



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, 7th September, 2022

Time: 10.00 am

BROADCASTING NOTICE

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Damian Allen
Chief Executive

Issued on: Tuesday, 30 August 2022

Governance Services Officer for this meeting: Amber Torrington
01302 737462

Doncaster Metropolitan Borough Council

www.doncaster.gov.uk

Item

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

(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it in writing or by e-mail to the Governance Team no later than 5.00 p.m on Friday, 2nd September, 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 10th August, 2022 for noting (previously circulated)

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

Key Decisions

6. 2022-23 Quarter 1 Finance and Performance Improvement Report. 1 - 68

Non-Key Decisions

7. Performance Challenge of Doncaster Children's Services Trust: Quarter 1, 2022/23 69 - 84
8. St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2022/23 Quarter One (Q1). 85 - 98

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: 7th September 2022

To the Mayor and Members of Cabinet

2022-23 Quarter 1 Finance and Performance Improvement Report

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

EXECUTIVE SUMMARY

1. Doncaster has been awarded City Status as part of the Queen's Jubilee celebrations and this is an achievement that recognises the fantastic heritage, history and place that Doncaster is today. There is a real optimism of what this could mean for our City which has been bolstered by the inclusion of Doncaster on a six place shortlist to be the new headquarters of Great British Rail, the final decision will take place at some point in quarter 2 22-23.
2. However, as we have entered 2022-23 the national economic outlook has worsened. The rising cost of living across the borough is starting to have a cumulative effect with inflation at its highest for several decades and looks set to increase further in the next few months. These economic conditions mean that the cost of energy, fuel, food and materials are significantly higher than they were a year ago and for many people and businesses difficult choices are being made about what they spend their money on.
3. This is also having an impact on Council delivery programmes and the financial position forecast for 2022-23. At quarter 1 a £5.5m overspend is forecast for 2022/23, in addition to inflation, the other main pressures are on Children's Social Care budgets. Full details on the main variances are provided in paragraphs 99 to 117. The Medium Term Financial Strategy is currently being updated to recognise the increasing financial challenges and quantify the estimated impact on future years, likely requiring further savings to be identified.
4. The Council has responded by adding in an additional £4million to the *Household Support Fund* to provide financial support consisting of extra

payments to households receiving housing benefit or council tax reductions, approved in the 2021-22 outturn report. However, we must recognise that we can only achieve so much locally, and despite our best efforts, this will continue to be a difficult period for many.

5. The mechanisms and process to bring the Doncaster Children's Services Trust (DCST) and functions into the Council are ongoing and will need significant attention to ensure a smooth transition in the remainder of 2022. However, this transition does provide a good opportunity to address the improvements needed in children's social care and to do this in a way that integrates well with other council services which support children and families.
6. In quarter 1 the number of Covid 19 cases continue to rise in Doncaster as they did nationally, due to a new Omicron sub-variant. The Council along with our health partners continued to promote COVID vaccinations, good respiratory and hand hygiene as well as responding to outbreaks of COVID in care homes and schools, and addressing additional pressures on the Health and Care System. COVID continues to be a key reason for staff sickness.
7. Finally, a review of the performance information has been conducted with new measures included for the first time in this report. These measures will be further refined to coincide with quarter 2 reporting which will also include Children's Social Care information usually reported via a separate DCST report.

Performance

8. The performance section of this report is structured under the heading of the Great Eight from our Corporate Plan for 2022/23 and Borough Strategy. The overall mission is: Thriving People, Places & Planet. We have provided some performance highlights within this report, full details are included in the Performance Profile (Appendix A)



EXEMPT REPORT

9. This report is not exempt

RECOMMENDATIONS

10. The Mayor and Members of Cabinet are asked to approve and comment on the quarter 1 performance and financial information; including;
 - Approve the virement 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);
 - Approve the payment of £2.7m to the Doncaster Children's Services Trust, as part of the contract management arrangements, for the pressures on children's social care based on an assessment of cash-flow at the end of August. A reconciliation will be done when the Trust is closed down to ensure any surplus is returned to the Council;

- Approve the delegation of spending decisions above £0.25m for revenue and £1m for capital from the 'Revenue Contribution to the Capital Programme' earmarked reserve to the relevant Director and CFO in consultation with the relevant Portfolio Holder, in accordance with paragraph 137 in this report.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?



TACKLING CLIMATE CHANGE

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Detailed on [Page 4 Performance Profile](#)

Overview

11. Although the issue of climate change has not quite had the same prominence recently with the cost of living crisis and economic uncertainty but the publication of the latest CO2 emissions estimates and the recent report from the Committee on Climate Change both remind us of the scale and extent of the challenge that remains for us all.

Service Standards

12. A number of new service standards have been introduced to reflect the wider contribution the Council has to tackling climate change. These include 174 homes have been retrofitted to improve energy efficiency across the Borough, 34 'zero emissions' vehicles have been commissioned to help reduce the Carbon Dioxide (CO2) and Nitrogen Dioxide (NO2) emissions from fleet vehicles and 10 grants have been issued to aid businesses with their low carbon transition. Specific targets will be developed in quarter 2 for these new measures.
13. We are now in the second year of a five-year naturalisation trial. There are 126 sites where areas have been set aside for naturalisation over this coming year totalling 1,613,243 square metres, which is an increase of 75,462 square metres from last year and above target. This includes 41 wildflower sites with new signs informing members of the public of the naturalisation project.

Key Activity

14. Continuing the success of last year's tree planting programmes, our target for 2022/23 will be to plant more trees in partnerships with private landowners and communities. Work has been underway to plan the locations for this year's planting season, which will take place from November to March. At least 50,000 trees will be planted during this season, as part of the 1 Million trees programme. There will also be additional trees planted by Street Scene (250), the Covid 19 memorial (1500) and the Tiny Forest project. The Tree register is now available online for the public, businesses and schools to record details of their own tree planting activity.
15. Work continues in implementing the recommendations from the Climate & Biodiversity Commission and the Environment and Sustainability Strategy.

During quarter 1 we have successfully bid for £6.7m of external funding to support the delivery of energy efficiency improvements to over 650 homes. In addition to this, the Council has a £12.5m thermal improvement programme underway to insulate 1,800 council homes.

16. The Council's Biodiversity Net Gain approach has been implemented to include the creation of 'habitat banks', and in quarter 1, the development of the River Torne Habitat Bank in place at Torne Valley has been completed for use by developers for Biodiversity Net Gain and South Yorkshire Natural Capital Asset Mapping.
17. We are Improving the EV charging infrastructure for Council fleet, totalling 34 charging bays with a further 20 bays having planning approval, including a 129kw solar car-port.
18. However in the capital programme, the Net Zero Carbon scheme has slipped by £1.9m (amount remaining after funding the solar carport to rear of Civic Office) to enable a review of the current strategy particular to take into account the library roofs not being in an adequate condition to support solar panels. A further 2 solar carports are expected to be delivered with the remaining budget, but further consideration could be given for use in developing EV charging hubs



DEVELOPING THE SKILLS TO THRIVE IN LIFE & WORK

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Detailed on **Page 5 Performance Profile**

Overview

19. In Doncaster's Education & Skills 2030 Strategy, Team Doncaster put forward a bold proposal with the development of a Talent & Innovation Ecosystem. This is a model for a borough-wide learning community that brings together the interests and abilities of learners, employers and educators, as well as a wide array of further partners in the local community. Progress is also underway to develop the implementation plans for Priorities 1 – 5 of the Education and Skills 2030 Strategy, which further engagement work planned for September to test the proposed plans. There continues to be a focus on supporting vulnerable and disadvantaged children, young people and adults to access equitable and inclusive lifelong learning opportunities.

Service Standards

20. Elective Home Education (EHE) referrals have continued to grow steadily at a higher rate than pre-pandemic. During the pandemic our overall cohort reduced, breaking the trend with the national picture. Whilst our objective is not to close down all cases, it is to ensure that all young people receive a suitable education. Pressures on our services mean that our rate of closure has slowed slightly despite us closing 142 cases this year so far. We therefore still have 719 open cases (compared to a pre-pandemic level of 648). Our strong impacts on Elective Home Education numbers, have been down to our shift in policy around

home education during the pandemic. We are positioning our attendance teams in schools from October in order to prevent notifications from arising.

