Adult Social Care	6.0	4.4	19.9	22.6
✓	Communities	0.4	0.4	0.0	0.2
✓	Modernisation and Commissioning	0.1	0.0	0.0	0.1

Corporate Resources Revenue		Quarter 4 2021/22		
		Gross Budget	Net Budget	Variance
		(£m)	(£m)	(£m)
✓	Corporate Resources Total	120.629	25.753	-2.338
✓	Customers, Digital & ICT	75.820	10.527	-0.910
✓	Corporate Resources Director	0.538	0.193	-0.296
✓	Finance	26.229	1.259	-0.223
✓	HR, Comms & Exec Office	6.421	4.995	-0.314
✓	Legal & Democratic Services	7.112	4.771	-0.366
✓	Policy, Insight & Change	4.509	4.008	-0.229

Corporate Resources Capital		Quarter 4 2021/22			
		Budget	Q4 Outturn	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✓	Corporate Resources Total	11.8	5.9	1.6	8.1
⚠	Customers, Digital and ICT	3.9	2.6	0.8	2.4
✓	Finance	7.9	3.2	0.8	5.6
✓	HR, Comms & Exec Office	0.0	0.1	0.0	0.1
✓	Legal & Democratic Services	0.0	0.0	0.0	0.0

Economy & Environment Revenue		Quarter 4 2021/22		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Economy & Environment Total	102.105	41.421	-2.227
	Economy & Development	31.652	6.618	-1.276
	Director Economy & Environment	0.371	0.321	-0.094
	Environment	66.586	32.962	-0.854
	Strategic Housing	3.496	1.520	-0.004

Economy & Environment Capital		Quarter 4 2021/22			
		Budget	Outturn Q4	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Economy & Environment Total	83.4	54.6	174.1	226.2
	Economy & Development	28.3	11.5	25.9	39.6
	Strategic Housing	34.7	22.9	142.1	179.7
	Environment	20.4	20.2	6.1	6.9

Learning Opportunities, Skills & Culture		Quarter 4 2021/22		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning Opp, Skills & Culture Total	131.389	75.381	6.020
	Centrally Managed	7.039	0.344	-0.016
	Early Intervention & Localities	15.568	3.592	-0.126
	Educ Skills Culture & Heritage	44.945	14.545	1.379
	Childrens Services Trust	63.837	56.900	4.783

Learning Opportunities, Skills & Culture Capital		Quarter 4 2021/22			
		Budget	Q4 Outturn	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Learning & Opportunities - CYP Total	10.2	4.1	17.3	30.9
	Centrally Managed	0.2	0.0	0.3	0.6
	Commissioning & Business Development	7.5	3.5	10.1	27.3
	Partnerships and Operational Delivery	1.2	0.1	0.0	1.7
	Children's Services Trust	1.3	0.5	0.7	1.3

Public Health Revenue		Quarter 4 2021/22		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Public Health Total	30.097	2.049	-0.834
	Public Health	30.097	2.049	-0.834

Public Health Capital		Quarter 4 2021/22			
		Budget	Outturn Q4	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Public Health Total	3.7	3.7	0.0	7.6
	Leisure Services	3.7	3.7	0.0	7.6

Council Wide Budgets Revenue		Quarter 4 2021/22		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Council Wide Budget Total	33.167	-64.373	-5.820
	Change Programme	0.000	-0.150	0.008
	Gnrl Financing/Treasury Mngmen	6.774	6.113	-1.840
	Levying Bodies/Parish Precepts	16.322	16.322	0.000
	Other Centrally Funded	3.599	-13.579	-2.107
	Revnue Costs Ex Cpital Progrmm	-21.185	0.000	0.000
	Technical Accounting	21.411	21.411	-1.546
	Business Rate Retention	0.000	-100.618	0.009
	Severance Costs	6.246	6.128	-0.344

Treasury Management Update – Quarter 4 2021-22

1. The estimated outturn for Treasury Management is an underspend of £1.840m 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 3 as the amount of investment income received has increased due to the increases in the Bank Of England interest rates that have taken place since 16th December 2021. The rates were increased from an all-time low of 0.01% to 0.25% and further increases have resulted in a rate of 0.75% at the end of the financial year. There is also a higher level of income received from dividends than was anticipated.
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 throughout 2021/22 and reliance on internal borrowing, this level of under borrowing has increased and is now approximately 15% 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. Due to the increases in interest rates outlined above, to mitigate inflationary pressures in the economy, some long-term borrowing was taken out from the Public Works Loans Board (PWLB) at points when the interest rates were still favourable in order to mitigate interest rate risk (risk of paying higher rates when borrowing is taken). The increases in interest rates have also impacted on the short term local authority to local authority lending market but not to the same extent. The rates within this market are generally determined by the Debt Management Office (DMO) investment rates, which although have seen rate increases over the period, aren't in line with the PWLB increases therefore this market is still relatively liquid and providing a significantly, although only short term, cheaper alternative to the PWLB.

4. Borrowing

Figure 1: The following table summarises the Council's forecast Debt Portfolio as at 31th March 2022: -

Doncaster Council Debt Portfolio and Maturity Profile as at 31st March 2022				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	13.11%	60.004
12 to 24 Months	50	0	3.22%	14.728
24 Months to 5 Years	50	0	5.78%	26.440
5 Years to 10 Years	75	0	2.89%	13.220
10 Years to 20 Years	95	10		49.768
20 Years to 30 Years				42.753
30 Years to 40 Years			75.01%	153.873
40 Years to 50 Years				96.880
TOTAL				

5. The borrowing that has been undertaken in the last quarter has all been long term and is shown in the 40 years to 50 years bracket and whilst this borrowing was undertaken at slightly higher rates than planned this hasn't impacted on the borrowing costs for the year due to the additional investment received due to the interest rate increases.
6. Treasury Management officers confirm that there have been no breaches of prudential indicators, as set out in the Treasury Management Strategy Statement agreed by Council on 1st 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 increased slightly to 0.18% by the end of the financial year, compared to the end of the third quarter of 0.15%. This is due to the increases in the Bank of England Base Rate since December outlined above. This is still slightly lower than the average rate of 0.26% in 2020/21.

9. Treasury Management officers confirm that there has been a breach of investment limits, as set in the Treasury Management Strategy Statement agreed by Council on 1st March 2021, during this financial year. An investment was made with another Local Authority at the beginning of March for £15m, which is in excess of the limit for an individual authority of £5m. The return on this investment was favourable compared to the prevailing DMO rate at the same time (0.65% compared to 0.47%) which will generate additional interest of £4,660 for the two month period. Investing with another Local Authority is extremely secure and very common practice between Local Authorities so there is very little, if any, risk attached to this investment. Research with other similar Local Authorities indicates our limit is very prudent and could prove to become restrictive therefore this will be reviewed in the next Treasury Management Strategy Statement.

Figure 2: The following table summarises the Council's investment portfolio as at 31st March 2022

Investment	£m
DEBT MANAGEMENT OFFICE	22.5
OTHER LOCAL AUTHORITIES	15.0
LLOYDS BANK	5.0
HANDLESBANKEN	30.0
SANTANDER UK	20.0
Total	92.5

Risks

10. Risks were reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 1st March 2021. Key risks relate to our investment portfolio: -
- a. The risk of reduced investment interest rates is still considered relatively high despite the recent increases in the Bank of England base rate. The rate increases have been as a result of trying to combat inflation whereas it was originally planned that they would remain low until the economy showed signs of positive recovery. There are various theories around the future trend in interest rates which will depend on the successful outcome of the global events currently impacting such as the Ukraine war and ongoing effect of COVID-19.
 - 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 Management advisors and action will be taken to reduce exposure or remove institutions from the list if negative indicators deem it appropriate.
 - c. The low interest rate environment makes it difficult to place surplus funds without a cost of carry to the council and it is therefore appropriate at this time to remain under borrowed and minimise the cost of holding funds until they are required.

Capital Programme Block Budget Allocations Quarter 4 2021-22

	Funding Source	Allocation of block budget 2021/22 £m	Allocation of block budget Total £m
Learning Opportunities, Skills & Culture			
Centrally Managed			
Wadsworth Early Years refit	Government Grant	0.045	0.045
Copley Junior School	Government Grant	0.035	0.035
Kirton Lane School –Toilets	Government Grant	0.006	0.006
Askern Family Hub	Government Grant	0.010	0.010
Mexborough Family Hub	Government Grant	0.012	0.012
DFE – Capital Maintenance	Government Grant	(0.108)	(0.108)
Partnerships and Operational Delivery			
Auckley Academy – Sensory Room	Government Grant	0.020	0.020
DFE – New Pupil Places	Government Grant	(0.020)	(0.020)
Children’s Trust			
Plot 250 – Skylarks Grange	HRA Capital Receipts	0.216	0.216
Plot 248 - Skylarks Grange	HRA Capital Receipts	0.001	0.001
Cambourne Close	HRA Capital Receipts	0.005	0.005
Future Placement Strategy	HRA Capital Receipts	(0.222)	(0.222)
Commissioning and Business Development			
Wadsworth Fencing	Government Grant	0.003	0.003
DFE – Capital Maintenance Grant	Government Grant	(0.003)	(0.003)

Virements for Elected Mayor / Cabinet / Portfolio Holder Approval

2021/2022 Quarter 4

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

The following virements are proposed for approval: -

	Reason	Directorate	£
1	Allocation of the agreed 2021/22 pay award from centrally held budgets	AH&WB CR CWB E&E LOSC PH	328,070 448,660 -1,313,910 344,750 181,270 11,160
2	Use of COVID-19 ear-marked reserve (EMR) to fund the difference between the Tax Income Guarantee (TIG) grant estimate and the final claim	EMR CWB	-543,920 543,920
3	Return to COVID-19 EMR of monies allocated in the Quarter 1 Finance and Performance Improvement report that were not required following year-end reconciliation and allocation of additional funding to DCST.	E&E CR DCST EMR	-368,840 -885,390 1,026,700 227,530
4	Use of COVID-19 EMR to fund the Local Council Tax Support hardship scheme.	CR EMR	1,510,780 -1,510,780

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.	5,891
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)	£670m allocated nationally, of which Doncaster's allocation is £2.79m. 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.	15,181
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. Further round of £500m announced by govt in October 2021 - details within row 54 for the Household Support Grant.	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 £1,881,405 Further allocation for July-Sept 21 £1,367,761 - rule 16 KDR signed by Mayor (and allocations processor) but not Cllr Kidd. Further allocations for Oct-Mar 22 £2.114m incl IPC £1.282m, Rapis testing £0.690 and vaccine funding £0.142m - rule 16 KDR required (also to cover Jul-Sept unpublished decision) - signed 9th November 2021.	5,054

S17	Wellbeing for Education Return (grant from DHSC)	<p>£39,080 received in 21/22. This further funding is intended to be spent on local wellbeing and mental health expertise and resources in the 2021/22 financial year, to:-</p> <ul style="list-style-type: none"> - Guide local schools and colleges on the best use of their recovery and pupil premium funding, helping them navigate existing provision and available support for wellbeing and mental health. We would, for example, encourage you to provide schools and colleges with clear information to understand the local approach and offer to education settings on children and young people's wellbeing and mental health, with a local directory to help them access local support and services, and easily find wider evidence-based approaches and resources. - Continue to deliver or expand previous Wellbeing for Education Return training, for instance, to reach remaining local schools and colleges, cover subjects where settings are seeking more support, or support setting leads to cascade training onwards within their setting - Provide ongoing support and advice for schools and colleges that need it and helping them establish sustainable ways of working together and with longer term services. - Support schools and colleges to plan for, conduct or refresh local assessments of current and anticipated needs, including existing provision, gaps and an understanding of how to measure and meet needs on an ongoing basis. 	18
S20	Elections	Funding to cover the additional costs of holding the May elections during the COVID-19 pandemic.	102
	Contain Outbreak Management Fund	<p>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 for 21/22 is £39k as the £4.7m balance carried forward from 20/21 has been spent first.</p>	39
	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.	1,203
S9	Self-Isolation Payment Scheme / Test and Trace Support Payment Scheme	<ul style="list-style-type: none"> o £500 to be paid to those with a Track & Trace number only and/or an in-work benefit or suffering financial hardship. 	2,291
S10	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	875
S11	Household Support Grant	<p>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.</p>	2,990

S12	Workforce Recruitment and Retention Fund for adult social care 21/22 (round 2)	Doncaster allocated £1.022m in October 21 grant is payable in two instalments, 60% in November and 40% in January 2022 subject to the authority having completed a return to DHSC by 14 January. All expenditure financed by this grant should be incurred on or before the 31 March 2022. Any funds not used at this point will be recovered by the Department of Health and Social Care (the department).	1,022
S13	Workforce Recruitment and Retention Fund for adult social care 21/22 (round 2)	Doncaster's allocation of the ring-fenced Adult Social Care Workforce Recruitment and Retention Fund is £1,887,350 which will be received in January 2021 (70%) and February 2022 (30%). All expenditure must be incurred by 31/3/22 as per round 1 funding.	1,773
S14	Adult Social Care - Omicron Support Grant	Announced 29/12/21, details/allocations/conditions yet published 10th January, nationally £60m. Doncaster allocation £377,470.	377
	Omicron Hospitality and Leisure Grant	On 21 December 2021, Government announced the introduction of grant support for hospitality and leisure businesses in England. The scheme provides support to hospitality, leisure and accommodation businesses, in recognition that the rise of the Omicron variant means that some businesses are likely to struggle over the coming weeks. This support will take the form of a one-off grant funding scheme in Financial Year 2021/22.	1,473

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

Service / Description	Amount £'000	Comments
Adults, Health & Wellbeing		
Doncaster Clinical Commissioning Group (CCG) Health and Social Care Support - including hospital discharge process (HDP) transition and CCG impact of ASC review and cost of care work, fees.	1,900	Earmarked reserve to be established from general fund underspends arising due to additional funding of £1.90m received from CCG to extend hospital discharge process (HDP) arrangements from 4/6 weeks to 12 weeks during 2021/22. Earmarked reserve to fund the following costs to be incurred by Doncaster CCG in 2022/23: 1) Intermediate Care/complex care beds - £400k non-recurrent support (continuation of complex beds to enable review of longer term need around this to commission permanent solution) in light of HDP ending; 2) Review of current HDP pathways, pilot ways of working - £300k look at any gaps in current pathways to support effective HDP; 3) CCG Cost of care impact on fees - £1,000k to cover impact of the cost of care reviews / inflationary pressure on CCG funding for packages of care and non-recurrent support for one off costs; 4) Staffing support for backlogs of Continuing Health Care (CHC) reviews - £200k additional non-recurrent support for staff/agency to catch up on outstanding reviews due to COVID.
Adults Social Care / Care Ladder	1,000	Earmarked reserve to be established from general fund underspends arising due to additional funding of £2.20m received from CCG as contributions to StEPs, occupational therapist, and assessment and review teams. £1m of this funding expected to fund 2022/23 cost pressures in LA's adult social care ladder including: 1) Impact from cessation of NHS England hospital discharge funding from 1st April 2022 onwards (with costs from placements estimated based on 2021/22 activity levels at c.£700k). 2) Impact of high cost transforming care patient (TCP) placements, following transition from hospital, expected to have significant packages of care in 22/23 (potentially at least £700k costs in 2022/23 for 4 packages, split 50:50 with CCG, and current TCP funding of only £180k).
Domestic abuse New Burdens Funding for New Statutory Domestic Abuse Duty (2021-22)	450	£732k grant received in 2021/22. Approx £400k - £450k (TBC) balance to carry forward to spend on Domestic Violence (DV) related projects in 2022/23. AD Communities currently working on spend plan with Domestic Violence theme leads to utilise Domestic abuse funding and related supporting people underspend in 22/23. Un-ringfenced Section 31 grant, subject to reporting requirements. **The Q4 Finance & Performance improvement report includes a delegation to the Director of Adults, Health & Wellbeing to decide how the balance will be spent.
Supporting People General fund underspend. Domestic violence funding will be used to fund a GF budget,	230	£732k grant referred to above will fund a general funded Supporting People contract in 2021/22 to the value of £230k. This will free up £230k GF to fund DV related projects in 2022/23. AD Communities currently working on spend plan with Domestic Violence theme leads to utilise Domestic abuse funding and related supporting people underspend in 22/23. **The Q4 Finance & Performance improvement report includes a delegation to the Director of Adults, Health & Wellbeing to decide how the balance will be spent.