21. Children missing education referrals have continued to rise, above pre-pandemic rates, but the overall number of cases remains around the pre-pandemic average of 199 and so far this year, we have closed 637 of our 833 referrals. We have utilised some additional funding in order to address capacity issues and are moving to a preventative model in the autumn term, with training sessions for health, social care and school teams planned for September in order to further limit the volume of referrals.
22. According to the Statistical First release for the autumn term 2021, there has been a significant shift in national and local patterns around school attendance in the first term of the academic year with increases to primary and secondary persistence absences. Secondary Persistent Absence has increased by 44% nationally and 35% in Doncaster. Doncaster is currently at 31.6% though remains above the national average of 27.7% and the gap with the national average increased from 3.1% to 3.9%. We aim to provide a full-time Education Welfare Officer to every secondary school and catchment primaries, to provide a line of sight on school practice and procedures when addressing poor attendance. The lack of access to timely data continues to be a challenge to early identification, resulting in reactive approaches.
23. There has been a decline in the number of Educational Health Care Plans issued within 20 weeks in this quarter, with completion rates falling to 22.89% nationally the completion rate this quarter was 53%. Doncaster has been impacted by a significant increase in the number of Plans submitted; rising from 55 in quarter 4 to 83 in quarter 1, an increase of 41%. This coincided with a reduction in the capacity within the Special Education Needs Service, timeliness of consultation responses from statutory advice givers and ongoing case work is impacting the ability to meet this target. This quarter has also seen an increase in the number of requests for placements at both special schools in the borough and specialist settings out of area, which lengthens the timeframe for finalising plans. The service has recruited an additional resource and will use the summer break to review processes to bridge the gap in the timeliness of assessments.
24. The Participation & Transition Service continues to robustly monitor our Post 16 cohort in Doncaster, in line with statutory requirements. This cohort, in Doncaster has increased to 6,966 young people as at the end of May 2022, compared to a cohort of 6,732 at the end of May 2021. Despite this increase, our average number of 16/17 year olds not meeting the duty to participate in education, employment or training (NEET) has improved from an average of 4.5% in quarter 1 2022 compared to this quarter last year (4.8%). Doncaster continues to outperform national and regional figures, with the national average of 5% and Yorkshire/Humber averaging 5.6% for 2020/21.
25. During Quarter 1 19 individuals were supported into either employment or English to Speakers of Other Language courses (ESOL) - 6 supported into employment and 13 supported to enrol onto ESOL as part of the Asylum Support Initiative. It is anticipated that this will increase during Quarter 2 as we

expect more individuals to register for the additional college courses that have been made available.

Key Activity

26. Within the last quarter a significant focus on partnership working, with organisations such as Remake Learning, Learn life and Rethinking Assessment, has started to move from a strategic focus to the development of plans to implement pilot activity.
27. In June, Remake Learning visited Doncaster to understand more about its Education and Skills 2030 Strategy. 'Remake Learning' are a Pittsburgh organisation who represent a network that ignites engaging, relevant and equitable learning practices to support young people navigating rapid social and technological change. A delegation arrived on a study visit and were immersed in a Doncaster Education and Skills experience reviewing not just assets, including University Technical College, National College for Advanced Transport and Infrastructure and Danum Gallery, Library and Museum, but also people in an experience that was engaging and beneficial for all. The experience shared best practice and challenged Doncaster's thinking and in turn challenged the Remake Learnings approach, which resulted in a commitment from Doncaster to deliver a Remake Learning Festival in 2023.
28. In the capital programme schemes for new pupil places at Hatchell Grange, £1.3m, and Hayfield Lane. £0.7m, have slipped until the next financial year due to delays at the planning phase of both schemes.



MAKING DONCASTER THE BEST PLACE TO DO BUSINESS & CREATE GOOD JOBS

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Detailed on **Page 6 Performance Profile**

Overview

29. The cost of living crisis and the impact it may have on economic growth makes the work to create the conditions for businesses to invest, grow and create jobs as important as it has ever been. We have written a new Doncaster Delivering Together Investment Plan and are starting the development of a new Economic Strategy to ensure our ambitions to become an inclusive and regenerative economy can be realised. We are seeking to maximise external funding opportunities, like Levelling Up Fund, so we can leverage in the greatest amount of value to the borough and ensure the conditions for growth can occur across the borough.

Service Standards

30. During this quarter £41.5m was spent with local companies out of total spend of £58.7m, local spending has maintained its steady trend around 71%. The

Council continue to promote local spend opportunities at various business showcase events.

31. Processing of Major planning applications exceeds the national target with 13 out of 15 (86.67%) processed within agreed timescales. There is often a need to negotiate extensions of time with the applicants due to the complexity of the applications, 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 13.33%.
32. With regard to non-domestic rates 28.76% have been collected this quarter. This compares with 28.50% for the same time last year, and 28.53% for the same period in 2019/20 (pre-pandemic). This is really good news considering the current economic environment and the staff working to ensure the collection rate is as high as possible are also having to work on other schemes such as the £150 energy rebate.
33. The number of people with a learning disability helped into work stands at 4.34% and is below our regional average target of 5.1% and the 6% national average. Successful regional funding will fund a work coach with specific focus on supporting individuals with learning disabilities to obtain employment.

Key Activity

34. To support our ambitions for an inclusive and regenerative economy, work is underway on the development of a new Economic Strategy. The discovery stage focuses on gathering insights and intelligence to inform the current picture of Doncaster's Economy and its potential to help shape the strategy's vision and priorities. Activity has been undertaken to:
 - Develop future discovery activity (planning engagement exercises)
 - Undertake a series of Doncaster Chamber Roundtables
 - Procure additional economic analysis
 - Audit current economic activity
 - Research and analyse best practice

Over the coming months work will continue as part of the discovery phase with further engagement exercises.

35. Across South Yorkshire, collaborative work has been taking place to shape the Shared Prosperity Fund Investment Plan that will be submitted to Government by the 1st of August deadline. Officers have worked on setting out a strategic framework that aligns with the Strategic Economic Plan, and captured 7 broad themes that support local ambitions like responding to the cost of living crisis for example. Underpinning this, are ten key operating principles that set out how South Yorkshire wishes to use its SPF allocation. Once the high level Investment Plan is submitted, work between August and October – when Government are expected to make a decision – will focus on what will be delivered. Shared Prosperity Funding is £8.9m for Doncaster and has three priority themes:
 - Communities and Place

- Supporting local business
- People and Skills

36. On the 30th June 2022 we reached a significant milestone in the implementation of our Doncaster Town deal, the detailed business cases for the new mixed use building on the Public Realm Extension (potential location of GB Rail HQ) were submitted to Government for approval. Along with a proposal for a series of mixed heritage plans, submitted to Government in March 2022, which include the development of the previous museum into an exciting Archives facility.

37. Significant progress has been made during Quarter 1 in shaping our 10 projects for the Stainforth Town Deal which will be submitted to Government in August 2022. The projects under 5 Themes are Headstock Park, Station Gateway, Town Centre Hub, Community Hub and New Link Road. With detailed architect drawings that capture the essence and spirit of what both the community and businesses require.

38. As part of Round 1 of the Levelling up fund (LUF) work commenced on key schemes contained within our successful Round 1 submission. In regards to the Heritage proposal, planning permission has been submitted for the development of the Corn Exchange; in regards to the other elements of our LUF bid, a designer has been commissioned for the 80 shop facades, on the Waterfront site a number of ecological surveys have been carried out, for St James baths and Copley House we are currently undergoing due diligence with the final shortlisted applicants and envisage a decision in early Quarter 2, and the proposed demolition of the old library is underway.

39. Discussion with our communities and businesses have helped develop 2 proposals as part of round 2 of LUF, which we intend to submit to Government to attract in excess of £38m for Doncaster. Our first proposal presents an opportunity to develop a number of projects within Edlington; the projects consist of Edlington Leisure Centre, Edlington regeneration, acquisition and development of housing and park space. Our second proposal for Don Valley, includes 3 distinct areas within Doncaster, i.e. Mexborough; Moorends and Brodsworth, the proposals contain proportion of redevelopment to existing buildings, enhancements to number of deprived streets, and creating safer and more vibrant places to live, shop and invest. With planned submission to Government in Quarter 2, and anticipate an outcome Quarter 3.



BUILDING OPPORTUNITIES FOR HEALTHIER, HAPPIER & LONGER LIVES FOR ALL

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Overview

40. As we exit out of a pandemic, healthier, happier and longer lives has constantly been at the forefront of our priorities. Both Public Health Services and Adult Social Care strive to tackle key issues, whilst the impact of the pandemic

continues to challenge both our ability to deliver services and our capacity to respond to rising numbers.