Workforce development - ageing well funding for training	46	£46k from CCG as part of ageing well monies to fund the following (with expectation that we spend on this purpose or will need to return the funding): Personal Resilience, Creating a Positive and Enabling Climate, Coaching 1:1 and group sessions and the 3 day Leadership programme. Funding was given in 21/22 but providers have been unable to provide the training in time and it will now occur in 22/23. 2 of the 3 elements of the programme are already contractually committed to.
Rough Sleepers Drug & Alcohol Treatment Grant (staffing costs)	173	This section 31 grant is for staffing related costs and has reporting requirements. Allocation of £173k for 21/22 and 22/23 with 21/22 grants received January 2022 and limited anticipated spend in 2021/22 financial year. Expected to spend in 2022/23 but awaiting guidance from the Office for Health Improvement and Disparities (OHID) whether funds have to be repaid if not spent. Corporate Report submitted stating funds to be spent however per discussion with PH theme lead minimal spend for staffing & zero spend against treatment costs.
Rough Sleepers Drug & Alcohol Treatment Grant (treatment costs)	103	This section 31 grant is for treatment related costs and has reporting requirements. Final allocation not yet known however £103k has been received March 2022 and no anticipated spend in 2021/22 financial year. Expected to spend in 2022/23 but awaiting guidance from the Office for Health Improvement and Disparities (OHID) whether funds have to be repaid if not spent. Corporate Report submitted stating funds to be spent however per discussion with PH theme lead minimal spend for staffing & zero spend against treatment costs.
Adults, Health & Wellbeing Total	3,902	
Public Health		
Doncaster Clinical Commissioning Group (CCG) Integrated Care Board (ICB) transition and transformation including provider collaborative work.	1,200	Earmarked reserve to be established from general fund underspends arising due to additional funding of £2.20m received from CCG as contributions to StEPs, occupational therapist, and assessment and review teams. £1.20m of this funding to fund the following costs expected to be incurred by Doncaster CCG in 2022/23:1) ICB transition and transformation including provider collaborative work (ICB transition delayed until at least July).2) Push for provider collaboratives to be set up, unclear yet what this may mean but may require some non recurrent support to understand this and get things in place for the new ways of working.3) May be pilots required or double running of current and new pathways as part of the transition.4) £200k for costs in relation to Bentley Health Centre development including Bentley Library demolition, VAT advice and other costs.**The Q4 Finance & Performance improvement report includes a delegation to the Director of Adults, Health & Wellbeing to decide how the balance will be spent.
Drug Treatment Universal Grant	243	Section 31 grant from Public Health England crossing 2 financial years, must be spent in line with agreed project by 30/06/22. Statement of grant usage submitted quarterly. Clawback if conditions breached, requires audit sign off.
Inpatient Detox Grant	332	Section 31 grant from Public Health England crossing 2 financial years, must be spent in line with agreed project by 30/06/22. Statement of grant usage submitted quarterly. Clawback if conditions breached, requires audit sign off.
Local Data Accelerator Fund	323	Section 31 grant funding for 2021-22 and 2022-23, funding has to be used per delivery bid, unspent monies to be returned

Better Mental Health Grant	129	Section 31 grant from Public Health England crossing 2 financial years, must be spent in line with agreed project by 09/05/22. Statement of grant usage submitted quarterly
Shaping Stainforth	108	Grant received from Improvement & Development Agency for Local Government. 3 year scheme Oct 2021 - Oct 2024, must be spent in accordance with agreed plan, any underspend to be returned.
Public Health Total	2,335	
Economy and Environment		
Contribution to demolition of Run O Mine at Hatfield Colliery	27	ODR/CPR waiver completed and budget set aside in 2021/22 to contribute to the disused Run O Mine at Hatfield Colliery to match contribution from developer. Demolition scheme not yet commenced. Funds carried forward from 2020/21 as originally planned that the run o mine demolition would take place in 2021/22 however due to delays this will not take place until 2022/23.
Civic Office Major Repairs and Maintenance Sinking Fund	208	Annual contribution from the Council's revenue budget to the reserve. The reserve is to be used for replacing major items in the Civic Office. A planned maintenance programme has been drawn up and includes, for example electrical installations.
Roller Shutter Repairs	20	Corporate roller shutter repair contract now in place. Programme of works across Corporate Landlord managed buildings to bring the shutters up to current standard, including installation of inertia safety brakes (failure to do so will impact on the security of sites). Works have been completed in 2021/22, with a further £20k identified/required that cannot be completed in 2021/22 due to contractor capacity.
Colonnades Office Repairs Fund	11	Annual amount to cover future major repairs.
Colonnades shops tenants repairs fund	4	Amount collected from tenants as part of service charge to be used for future repairs.
RIPA/BOPS (Reducing Invalid Planning Applications/Back Office Planning System)	358	DLUHC awarded Doncaster Council £358k to enable Planning Services to take part in the RIPA/BOPS project. The grant was paid to the Council in 2021/22 on the understanding that it would be carried forward and spent in 2022/23 - this was a condition that was signed up to under 3.1 of the application form and was also included in the financial implications of the Cabinet report to accept the grant. As outlined in the funding application, the grant will be used to cover the resourcing (staffing/backfilling) and ICT integration costs necessary to deliver the project.
Examination in Public	18	Doncaster Council is lead contact to the consultant working on the Joint Waste Plan Evidence, and has received contributions towards the first stage costs from Partners (Barnsley, Rotherham & Sheffield) . The unspent balance of these contributions at year end will be required to be carried forward as it is not the Council's money and will be required to fund further work on the plan in 2022/23.
Biodiversity Net Gain Grant	10	£10k has been allocated by DEFRA to help with the additional burdens of implementing and monitoring Biodiversity Net Gain during the period November 2021 to March 2022, however, the Council was only notified of this allocation on 28th February 2022 and therefore it is too late to make efficient use of the grant. The service feel it would be better added to further allocations of this funding due in the next financial years and used as part of wider BNG service that is being set up and to potentially fund an additional post which will help monitor the process.

Planning	30	Unused balance of additional 20% increase to development management fees to be ringfenced for future use by Planning to facilitate the planning application process (originally approved 2018/19 and was a condition of the increase to statutory planning fees).
Business Doncaster ARG Grant Performance Officer	22	£42k SYCMA New Burdens Grant (NBG) was given in 2021/22 to allow for additional temporary resource to manage and administer the grant processes relating to Additional Restrictions Grants (ARG grants) to Businesses. Whilst the payments of grants to Businesses has to be complete by March 2022 the monitoring of the use of the grant and reconciliation of claims will continue beyond this and therefore the NBG needs to span both financial years to continue employment of the monitoring officer into 2022/23.
Community Renewal Fund	16	Costs for an existing post were built into the CRF Thrive Bid with a view to request carry forward of the unspent general fund budget to enable a further period of continuity of CRF activity after June 2022, which is the project end date, and also to help manage potential risks around any delays / gap in the Phase 3 Youth Hub approval.
Economic Recovery Grants (Gainshare)	71	The balance will be spent in 2022/23 along with the earmarked reserve balance approved in 2020/21. The reserve is to fund Economic Recovery Grants in 2021/22 & 2022/23 in support of the South Yorkshire Mayoral Combined Authority Gainshare scheme which will pay up to £5,000 to businesses affected by COVID 19.
Sustainable Drainage Systems	17	Payments from developers to cover the repairs and maintenance of drainage systems to be drawn down as required.
Strategic Housing	20	The service had planned to appoint an Interim Consultant for 3 months in 2021/22 funded by in year underspend. The expert Interim was required to progress the work on a new housing partnership to deliver Phase 3 of the Council House Build Programme and wider housing growth, and a few other key projects in the long term absence of the Service Manager. However a slower than expected recruitment process due to some issues with the agency and Interim availability has meant the commission only commenced in early March 2022, and will now complete in early June 2022.
Sustainability Unit	33	The Mayor requested that half of her 2021/22 allowance was used to contribute towards the planting of trees in the memory of Cllr Nuala Fennelly. Due to the receipt of time limited grant funding in year for the planned tree planting projects, it is requested that these GF funds are carried forward to be used towards the planting of trees in projects taking place in 2022/23.
2 School House Building Repairs & Maintenance	21	Works required to domestic property managed by Corporate Landlord. The property is in a very poor state and the works are needed to bring it up to standard. It was previously a caretaker's house but the service has not been able to transfer it to the HRA/SLHD management. The works were intended to be completed in 2021/22 but were delayed due to amount of investigation works required to be carried out by PBM to identify causes or issues and works required.
Mansion House	10	Emergency Lighting works that were expected to be completed by end March 22 (and profiled as such), but will now complete April 22. Delay due to a combination of Covid related absences and access issues.
Major Projects & Infrastructure - Strategic Infrastructure	60	The grant has been received from the Department for Transport for a feasibility study into Active Travel Social Prescribing, due to run through to April 2022, to look into walking and cycling projects within Doncaster. The plan was to engage with an external consultant to deliver the feasibility studies - the invoice/payment for this consultant has not yet been received in 2021/22, therefore it is requested that



		this grant be carried forward to 2022/23 to complete the works (or an accrual completing) - need to check status of invoice with Project Officer on her return to work w/c 04/04/22.
One Public Estate - Strategic Asset Management	142	Doncaster Metropolitan Borough Council, as the lead authority for SCR Partnership, has received an OPE Opportunity Development Fund (ODF) grant of £142,000, subject to entering into a Memorandum of Understanding with the Local Government Association. The funding is for 2022/23 with a bid submission date of the 31/03/2022 but has arrived early in 2021/22 financial year. This is a separate allocation to the £360k OPE8 funding previously received.
Waste and Recycling	100	Doncaster council have been paid £100k as a settlement from One51 ES Plastics UK Limited in relation to the blue bins we bought for all residential properties in Doncaster. The bins provided were not adequate and we have incurred costs in repairing and replacing the bins as they continue to break. This £100k is to cover the on-going cost of these repairs in 22/23
Economy & Environment Total	1,198	
Learning, Opportunities, Skills & Culture		
SENDIAS	5	Un-ringfenced grant with conditions to report on expenditure. Increase the existing Earmarked Reserve for the SENDIAS Grant from the National Children's Bureau. EMR expected to fund a member of staff in 2022/23 & 2023/24.
COVID grant- Early Intervention & Localities	21	Un-ringfenced Section 31 Grant with conditions to report on expenditure. Additional grant received in 2021/22, some of which has been spent on temporary Visual Impairment (VI) Officer - balance to be added to existing EMR to fund VI Officer costs in 2022/23 and Counselling Services charges from Childrens Trust in 2022/23.
Museum Service - In year - donations, disposals & healthy lifestyles	8	Bequests received by service in year which the public have donated in the museum for improvements or purchases by the museum. Expected use on purchase of a local cash hoard found locally for the benefit of the museum service. There is an existing EMR of £16k for the benefit of museum. Budget holder to agree use in line with any request details, in consultation with the Head of Service.
Glasses in Classes	56	Section 31 un-ringfenced grant with conditions to report on expenditure. Project is part of the Opportunity Area to fund an additional pair of glasses to be provided to children following referral from school nursing team. This additional pair of glasses will be kept within schools. Payments are made to local opticians for the glasses provided to the school. An element of this funding is being used to administer the project.
EY Development Fund	81	DFE grant allocations each year towards expenditure incurred for the Early Years Professional Development Fund activities. Funding has been awarded to local authorities for work that will enable and facilitate delivery of professional development to early years practitioners in pre-reception settings. This will develop (directly or indirectly) a high quality early years workforce. Request is to carry forward 2021/22 allocation of (£81k) received in March 2022; to be spent in 2022/23 per Head of Service Plan.
Safeguarding Business Unit (Adults and Children's Safeguarding Boards)	105	Carry forward of underspend from the budget managed jointly with the Council, Doncaster CCG and South Yorkshire Police for purposes of the Adults and Children's Safeguarding Boards. This is a statutory function and the budget is restricted for the purposes of the



		Board. (Please note this is an estimate of the projected underspend)
LOSC Total	276	
Corporate Resources		
Digital Lab	444	New burdens tranche 1 & 2 funding as allocated towards digital lab - difficulties in recruiting to team so wasn't established until Jan 22 and agreed it will run for a year then evaluate impact. The tranche 1 funding has been carried forward from 2020/21
Cyber security resilience	75	Ringfenced funding successfully won following bid process to improve cyber security / resilience. Detailed plan of work submitted as part of the bid to start in 2022/23 - team in the process of being formed.
Local Integration Board (LIB) Support Budget	11	Funding from the South Yorkshire Mayoral Combined Authority (SYMCA). It was awarded to Doncaster MBC to support the work of the Doncaster Local Integration Board. The LIB has spent £9k to date, leaving £11k uncommitted. SYMCA has agreed for the funding agreement expenditure end date to be carried over to 31st August 2022 to enable Doncaster to benefit from the funding as the recovery from COVID opens new opportunities.
Levelling up fund grant (MHCLG)	32	Received £125k in October 2021 to support the development of the bid - community engagement, consultation, design and submission etc - still have £31.5k remaining and 2 further submissions to government for LUF - Mexborough and the Airport.
Corporate Resources total	562	
Council Wide		
Business Rates Retention	10,520	S31 business rates grants have to be accounted for in the year to which they relate - 21/22. The largest element is the expanded retail discount scheme. The expansion of this scheme created a deficit in the Collection Fund for 21/22 that by statute isn't accounted for until 22/23. The budget report approved carrying forward these grants from 21/22 to offset the recovery of the Collection Fund deficit in 22/23.
Council Wide total	10,520	
Overall Total	18,793	







STRATEGIC RISK PROFILE

Rows are sorted by Risk Score

Failure to successfully prevent a major cyber attack		Review date 12-Apr-2022	
	Current Profile 25	Target Profile 6	Trend 
<p>The assessment score unfortunately remains at the same level due to the heightened possibility at this time, not only due to more frequent cyber attacks but the situation in Ukraine and threats from Russia - 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. These include:</p> <ul style="list-style-type: none"> - Continuous monitoring for threats using the relevant products; - Taking all required technical actions; - Ensuring all services have business continuity plans relating to this type of scenario; - Carrying out exercise scenarios to test and improve response plans; - Ensuring all staff and Councillors undertake necessary training and are vigilant at all times; and - Maintaining communication and links with relevant advisory bodies and networks. 			

(HOS) Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk		Review date 01-Apr-2022	
	Current Profile 20	Target Profile 10	Trend 
<ul style="list-style-type: none"> • The children in care team have seen the increase in children coming into care continue into this quarter. Similarly to last quarter there were some children who entered care who were electively home educated and Virtual School officers worked closely with social workers to identify suitable educational provision. ESOL tuition was provided for 4 young people who were unaccompanied asylum seekers. • Schools have seen a challenge in the increased number of young people moving to Doncaster who do not speak English as their first language. Language support have provided bilingual classroom assistants to support these children with learning and to support families to communicate better with schools. Language support officers have translated and interpreted for the Children's Trust where welfare concerns have been raised and during assessments and family meetings. Where families can discuss their concerns have processes explained in their home language they feel more secure, understood and listened to, they are able to contribute to the process and also understand what is needed from them to ensure their children are safe and well. • Having an education representative on the MARAC meetings ensures two way communication with schools and the conference. Where schools have concerns and actions these are discussed in the multi-agency context and actions assigned to officers from the meeting. Ensuring schools are kept up to date with incidents enables them to safeguard the children in their care by raising awareness and ensuring compliance with orders or recommendations on behalf of the family • The pressures of continuous delivery throughout the pandemic and the commencement of Covid recovery measures are having a significant impact on both practice and the wellbeing of individuals across the Early Years sector. This is being reflected by a significant increase in the demand on the EY safeguarding and welfare officers. The impact of this is being mitigated by the recruitment of an additional safeguarding officer. <p>The recruitment of a Learning Provision Adviser for Safeguarding will ensure that schools have a single point of contact for all safeguarding issues and provide consistent and up to date advice on all safeguarding issues related to schools.</p>			

The combined impact of managing concurrent risks eg: floods, EU transition arrangements, Covid		Review date 04-May-2022	
	Current Profile 15	Target Profile 20	Trend 
Current Position:			
<p>Covid response is now being considered more holistically as part of general public health response and is in line with the roadmap set out by HMG. TCG meetings are no longer taking place and cells / relevant departments are taking the lead / responsibility for respective action.</p> <p>EU transition work is ongoing in the background with the next stage of customs checks due to come in to effect in June 2022. R&E is managing work pressures at the airport as well as providing advice and guidance to ongoing and future activities at the lport. This is in-line with the requests by OPSS for EU exit related work streams. We do anticipate additional work at the airport and have plans in place to be able to respond to this pressure. This anticipated work will result in a move of resources from other frontline areas of food safety work.</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 weather update could lead to a change in risk. Services and systems were able to successfully deploy and respond to the Feb 2022 flooding. Learning and improvement has been identified and this is being collated for sharing/implementation.</p>			
Mitigating actions:			
Outlined above.			

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		Review date 04-May-2022	
	Current Profile 12	Target Profile 6	Trend 
Business & Economy			
<p>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.</p>			
Mitigation			
<p>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.</p>			
Localities			
<p>During quarter 3 and 4 we have collated voice and insight from local communities through appreciative inquiries in the 20 most deprived and wider targeted engagement in other communities to formulate Locality Plans. Each plan will look at how we can work together to strengthen communities and improve the lives and opportunities for the residents living there. The first iteration of each Locality Plan will look to:</p>			
- Define the priorities for improving the area over the next year			



- Showcase how resources will be deployed at a local level to support and facilitate real change within communities
- Truly understand the different communities that make up each Locality
- Provide a steer on how we will implement the wider strategies at a community level

In bringing these plans together we have asked, and will continue to ask, local people across Doncaster what would make the area better. Over the next 12 months we will build on the local assets and strengths in communities to deliver the plans through effective coordination, continued engagement, collaboration and communication.



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 provide humanitarian support, respond to domestic violence and alcohol misuse. Secure additional monies from OHID (Office of Health Improvement and Disparities) and DLUHC to support public mental health, weight management and rough sleeping. Three of four elements of Community Renewal Fund successful. Poverty Recovery strand of the Renewal Board making good progress, position statement to be produced.



The potential impact on formal achievement rates/outcomes due to learning lost during Covid.	Review date	10-May-2022
 Current Profile 12	Target Profile	12 Trend 
Given the ongoing disruption to learning at all phases during the Spring term 2022, the risk assessment has not changed. There will be a reassessment of this risk following the outcomes of formal assessments and exams in July and August		



Without effective influence and engagement with the South Yorkshire MCA, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal	Review date	08-Apr-2022
 Current Profile 12	Target Profile	8 Trend 
Risk Unchanged. Politicians and officers continue their ongoing dialogue with SY MCA 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 including work on a place based investment plan.		
The South Yorkshire Mayoral election takes place in May 22 and will see a transition period as the new mayor shapes their first few weeks and months in office.		

Workforce capacity and resilience issues across the council result in reduced ability to deliver and transform services at the pace required in current plans		Review date 04-May-2022	
	Current Profile 12	Target Profile 9	Trend 
THIS RSK IS BEING PROPOSED FOR DEMOTION			
Current Position: Workforce numbers remain relatively stable across all areas and a continuation of required service delivery, despite overall sickness absence levels increasing again this quarter across all directorates. Relevant support mechanisms remain in place to manage this increase, with the resilience, health and wellbeing of staff continuing to be monitored.			
Mitigating Actions:			
<ul style="list-style-type: none"> • Short term agency and temporary staff are employed to support gaps in the workforce to deliver organisational objectives. • Extensive wellbeing provisions in place to support workforce during challenging times with enhanced resources particularly resilience and mental health support • Continued monitoring of staff absence levels and relevant support measures and business continuity plans in place to ensure all critical services remain operational. • Regular supervision, team meetings and communications provide support and build resilience through quick identification of emerging issues 			

Failure to safeguard adults may result in adults being vulnerable and susceptible to experiencing harm or abuse		Review date 16-May-2022	
	Current Profile 10	Target Profile 5	Trend 
Current Position: 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.			
Mitigating Actions:			
<ul style="list-style-type: none"> • Operational commissioning and adults safeguarding functions continue to work together to ensure better use of capacity and more coordinated response to registered care settings • Safeguarding is everybody's business - all staff in Adults, Health and Wellbeing are trained and aware of this requirement. • 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 • The review of the ways of working and 'model' to be used for Doncaster will be scoped, with support from PIC. 			

Failure to implement the Partnership priorities across the Team Doncaster Partnership	Review date 08-Apr-2022
 Current Profile 9 Target Profile 6 Trend 	
<p>Risk Likelihood Unchanged. We continue to function well as a partnership. We have agreed the Borough Strategy and have an agreed transition plan for a new Team Doncaster operating model in the first half of 22-23.</p> <p>Mitigation</p> <ul style="list-style-type: none"> - Borough Strategy Agreed - Transition Plan in Place - First Meeting of TD Co-ordinating Group April 22 	

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	Review date 12-Apr-2022
 Current Profile 9 Target Profile 10 Trend 	
<p>Current Position: The COVID-19 pandemic 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. From February 2022 all additional COVID-19 welfare support from central government for individuals has ended. Rises in inflation and the cost of living could push 6,500 people into absolute poverty (including 2,500 children).The Borough strategy approach needs to address this.</p> <p>Key mitigation – Work towards 'living with COVID' through COVID control plan; utilise community development approaches including DLUHC funded community connectors to support households and increase COVID-19 vaccination uptake; administer additional Household Support Grant top up; transition work of the renewal board on poverty to new Team Doncaster operating model; developing the Borough strategy in a way that ensures no one is left behind. Continued use of COVID control monies to provide humanitarian support, respond to domestic violence and alcohol misuse. Deliver additionally funded schemes from OHID (Office of Health Improvement and Disparities) and DLUHC to support public mental health, weight management and rough sleeping. Three of four elements of Community Renewal Fund successful. Poverty position statement produced. Locality plans agreed at cabinet 30th March 2022. locality investment process underway.</p>	

Failure to maintain and improve the management of health and safety may impact on the Council's ability to mitigate risk to both colleagues and members of the public and our inability to deliver effective services	Review date 06-Apr-2022
 Current Profile 8 Target Profile 4 Trend 	
<p>The council's health and safety team continues to work with HR and Public Health supporting council services to ensure that current Public Health guidance on respiratory infections, including COVID-19 are communicated and implemented effectively. The Councils current Covid safety measures will remain in place, subject to any revised risk assessment changes that affect direct service delivery needs. Also, ensuring that staff continue to adhere to all health and safety rules in the workplace including the use of any PPE that is provided to them.</p>	

The H&S team are currently supporting services to meet requirements under the Government's latest guidance on reducing the spread of respiratory infections, including COVID-19, in the workplace, by providing advice on implementing updated recommendations, and supporting services when reviewing risk assessments, including:

- The review of Service H&S requirements including the implementation of recommendations in the reducing the spread of respiratory infections, including COVID-19, in the workplace guidance
- Continued support with the review of service risk assessments,
- General H&S advice in relation to coronavirus, work activities, events and dealing with the public,
- Provision, procurement and advice on H&S training,

The Health and Safety Team continue to undertake site H&S and Fire Safety audits of council service activities and schools that buy back H&S services, giving these schools an additional layer of assurance that suitable and sufficient mitigating controls are in place.

The Civic Building risk assessment has been reviewed to include the occupation of the fourth floor by partners (i.e. St Leger Homes, CAB); this includes the review of fire evacuation procedures and first aid provision. The occupations of council buildings will be continually reviewed by all stakeholders (HR, H&S, TUs), which includes Public Health monitoring/reviewing cases and local community transmission of respiratory infections, including COVID-19.



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 at the Mary Woollet Centre, and other suitably assessed venues, candidates are recommended not to attend the training if they have any of the 10 respiratory symptoms identified by the Government/Public Health, and if available to take an LFD test.

The council's health and safety manager continues to have regular partnership meetings with SLH, DCLT and DCST to share H&S practices and to address any significant H&S 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 H&S Manager continues to have regular partnership meetings with SLH and the new Head of Building Safety to share H&S information, experiences and support SLH on H&S matters, where required. The councils H&S Manager has carried out site visits with SLH at the high rise render scheme and fire door remediation works to support SLH with any H&S issues that may arise.

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. Discussions have started with Hargreaves JV on the future of the colliery site and links with the Stainforth Town Deal.

Failure to deliver the Medium Term Financial Strategy would result in a alternative budget being required with consequential service reductions covering failure to manage expenditure and income within the annual approved budget and balance the budget.		Review date 28-Apr-2022
	Current Profile 5	Target Profile 5 Trend 
<p>Current situation</p> <p>Though all savings targets have not been achieved the overall revenue outturn position is an underspend of £9m. In some cases COVID funding has been used to deal with delays to savings (where COVID has caused the delay).</p> <p>Mitigating actions</p> <p>Not needed.</p>		



GOVERNANCE INDICATORS – Whole Authority

Whole Authority	Value	Target	DoT	Traffic Light
Sickness – Days per FTE	12.86	8.25	↓	🛑
PDR Completion - % of workforce with a PDR recorded	93%	95%	↑	⚠️
Internal Audit High Risk Level Recommendations	3	4	↑	✅
Internal Audit Lower Risk Level Recommendations	83	91	↑	✅
% of Large Transactions (over £25k) that are under contract	99.34%	100%	↓	✅
% of Freedom of Information Requests responded to within timescale	95%	95%	↓	✅



Coronavirus

The council's health and safety team continue to work with HR and Public Health supporting council services to ensure that current Government Public Health guidance on respiratory infections, including COVID-19 are communicated and implemented effectively. The Councils current Covid safety measures will remain in place, subject to any revised risk assessment changes that affect direct service delivery needs. Also, ensuring that staff continue to adhere to all health and safety rules in the workplace including the use of face coverings where identified in service risk assessments.

The H&S team are currently supporting services to meet requirements under the Government's latest guidance on reducing the spread of respiratory infections, including COVID-19, in the workplace, by providing advice on implementing updated recommendations, and supporting services when reviewing risk assessments, this includes:

- The review of Service H&S requirements including the implementation of recommendations in the reducing the spread of respiratory infections, including COVID-19, in the workplace guidance
- Continued support with the review of service risk assessments,
- General H&S advice in relation to coronavirus, ventilation, work activities, events and dealing with the public,
- The provision, procurement and advice on suitable/sufficient H&S training.

General H&S

The Health and Safety Team continue to undertake site H&S and Fire Safety audits of council service activities and schools, an additional layer of assurance that suitable and sufficient mitigating controls are in place. The Civic Building risk assessment has been reviewed to include the occupation of the fourth floor by partners (i.e. St Leger Homes, CAB); this includes the review of fire evacuation procedures and first aid provision. The occupation of council buildings will be continually reviewed by all stakeholders (HR, H&S, TUs), which includes Public Health monitoring/reviewing cases and local community transmission of COVID-19.

H&S Training

Where beneficial to delivery some H&S Training continues to be delivered through MS Teams. Other training that benefits from face-to-face delivery is being carried out at the Mary Woollet Centre, and other suitably assessed venues, candidates are recommended not to attend the training if they have any of the 10 respiratory symptoms identified by the Government/Public Health, and if available to take an LFD test prior to attending the training session.

SLH, DCLT & DCST Health and Safety Partnership Meetings

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

The councils Fire Safety Advisor and Health and Safety Manager attend the SLH Building Safety Group to support and provide advice on any building safety compliance issues.

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, experiences and support SLH on H&S matters, where required. The councils H&S Manager has carried out site visits with SLH at the high rise render scheme and fire door remediation works to support SLH with any H&S issues that may arise. A recruitment exercise has been carried out for a H&S Advisor to undertake the council H&S business partner role for SLH, which will support SLH on all H&S matters. Following an interview process, a successful candidate has been offered the post pending pre-employment checks.

Hatfield Colliery H&S Risks

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. Discussions have started with Hargreaves JV on the future of the colliery site and links with the

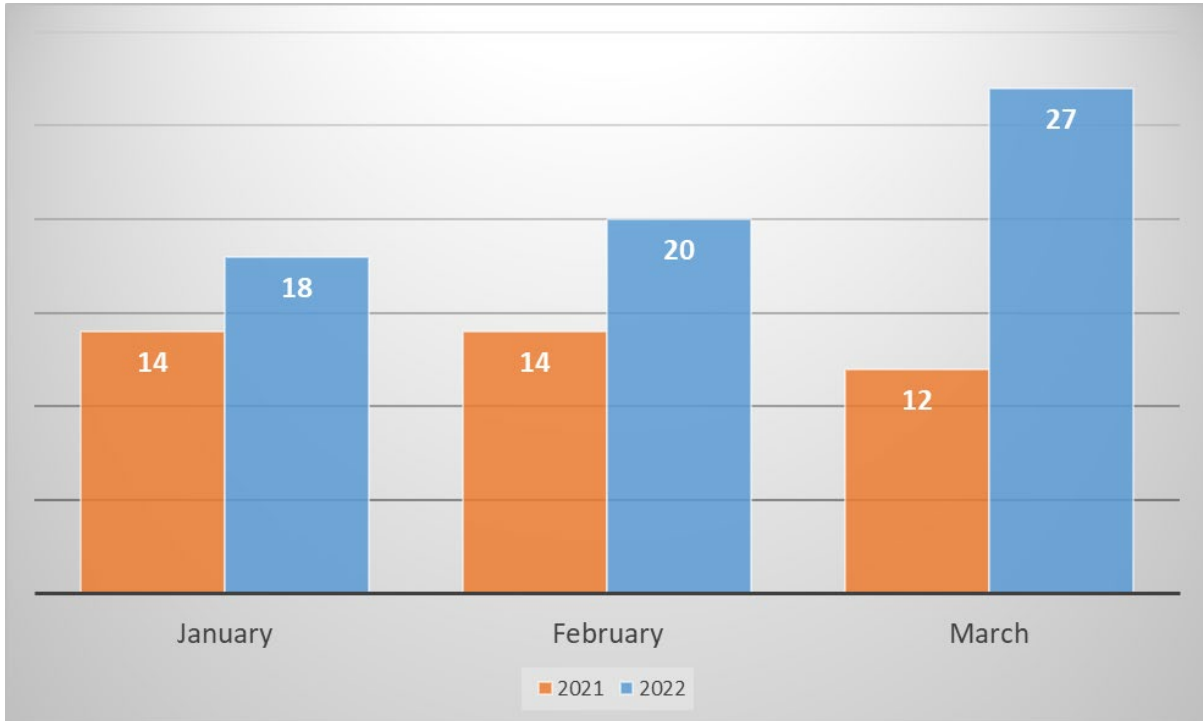
Stainforth Town Deal. Plans continue to be developed to further mitigate risks related to the run-o-mine on the colliery site.