Service Standards

41. At 52 days the average time taken to complete Adult Social Care needs assessment is higher than the target of 42 days. For 2022/23 we have changed the way we are calculating performance to better reflect the average performance an individual can expect, changing from the mean to median figure, so shouldn't be compared to previously reported performance. Performance continues to be impacted by staff vacancies which in turn affects our capacity. But a robust action plan is in place which includes improvements to social care practice, better system recording, audit of cases in excess of 50 days and a series of Team Improvement Workshops. This plan along with robust management oversight sets out the actions needed to drive improvement, but as we address these issues performance may decline before we see improvement.
42. At 68%, this quarter saw an increase both in the performance and the number of Adult Social Care Annual Reviews of Care. A review of our reporting method, a focus on backlog reduction, as well as improved system recording, resulted in 2,500 individuals reported as being in receipt of either a review or an assessment within the last 365 days.
43. There were 88 permanent admissions into Residential Care age 65+ years, this is a slight increase since last quarter, but is comparable with pre-pandemic figures for Quarter 1 2019/20. This equates to performance of 146.9 per 100,000 population. New permanent admissions into Residential Care age 18-64 increased by 3 (1.62 per 100,000 population) and is lower than previous years.
44. At present people face extended wait times for assessments and we continue to see a rising increase for demand, specifically Occupational Therapy which has a current average of 133.7 days. The service has seen over 3600 referrals in a 12 month period and robust reporting is a key improvement area. An action plan is in place to reduce the waiting times including tasks such as cleansing the current waiting list.
45. Throughout the pandemic, levels of alcohol misuse increased nationally and locally. Aspire provide a range of alcohol and drug services to people aged 18 and over in Doncaster. Referrals to Aspire for alcohol misuse have increased by around 200% during and since the pandemic. In Quarter 1, 46.54% of people engaged in the alcohol treatment service, successfully completed their treatment, which is better than our target of 37% which is the England average. Alcohol misuse is linked to a number of health conditions, including depression, liver disease, some cancers and cardiovascular conditions. The Office for Health Improvement & Disparities (OHID) estimates that Doncaster has 4313 dependent drinkers and that alcohol harm costs the NHS in Doncaster £17.2 million a year.

46. For Doncaster residents, in quarter 1, 46.3% people achieved a 4 week quit status against a target of 50%. Although quarterly performance is below target, in month performance was: April 70.1%, May 61.8% and June 22.2%. The Doncaster smoke free service has consistently performed above target for the past year.

47. Services are available to support people to stop smoking, with a bespoke service in place for pregnant women and in Quarter 4 (latest data) 73% of mothers quit smoking during pregnancy (target 85%), which is below target but our ability to meet with clients has been impacted throughout the pandemic. Doncaster Stop Smoking in Pregnancy (SSiP) service has been integrated into health visiting pathway in order to provide a more holistic offer of support at perinatal and antenatal health and appointments.

Key Activity

48. Recruitment overall across the council remains a challenge, but is particularly prevalent in Adult Social Care with vacancies impacting both our capacity and performance. Through the delivery of our Workforce Development Strategy, throughout January-June we held 19 public engagement events across Doncaster and 6 schools/college engagement events to deliver a mini-induction to be used for placements for Health & Social Care Students.

49. Co-production resonates through at all levels with our Making it Real strategic board driving the way everyday social care services are designed and delivered, drawing on the lived experience of those in receipt of social care and those who work within it. As part of our Making it Real work and integral within our Adult Social Care Framework, we delivered a Co-Production Workshop attended by approximately 120 staff members, exploring at an operational level the importance of conversations and making sure individuals are involved as equal partners in planning their own care and support. As well as reviewing our 'innovation site' approach to developing our social practice via co-production.

50. Approximately a third of Doncaster residents do fewer than 30 minutes of moderate activity each week and we know that it is often the people who are the least active who are also facing other challenges in their lives too such as economic hardship and other inequalities. Get Doncaster Moving programme supports residents to lead an active life and aims to tackle the challenge of inactivity, championing campaigns like National Walking Month #WalkThisMay! And 8 schools signing up to the Creating Active Schools framework.

51. In the capital programme the disabled facilities grant scheme slipped £1.7m into future years, this is the redistribution of the prior year's underspend.



CREATING SAFER, STRONGER, GREENER & CLEANER COMMUNITIES WHERE EVERYONE BELONGS



Detailed on [Page 8 Performance Profile](#)

Overview

52. Doncaster is diverse and our communities have different challenges. Some areas have a relatively good quality of life, whilst others struggle with deprivation leaving to some people feeling left behind and others less able to cope with life's challenges. High numbers of anti-social behaviour, domestic abuse, community cleanliness and affordable housing are key issues for residents. The active work across local leadership continues to tackle these priority areas, whilst our approach is further enhanced and informed by people who experience these matters first hand.

Service Standards

53. The average number of 'verified' rough sleepers over the last 3 months stands at 18 and is just under target, with a significant reduction in June. Ongoing actions include the targeting of priority groups through the Complex Lives Multi-Disciplinary Team with an ambition that every rough sleeper has an offer of accommodation.

54. The percentage of people feeling safe after safeguarding intervention has improved, rising 7 percentage points to 61.45%. This quarter started out with detailed analysis, resulting in the reissue of guidance to staff, changes to our recording system and overall improved data quality.

55. Domestic abuse numbers increased during the pandemic, with campaigns and awareness raising to encourage those effected to report domestic abuse. The Police respond to all incidents, referring 476 cases to the Domestic Abuse Hub, who in turn responded to 100% of all referred cases with 2 days. The role of the hub is to provide longer term support to the victim and also provide advice.

56. Our Stronger Communities Service work to prevent and tackle anti-social behaviour and low level crime before formal enforcement by the police. During Quarter 1 10,797 early intervention and prevention issues were identified, managed and resolved, our highest ever recorded figure. Broken down by area: Central 2,414, North 1,219, South 3,642 and East 3,522.

57. Unfortunately some anti-social behaviour victims experience a number of instances and so go on to meet the higher risk threshold with 164 individuals falling into this category in this quarter. It is to be noted though that given the high rise in reported issues to over 10,000 that higher threshold numbers have not increased at the same rate, demonstrating that we are stepping in to manage issues and preventing escalation.

58. There were 148 operational inspections undertaken on mechanical playground play areas carried out in Quarter 1. Work continues to input asset information onto the Technology Forge system, which is approximately 65% complete

59. During quarter 1, the 65% target for removing fly tip waste within 7 days of being reported has been exceeded, as 90% of reported cases were closed within the service level agreement timeframe. The additional resources allocated to the service last year, combined with changes to operational service delivery, have continued to aid with the reduction in the previous backlog of cases. In quarter 2, the process will be managed digitally, using the Dynamic

Resource Scheduler (DRS) system (Optitime). This solution has been re-implemented for this service/process from 13th July 2022, following recent system enhancements.

Key Activity

60. 'Local Solutions' is our newly developed Localities model. Its primary aim is to change the way the council and partners deliver public services within our communities by being more attuned to differing needs/issues, to collaborate with our residents in order to build stronger more resilient individuals, families and communities. High level actions under the 4 themes aim to build capacity within the communities, address inequalities, bring together funding to invest in local communities, strengthen local governance and importantly bring staff and services together.
61. In the capital programme the North Eastern Road new build scheme in Thorne has slipped by £0.5m into 2023/24 due to planning issues. In addition the council house new build phase 2 programme has slipped £1.9m, estimated budgeted spend on these developments has been revised to reflect a new delivery programme. The exact costs and phasing of the developments will be updated following a full tender exercise. Upon completion, this phase of the new build programme will deliver up to 126 new units that will be added to the Councils existing stock.



NURTURING A CHILD & FAMILY-FRIENDLY BOROUGH EVERYONE BELONGS

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Detailed on [Page 10 Performance Profile](#)

Overview

62. The new Early Help Strategy was agreed by Cabinet in this quarter, with an agreed set of partnership commitments. In Doncaster we want Early Help to be a priority for all. For families, we want support to be available in their community and accessible, without difficulty or stigma, in a way that allows families to tell their story once and fosters trusting relationships between them and professionals. For professionals, we want early intervention and collaboration to be second nature with arrangements in place that make multi-agency working effortless and enable all professionals from across the partnership to adopt the whole family working approach in a meaningful way.

Service standards

63. At 86.2% Doncaster continues to be above the national average for those children accessing their free childcare entitlement (2 year olds) 1202 children. This results from a strong focus and programmes of interventions from the Family Hubs and Early Years teams, working in partnership with key agencies, including providers, a key priority within the Early Help Strategy.
64. Data for quarter 1 2022/23, indicates we continue to exceed the national average of 92%, with take up for 3-4 year olds accessing free childcare entitlement with a consistent performance of 97.1% (6620 children). Nationally, numbers are up from 90% in 2021 but down from 93% in 2020. There has and

continues to be an extremely strong offer, which remains crucial in supporting key workers and vulnerable children in particular.