Directorate Health and Safety Committees

All Directorate H&S Committee meetings continue to be undertaken every quarter via Microsoft Teams until further notice. There are no significant issues to report at this time.

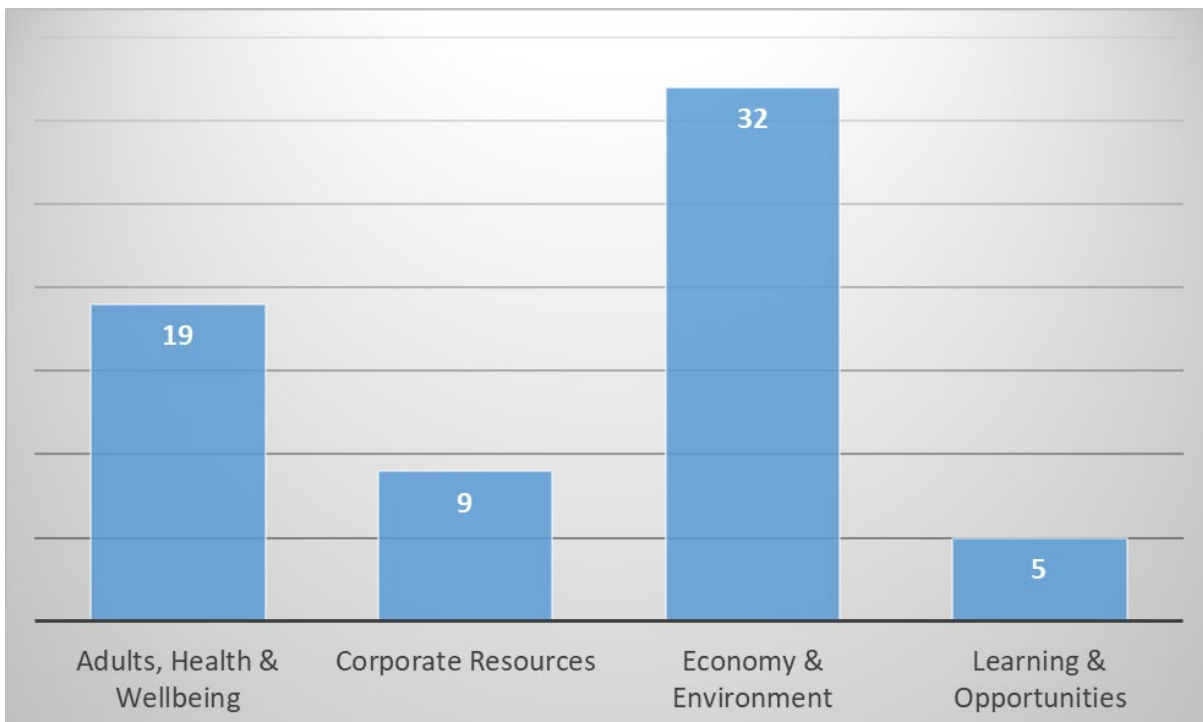
Accident Statistics

Employee injuries at work in Q4 21/22 compared with Q4 20/21



There is now a higher rate of employee injuries reported in this quarter compared to same period of last year. Last year's lower level of reporting reflected reduced operational activity due to National Covid-19 restrictions at that time.

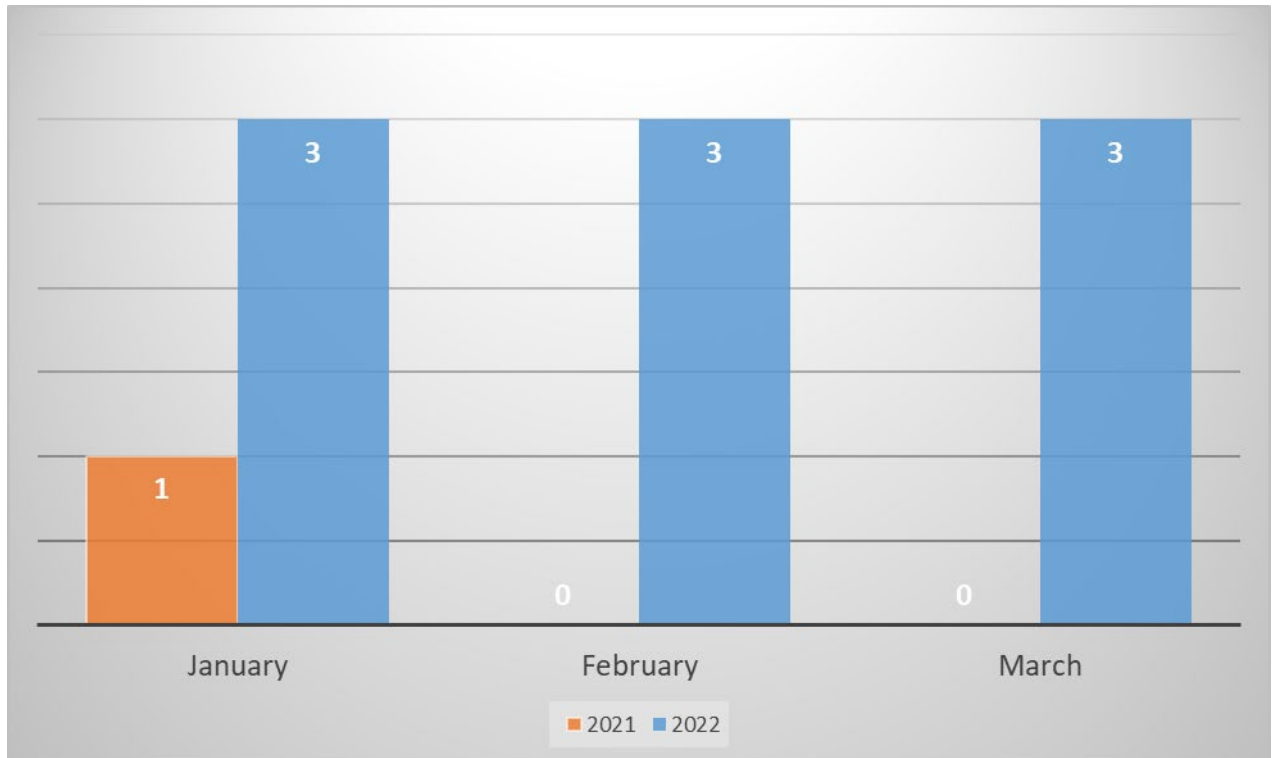
Distribution of the Employee injuries in Q4 21/22 between each Directorate



There is a higher number of employee injuries reported from Directorates that are operational in the workplace, with all reports in Corporate Resources from Trading Services. Slips & trips (23) is the

most commonly reported incident type leading to an employee injury at work, these will be investigated further to identify any potential trends. Of the 23 incidents, 14 were reported from E&E.

Employee injury RIDDOR reports in Q4 21/22 compared with Q4 20/21



There have been an increased number of employee RIDDOR reports made in each month of the quarter compared with same months in 2021. All RIDDOR reports are from front line operational services; these reports are investigated with support and advice from the H&S Team. Seven of the nine reports reported from Economy and Environment, with one each from Corporate Resources and Learning and Opportunities.

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Doncaster Council

Doncaster Town Deal – Station Gateway Projects

Date: 8th June 2022

To the Chair and Members of the CABINET

Doncaster Town Deal – Station Gateway Projects

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Glyn Jones Portfolio Holder for Housing and Business.	Town	Yes

EXECUTIVE SUMMARY

1.0 This report seeks approval to submit the Business Cases for the Doncaster Town Deal Station Gateway Projects, sets out the requirement for the Council to have the ability to acquire key strategic properties to facilitate the delivery of the Doncaster Towns Deal projects and seeks to delegate approval to the Director of Economy and Environment and the Director of Corporate Resources to award future contract appointments relating to the delivery of the projects.

1.1 The Government Department for Levelling Up, Housing and Communities (DLUHC) released the Grant Offer Letter for the Doncaster Towns Deal in November 2021, confirming £24.8m towards the Doncaster Towns Deal Projects which included the following projects;

- (i) Doncaster Gateway: Railway Square Extension (£4.149m)

A significant extension to the recently upgraded Railway Square to allow

connection with the Station Gateway site, allowing greater walkability and space for enterprise. The public realm will be predominantly soft landscaped to provide a green urban space within the town centre.

(ii) Doncaster Gateway: New Multi-Use Building and Associated Public Realm (£20.09m)

This project is a keystone development to promote and encourage further investment in the Doncaster Gateway site and involves the delivery of a 4-5 storey office/mixed-use building. This is a very significant project, with the majority of spend required on the build costs of a new mixed-use building but with wider public realm, connectivity, active travel and regeneration elements. The building will be of the highest quality design and have the best green credentials, which is critical to achieving the project objectives and to attract the highest quality of commercial tenant to the development.

(There is also an additional project Doncaster Heritage (£0.561m) but the Business Case relating to this was reported to Cabinet in March 2022 and the project does not require any land acquisitions).

- 1.2 The proposed site locations for the Railway Square Extension and the New Multi-Use Building and Associated Public Realm schemes are currently occupied by privately owned properties, including an office development, a plumbing wholesaler and a vacant property. The acquisition of these properties is required to facilitate the development of the proposed new commercial building and public realm schemes.
- 1.3 The negotiations to acquire the properties is on-going but it is the intention to support these negotiations using CPO powers.
- 1.4 It is anticipated, in the current project programme, that the main contract for the construction of the scheme will be made in March 2024. The construction works are currently programmed for a start on site April 2024 with completion due by September 2025.

EXEMPT REPORT

- 2.0 Whilst this report is not exempt it does contain an exempt Appendix 1. Appendix 1 is not for publication because it contains exempt information 'by virtue of Paragraph 3 of Part 1 of Schedule 12a of the Local Government Act 1972, as amended, as it contains exempt information relating to the financial or business affairs of any particular person (including the authority holding that information).

RECOMMENDATIONS

- 3.0 Cabinet is recommended to:
 - (i) approve the submission to the Department for Levelling Up, Housing and Communities (DLUHC) of the Project Business Case Summary

Documents (attached to Appendix A of this report) for Project A - Doncaster Gateway: Railway Square Extension (£4,149,000) and Project B - Doncaster Station Gateway: New Multi-Use Building and Associated Public Realm (£20,090,000), confirming the intention of Doncaster Council to secure a combined £24,239,000 Town Deals funding for key Doncaster heritage sites;

- (ii) accept the £24,239,000 Town Deal funding for use on Project A - Doncaster Gateway: Railway Square Extension (£4,149,000) and Project B - Doncaster Station Gateway: New Multi-Use Building and Associated Public Realm (£20,090,000), subject to satisfactory review of the SBCs by the DLUHC and in accordance with the conditions and requirements of the funding which are set out in this report;
- (iii) delegate authority to the S151 Officer in consultation with the Mayor, to accept and agree the funding if there are any further terms and conditions or associated funding agreements issued as part of the formal approval of funding;
- (iv) note the estimated funding gap on the scheme, as set out in Appendix 1, and approve the use of the Council's Investment & Modernisation Fund, already approved within the Council's capital programme, to fund the gap;
- (v) include the projects as detailed in Appendix 1 in the relevant part of the Council's Capital Programme;
- (vi) note that, the Section 151 Officer will confirm the project and expenditure, as per the Business Case, represents value for money, in consultation with the relevant portfolio holder, and sign the Project Business Case Summary Documents for Project A - Doncaster Gateway: Railway Square Extension and Project B - Doncaster Station Gateway: New Multi-Use Building and Associated Public Realm;
- (vii) delegate authority to the Director of Economy and Environment, in consultation with the Director of Corporate Resources, to acquire by agreement with landowners, the property and land required for the construction of the Station Gateway projects;
- (viii) delegate authority to the Director of Economy and Environment, in consultation with the Director of Corporate Resources, to procure and award the Pre-Construction Services Contract and Main Works Contracts, in compliance with the Council's Contract Procedure Rules (CPR's).

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

- 4.0 The overarching aim of the Doncaster Towns Deal is to help to increase economic growth with a focus on regeneration, improved transport, better

broadband connectivity, skills and culture.

- 4.1 The implementation of the projects will deliver a new urban greenspace in the town centre which will improve the current opportunities related to wellbeing and leisure for residents and visitors. The new commercial building will offer potential employment opportunities and wider economic benefits to the area.

Working closely with a range of stakeholders, the two projects have been identified to deliver against a range of Doncaster's needs in terms of providing business space, jobs, and supporting other commercial opportunities.

The main economic benefits of the projects, as outlined in the project Business Case are as follows;

- Direct land value uplift
- Wider area (indirect) land value uplift
- Active travel benefits
- Employment benefits
- Crime reduction
- Improved Health and Well-being

BACKGROUND

- 5.1 On the 6th September 2019 the Ministry for Housing, Communities and Local Government (MHCLG) announced the establishment of a £3.6 billion Towns Fund to support economic regeneration, with 100 places invited to develop proposals for up to £25 million of investment per place. Doncaster was identified by government as a place for which this opportunity would be available.
- 5.2 Following extensive development with the Doncaster Town Deal board, consultation with key stakeholders and members of the public, the Town Investment Plan (TIP) for Doncaster was submitted to MHCLG in January 2021. The TIP effectively contained the 'bid' for Towns Deal funding.
- 5.3 Following submission of the TIP, MHCLG released the Heads of Terms (HoT) for Doncaster. The HoT contained the provisional 'offer' to Doncaster of £24.8m - including constraints, conditions and expected outcomes/outputs. The Heads of Terms were accepted by Doncaster in late June 2021.
- 5.4 The next stage was for Doncaster to confirm which projects would be taken through to full business case development. Doncaster submitted project confirmation documentation to DLUHC on 26th August 2021.
- 5.5 Following review of the project confirmation documentation, DLUHC released

the Grant Offer Letter for the Doncaster Town Deal on 11th November 2021 for a total £24.8m allocated to the projects outlined below;

Project A - Doncaster Gateway: Railway Square Extension (£4.149m provisional offer)

Project B - Doncaster Station Gateway: New Multi-Use Building and Associated Public Realm (£20.09m provisional offer)

5.6 Project C – Doncaster Station Gateway: Heritage (£561,000)

The provisional funding offers are subject to satisfactory review by DLUHC of the Project Summary Business Cases. As previously indicated to DLUHC by Doncaster Council the SBC for Heritage was submitted in March 2022, with the SBCs for Projects A and B to follow in June 2022.

5.7 The Grant Offer Letter contained the following detail and conditions:

- a) DLUHC agreed to allocate funding up to £24.8 million across financial years 2021/22 to 2025/26;
- b) First payments for projects will be subject to DLUHC's review and approval of Summary Documents and monitoring & evaluation plan;
- c) Payments in future years will only be made subject to satisfactory spend and progress against agreed project milestones, outputs and outcomes;
- d) The agreed funds will be issued annually as non-ring-fenced grant payments under Section 31 of the Local Government Act 2003;
- e) Section 151 officers to determine eligible project expenditure, but this must be within the total Town Deal award and must support the projects agreed by DLUHC.

The Projects

5.8 Major Projects have been working with Queensberry Real Estate Consultants who have provided expert advice on the current market demands for commercial office space in addition to projected potential rental income from the development.

5.9 Queensberry have advised that within the regional marketplace there is a regular demand for 5-20,000sqft. As businesses return to the office, they are seeing faults and challenges within their existing premises with several clients starting to think about potential moves in the next 12-24 months. Moreover, many businesses are closer to lease expiries or breaks following small extensions through Covid Lockdown conditions or are currently located in generally older less attractive buildings. They are now looking at relocation or taking the next step to a larger office base. The number of businesses taking into account these considerations is expected to steadily increase over the next few years. The fundamentals of the office have not changed for many businesses and still require a space and a base for the business. However, how businesses use the office has shifted slightly since Covid with trends moving towards flexible working, increased break out areas, virtual meeting

areas and events, with some tenants taking more space to accommodate such facilities.