65. 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 97% against a national figure of 96% (Ofsted June 2022). This overall outcome figure comprises of data from two specific groups of Early Years providers. These are childcare on non-domestic premises (which includes day nurseries and pre-schools) and childminders. 95% (57 out of 60) non-domestic premises are rated with Good and Outstanding judgement and 98.2% of childminders are rated Good and Outstanding against a national outcome figure of 97%. Those who are awaiting inspections are receiving targeted support.
66. Throughout April to June there has been a focus on implementing the new 'Your Family' Local Solutions Teams, and all four teams are now in place and in community venues. These teams work with the whole family to provide support as early as possible in venues as close to families as possible, making it easier for them to access. They take in walk-ins, referrals and also Ward Members can direct families to them. There will be an evaluation of the approach in January 2023.
67. During quarter 1 we received 77 referrals into 'Your Family' teams, which is a 51% increase from Q4, 37 were received into the Central locality, 24 in the South, 14 in the North and 7 in the East. The key presenting needs have focused around financial exclusion (21%), Housing (42%) and Anti-Social Behaviour (18%).
68. This quarter has seen the introduction of audits with 28 Partnership Early Help and 25 parenting and Family Support Services. Quarter 1 audit data will be analysed over the coming weeks.

Key Activity

69. The Outcome Start process has seen all elements of the Family Stars with improved scores during this quarter. 92.8% (103 out of 111) of Family Stars evidenced an increased confidence in ability of parents and carers to support and provide for their family. 6 children and young people and 11 families have completed a closure summary indicating that their quality of life after Early Help support has increase from 5.45 to 9.64 (10 indicating all needs are fully met).



BUILDING TRANSPORT & DIGITAL CONNECTIONS FIT FOR THE FUTURE

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Detailed on [Page 11 Performance Profile](#)

Overview

70. At 219 square miles, Doncaster is the largest metropolitan borough in England, well placed centrally in the UK we have good transport connections regionally, nationally and internationally. However, our broad geography across the borough makes it more difficult to physically connect to social, leisure and work opportunities and rural areas can struggle with broadband connections. A

range of projects to improve transport and digital connectivity have been progressed through quarter 1, including the delivery of highways, active travel and digital infrastructure schemes. In addition to progressing construction works, preparation and public consultation on new schemes was also undertaken.

Service standards

71. Measures pertaining to road condition and maintenance are reported annually. Road condition is assessed by lasers attached to a moving vehicle. The survey method and data processing are industry standard giving a comparable benchmark for all such roads in the country. This result is reported to the Department for Transport (DfT) and is used as part of the annual capital budget setting process by the DfT.

72. Targets across Principal and Non Principal roads continue to maintain target

Key Activity

73. The final part of phase one of the Westmoor Link scheme commenced, with the closure of the A19/Thorne Road at Sainsbury’s for a period of 10 weeks to enable work to lower and convert the road to dual carriageway standard.

74. The Quality Streets scheme on St Sepulchre Gate and Duke Street is nearing completion. The scheme creates a better environment for pedestrians, a bi-directional cycle route through the heart of the city and an improved cycle network that links the Civic Cultural Quarter with the Railway Station. In addition, the works have been future proofed with cable ducting to enable high-speed digital connections.

75. Significant sections of new high quality cycle routes have been completed in Conisbrough/Warmsworth and Adwick/Woodlands through the Transforming Cities Fund. In addition to construction of new cycle schemes, consultation on the next phase of delivery at Thorne Road and Barnby Dun Road was undertaken, including drop-in sessions for local residents.

76. Dialogue with SYMCA and Bus Operators is ongoing regarding the challenges on providing bus services across the region, which may see significant reductions in services from October

77. In the capital programme the Balby Local Walking, Cycling and Infrastructure Plan (LWCIP) and Mexborough Gateway schemes have reduced in value by £1.3m which is now expected to be used in 2023/24 on additional schemes or to cover overspends on other Transforming Cities Fund schemes. Thorne Road (Unity) has completed consultation and it now anticipated 80% of work will be completed in the current financial year with £0.6m slipping to 2023/24.



PROMOTING THE BOROUGH & ITS CULTURAL, SPORTING & HERITAGE OPPORTUNITIES

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Overview

78. The recently awarded city status has been helpful to promote the borough. The 'Get Doncaster Moving' strategy has recently been agreed and a new Cultural strategy is due to be agreed in the autumn will both contribute to this build in momentum.

Service Standards

79. Whilst no Service standards are reported against this priority we do regularly monitor services provided by the Doncaster Cultural Leisure Trust (DCLT) and following the agreement of the Cultural strategy, a number of service standards will be introduced, and monitored as part of this reporting process.

Key Activity

80. Mayor Ros Jones and her Cabinet agreed to invest an additional £5 million to renovate the Thorne Leisure Centre. Additionally, some of the money will support early plans for a brand-new leisure facility in Edlington which are being developed as part of the Levelling Up Fund bid for Don Valley.

81. In the capital programme improvement works at Cusworth Hall have had their delivery rescheduled to provide the required match funding to support the application for additional grant funding that increases the scope of work, £0.9m has been re-profiled to 2023/24.

82. There are less than 100 days to go as preparations for the Rugby World Cup progress. Not only will Doncaster be a team base for Samoa's men's team, Doncaster's Eco-Power Stadium will host three men's group games during October 2022. All 61 matches will be played at venues across England between 15th October and 19th November 2022.



REGENERATIVE COUNCIL



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Overview

83. During this quarter there have been significant improvements and a sense that some areas of work are moving towards pre-pandemic levels of activity, however we continue to deal with the increased resources required to support and implement Government related schemes as the rising cost of living starts to have an effect .

Service Standards

84. Our performance against the average number of days to process a new housing benefit claim has reduced to 16.84 days against a target of 25 days. This is a big improvement to the 27.36 days reported in the last quarter and is back to pre-pandemic levels. This has been achieved due to staff not having to work on

the previous Household Support Fund and Self-Isolation payments and some temporary resource with the required expertise has at last been sourced.

85. The average number of days to process new council tax support claims (CTR) for this first quarter is currently 41.33 against a target of 25 and was reported as 35.54 in the last quarter. Although this is well above target the trend is improving with the average number of days for June being 34 days. CTR claims are more difficult to identify as they are often part of a notification from Universal Credit, which can be received for a variety of reasons and around 20% of the notifications from universal credit relate to CTR claims. We continue to get further outside assistance to handle the backlog of notifications for Universal Credit and in June we managed to recruit additional temporary staff with the expertise as mentioned above to concentrate on these cases as well as achieving the improvement with regard to housing benefit claims above. During this quarter staff have had to balance conflicting priorities and additional work being administered by the same staff that deal with new CTR claims. Improvements are anticipated in the second quarter and beyond as staff members are highly motivated to resume processing at the levels we were at prior to the additional Covid work.
86. This quarter 26.58% of the total Council Tax debit has been collected this quarter. This compares with 26.88% for the same period in 2021/22. This slightly reduced collection is due to a backlog of work that has accrued as a result of the significant administration required for the government's one off £150 energy rebate scheme. This has required resource to be re-assigned that would otherwise have been dealing with business as usual work. The energy rebate scheme is due for completion by the end of September and additional temporary resource is being sought to support both these areas.
87. We also seeing the impact of the energy rebate scheme within the Customer Services Contact Centre as the percentage of telephone calls answered within 150 seconds has reduced this quarter to 57% against a target of 90% that was achieved last quarter. Customer Services are responding to phone calls to support those staff processing the Energy Rebate, council tax and benefits so they can clear backlogs and improve performance. They received 67,571 calls in total (9743 more than in the previous quarter). 11,694 calls were regarding the energy rebate payment and these calls are taking at least five minutes each assisting customers to apply for the payment as well as dealing with frustrated citizens who do not understand the checks required by the government in relation to the bank account matching process. To add to this, vacancies have started to occur again in Customer Services as a result of promotion within the Council. Recruitment is progressing to restore performance levels.

Key Activity

88. The progress for the definition and scoping of the 'Regenerative Council Programme' that will lead and drive the required transformational change for the organisation, aligned to the corporate plan priorities has reached the final stage of refinement, and is projected to start delivery in Quarter 2. However, this programme will incorporate existing projects for example Your Ways of Working (YWoW) Programme, Digital Lab and Localities.

89. In May 2022 the LGA Peer challenge team visited Doncaster for four days, speaking to around 120 people including; staff, members, partners and citizens to gather information and their views on how the Council is managing its everyday business. The final report with recommendations was presented at Full Council in July 2022. The positive feedback and observations recognised that ***“Doncaster Council is on a journey of continuous improvement with many good features and if continued, will be an exemplar council.”***

WORKFORCE

90. The HR & OD team continue to support managers and staff through a variety of ways, assisting with capacity building both with the recruitment and retention of staff where needed; embracing new ways of working through the YWoW programme; regular communications and engagement on key workforce issues to advise and inform. As well as continuing to provide health and wellbeing support in managing an increase in staff sickness absence and resilience levels. Although performance overall has reduced again this quarter, the levels and rates have begun to steady and reduce.
91. Over the quarter, the number of job vacancies across the council have increased, and work is ongoing to utilise different recruitment methods to ensure we reach as many potential candidates as possible and remain competitive with the labour market. Workforce and succession planning continues with the recruitment of 3 national graduates for this year's cohort and increasing the numbers of apprentices (138 this quarter) to ensure we can grow our own talent in areas where we have had to recruit to positions.
92. As part of our calendar of EDI events, support and engagement was provided for Ramadan, International Day Against Homophobia, Biphobia and Transphobia, Carers Week and Windrush Day.
93. The sickness absence rate for this first quarter was 13.47 days per full time equivalent employee, against a revised target of 10 days. This is an increase of 0.61 days from 12.86 days in quarter 4. This increasing trend remains a 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.
94. Agency worker spend has decreased again this quarter by 4% (£24k) to £609k from £633k in quarter 4; and the number of assignments has also reduced by 3 from 69 in quarter 4 to 66 this quarter. Both spend and usage will continue to be monitored against the needs and capacity of the business and ongoing recruitment and retention challenges faced both locally and nationally.
95. The Performance and Development Review Scheme for 2022/23 was launched in March with the target for completion remaining at 95%. The deadline for all staff to have a PDR has been set at the 30th September 2022. The overall council position was 64% of all staff had a PDR within the current timescale, an improvement of 9% at this time last year. Whilst services are still under pressure to deliver, there is clearly further work needed to ensure that staff are performance managed well and the PDR scheme is a vital part of that process.

96. The number of reported injuries at work in this quarter have reduced by 14 compared to the last quarter down from 65 to 51. The most common reported incident type was moving and handling. Manual handling awareness and risk assessment training is being delivered across operational directorates in response to this identified trend. RIDDOR reports continue to be low (4 in total this quarter), a reduction by 5 compared to the last quarter. All RIDDOR reports are from front line operational services – 2 from Adults, Health and Wellbeing and 2 from Economy and Environment. All reports are investigated with support and advice from the H&S Team.



EQUALITY, DIVERSITY & INCLUSION OBJECTIVES

97. Our **Equality, Diversity and Inclusion Framework** sets out in one place our EDI objectives, arrangements and commitment for embedding equality, diversity and inclusion into everything we do. This links directly to the strategic ambitions set out in the Borough Strategy and Corporate Plan. It focuses on the following proposed key objectives for 2022-26:

- Support older adults to remain independent in their own homes
- Support victims of domestic abuse and work with partners to reduce the levels of abuse in the Borough
- Improve engagement with our most deprived communities to increase access to jobs and skills
- Improve the mental health of our children and young people
- Support those Children and Young people within our care to have a good start to life and have the same life chances as everyone else living in the Borough

98. We are developing a range of performance indicators for each of our five objectives and we will report on these from quarter 2. However whilst this is being finalised a wide of range of work continues for example our work on domestic abuse and the survivors liaison service, or the delivery with schools on EDI topics including racism, anti-bullying and health and wellbeing promoting the range of support available. We are also seeking to use the lived experience of residents in the borough as a way to inform how well we are progressing against our objectives in the future.

FINANCIAL POSITION:

Revenue Budget

99. The projected year-end position is an overspend of £5.5m.

100. Projections include overspends against energy budgets across the Council. When the budget was set inflation of between 29% and 55% was allowed for but more recent increases, ranging from 118% to 374%, related to global issues are creating significant pressures. The situation is still under review but current projections include energy related overspends against Street Lighting, Bereavement Services, Strategic Asset Management and Facilities Management and in total around £2m of overspends are included across service budgets.

101. Other key projected overspends relate to care ladder costs within Doncaster Children's Services Trust (DCST) and Travel Assistance budgets with Learning Opportunities Skills, & Culture (LOSC).

102. A summary and further details by service area is provided below: -

	Quarter 1			
	Gross Budget	Net Budget	Variance	
	£m	£m	£m	%
Adults Health and Wellbeing	141.2	64.0	-1.3	-0.9%
Learning Opportunities, Skills & Culture	69.8	17.7	2.0	2.9%
Doncaster Children's Services Trust (DCST)	65.1	59.7	4.9	7.5%
Corporate Resources	109.6	25.6	-0.2	-0.2%
Public Health	26.9	4.2	0.0	0.0%
Economy & Environment	102.6	45.2	1.9	1.8%
Services Budgets	515.2	216.4	7.3	1.4%
Council-Wide budgets	24.9	-75.6	-1.7	-6.8%
Grand Total	540.1	140.8	5.5	1.0%

103. Spend on social care and support to Doncaster adults (the care ladder) is forecast to underspend by £0.26m. This is because of a larger number of people being supported in care homes than has been budgeted for (a forecast overspend of £0.13m) counterbalanced by a smaller amount of spend on community care than budgeted for (a forecast underspend of £0.39m). This situation is expected to adjust during the year, with increased support to keep people at home resulting in a gradual reduction of the need for people to move into residential or nursing homes. Over the last three months demand for care home placements has started to reduce as capacity to support people at home has increased. All things being equal this will continue, although further COVID waves have the potential to cause a significant impact through increasing workforce absence. The agreed savings programme in Adults, Health and Wellbeing is on track, with some slippage in some areas being counterbalanced by over-achievement in others.

104. At the beginning of the financial year three significant risks were identified in Adult Social Care and financial capacity was identified by the Council to support them. Firstly cost pressures from the NHS were expected to increase. This is because of the loss of national funding from the Department of Health and Social Care to support costs arising from hospital discharge, alongside increased pressure for Integrated Care Systems to both deliver the national Transforming Care Programme and make savings on NHS Continuing

Healthcare and Mental Health Aftercare. Secondly there were continued risks to care providers from increasing costs. For example the Council has recently provided increased funding to homecare providers to support inflation in the price of fuel. Thirdly there are risks of further unbudgeted costs arising from the new national policy on Adult Social Care announced in the Government White Paper "People at the Heart of Care". Linked to this, the Council is undertaking a nationally-mandated exercise on the cost of care with local care providers which will report in the autumn and is also expecting increased financial pressures from Charging Reform and the implementation of the care cap. All of these risks remain significant and £1m of uncommitted non-recurrent funding remains to address them in 2022/23.

105. Therefore although at present Adults, Health and Wellbeing is reporting a £1.26m underspend for 2022/23, this position is expected to deteriorate as risks emerge from new COVID waves, the increasing cost of care provision and financial pressures from the NHS. Although this should, in the first instance, be covered by existing contingencies as being reported, the £1m non-recurrent funding can only be spent once and when it has gone Adults, Health and Wellbeing will have no further headroom to cover any increase in costs from either Adult Social Care or Community Safety.
106. Learning Opportunities, Skills & Culture (LOSC) is forecast to overspend by £1.95m at quarter 1. The overspend includes:
 - Travel Assistance £1.67m based on current routes with net growth of 19 routes in year. The additional costs are due to both demand increases £0.62m, which are as a direct consequence of the increased demand within Special educational needs and disability (SEND), in particular for Out of Authority (OOA) placements, and price increases £0.96m. From September 2021 routes have increased on average approximately £2.5k per year, and there has been additional 47 routes added (projected 17 at September 2021). Price increases are due to both additional pupils added on to routes and/or price increases due to fuel costs. A new SEND Engine Room has been established chaired by an Assistant Director, which includes finance colleagues and this group are developing a plan that will look to address the current challenges. Management of the Dedicated Schools Grant overspend being at the forefront. A new post 16 arrangement at Stonehill School is a starting point and will be ready for Sept 2022. Other initiatives in train include the development of social, emotional and mental health (SEMH) hubs that will increase local capacity and reduce OOA placements. However significant challenges remain. Doncaster has been identified in tranche one of the Delivering Better Value in SEND Programme, and we are currently waiting for further details on the launch. This is a new programme, which is part of the DFE's support package to help Local Authorities maintain effective SEND services while functioning sustainably.
 - Attendance £0.30m including Fixed Penalty Notice Fine £0.18m income shortfall and £0.12m Traded income shortfall. A paper will be coming to the Directorate Leadership Team to consider the current approach to

Fixed Penalty Notices and a discussion around the implications of the recent white paper and what this means locally. The ambition is to further bring this work closer to the directorate Early Intervention and Prevention approach to support children and families earlier. There is the potential to consider Stronger Families funding as this links to outcomes framework.