- 5.10 The design of the building allows sub-division for separate floors or compartments within floors, giving a highly level of flexibility to be able to adapt to potential tenant requirements and allows a flexible approach to leasing and targeting of potential tenants. In order to achieve the aspirations of the project and create the rent levels required, the hierarchy of tenant types to be targeted is listed below:
- International / National / Established Regional Organisation to take full building space
 - National / Established Regional Organisation to take 5,000 – 10,000 sq ft (2 floors) of building
 - Management Tenant to take full / partial building space and operate a managed workspace serving several businesses located in shared or smaller work units
- 5.11 The commercial input into the design process and allowances made within the development appraisal for rent free periods and capital incentives will allow the above targets to be pursued. Preliminary discussions have been held with an established national management tenant who has expressed an interest in the building as managed workspace following the success of similar enterprises that they operate in the region, in addition to other national locations.
- 5.12 The Major Projects Team has been working with external partners Willmott Dixon and Queensberry on the design and development of the project.
- 5.13 In respect of the Doncaster Town Deal projects (Project A – Station Gateway: ,Railway Square Extension and Project B – Station Gateway: New Multi-Use Building) Willmott Dixon were appointed, in agreement with DMBC Procurement Team, to undertake design and project development work to incorporate a Feasibility Study and RIBA Stage 2. The progression of the scheme to RIBA 2 was considered necessary to assist the wider project programme by accelerating the Pre-Construction works. The outputs of the work undertaken to date include a Building Design Study, scheme designed to RIBA Stage 2 (Concept Design) including Structural and Services Plans, Site Logistics and Zoning proposals, Technical Surveys, Social Value Draft Plan, BCIS Cost Plan and Benchmarking Comparisons, Project Programmes (Pre-Con and Construction) and Risk Register. The main outputs of the Stage 2 Work form the basis of the projects on which the Project Business Cases are based.
- 5.14 In order to progress the project in line with the overarching project delivery programme, the Council will procure and award the Pre-Construction contract required to develop the schemes and then procure the Main Works Contract, in compliance with the Council's Contract Procedure Rules (CPR's).

Summary Business Cases - Doncaster Station Gateway: Railway Square Extension and Doncaster Station Gateway: New Multi-Use Building and Associated Public Realm

- 5.15 The completed Summary Business Case, documents are appended to this report, have been produced for submission to DLUHC as per the terms of the Grant Offer letter.
- 5.16 The Doncaster Station Gateway projects are in principle the original schemes that were included in the Town Investment Plan (TIP) and were subject to the award of a combined £24,239,000 Town Deal funding.
- 5.17 The Doncaster Gateway: Railway Square Extension scheme (£4.149m budget) will provide a significant extension to the recently upgraded Railway Station Forecourt to allow connection with the Station Gateway site, allowing greater walkability and space for new enterprise. The scheme requires the acquisition of existing office development which will be demolished to create the site for delivery of the proposed new public realm scheme. In addition, this will allow the exploration of options to improve car parking and drop-off arrangements for the station.
- 5.18 The scheme, currently designed to RIBA 2, incorporates a hard-landscaped boulevard linking the station forecourt to the new office building development. The concept for the wider public realm scheme is a softer, greener landscape to complement the harder environment immediately adjacent the station and to have trees screening the adjacent Trafford Way road.
- 5.19 The aspiration is to create an urban greenspace in the heart of the town to support the objectives of improved wellbeing and connection to nature.
- 5.20 The main outputs of the Railway Square Extension scheme include 400m new or upgraded cycle or walking paths, delivery of 8,000 m² of new public realm and 30 additional cycle parking spaces. Wider outcomes will be improved commuter flows, enhanced perception of place and increased health and well-being for residents.
- 5.21 The Doncaster Gateway: New Multi-Use Building and Associated Public Realm (£20.09m budget) is a keystone development to promote and encourage further investment in the Doncaster Gateway site and involves the delivery of a 4-5 storey office/mixed use building. This is a very significant project, with the majority of spend required on the build costs of a new mixed-use building but with additional improvements to the wider public realm and connectivity to pedestrian and cycle routes.
- 5.22 The building design has been developed to RIBA Stage 2 (concept design) with a target Gross Internal Floor Area (GIFA) of maximum 4,650m² incorporating a ground floor with four principal upper floors and a further roof level utilised for plant and ancillary support functions.
- 5.23 The principal use of the building will be commercial office space on the upper

floors, capable through the grid structural layout of being subdivided in various configurations. The Ground Floor will comprise 2 public facing retail units, likely to focus on high quality food and beverage offer and/or health and fitness provision.

- 5.24 The design currently includes 2 core options, central core and side core, which will be further design tested and considered in context of commercial appraisal and building servicing requirements.
- 5.25 Amenity enhancements on the upper floors will include inset balconies and winter gardens to key north (station facing) and south elevations. These features will help to provide a quality of biodiversity and wellbeing to the building.
- 5.26 Elevational treatment will be high quality and robust using materials and systems that are easily sourced, sustainable, cost effective and characterful.
- 5.27 The preferred environmental treatments will be passive, with opportunities for natural daylighting and natural ventilation favoured within the façade design wherever possible. Where required, additional provision will be made to resolve acoustic and air quality constraints imposed by the proximity of the adjacent Trafford Way.
- 5.28 The building design and construction is targeting the highest green credentials including Net Zero Carbon in operation, BREEAM Excellent rating and an EPC rating of A. In addition to the obvious environmental benefits of developing a highly green and sustainable building, such standards are highly desirable to top end tenants who will be targeted for the building.
- 5.29 The quality of design and the environmental attributes of the building, as outlined in the section above, must be maintained throughout the project delivery process and any potential value engineering of the scheme costs should not impact on these core objectives.
- 5.30 The main outputs of the New Multi-Use Building and Associated Public Realm scheme include 6,000 m² gross of new commercial development, 2,600 m² of public realm improved, 4,500m² of gross office space (including shared access and circulation) and 1,500m² of potential retail/leisure floorspace on the ground floor (including shared access, circulation and reception). Wider outcomes include an increase in the amount (and diversity) of high quality, affordable commercial floor space, delivery of new public spaces, an increase in the amount shared with workspace or innovation facilities, increased number of enterprises utilising high quality, affordable and sustainable commercial spaces and an enhanced perception of the place by residents/businesses/ visitors.
- 5.31 The Economic Benefits of the projects has been calculated in the Economic Business Case which forms part of the Full Business Case and include Direct Land Value Uplift, Wider Area (indirect) land value uplift, Active Travel Benefits, Employment Benefits and Crime Reduction.

- 5.32 It is concluded that the overall projects represent Value for Money, based on the funding being requested, the outputs that will be delivered and wider social considerations of impact. Analysis was undertaken to determine the Benefit Cost Ratio (BCR) of benefits that could be reasonably quantified. The benefits of this scheme more than exceed its cost, with a combined BCR of 1.72 (Multi-Use Building 1.74 and Railway Square Extension 1.65) which means for every £1 of cost, the monetised value of benefits is £1.72. This is rated 'medium' by the standard UK Government Value for Money framework. The BCR could be further improved through the inclusion of wider, non-quantified benefits.
- This scheme has a positive net present social value of £20,319,185. The net present social value (NPSV) is the difference between the present value of benefits generated by the scheme and the present value cost of the scheme (which includes 15% optimum bias and 3.5% discount rate, in line with Treasury Green Book guidance for project appraisal). Optimism bias does not change the actual costs of the scheme as it is only included within the economic appraisal and not within the actual project costs.

- 5.33 The submission of the Summary Business Cases will enable further drawdown of the Town Deal grant funding, subject to review and approval by DLUHC.

Project Costs

- 5.34 The estimated total project cost is set out in Appendix 1 of this report. The allocated combined budget from the Towns Deal funding for the projects is £24,239,000, based on estimated costs calculated in 2020.
- 5.35 The design and construction element of the scheme has now been developed to RIBA Stage 2 Design (Concept) by partners Willmott Dixon.
- 5.36 If project costs increase further, other sources of funding will need to be secured. A bid may be made to the Council's Investment and Modernisation Fund if the project cannot continue without additional funding and the income from the scheme is sufficient to meet the requirements of the fund.

Property Acquisitions

- 5.37 DMBC Major Projects Team has been progressing the processes required to prepare to take forward the schemes to a full planning application, make relevant contractor appointments and secure acquisition of the relevant property and land to facilitate the delivery of the schemes.
- 5.38 The Councils Financial Procedure Rules (C.19) state that where budget provision for an acquisition exists within the total Council budget, the Property Officer may approve a purchase of land or property.

OPTIONS CONSIDERED

6.0 The following options have been identified for each of the recommended actions:

6.1 Summary Business Case Submission

(i) Do not submit Project Summary Business Cases to DLUHC for Project A - Doncaster Gateway: Railway Square Extension and Project B - Doncaster Station Gateway: New Multi-Use Building and Associated Public Realm. The inclusion of Doncaster in the Towns Deal recipients list is an opportunity, not a directive. Whilst a decision not to proceed with the Business Case is an option, it would mean that Doncaster miss a significant opportunity to kick start the regeneration of the Station Gateway area and the identified key social and economic benefits that the Towns Deal could deliver.

This is not the recommended option.

(ii) Submit Project Summary Business Cases to DLUHC for Project A - Doncaster Gateway: Railway Square Extension and Project B - Doncaster Station Gateway: New Multi-Use Building and Associated Public Realm by the end of June 2022, concluding the Council's bid to secure £24,239,000 Town Deal Grant Investment towards the delivery of the identified Station Gateway Projects. **This is the RECOMMENDED OPTION**

6.2 Design and Construction Contract Appointments

(i) Do not proceed with the process of procuring and awarding Pre-Construction Services Contract and Construction Contract. This would mean the project design and delivery would not be able to progress and the project would end.

This is not the recommended option.

(ii) Delegate authority to the Director of Economy and Environment, in consultation with the Director of Corporate Resources, to procure and award Pre-Construction Services to progress design and project development through RIBA Stages 3-5 and subsequent procurement and award to construct the schemes through the entering into a Main Works Contract.

This is the RECOMMENDED OPTION.

REASONS FOR RECOMMENDED OPTION

7.1 Summary Business Case Submission

(i) The Doncaster Towns Deal Doncaster Gateway: Railway Square Extension and Doncaster Station Gateway: New Multi-Use Building and Associated Public Realm projects provide an exciting opportunity for Doncaster to benefit from significant regeneration of the key Station Gateway site. The schemes identified within the Summary Business Cases have been carefully identified,

assessed and selected using robust criteria and the Project outcomes and recommendations have been reviewed and approved by the Town Deal Boards. The approval and submission of the Summary Business Cases for Doncaster Gateway Projects will lead to significant transformation and act as a catalyst for potential future redevelopment.

7.2 Design and Construction Contract Appointments

- (i) The delegation of authority to the Director of Economy and Environment, in consultation with the Director of Corporate Resources, to procure and award contracts for Pre-Construction Services and Main Works will allow for more efficient managing of the required design process and subsequent construction works in line with the overall project programme, currently designed to achieve completion of the project before the end of the Town Deal funding in March 2026.

IMPACT ON THE COUNCIL’S KEY OUTCOMES

8.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<ul style="list-style-type: none"> • Improves flow and circulation from Doncaster town centre key public transport entry point into the urban centre of the town • Railway square extension leverages Doncaster’s position as a major regional transport link to further encourage potential investors • Provision of good quality office/mixed use facilities attracts growing and new business to the town, and therefore better-quality employment opportunities • Supports the wider regeneration of Doncaster town centre following the economic shock of Covid-19 and previous observed town centre trends

	<p>Doncaster Living: Our vision is for Doncaster’s people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	<ul style="list-style-type: none"> • Doncaster Gateway new multi-use building provides upgraded spaces to create vibrancy and footfall in a currently underused site. • The station square extension will provide green space for the community to enjoy and will encourage people to use public transport and feel safe and welcome. • The sense of ‘arrival’ at the new Gateway raises the aspiration for the community of Doncaster and increased perception of the town as a great place to visit and of which to be rightly proud • Gateway projects protect and enhance the cultural public house assets in the area – whilst promoting increased footfall to the area. • Promotes investment opportunities outside of the town centre
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RISKS AND ASSUMPTIONS

9.0 The project cost estimates are subject to negotiation and could therefore increase beyond the current estimates. The Major Projects Team are committed to seeking efficiencies and will undertake value engineering on the construction and public realm elements to reduce costs, where possible, without compromising the objectives of the scheme, however the majority of cost risk is surrounding the acquisitions required to deliver the scheme.

9.1 The current cost estimate for the design and construction of the scheme has been developed by a contractor highly experienced in the construction of major building schemes but there is still a risk that the actual outturn cost could exceed the current estimate. The main risks relate to inflation which could increase costs significantly by the time of the proposed commencement of construction in

Spring 2024. However, an allowance has been made in the current cost plan to mitigate any potential inflationary rises. Other potential risks that could lead to increased costs include site ground risks such as discovery of unknown contamination, archaeological finds or unforeseen services requiring diversion although a general risk allowance is currently factored into the cost plan and further detailed surveys undertaken as part of the Pre-Construction stage will further clarify the potential risks and costs.

- 9.2 It is likely that the procurement and award of the Pre-Construction Services contract will commence ahead of formal approval by DLUHC of the Summary Business Cases, in order to reduce the risk of delay to the construction timetable. This will be considered against any associated risks, such as abortive costs in the unlikely event of the Business cases not being approved.

LEGAL IMPLICATIONS [Officer Initials...NJD..... Date17th May 2022]

- 10.2 Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do. Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services.
- 10.3 The Towns Deal is a two-stage process, stage one covered the preparation and submission of the Town Investment Plan. The Councils successfully completed stage one and received heads of terms and a 5% advance payment. For stage 2, the Council will now complete and submit a business case summary for DLUHC's consideration.
- 10.4 Once the Council has submitted their Doncaster Town Deals business case summary, DLUHC will undertake a review. If the business case summary is accepted, payment of the funding will be made to the Council as accountable body. Further legal advice will be given should formal terms and conditions be attached to the funding.
- 10.5 The funding must be spent on the purpose for which it has been given, in accordance with the summary business case and the Towns Fund guidance issued from time to time by DLUHC
- 10.6 The Council has the power to acquire assets including land under section 120 of the Local Government Act 1972 but should exercise these powers under the principles of achieving best value.
- 10.7 The Council will procure and award the pre-construction services agreement and main works contract. The procurement for these contracts must be carried out in accordance with the Public Contracts Regulations 2015 and the Councils Contract Procedure Rules. Legal services will provide advice and assistance for the completion of the pre-construction and construction contracts and in relation to any property transactions.

FINANCIAL IMPLICATIONS [CA..... Date.....24.05.22.....]