107. The Doncaster Children's Services Trust (DCST) forecast outturn at Quarter 1 is an overspend of £4.93m; £4.04m on the Care Ladder from additional demand and increased package costs for external placements, and £2.81m on agency worker costs; offset by staffing under spends of -£2.16m. Care Ladder cost-pressures, in particular in Out of Authority (OOA) and Fostering placements, were brought forward into 2022/23. The Care Ladder overspend of £4.04m includes: OOA placements £3.59m, Fostering placements £0.62m, 16+ placements £0.76m, and Unaccompanied Asylum Seeking Children (UASC) placements £0.34m offset by additional funding of -£1.37m from the Dedicated Schools Grant (DSG) High Needs Block (note: this increases the budgetary pressure to the High Needs Block). More detail is included in the DCST Finance and Performance Report – Quarter 1.
108. Corporate Resources is forecast to underspend by -£0.21m at Quarter 1. This includes the projected underspend of -£0.38m on the new apprenticeship funding allocation of £0.75m, approved in the 2022/23 budget setting process. The strategy implementation for utilising this additional resource is in its early stages of take up focussing on the most effective use across the different levels of apprenticeship available and targeting the difficult to recruit and retain service areas. Bereavement services is projected to overspend by £0.26m mainly as a result of the increased gas prices. There are a number of other offsetting variances within services including overspends on the mortuary contract and housing benefit subsidy for temporary accommodation for homelessness, offset by additional recruitment advertising income predominantly from schools, one-off staffing underspends and increased income levels including recharges for the fleet. It should also be noted that where possible services are working to contain pressures such as the increased cost of the Microsoft licence.
109. At quarter 1 Public Health is projecting an underspend of -£0.04m due to two vacant Strategic Commissioning posts - now recruited to with an expected start date of September 2022.
110. The Public Health Grant is showing -£0.15m underspend on NHS health check and -£0.13m underspend on vacant posts. The grant is ring-fenced so it is assumed underspends will be carried forward to future years.
111. Economy and Environment is forecast to overspend by £1.86m at quarter 1. The main variances are: -
 - Facilities Management: £1.00m overspend mainly as a result of increased energy costs;
 - Street Lighting: £0.82m overspend mainly due to: £0.54m increase in energy costs, £0.19m increase in cost of repairs to street lighting, signs and bollards, due to an increase in repairs (this may be overstated and work is ongoing to get a more accurate projection);

- Strategic Asset Management: £0.27m overspend mainly as a result of the projected increase in Energy costs since budgets were approved, along with projected income short fall on CCQ (Savoy Cinema) due to delays in letting the restaurant units;
- Drainage General and Gulley Frames: £0.33m overspend; £0.21m on-going due to salary costs previously funded by grant, £0.12m due to one-off purchase of gulley frame covers to replace those stolen in 21/22.

112. This is mitigated by underspends in the following areas: -

- Planning: -£0.23m underspend mainly due to higher than expected fees
- Car Parking: -£0.29m underspend due to a projected overachievement of income on bus gates and the market car park;
- Highways Operations: -£0.26m underspend mainly due to projected overachievement of income which is dependent on job completion being achieved in 2022/23.

113. Council Wide budgets are forecast to underspend by -£1.72m at Quarter 1. The main underspends are: -

- -£1.12m underspend on Minimum Revenue Provision (MRP) due to reduced borrowing in the 2021/22 capital programme between quarter 3 and outturn of £5.6m. This was in part due to slippage but also a result of optimising resources and therefore reducing the amount of borrowing needed. For example, fleet replacement accounts for £0.42m of the reduction in the MRP charge.
- -£0.20m release from the insurance provision based on current claims;

114. The 2022/23 budget included £1.2m of funding from the Adult Social Care precept to provide for future financial risks in relation to the impact of the Government's White Paper on Adult Social Care, "People at the Heart of Care". This funding is held under Council Wide budgets and it is assumed that this funding will be utilised in this year (or earmarked for next year) in line with its original purpose.

115. 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 gains or losses in the Collection Fund in 2022/23 won't affect the Council's General Fund until 2023/24. The impact on the Collection Fund is discussed below.

Action Plan

116. The 2021/22 Quarter 4 Finance and Performance Improvement Report committed to producing an action plan to improve projections, including the following:-

- 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.

117. The full action plan is shown in Appendix B - Finance Profile. ELT are asked to comment on it as part of the 2022/23 Quarter 1 Finance and Performance Improvement process. Of particular note is the removal of monitoring reports for months 5 and 8 to provide additional time for managers and finance staff to focus on quarters 2 and 3, with the Collaborative Planning system open for a longer period.

Housing Revenue Account (HRA)

118. The outturn projection at quarter 1 is an overspend of £0.14m. The revised budget assumes a contribution of £1.61m from balances; the £0.14m overspend means that the contribution from balances is increased to £1.75m. Expenditure budgets are projected to overspend by £0.56m, this includes a £0.67m projected overspend on the St Ieger Homes' (SLH) management fee, £0.38m of other projected overspends and £0.49m of projected savings. The overspend on SLH management fee is a result of a £1.11m increase in costs due to inflationary increases on utility bills, materials, payments to contractors and fuel, these costs are partly offset by savings in the staffing budget as a result of staff vacancies. The other variances include a projected overspend of £0.29m on the tenancy sustainability fund as we help more tenants to remain in their homes and the projections also include a £0.13m projected saving on the provision for bad debt as the position on rent arrears is on target. There is a positive variance of £0.42m on rent income.

119. HRA balances are estimated to be £4.94m as at 31 March 2023.

120. Current rent arrears at quarter1 are £2.05m (2.62% of the rent debit); this is an increase of £0.13m from £1.92m (2.55%) at year end. As at 30th June, the amount of former tenants' arrears was £1.34m an increase of £0.04m from year end, there were no write offs in the period.

Capital Budget

121. The 2022/23 capital programme consists of 417 schemes with current projections estimating £127.6m spend within the financial year. The split by directorate is in the tables below:

Directorate	Value of Schemes (£'000)	Count of Scheme
ADULTS HEALTH & WELLBEING	6,218	9
CORPORATE RESOURCES	16,995	44
LEARNING OPP, SKILLS & CULTURE	9,712	80
PUBLIC HEALTH	6,632	8
ECONOMY & ENVIRONMENT	88,000	276

Directorate	Value of Schemes (£'000)	Count of Scheme
Grand Total	127,557	417

122. At quarter1 there has been a 13% reduction in the projected in year spend when compared to the opening budget of £147.1m which is a reduction of £19.5m.
123. The opening budget of £147.1m differs to the figure reported as at budget setting due to additional slippage and newly approved schemes in Q4 2021/22. All figures also exclude the Investment & Modernisation Fund (IMF).
124. The specific schemes that have experienced slippage of over £0.5m are referred to in the key activity sections above.

Directorate	Sum of Current Year Budget Brought Forward (£'000)	Sum Q1 Projections (£'000)	% Reduction in forecast after 3 months
ADULTS HEALTH & WELLBEING	7,995.7	6,218.1	22.2%
CORPORATE RESOURCES	16,934.2	16,995.3	-0.4%
LEARNING OPP, SKILLS & CULTURE	12,376.6	9,711.9	21.5%
PUBLIC HEALTH	5,564.3	6,631.7	-19.2%
ECONOMY & ENVIRONMENT	104,250.0	88,000.0	15.6%
Grand Total	147,120.6	127,557.1	13.3%

125. Current spend to date is £14.8m which is 12% of the £127.6m projection for the year.

Directorate	Current Actuals plus WIP (£'000)	Projected Budget Update Current Year (£'000)	% Spend after 3 months
ADULTS HEALTH & WELLBEING	176.1	6,218.1	3%
CORPORATE RESOURCES	441.8	16,995.3	3%
LEARNING OPP, SKILLS & CULTURE	587.4	9,711.9	6%
PUBLIC HEALTH	211.2	6,631.7	3%
ECONOMY & ENVIRONMENT	13,390.1	88,000.0	15%
Grand Total	14,806.6	127,557.1	12%

126. There are 231 schemes totalling £48.3m which have budgets but are yet to incur any spend. The numbers are high in Learning Opportunities, Skills & Culture due to block budgets being split out to individual schemes for works to take place at schools many of which will start in the summer holidays but are yet to incur spend.
127. Two of the highest value of examples of schemes yet to incur spend are the Frenchgate Tunnel £1.6m and Green Homes Grant Local Authority Delivery (LAD) Scheme Phase 2 £2.4m. The totals by directorate and all schemes over £1m and yet to incur spend are listed in the tables below.