- 11.1 A total of up to £24.24m Towns Fund grant funding from DLUHC for Doncaster Town Deal Station Gateway Projects has been provisionally offered, subject to successfully completing Phase 2 of the Towns Fund process, which requires detailed project development and business case assurance at local level.
- 11.2 In the absence of a funding agreement, reliance is on the relevant funding requirements set out in the Grant Offer Letter and Heads of Terms, which are set out in the body of the report. All Towns Fund grant must be spent by March 2026. The agreed funds will be issued as non-ringfenced grant payments under Section 31 of the Local Government Act 2003. The Council's internal delivery team will need to report on this funding and should maintain an audit trail to support the reporting requirements.
- 11.3 The estimated cost and funding profile for the Station Gateway Projects is set out in Appendix 1.
- 11.4 The estimated project costs include contingencies between 6 – 15% on various aspects. The construction costs will be fixed at award of contract, with the risk of inflationary increases transferred to the contractor. The Major Projects Team are committed to seeking efficiencies and will undertake value engineering on the construction and public realm elements to reduce costs where possible, however, the majority of cost risk is surrounding the acquisitions required to deliver the scheme and final costs are still to be negotiated or may depend on the outcome of a CPO process. If project costs increase further, other sources of funding will need to be secured. A further bid may be made to the Council's Investment and Modernisation Fund if the project cannot continue without additional funding and the income from the scheme is enough to meet the requirements of the fund.
- 11.5 There will be ongoing revenue costs ensuing from the project such as maintenance of new public realm and costs of holding assets which will need to be quantified following discussion with the relevant service area. In the first instance these revenue costs will need to be met from the income generated from the scheme.
- 11.6 The estimated rental income generated from the new building is set out in Appendix 1. The estimated income will need to be taken account of in future budget setting. There is a risk that if the building is unoccupied, the Council will still incur costs such as business rates and costs associated with holding an asset, such as security and maintenance costs, for which there is no budget.
- 11.7 Project expenditure or commitment to expenditure from Towns Fund grant should follow formal approval of the Summary Business Case by DLUHC. In 2021/22 DLUHC released an Early Payment representing 5% of the total funding offer to support early stage delivery of projects. A Key Decision was taken to accept the funding and add the amount to the capital programme (£1.24m for Doncaster Town Deal). The deployment of the Early Payment was delegated to the Director of Economy & Environment in consultation with

the Section 151 Officer and the Portfolio Holder for Housing and Business. Whilst some of this funding has been used to support capital development costs, a balance of around £1.05m is available which could support early stage delivery including PSCA costs and acquisitions ahead of DLUHC's formal approval of summary business cases. Costs may become abortive if DLUHC do not approve the business cases and the benefits of spend in advance of formal approval will need to be weighed up against the risks.

- 11.8 If the projects identified for funding do not progress or are not approved, DLUHC have not guaranteed that funding can be assigned to alternative projects or that if it is, those will be to the same value. This may result in an overall reduction in the amount of funding received and could lead to abortive project development costs.

HUMAN RESOURCES IMPLICATIONS [Officer Initials...KJ... Date 10.05.22]

- 12.1 There are no HR implications specific to the recommendations in the report, however, any emerging matters that impact on the workforce will require HR engagement at the appropriate time.

TECHNOLOGY IMPLICATIONS [Officer Initials...PW Date...05/05/22]

- 13.1 There are no specific technology implications relating to recommendations outlined in this report.

HEALTH IMPLICATIONS [Officer Initials.....CT.....Date9th May 2022]

- 14.1 Public Health supports the recommended options. Improving access to economic opportunities brings benefits to the town centre and the whole borough by improving connectivity to sites.
- 14.2 The improvements to the active travel network will provide further opportunities for people to travel without the need for a car, whether that is short journeys within the immediate vicinity or further afield by connecting safe active travel routes to public transport connections.
- 14.3 Inclusion of softer, greener public realm brings multiple benefits to the health and wellbeing of our residents. It allows good quality green space that is free and open to everyone. Green spaces in urban areas also mitigate the effects of pollution and can reduce the build-up of urban heat.

EQUALITY IMPLICATIONS [Officer Initials...SR... Date.....09.05.22]

- 15.1 Equality impact assessments will continue to be developed over the course of projects development and will be reviewed and updated at each stage

CONSULTATION

- 16.1 Public Consultation exercises were conducted as part of the process of delivering the Doncaster TIP.
- 16.2 The shortlisting and selection of the final schemes included in the TIP and subject to the Town Deal funding offer was undertaken by the Doncaster Town Deal Board, composed of members from both the private and public sector.

BACKGROUND PAPERS

- 17.1 Cabinet Report 26th January 2021
'Doncaster and Stainforth Town Deals

18.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

DLUHC	Department for Levelling Up, Housing and Communities
FBC	Full Business Case
SBC	Summary Business Case
MHCLG	Ministry of Housing, Communities and Local Government
TIP	Town Investment Plan
HoT	Heads of Terms
RIBA	Royal Institute of British Architects

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Towns Fund Stage 2 Business case guidance Annex C: Summary Document template

Towns must:

- Submit a completed Summary Document for each project to Ministry of Housing, Communities and Local Government (MHCLG) as soon as they are ready and within 12 months of agreed Heads of Terms.
- **Where towns require funding in 2021/22** then Summary Documents **must** be submitted to MHCLG by 28 January 2022.
- Note that in the event of late submission of Summary Documents (SD), MHCLG cannot guarantee payment. If there is a risk of late submission, towns should promptly liaise with their MHCLG local leads.
- **With the first Summary Document, include** Part 2: Town Investment Plan (TIP) conditions (where applicable).

Please note: MHCLG will use the financial profile (Annex A-1) submitted previously to make any payment.


Programme-level update

Where not submitted today, the remaining Summary Documents submission timings.

Project name	Month/Year
1. Doncaster Heritage	March 2022
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

Part 1: Project Summary Document

Towns should complete this for each project.

Summary Document table
1. Project name: Doncaster Station Gateway - Railway Square Extension
2. Heads of Terms project conditions <ul style="list-style-type: none">- Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable.- Where the condition was to provide a delivery plan please input in the section below (no.9) and/or attach to this document.
There were no conditions attached to the Doncaster Station Gateway Railway Square Extension Project the Doncaster Towns Deal Heads of Terms, as provided by the Department for Levelling Up, Housing and Communities (DLUHC).
3. Business case appraisal <p>Provide details of how the business case has been appraised including:</p> <ul style="list-style-type: none">- business case type- any internal or external assurances
<p>The Doncaster Gateway: Railway Square Extension project will deliver a significant extension to the recently upgraded Railway Square, to allow connection with the Station Gateway site, allowing greater walkability and space for enterprise. The public realm will be predominantly soft landscaped to provide a green urban space within the town centre.</p>  <p>The image is an aerial photograph of the Doncaster town centre. Three specific locations are highlighted with green dashed lines and labels: 'Doncaster Train Station' on the left, 'New Public Realm location' in the center, and 'New Office development' on the right. The train station is a large, modern building with a curved roof. The public realm location is a green, landscaped area. The office development is a large, multi-story building with a curved facade.</p>

The Doncaster Gateway: Railway Square Extension scheme requires the acquisition of existing office development which will be demolished to create the site for delivery of the proposed new public realm scheme. In addition, this will allow the exploration of options to improve car parking and drop-off arrangements for the station.

The Major Projects Team has been working with external partners Willmott Dixon and Queensberry on the design and development of the project.

The Council already has in place an Access Agreement that allows it to engage with the National Scape Frameworks which are fully compliant with DMBC procurement rules and configured to achieve value for money, efficiency, local social and economic impact. Through the appointment of Willmott Dixon from the Scape Construction Framework the Council has successfully delivered several major projects which incorporated significant landscaping and public realm elements including the National College for High Speed Rail and new Library and Museum.

Willmott Dixon were appointed, in agreement with DMBC Procurement Team, to undertake design and project development work in respect of the Station Gateway: New Multi-Use Building) to incorporate a Feasibility Study and RIBA Stage 2.

The scheme, currently designed to RIBA 2, incorporates a hard-landscaped boulevard linking the station forecourt to the new office building development. The concept for the wider public realm scheme is a softer, greener landscape to complement the harder environment immediately adjacent the station and to have trees screening the adjacent Trafford Way road.

The aspiration is to create an urban greenspace in the heart of the town to support the objectives of improved wellbeing and connection to nature.



The main outputs of the Railway Extension scheme include 400m new or upgraded cycle or walking paths, delivery of over 3,000 m2 of new public realm and 30 additional cycle parking spaces. Wider outcomes will be improved commuter flows, enhanced perception of place and increased health and well-being for residents.

The Business Case for the Doncaster Station Gateway Railway Square Extension project (done as a combined Full Business Case with the New Multi-Use Building and Associated Public Realm project) appraised the project's needs, aims, costs, risks, benefits and management arrangements through the 5 cases model, following the main principles of the HM Treasury Green Book, as follows;

- Strategic Case
- Economic Case
- Commercial Case
- Financial Case
- Management Case

The Business Case was subject to internal and external assurance as outlined below:

- Peer-reviewed within the Doncaster Towns Deal Team
- Contribution and Review by lead stakeholders through the drafting process (detail out various workshops, meetings particularly Stage 2 and Commercial related)
- Review and Contribution from leads for Finance and Legal Services
- Doncaster Town Deal Working Group
- Mayor of Doncaster and Lead Cabinet Member
- Doncaster Town Deal Board
- S151 Officer
- Director of Economy and Environment – 11th May 2022
- Doncaster Council Executive Leadership Team – 16th May 2022
- Doncaster Council Executive Board – 25th May 2022
- Doncaster Council Cabinet (Formal Approval FBC) – 8th June 2022
- Doncaster Town Deal Board (Formal Approval and Sign Off FBC) – 20th June 2022

4. MHCLG capital (CDEL) 5% payment

Main activities, if applicable:

The total 5% CDEL funding allocated to the Doncaster Towns Deal is £1,240,000. The breakdown of the funding related to the specific projects is as follows;

- Railway Square Extension project - **£207,450**
- New Multi-Use Building and Associated Public Realm - **£1,004,500**
- *Heritage* - £28,050

The 5% early funding for the Railway Square Extension Project and New Multi-Use Building and Associated Public Realm (combined total £1,211,950) has been allocated to the following uses across the combined projects, to date:

- Feasibility Work / Design to RIBA Stage 1: Site Analysis; scheme design to RIBA Stage 1 (Project Brief); BCIS Cost Plan and Benchmarking Comparisons; Project Programmes (Pre-Con and Construction); Added Value Proposal and Risk Register. (Nil Cost)
- Pre-construction activity and Design to RIBA Stage 2: Building design study and Stage 2 Optioneering; scheme design to RIBA Stage 2 (concept design) including Architectural and Landscape visualisations, Structural Design summary and Mechanical & Electrical Services Plans; Programmes and Site Logistics; Surveys; Risk Register; Social Value Draft Plan; BCIS Cost Plan and Draft PCSA. (£98,882 + vat)
- Commercial advice and development of a leasing and marketing strategy for the proposed mixed-use building. (£78,375 + vat)
- Cost Management Advice on Feasibility and Stage 2 Submissions and PCSA Contractual Items (£12,500 + vat)
- External legal advice and preparation of Compulsory Purchase Orders (£10,200 + vat)
- District Valuer (Property Valuations and Acquisition Advice) (£15,000 + vat)
- Acquisition of strategic property to facilitate necessary site assembly (£175,000 + vat)

Total Allocated Spend to date - £214,957 + vat

All procurement of the works and services outlined above has been undertaken in full consultation with Doncaster Council's Procurement Team and all are compliant with the Council's Contract Procedure Rules.

5. Quantified benefit-cost ratio/value for money (e.g. Benefit Cost Ratio or Net Present Social Value)

A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.

Quantified Benefit Cost Ratio and Net Present Social Value for Doncaster Station Gateway - Railway Square Extension

BCR Calculation	Value (£)
Present value costs	£6,224,168
Present value benefits	£10,262,607
BCR	1.65
Net Present Social Value	£4,038,439

Combined Benefit Cost Ratio and Net Present Social Value for Doncaster Station Gateway - New Multi-Use Building and Associated Public Realm

	Railway Square Extension (Public Realm)	Multi Use Building	Combined Schemes
Present value costs	£6,224,168	£22,065,506	£28,289,674
Present value benefits	£10,262,607	£38,346,253	£48,608,860
BCR	1.65	1.74	1.72
Net Present Social Value	£4,038,439	£16,280,746	£20,319,185

The methodology used by Mott MacDonald, working with DMBC to develop the full Economic Appraisal of the project which forms the basis of the project Economic Business Case, is outlined below;

The methodology used by Mott MacDonald, working with DMBC to develop the Economic Business Case through which the BCR was obtained, is outlined below;

Methodology

The methodology used to produce the economic appraisal of this project is based on a combination of recognised and Green Book-compliant appraisal techniques aimed at capturing the full range of quantifiable benefits of this project. This approach combines land value impacts, both direct and indirect with active travel, employment, crime reduction and cultural wellbeing benefits. These benefits have been selected as they directly relate to the likely impacts of this scheme on Doncaster’s economy. An overview of each methodology is set out below.

Direct land value uplift

The direct land value uplift (LVU) of the site was assessed using site specific information and valuation data from the VOA, to quantify the change in the value of the land resulting from the delivery of the Gateway building.

Wider area (indirect) land value uplift

It is anticipated that the regeneration and enhancement of this area will lead to an increase in the value of existing commercial properties in the area as a result of the area becoming more attractive to visitors, increasing footfall and therefore also customers for local businesses. This output was captured using Transport for London’s Valuing Urban Realm Toolkit (VURT) which quantifies this impact in terms of the effects of the increased activity on commercial land values.

Active travel benefits

Active travel benefits, resulting from an increase in walking and cycling in the area that will be directly enabled and encouraged by the enhanced streetscape. These benefits include health and decongestion benefits resulting from higher levels of physical activities and modal shift. The active mode benefits were captured using the TAG-compliant transport appraisal tool such as the Department for Transport’s Active Mode Appraisal Toolkit (AMAT).

Employment benefits

The direct benefits of increased employment at the Gateway site were captured using an approach aligned to Annex 2 of HMT Green Book (2020), a local, place-based impact that captures the welfare impact of jobs created by this project. This analysis accounts for additionality and the potential for double counting of benefits with the LVU assessment.

Crime reduction

The impact of this project on enhancing the public realm and increasing activity within this space is likely to result in a reduction in crime in the area. This impact is calculated using data from the police on crimes committed in this area over the past five years, with the value of each future offence prevented sourced from the New Economy Unit Cost Database. A high degree of displacement is applied to the gross reduction in crimes reported as the enhancement of a public space does not seek to address many of the root causes of criminal activity, but it can lead to a limited reduction that does deliver a tangible and monetary benefit to society.

6. Deliverability

Will this project still be delivered within the Towns Fund timeframe? (Y/N)

Yes, all project elements including the construction works are programmed to complete within the Towns Fund timeframe, before March 2026. A Full programme has been developed incorporating all key elements of the project. This includes an acquisition timeframe (including a worse case CPO process if required) and full design and construction programme developed by partners Willmott Dixon.

7. Delivery plan

Including details of:

- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

Doncaster Council has an excellent track record of successfully delivering large value regeneration and infrastructure projects. It has achieved that by working to a Corporate Plan and within a constitutionally established framework of management and decision-making procedures. That framework ensures highly effective governance not only of the services that it provides but also of the management of its one-off projects.

The Councils regeneration and infrastructure projects are managed within its Directorate of Economy and Environment. Specific responsibility to deliver the Town Deals Projects has been delegated to the Council's Head of Service for Major Projects and Investment in the role of Senior Responsible Officer (SRO) for the project.

The Head of Service is supported by the Strategic Infrastructure Manager, the Major Projects Team Manager and a dedicated team of Project Managers who collectively have a wealth of experience and have delivered a diverse range of major infrastructure projects. The Project Manager allocated to the Doncaster Gateway projects has specific experience of delivering major construction projects including the National College for High Speed Rail Doncaster Campus (£22m) and CCQ Cinema and Restaurant Development (£9m).

The routine governance for this project will be managed through the Doncaster Towns Deal Working Group. This group meets regularly to provide assurance and oversight of the management of the project and discusses all project related issues and risk.

Regular progress reports will be provided to the Doncaster Town Deal Board, Major Projects Board and the Council Executive.