Directorate	Number of Schemes	Sum of Total for budgets with no spend in year (£'000)
ADULTS HEALTH & WELLBEING	5	307.3
CORPORATE RESOURCES	28	10,294.8
LEARNING OPP, SKILLS & CULTURE	60	5,484.4
PUBLIC HEALTH	6	4,997.2
COMPLETED CAPITAL SCHEMES	2	152.4
ECONOMY & ENVIRONMENT	130	27,105.5
Grand Total	231	48,341.6

Scheme	Projected Budget Update Current Year (£'000)
LAD SCHEME Phase 2	2,403
DCLT INVESTMENT - THORNE	2,336
T0016/3 THORNE STATACC NTH-STH	2,060
FRENCHGATE TUNNEL	1,600
CIVIC OFFICE MAJOR ITEMS WORK	1,377
SECURE & RESILIENT TECHNOLOGY	1,350
TOWNS FUND DONCASTER BLOCK	1,226
FUTURE PARKS 15 BESPOKE PARK	1,182
TOWNS FUND STAINFORTH BLOCK	1,001

Current Status of Schemes in the programme

128. 185 schemes have either not started or are still at the planning phase which is nearly 45% of all the current year schemes.
129. 141 schemes have been classified as underway and 71 schemes are now in the completion phase.

Status	Count of Scheme	% in phase based on scheme numbers
Not Started	62	14.87%
Planning Phase	123	29.50%
Underway	141	33.81%
Completion Phase	71	17.03%
Block Budget	20	4.80%
Grand Total	417	100.00%

Capital Receipts

130. Based on current estimates there will be a £4.5m shortfall in the capital receipts to be generated in year. The impact of delayed capital receipts is that the Council has to take out additional borrowing and incur interest costs.

Risks

131. 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.

Collection Fund

132. 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	Projected Outturn £m	Variance £m	Opening Balance £m	Planned Distributi on £m	Closing Balance * £m
Collection Fund	-155.85	-157.52	-1.67	0.29	1.10	-0.28
Doncaster Council	-127.84	-129.21	-1.37	0.23	0.92	-0.22

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

The council tax collection fund variance in the year is a -£1.67m surplus. This is attributable to transfers from general fund mainly relating to hardship reliefs - £1.40m and higher collection rates -£0.74m partially offset by lower growth £0.46m. The in-year surplus means the closing balance is a surplus of -£0.28m.

Council Tax arrears were £26.56m compared to the target of £26.50m at the end of quarter 1. The target for reduction of Council Tax arrears was £2.10m for quarter 1 and the actual reduction in arrears was £2.05m. The main reason for this slightly below target reduction is that additional debt recovery resource is being used on the £150 energy rebate scheme. This should settle down in quarter 2 and it is hoped to get back on target at that time.

- Business Rates:

	Budget £m	Projected Outturn £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance * £m
Collection Fund	-91.22	-92.47	-1.25	21.31	-20.79	-0.74
Doncaster Council	-44.70	-45.31	-0.61	10.44	-10.19	-0.36

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

The business rates collection fund variance in the year is a -£1.25m surplus. This is mainly due to lower than anticipated retail relief -£1.60m (although this gain will be offset by an equivalent loss in section 31 grant) and lower than anticipated empty property relief -£0.68m partially offset by a larger decline in the business rates base than expected £1.41m. The in-year surplus means the closing balance is a surplus of -£0.74m.

Business Rates arrears were £7.59m compared to the target of £7m at the end of quarter 1. The target for reduction of Business Rates arrears was £0.9m for quarter 1 but the actual level of arrears only reduced by £0.3m. The main reason for the reduction not being on target is due to retrospective changes in liability being carried out in the current year back into the previous year which actually increase the arrears figure from the year end position. These changes reduce through the year and it is expected that performance will improve through quarter 2 and beyond. Also during the quarter additional debt recovery resource has been used on the £150 energy rebate scheme.

Schools Funding & Dedicated Schools Grant (DSG)

133. The Dedicated Schools Grant (DSG) is predicted to overspend by £4.85m during 2022/23 to create an overall overspend on DSG of £17.79m. 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 in delivering savings on Children with Disabilities (CWD) and Looked after children (LAC) placements due to additional demand, increased complexity of children and in turn higher package costs, and no new homes are open yet as part of the Future Placement Strategy, initially due to the impact of COVID-19 but now due to difficulties in recruiting the staff required. There is a significant amount of work being completed at both operational and strategic levels. 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.

134. 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 authority's 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 to LAs with Doncaster receiving an extra £5.7m in 2022/23 compared to 2021-22 levels and a further £2.4m in 2023/24 is estimated. 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 £20.06m at the end of 2025/26, which includes an in year surplus during 2025/26 of -£0.5m.

Description	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
DSG High Needs Grant (after deductions)	41.124	43.547	45.073	46.645
High Needs Block Expenditure	46.438	45.120	45.634	46.101
In Year High Needs Block Variance	5.314	1.573	0.561	-0.544
In year Schools & Early Years Block variance	-0.465	0	0	0
Overall DSG Balance	18.475	20.048	20.609	20.065

135. During quarter 1 of 2022/23 Doncaster's maintained schools have received additional funding from the Department for Education as follows:-PE & Sports Grant £0.27m,

- Recovery Premium £0.12m
- School Led Tutoring £0.24m,
- Teacher Pay and Pension Grants £0.07m
- Universal Infant Free School Meals £1.13m
- School Supplementary Grant of £0.47m,
- COVID Workforce Fund £0.01m,
- Mass Testing & Vaccination Funding £0.02m and;

- Alternative Provision Transition Funding £0.01m

Reserves

136. 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.
137. A non-key decision was taken by the Mayor on 1st August 2022 to streamline the governance of significant earmarked reserves where the approval route for accessing these funds had already been delegated via previous key decisions. The 'Revenue Contribution to the Capital Programme' earmarked reserve was established prior to 2014 but the original delegation and approval process cannot be referenced and therefore the proposed approval process for this reserve requires a key decision. The reserve was created to meet the revenue costs associated with major capital projects, for example feasibility work supporting master planning and strategic acquisitions, with the intention to cover costs that cannot be capitalised or have to be funded at risk until such a time that they can be charged to the capital programme or covered by external funding. To be consistent with the approval route for other reserves of a similar nature, it is recommended that spending decisions from this reserve above £250k revenue / £1m capital are delegated to the relevant Director and CFO in consultation with the relevant Portfolio Holder.

STRATEGIC RISKS

138. The register contains 11 risks all have been profiled for quarter 1. 8 risks have retained the same profile.
139. Through effective mitigation the following risk profiles has reduced:
- Failure to successfully prevent a major cyber attack
140. The following two risk profiles have increased:
- 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
 - Failure to deliver the Medium Term Financial Strategy would result in an alternative budget being required with consequential service reductions covering failure to manage expenditure and income within the annual approved budget and balance the budget.
141. The target profiles will be reviewed for all strategic risk before quarter 2.

OPTIONS CONSIDERED

142. Not applicable

REASONS FOR RECOMMENDED OPTION

143. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

RISKS & ASSUMPTIONS

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

LEGAL IMPLICATIONS [Officer Initial: NJD Date: 01/08/22]

145. Section 14(2)(b)(iv) of the Local Government Act 2000 confers a broad power on an elected Mayor to delegate any functions which under executive arrangements are ordinarily the responsibility of the mayor and cabinet, to be exercised by an officer of the Authority. Where such functions are exercised by an officer, Regulation 13 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, requires the officer as soon as reasonably practicable thereafter to complete an officer decision record to record details of the decision.