The Project Timescales and Key Milestones are outlined in the table below;

Description	Date
Final Submission Feasibility Study (RIBA Stage 2)	22 nd April 2022
Council Approval (Business Cases, Delivery Next Steps)	8 th June 2022
Submit Summary Business Cases to DLUHC	30 th June 2022
Commence RIBA Stage 3	1 st August 2022
Council Approval (CPO)	September 2022
Planning Pre-App Submission	5 th September 2022
Commence CPO	October 2022
RIBA Stage 3 Approval	27 th January 2023
Commence RIBA Stage 4	30 th January 2023
Full Planning Application Submission	13 th February 2023
Planning Approval	22 nd May 2023
RIBA Stage 4 Approval	14 th August 2023
CPO Decision	5 th October 2023
Early Order for Stage 5 Design	22 nd January 2024
DMBC Possession of Land	5 th February 2024
Construction Contract Award	25 th March 2024
Commence Construction	22 nd April 2024
Practical Completion	26 th August 2025
Tenant Fit Out Completion	1 st December 2025
Open for Business	5 th January 2026

The key interdependencies within the projects relate to the requirement for three key strategic properties to be acquired to facilitate the necessary site assembly for delivery of the proposed schemes. The properties need to be acquired, tenants relocated, and the buildings demolished, all ideally before proposed commencement of construction in April 2024. DMBC is working with construction partner Willmott Dixon to develop a phased delivery initially commencing the construction of the building on the site of two of the properties

The Council's Assets and Property Team are leading on the acquisition strategy and are in negotiation with the owners of the relevant properties. A Compulsory Purchase Order (CPO) may be implemented to support the acquisitions if deemed necessary.

The Council's key partner in the delivery of the project is Willmott Dixon who have been appointed through the Scape Construction Framework. The Council already has in place an Access Agreement that allows it to engage with the National Scape Frameworks which are fully OJEU compliant and configured to achieve value for money, efficiency, local social and economic impact. The Council has successfully delivered several major projects in partnership with Willmott Dixon, including the National College for High Speed Rail, Doncaster Library and Museum and Doncaster Woolmarket.

Willmott Dixon were appointed, in agreement with DMBC Procurement Team, to undertake design and project development work in respect of the Station Gateway: New Multi-Use Building) to incorporate a Feasibility Study and RIBA Stage 2. The progression of the scheme to RIBA 2 was considered necessary to assist the wider project programme by accelerating the Pre-Construction works and to support the formal Compulsory Purchase Order required to support the acquisition of the necessary properties to facilitate the scheme. The outputs of the work undertaken to date include a Building Design Study, scheme designed to RIBA Stage 2 (Concept Design) including Structural and Services Plans, Site Logistics and Zoning proposals, Technical Surveys, Social Value Draft Plan, BCIS Cost Plan and Benchmarking Comparisons, Project Programmes (Pre-Con and Construction) and Risk Register. The main outputs of the Stage 2 Work form the basis of the projects on which the Project Business Cases are based.

In order to progress the project in line with the overarching project delivery programme it is proposed that a contractor be appointed to undertake the remaining Pre-Construction Activities required, to develop the schemes to a position to incorporate into the Main Works Contract.

The next stage of the Design and Construction process is the Pre-Construction stage incorporating RIBA Stages 3 and 4. It is proposed to commence the Stage 3 in August 2022 with completion by end January 2023, following which a full planning application will be submitted.

The key elements of the Stage 3 works will incorporate further technical surveys including sub-scan of existing services, full phase 2 Site Investigation, CCTV drainage survey, Definition of Waste Code of Practice (DoWCoP) assessment, Asbestos Management Survey, detailed ecology survey, and traffic and highways condition survey. Stage 3 work will also include development of an updated preconstruction programme and supply chain integrated construction programme, updated risk programme, detailed Social Value Charter and revised Cost Plans. The scheme design will be refined and developed into a co-ordinated architectural and engineered design. The Stage 3 design will form the basis of a submission of a full planning application in February 2023.

Stage 4 of the Pre-Construction Services Agreement will incorporate technical design including any specialist sub-contractor design required to ready the scheme to enter the construction phase such as detailed structural design and mechanical and electrical services design.

Following completion of the Pre-Construction Activities outlined above the scheme will be ready to progress to construction phase. The current project programme is for the construction works to commence in April 2024 and complete by September 2024 to allow for tenant fit out and occupation by the Town Deal funding deadline of March 2026.



Risks, Issues, Assumptions and Dependencies (RAID) are identified, recorded and managed at project level – escalated as required for mitigation measures. Below is a list of relevant risks identified for the Doncaster Station Gateway Railway Square Extension project.

Risk	Likelihood (1-5)	Impact (1-5)	Score	Mitigation Measures	Owner
Funding risk - not receiving Towns funding	1	5	5 (low)	Continued stakeholder involvement with DLUHIC and business partners	DMBC Programme lead
Reputational risks - outcomes are not realised	2	3	6 (low)	Outcomes will be tracked through M&E plan in consultation with commercial managers.	DMBC Programme Lead and Major Projects Team
Indexation risk – inflation of material costs	3	3	9 (medium)	Inflation will potentially impact on material costs. Inflation risk cost item built into Project Cost Plan. Project delivery will be carried out to	DMC Major Projects Team

				specification and budget.	
Processes for controlling assurance and reporting	2	3	6 (low)	Weekly scrum meetings, monthly working group meetings and quarterly town board meetings.	DMBC Programme lead
Governance decisions and consents	2	2	4 (low)	Governance is closely monitored by policy team.	DMBC Programme lead
Lack of consultation in feasibility leading to friction with options produced	1	4	4 (low)	Doncaster Council, as a key partner will utilise existing consultation and work with colleagues to expand and provide stakeholders to appropriate colleagues conducting the studies.	DMBC Programme lead
Failure to acquire properties	2	5	10 (medium)	DMBC progressing discussions with property owners to progress acquisition through negotiated deals. However, in case the acquisitions cannot be completed in this way it is proposed to commence a formal CPO process in respect of the properties to run parallel to the negotiations.	Assets & Property and Major Projects Team
Project cost escalation beyond TD funding allocation.	3	3	9 (medium)	DMBC working in collaboration with construction partner Willmott Dixon has produced a cost plan for the design and construction element of the project. Also, District Valuer was commissioned to provide up to date valuations. Overall, the current estimated total project cost is higher than the TD funding allocation.	DMBC Major Projects Team and Finance Team

				Cabinet approval has been obtained to fund the current funding gap of £2.8m.	
Failure to deliver project within funding programme timescale	2	3	6(low)	DMBC have worked closely with construction partner Willmott Dixon to develop a full project programme to completion before the end of March 2026 which is the funding programme deadline. Current programme identifies completion of construction in September 2025. This is subject to critical path CPO process being completed as per estimated timescale.	DMBC Major Projects Team
Failure to attract tenants	2	4	8(medium)	DMBC appointed commercial consultants Queensberry to undertake a commercial appraisal and produce a leasing and marketing strategy for the development. It is considered there is a market demand for the proposed development and that the office and retail space will be lettable at a rate higher than the current existing Doncaster market due to the specific location adjacent Doncaster train station and due to the high quality design and environmental credentials of the building.	DMBC Assets and Property team and Queensberry (external marketing and leasing consultants)

8. Town Deal Board Chair name & signature

Name of the Town Deal Board: **Tariq Shah**

Chair's name and signature:

Date:

9. By signing, I agree that:

1. The business case, in a proportionate manner, is Green Book compliant.
2. The 5% early capital (CDEL) has been included in the Town Fund project costs across the programme.
3. This project and expenditure represent value for money, including the 5% early capital (CDEL) provided.
4. Project-level Equality Impact Assessments such as Public Sector Equalities Duty and/or Environmental Impact Assessments have been undertaken.
5. For final submission - programme-level Public Sector Equality Duty assessment has been undertaken by the accountable body.

Name of the lead Local Authority and signature of the Chief Executive Officer or S151 Officer

Name of the lead Local Authority: Doncaster Council

Job title: **S151 Officer**

Name and signature: **Faye Tyas**

Date:

Annex: submission checklist

Use this as guidance when submitting the Summary Documents.

Items	Checked	Qty
first submission		
1. Programme-level update	<input type="checkbox"/>	
2. Part 1: Project Summary Document	<input type="checkbox"/>	
3. Part 2: Town Investment Plan (TIP) conditions	<input type="checkbox"/>	
4. Final Monitoring & Evaluation (M&E) plan	<input type="checkbox"/>	
5. Any other documents	<input type="checkbox"/>	
all other submissions		
1. Programme-level update	<input type="checkbox"/>	
2. Part 1: Project Summary Document table	<input type="checkbox"/>	
3. Final M&E plan	<input type="checkbox"/>	
4. Any other documents	<input type="checkbox"/>	

Towns Fund Stage 2 Business case guidance Annex C: Summary Document template

Towns must:

- Submit a completed Summary Document for each project to Ministry of Housing, Communities and Local Government (MHCLG) as soon as they are ready and within 12 months of agreed Heads of Terms.
- **Where towns require funding in 2021/22** then Summary Documents **must** be submitted to MHCLG by 28 January 2022.
- Note that in the event of late submission of Summary Documents (SD), MHCLG cannot guarantee payment. If there is a risk of late submission, towns should promptly liaise with their MHCLG local leads.
- **With the first Summary Document, include** Part 2: Town Investment Plan (TIP) conditions (where applicable).

Please note: MHCLG will use the financial profile (Annex A-1) submitted previously to make any payment.


Programme-level update

Where not submitted today, the remaining Summary Documents submission timings.

Project name	Month/Year
1. Doncaster Heritage	March 2022
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

Part 1: Project Summary Document

Towns should complete this for each project.

Summary Document table
1. Project name: Doncaster Station Gateway - New Multi-Use Building and Associated Public Realm
2. Heads of Terms project conditions <ul style="list-style-type: none">- Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable.- Where the condition was to provide a delivery plan please input in the section below (no.9) and/or attach to this document.
There were no conditions attached to the Doncaster Station Gateway New Multi-Use Building and Associated Public Realm Project in the Doncaster Towns Deal Heads of Terms, as provided by the Department for Levelling Up, Housing and Communities (DLUHC).
3. Business case appraisal <p>Provide details of how the business case has been appraised including:</p> <ul style="list-style-type: none">- business case type- any internal or external assurances
<u>Project Description</u> <p>The Doncaster Gateway: New Multi-Use Building and Associated Public Realm project is a keystone development to promote and encourage further investment in the Doncaster Gateway site and involves the delivery of a 4-5 storey office/mixed use building. This is a very significant project, with the majority of spend required on the build costs of a new mixed-use building but with additional improvements to the wider public realm and connectivity to pedestrian and cycle routes.</p> <div style="text-align: center;"><p>Doncaster Train Station New Public Realm location New Office development</p></div>



Major Projects have been working with Queensberry Real Estate Consultants who have provided expert advice on the current market demands for commercial office space in addition to projected potential rental income from the development.

Queensberry have advised that within the regional marketplace there is a regular demand for 5-20,000sqft. As businesses return to the office, they are seeing faults and challenges within their existing premises with several clients starting to think about potential moves in the next 12-24 months. Moreover, many businesses are closer to lease expiries or breaks following small extensions through Covid Lockdown conditions or are currently located in generally older less attractive buildings. They are now looking at relocation or taking the next step to a larger office base. The number of businesses considering these considerations is expected to steadily increase over the next few years. The fundamentals of the office have not changed for many businesses and still require a space and a base for the business. However, how businesses use the office has shifted slightly since Covid with trends moving towards flexible working, increased break out areas, virtual meeting areas and events, with some tenants taking more space to accommodate such facilities.

Regarding rental levels and incentives, Queensberry have advised that a target rental of £15 per sqft is very achievable within the local market. Given the current brief for the building to be of a high-quality design, providing the facilities the market is now demanding and with strong sustainability credentials, it is felt that £20sqft could be achieved with the correct marketing.

The leasing strategy is to try and secure tenants on the longest base terms as possible with as few lease breaks as possible, preferably as late in the term as possible, if at all. Recent trends

appear to be developing towards tenant requirements as follows,

- Requirements at 5,000-10,000 sqft - most businesses are requesting 10-year leases but with a break at year 5
- Requirements at 10,000-15,000 sqft - most businesses are requesting 10-year term with breaks at either year 5 or 7
- Requirements at circa than 20,000 sqft - most businesses are requesting 10- or 15-year terms with breaks at circa 10 years.

The design of the building allows sub-division for separate floors or compartments within floors, giving a highly level of flexibility to be able to adapt to potential tenant requirements and allows a flexible approach to leasing and targeting of potential tenants. In order to achieve the aspirations of the project and create the rent levels required, the hierarchy of tenant types to be targeted is listed below:

- International / National / Established Regional Organisation to take full building space
- National / Established Regional Organisation to take 5,000 – 10,000 sq. ft (2 floors) of building
- Management Tenant to take full / partial building space and operate a managed workspace serving several businesses located in shared or smaller work units

The commercial input into the design process and allowances made within the development appraisal for rent free periods and capital incentives will allow the above targets to be pursued. Preliminary discussions have been held with an established national management tenant who has expressed an interest in the building as managed workspace following the success of similar enterprises that they operate in the region, in addition to other national locations.

The Major Projects Team has been working with external partners Willmott Dixon and Queensberry on the design and development of the project.

The Council already has in place an Access Agreement that allows it to engage with the National Scape Frameworks which are fully compliant with DMBC procurement rules and configured to achieve value for money, efficiency, local social and economic impact. Through the appointment of Willmott Dixon from the Scape Construction Framework the Council has successfully delivered several major projects including the National College for High Speed Rail and new Library and Museum.

Willmott Dixon were appointed, in agreement with DMBC Procurement Team, to undertake design and project development work in respect of the Station Gateway: New Multi-Use Building) to incorporate a Feasibility Study and RIBA Stage 2.

The building design has been developed to RIBA Stage 2 (concept design) with a target Gross Internal Floor Area (GIFA) of maximum 4,650m² incorporating a ground floor with four principal upper floors and a further roof level utilised for plant and ancillary support functions.

The principal use of the building will be commercial office space on the upper floors, capable through the grid structural layout of being subdivided in various configurations. The Ground Floor will comprise 2 public facing retail units, likely to focus on high quality food and beverage offer and/or health and fitness provision.

The design currently includes 2 core options, central core and side core, which will be further

design tested and considered in context of commercial appraisal and building servicing requirements.

Amenity enhancements on the upper floors will include inset balconies and winter gardens to key north (station facing) and south elevations. These features will help to provide a quality of biodiversity and wellbeing to the building.

Elevational treatment will be high quality and robust using materials and systems that are easily sourced, sustainable, cost effective and characterful.

The preferred environmental treatments will be passive, with opportunities for natural daylighting and natural ventilation favoured within the façade design wherever possible. Where required, additional provision will be made to resolve acoustic and air quality constraints imposed by the proximity of the adjacent Trafford Way.

The building design and construction is targeting the highest green credentials including Net Zero Carbon in operation, BREEAM Excellent rating and an EPC rating of A. In addition to the obvious environmental benefits of developing a highly green and sustainable building, such standards are highly desirable to top end tenants who will be targeted for the building.

Further details plans and drawings of the Stage 2 Proposals are illustrated in the attached Stage 2 Submission document and the updated Architectural Design Visuals.

The main outputs of the New Multi-Use Building and Associated Public Realm scheme include 6,000 m² gross of new commercial development, 2,600 m² of public realm improved, 4,500m² of gross office space (including shared access and circulation) and 1,500m² of potential retail/leisure floorspace on the ground floor (including shared access, circulation and reception). Wider outcomes include an increase in the amount (and diversity) of high quality, affordable commercial floor space, delivery of new public spaces, an increase in the amount shared with workspace or innovation facilities, increased number of enterprises utilising high quality, affordable and sustainable commercial spaces and an enhanced perception of the place by residents/businesses/ visitors.



The Business Case for the Doncaster Station Gateway New Multi-Use Building and Associated Public Realm project (done as a combined Full Business Case with the Railway Square Extension project) appraised the project's needs, aims, costs, risks, benefits and management arrangements through the 5 cases model, following the main principles of the HM Treasury Green Book, as follows;

- Strategic Case
- Economic Case
- Commercial Case
- Financial Case
- Management Case

The Business Case was subject to internal and external assurance as outlined below:

- Peer-reviewed within the Doncaster Towns Deal Team
- Contribution and Review by lead stakeholders through the drafting process (detail out various workshops, meetings particularly Stage 2 and Commercial related)
- Review and Contribution from leads for Finance and Legal Services
- Doncaster Town Deal Working Group
- Mayor of Doncaster and Lead Cabinet Member
- Doncaster Town Deal Board
- S151 Officer
- Director of Economy and Environment – 11th May 2022
- Doncaster Council Executive Leadership Team – 16th May 2022
- Doncaster Council Executive Board – 25th May 2022

- Doncaster Council Cabinet (Formal Approval Summary Business Case) – 8th June 2022
- Doncaster Town Deal Board (Formal Approval and Sign Off Summary Business Case and FBC) – 21st June 2022

4. MHCLG capital (CDEL) 5% payment

Main activities, if applicable:

The total 5% CDEL funding allocated to the Doncaster Towns Deal is £1,240,000. The breakdown of the funding related to the specific projects is as follows;

- Railway Square Extension project - **£207,450**
- New Multi-Use Building and Associated Public Realm - **£1,004,500**
- *Heritage* - £28,050

The 5% early funding for the New Multi-Use Building and Associated Public Realm Project and Railway Square Extension Project (combined total £1,211,950) has been allocated to the following uses across the combined projects, to date:

- Feasibility Work / Design to RIBA Stage 1: Site Analysis; scheme design to RIBA Stage 1 (Project Brief); BCIS Cost Plan and Benchmarking Comparisons; Project Programmes (Pre-Con and Construction); Added Value Proposal and Risk Register. (Nil Cost)
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- Commercial advice and development of a leasing and marketing strategy for the proposed mixed-use building. (£78,375 + vat)
- Cost Management Advice on Feasibility and Stage 2 Submissions and PCSA Contractual Items (£12,500 + vat)
- External legal advice and preparation of Compulsory Purchase Orders (£10,200 + vat)
- District Valuer (Property Valuations and Acquisition Advice) (£15,000 + vat)

Total Allocated Spend to date - £214,957 + vat

All procurement of the works and services outlined above has been undertaken in full consultation with Doncaster Council's Procurement Team and all are compliant with the Council's Contract Procedure Rules.

5. Quantified benefit-cost ratio/value for money (e.g. Benefit Cost Ratio or Net Present Social Value)

A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.

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BCR Calculation	Value (£)
Present value costs	£22,065,506
Present value benefits	£38,346,253
BCR	1.74
Net Present Social Value	£16,280,746

Combined Benefit Cost Ratio and Net Present Social Value for Doncaster Station Gateway - New Multi-Use Building and Associated Public Realm

	Station Forecourt Public Realm extension	Multi Use Building	Combined Schemes
Present value costs	£6,224,168	£22,065,506	£28,289,674
Present value benefits	£10,262,607	£38,346,253	£48,608,860
BCR	1.65	1.74	1.72
Net Present Social Value	£4,038,439	£16,280,746	£20,319,185

The methodology used by Mott MacDonald, working with DMBC to develop the full Economic Appraisal of the project which forms the basis of the project Economic Business Case, is outlined below;

Methodology

The methodology used to produce the economic appraisal of this project is based on a combination of recognised and Green Book-compliant appraisal techniques aimed at capturing the full range of quantifiable benefits of this project. This approach combines land value impacts, both direct and indirect with active travel, employment, crime reduction and cultural wellbeing benefits. These benefits have been selected as they directly relate to the likely impacts of this scheme on Doncaster’s economy. An overview of each methodology is set out below.

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The direct land value uplift (LVU) of the site was assessed using site specific information and valuation data from the VOA, to quantify the change in the value of the land resulting from the delivery of the Gateway building.

Wider area (indirect) land value uplift

It is anticipated that the regeneration and enhancement of this area will lead to an increase in the value of existing commercial properties in the area as a result of the area becoming more attractive to visitors, increasing footfall and therefore also customers for local businesses. This output was captured using Transport for London’s Valuing Urban Realm Toolkit (VURT) which quantifies this impact in terms of the effects of the increased activity on commercial land values.

Active travel benefits

Active travel benefits, resulting from an increase in walking and cycling in the area that will be directly enabled and encouraged by the enhanced streetscape. These benefits include health and decongestion benefits resulting from higher levels of physical activities and modal shift. The active mode benefits were captured using the TAG-compliant transport appraisal tool such as the Department for Transport’s Active Mode Appraisal Toolkit (AMAT).

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The direct benefits of increased employment at the Gateway site were captured using an approach aligned to Annex 2 of HMT Green Book (2020), a local, place-based impact that captures the welfare impact of jobs created by this project. This analysis accounts for additionality and the potential for double counting of benefits with the LVU assessment.

Crime reduction

The impact of this project on enhancing the public realm and increasing activity within this space is likely to result in a reduction in crime in the area. This impact is calculated using data from the police on crimes committed in this area over the past five years, with the value of each future offence prevented sourced from the New Economy Unit Cost Database. A high degree of displacement is applied to the gross reduction in crimes reported as the enhancement of a public space does not seek to address many of the root causes of criminal activity, but it can lead to a limited reduction that does deliver a tangible and monetary benefit to society.

6. Deliverability

Will this project still be delivered within the Towns Fund timeframe? (Y/N)

Yes, all project elements including the construction works are programmed to complete within the Towns Fund timeframe, before March 2026. A Full programme has been developed incorporating all key elements of the project. This includes an acquisition timeframe (including a worse case CPO process if required) and full design and construction programme developed by partners Willmott Dixon.

The Full Programme is outlined in the Stage 2 Submission document.

7. Delivery plan

Including details of:

- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

Doncaster Council has an excellent track record of successfully delivering large value regeneration and infrastructure projects. It has achieved that by working to a Corporate Plan and within a constitutionally established framework of management and decision-making procedures. That framework ensures highly effective governance not only of the services that it provides but also of the management of its one-off projects.

The Councils regeneration and infrastructure projects are managed within its Directorate of Economy and Environment. Specific responsibility to deliver the Town Deals Projects has been delegated to the Council's Head of Service for Major Projects and Investment in the role of Senior Responsible Officer (SRO) for the project.

The Head of Service is supported by the Strategic Infrastructure Manager, the Major Projects Team Manager and a dedicated team of Project Managers who collectively have a wealth of experience and have delivered a diverse range of major infrastructure projects. The Project Manager allocated to the Doncaster Gateway projects has specific experience of delivering major construction projects for Doncaster Council, including the National College for High Speed Rail Doncaster Campus (£22m) and CCQ Cinema and Restaurant Development (£9m).

The routine governance for this project will be managed through the Doncaster Towns Deal Working Group. This group meets regularly to provide assurance and oversight of the management of the project and discusses all project related issues and risk.

Regular progress reports will be provided to the Doncaster Town Deal Board, Major Projects Board and through regular briefings with the Director of Economy and Environment, Director of Corporate Services and the Mayor and relevant Cabinet Portfolio Holder.

The Project Timescales and Key Milestones are outlined in the table below;

Description	Date
Final Submission Feasibility Study (RIBA Stage 2)	22 nd April 2022
Council Approval (Business Cases, Delivery Next Steps)	8 th June 2022
Submit Summary Business Cases to DLUHC	30 th June 2022
Commence RIBA Stage 3	1 st August 2022
Council Approval (CPO)	September 2022
Planning Pre-Application Submission	5 th September 2022
Commence CPO	October 2022
RIBA Stage 3 Approval	27 th January 2023
Commence RIBA Stage 4	30 th January 2023
Full Planning Application Submission	13 th February 2023
Planning Approval	22 nd May 2023
RIBA Stage 4 Approval	14 th August 2023
CPO Decision	5 th October 2023
Early Order for Stage 5 Design	22 nd January 2024
DMBC Possession of Land	5 th February 2024
Construction Contract Award	25 th March 2024

Commence Construction	22 nd April 2024
Practical Completion	26 th August 2025
Tenant Fit Out Completion	1 st December 2025
Open for Business	5 th January 2026

The key interdependencies within the projects relate to the requirement for three key strategic properties to be acquired to facilitate the necessary site assembly for delivery of the proposed schemes. The properties need to be acquired, tenants relocated, and the buildings demolished, all ideally before proposed commencement of construction in April 2024. DMBC is working with construction partner Willmott Dixon to develop a phased delivery initially commencing the construction of the building on the site of two of the properties

The Council's Assets and Property Team are leading on the acquisition strategy and are in negotiation with the owners of the relevant properties. A Compulsory Purchase Order (CPO) may be implemented to support the acquisitions if deemed necessary.

The Council's key partner in the delivery of the project is Willmott Dixon who have been appointed through the Scape Construction Framework. The Council already has in place an Access Agreement that allows it to engage with the National Scape Frameworks which are fully OJEU compliant and configured to achieve value for money, efficiency, local social and economic impact. The Council has successfully delivered several major projects in partnership with Willmott Dixon, including the National College for High Speed Rail, Doncaster Library and Museum and Doncaster Woolmarket.

Willmott Dixon were appointed, in agreement with DMBC Procurement Team, to undertake design and project development work in respect of the Station Gateway: New Multi-Use Building) to incorporate a Feasibility Study and RIBA Stage 2. The progression of the scheme to RIBA 2 was considered necessary to assist the wider project programme by accelerating the Pre-Construction works and to support the formal Compulsory Purchase Order required to support the acquisition of the necessary properties to facilitate the scheme. The outputs of the work undertaken to date include a Building Design Study, scheme designed to RIBA Stage 2 (Concept Design) including Structural and Services Plans, Site Logistics and Zoning proposals, Technical Surveys, Social Value Draft Plan, BCIS Cost Plan and Benchmarking Comparisons, Project Programmes (Pre-Con and Construction) and Risk Register. The main outputs of the Stage 2 Work form the basis of the projects on which the Project Business Cases are based.

In order to progress the project in line with the overarching project delivery programme it is proposed that a contractor be appointed to undertake the remaining Pre-Construction Activities required, to develop the schemes to a position to incorporate into the Main Works Contract.

The next stage of the Design and Construction process is the Pre-Construction stage incorporating RIBA Stages 3 and 4. It is proposed to commence the Stage 3 in August 2022 with completion by end January 2023, following which a full planning application will be submitted.

The key elements of the Stage 3 works will incorporate further technical surveys including sub-scan of existing services, full phase 2 Site Investigation, CCTV drainage survey, Definition of Waste Code of Practice (DoWCoP) assessment, Asbestos Management Survey, detailed ecology survey, and traffic and highways condition survey. Stage 3 work will also include development of an updated preconstruction programme and supply chain integrated construction programme, updated risk programme, detailed Social Value Charter and revised Cost Plans. The scheme design will be refined and developed into a co-ordinated architectural

and engineered design. The Stage 3 design will form the basis of a submission of a full planning application in February 2023.

Stage 4 of the Pre-Construction Services Agreement will incorporate technical design including any specialist sub-contractor design required to ready the scheme to enter the construction phase such as detailed structural design and mechanical and electrical services design.

Following completion of the Pre-Construction Activities outlined above the scheme will be ready to progress to construction phase. The current project programme is for the construction works to commence in April 2024 and complete by September 2024 to allow for tenant fit out and occupation by the Town Deal funding deadline of March 2026.

Risks, Issues, Assumptions and Dependencies (RAID) are identified, recorded and managed at project level – escalated as required for mitigation measures. Below is a list of relevant main risks identified for the Doncaster Station Gateway New Multi-Use Building and Associated Public Realm project.

Risk	Likelihood (1-5)	Impact (1-5)	Score	Mitigation Measures	Owner
Funding risk - not receiving Towns funding	1	5	5 (low)	Continued stakeholder involvement with DLUHC and business partners	DMBC Programme lead
Reputational risks - outcomes are not realised	2	3	6 (low)	Outcomes will be tracked through M&E plan in consultation with commercial managers.	DMBC Programme Lead and Major Projects Team
Indexation risk – inflation of material costs	3	3	9 (medium)	Inflation will potentially impact on material costs. Inflation risk cost item built into Project Cost Plan. Project delivery will be carried out to specification and budget.	DMC Major Projects Team
Processes for controlling assurance and reporting	2	3	6 (low)	Weekly scrum meetings, monthly working group meetings and quarterly town board meetings.	DMBC Programme lead
Governance decisions and consents	2	2	4 (low)	Governance is closely monitored by policy team.	DMBC Programme lead
Lack of consultation in feasibility leading to	1	4	4 (low)	Doncaster Council, as a key partner will	DMBC Programme lead

friction with options produced				utilise existing consultation and work with colleagues to expand and provide stakeholders to appropriate colleagues conducting the studies.	
Failure to acquire properties	2	5	10(medium)	DMBC progressing discussions with property owners to progress acquisition through negotiated deals. However, in case the acquisitions cannot be completed in this way it is proposed to commence a formal CPO process in respect of the properties to run parallel to the negotiations.	Assets & Property and Major Projects Team
Project cost escalation beyond TD funding allocation.	3	3	9 (medium)	DMBC working in collaboration with construction partner Willmott Dixon has produced a cost plan for the design and construction element of the project. Also, District Valuer was commissioned to provide up to date valuations. Overall, the current estimated total project cost is higher than the TD funding allocation. Cabinet approval has been obtained to fund the current funding gap of £2.8m.	DMBC Major Projects Team and Finance Team
Failure to deliver project within funding programme timescale	2	3	6(low)	DMBC have worked closely with construction partner Willmott Dixon to develop a full project programme to completion before the end of March 2026 which is the funding	DMBC Major Projects Team

				programme deadline. Current programme identifies completion of construction in September 2025. This is subject to critical path CPO process being completed as per estimated timescale.	
Failure to attract tenants	2	4	8(medium)	DMBC appointed commercial consultants Queensberry to undertake a commercial appraisal and produce a leasing and marketing strategy for the development. It is considered there is a market demand for the proposed development and that the office and retail space will be lettable at a rate higher than the current existing Doncaster market due to the specific location adjacent Doncaster train station and due to the high quality design and environmental credentials of the building.	DMBC Assets and Property team and Queensberry (external marketing and leasing consultants)

8. Town Deal Board Chair name & signature

Name of the Town Deal Board: **Tariq Shah**

Chair's name and signature:

Date:

9. By signing, I agree that:

1. The business case, in a proportionate manner, is Green Book compliant.
2. The 5% early capital (CDEL) has been included in the Town Fund project costs across the programme.
3. This project and expenditure represent value for money, including the 5% early capital (CDEL) provided.

4. Project-level Equality Impact Assessments such as Public Sector Equalities Duty and/or Environmental Impact Assessments have been undertaken.
5. For final submission - programme-level Public Sector Equality Duty assessment has been undertaken by the accountable body.

Name of the lead Local Authority and signature of the Chief Executive Officer or S151 Officer

Name of the lead Local Authority: Doncaster Council

Job title: **S151 Officer**

Name and signature: **Faye Tyas**

Date:

Annex: submission checklist

Use this as guidance when submitting the Summary Documents.

Items	Checked	Qty
first submission		
1. Programme-level update	<input type="checkbox"/>	
2. Part 1: Project Summary Document	<input type="checkbox"/>	
3. Part 2: Town Investment Plan (TIP) conditions	<input type="checkbox"/>	
4. Final Monitoring & Evaluation (M&E) plan	<input type="checkbox"/>	
5. Any other documents	<input type="checkbox"/>	
all other submissions		
1. Programme-level update	<input type="checkbox"/>	
2. Part 1: Project Summary Document table	<input type="checkbox"/>	
3. Final M&E plan	<input type="checkbox"/>	
4. Any other documents	<input type="checkbox"/>	

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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