FINANCIAL IMPLICATIONS [Officer Initials: RLI Date: 29/07/2022]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initial: KG Date: 28/07/2022]

- 147. 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.
- 148. 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 increase in employee sickness rates is a concern however the HR & OD team will continue to work with managers to support a drive to reduce this in an effective and timely manner
- 149. Nationally recruitment into many roles is difficult and across the council remains a challenge, whilst particularly prevalent in some areas of the council, the impact is being felt across the council. Work is being done to reduce the impact and improve recruitment including through apprenticeships. However, the number of vacancies is impacting on our capacity to deliver in some service

areas and in other areas it is driving the increased agency costs as we are required to meet delivery needs

TECHNOLOGY IMPLICATIONS [Officer Initial: PW Date: 01/08/2022]

150. 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: 28/07/2022]

151. 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. Each of the GREAT EIGHT areas contributes to health but specific health implications are addressed in paragraphs 40-51 and 62-69. 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: 20/07/22]

152. 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

153. Consultation has taken place with key managers and Directors at the Directorate DLT meetings.

BACKGROUND PAPERS

154. Not applicable.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

155. N/A

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Performance Profile January 2022 – March 2022

Appendix A






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Understanding the performance symbols

The direction of travel looks at whether things have improved, stayed the same or become worse. The purple arrow is the preferred direction of travel. The arrow shows the short term trend –the performance this quarter compared to the performance of the previous quarter.






	improvement
	Same as last time
	getting worse

The spark chart shows:





- The progress over the last 4 updates for Quarterly updated Performance Indicators
- The progress over last 3 years for Annually updated Performance Indicators



Performance

	OK – Performance on target
	Warning – Performance mostly on target
	Alert – Performance below target
	Information Only – These performance indicators do not have targets
	Unknown – These performance indicators are unable to assess a traffic light rating due to missing data.

Risk Profile

	OK – Accepted risk appetite
	Amber – Accepted risk appetite
	High Risk – approaching risk appetite limit
	Alert - Above the risk appetite - a priority for immediate management action.

Outcome Framework

These are the outcome indicators for Doncaster jointly delivered by Team Doncaster



















	Current Value	Ambition Target	National Average	Direction of Travel	Date
Greener & Cleaner					
Carbon Emissions per capita (tonnes)	5.5		4.6	↑	2020
Air pollution: fine particulate matter	5.8		6.9	↑	2020
Recycling rate for Household Domestic Waste	43.4%		42.3%	↓	2020/21
Fair & Inclusive					
Proportion of ('Lower Super Output') areas in England's most deprived 10%	23.7%		10%	↓	2019
% households living in fuel poverty	18.8%		13.2%	↓	2020
Children in Low-Income Families (%)	26.1%		18.5%	↓	2020/21
Skilled & Creative					
Key Stage 2 – ages 7-11 (Years 3-6)	61.0%		65.0%	↑	2018/19
% of 19 years old that achieve a level 3 qualification	46.2%		59.8%	↑	2020/21
Proportion of adults with no qualifications	4.6%		3.9%	↑	2021
% of people who are qualified to level 3 or above (16-64)	52.7%		61.3%	↑	2021
Prosperous & Connected					
Total Enterprises per 1,000 population	31		43	↑	2021
GVA per hour	£28.40		£38.30	↑	2020
% Employment rate	69.1%		75.6%	↓	2021
% Claimants of Universal Credit	4.9%		3.9%	↑	May 2022
Average weekly (residential) wages	£569		£613	↑	2021
Net homes provided per 1,000 population	2.4		3.8	↓	2020/21
Healthy & Compassionate					
Life satisfaction rating (out of 10)	7.15		7.38	↓	2020/21
Healthy Life Expectancy at birth (years) for Males	57.4		63.1	↓	2018 - 20
Healthy Life Expectancy at birth (years) for Females	56.1		63.9	↓	2018 - 20
The proportion of people who use services who have control over their daily life	74.9%		77.3%	↓	2019/20
Children in need per 10,000	368.5		321.2	↓	2020/21
Safe & Resilient					
Overall Doncaster crime per 1,000 population	119.2		85.0	↓	2021
Overall Doncaster ASB	6929		*	↑	2021
Safeguarding indicator (TBC)	*		*	*	*















Tackling climate change

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(E&E) Pro-active tree inspections completed within timescales.	Q1 2022/23	New	New	TBC	1885	
(E&E) Area (m2) of Local Authority land allowed to naturalise / wild flower.	Q1 2022/23			1,613,243	1,500,000	
(E&E) Successful household waste and recycling collections made on time	Q1 2022/23			99.9%	99.9%	
(E&E) Number of homes retrofitted to improve energy efficiency	Q1 2022/23	New	New	174	150	
(E&E) CO2 and NO2 reductions from use of fleet zero emission vehicles	Q1 2022/23	New	New	16,278.47	TBC	
(E&E) Number of grants for energy audits given for businesses	Q1 2022/23	New	New	10	TBC	

Developing the skills to thrive in life & work

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(L&O:CYP) Education, Health and Care Plans Issued Within 20 Weeks EXCLUDING Exception Cases	Q1 2022/23			22.89%	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%	
(AH&W) Number of Refugees (both asylum and resettlement) supported into ESOL and/or Employment	Q1 2022/23	New	New	19	10	
(L&O:CYP) The number of children in Elective Home Education	Q4 2021/22	New	New	719	700	
(L&O:CYP) The number of Children Missing in Education	Q4 2021/22	New	New	233	195	
(L&O:CYP) % Persistent Absence – Secondary age (Autumn Term)	Q1 2022/23			31.6%	27.7%	
(L&O:CYP) % 16-17 year olds Not in Education, Employment, or Training (NEET)	Q1 2022/23			4.5%	5%	

Making Doncaster the best place to do business & create good jobs

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(E&E) Processing of planning applications: Major applications	Q1 2022/23			86.67%	94.00%	
(CR) Percentage of Non-domestic Rates Collected	Q1 2022/23			97.44%	97.00%	
(CR) % of Local Authority Spend With Doncaster Companies/ Suppliers	Q1 2022/23			71%	70%	
(AH&W) Number of people with a learning disability helped into work	Q1 2022/23			4.34%	5.1%	









Building opportunities for healthier, happier & longer lives for all

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(AH&W) Duration to complete Adult Social Care Needs Assessment (days) MEDIAN	Q1 2022/23	New	New	52.00	42.00	
(AH&W) We will ensure you have an annual review of your care.	Q1 2022/23			68%	75%	
(AH&W) Permanent admissions into residential care per 100,000 (18-64 year old)	Q1 2022/23			1.62	4.70	
(AH&W) Permanent admissions into residential care per 100,000 (65+ year old)	Q1 2022/23			146.9	166.9	
(AH&W) Proportion of adults with a learning disability who live in their own home or with family	Q1 2022/23			79%	81%	
(AH&WB) % of people who are still at home 91 days after their period of re-enablement (ASCOF)	Q4 2021/22			54.2	81.0	
(AH&W) Percentage of Adult Social Care provision rated as Good or Outstanding by the Care Quality Commission	Q1 2022/23	New	New	76.12%	TBC	
(AH&W) Carers Assessments Completed	Q1 2022/23	New	New	37	TBC	
(AH&W) Duration to complete OT assessment (days)	Q1 2022/23	New	New	133.7	TBC	
(AH&W) Percentage of Adult Social Care contacts where ethnicity is not recorded or described as not known	(New PI being developed for Quarter 2)					
(PH) The % mothers quit Smoking during pregnancy	Q4 2021/22	New	New	73%	85%	
(PH) Sexual Health Service: Percentage of contraception that is LARC (Long Acting Reversible Contraceptives)	(New PI being developed for Quarter 2)					
(PH) Health Visiting: percentage of new birth visits completed within 14 days (Universal Partnership Plus families)	Q4 2021/22	New	New	96.6%	90%	
(PH) Tobacco Control: Number of '4 week quitters' recorded by the Yorkshire Smokefree service for Doncaster residents	Q4 2021/22	New	New	46.3%	50%	
(PH) Substance misuse service: Percentage of alcohol treatment successful completions	Q1 2022/23	New	New	46.54%	37%	



Creating safer, stronger, greener & cleaner communities where everyone belongs

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(AH&WB) Average number of 'verified' rough sleepers (rough sleepers seen bedded down in last 7 days) - average for the quarter	Q1 2022/23	↑	↑	18	19	✓
(AH&W) Percentage Feeling Safer After Safeguarding Intervention	Q1 2022/23	↑	↓	61.45%	-	📊
(AH&W) CS 14 Number of High Risk Cases Referred to MARAC	Q1 2022/23	↓	↓	215	-	📊
(AH&W) CS 008 - No of Referrals to the Domestic Abuse Hub	Q1 2022/23	↓	↓	476	250	✓
(E&E) Percentage of Fly Tips Investigated and Removed Within 7 Days From Public Areas	Q1 2022/23	↓	↑	90%	65%	✓
(E&E) Recycling rate for household domestic waste	Q1 2022/23	↓	↓	39.5%	50%	⛔
(E&E) (ES PI 055) Play Areas - Percentage of Quarterly Mechanical Playground Inspections Carried Out	Q1 2022/23	↑	↑	97%	90%	✓
(E&E) No. of Parks With 'Green Flag' Status Across the Borough	2022/23	▬	↑	4	4	✓
(E&E) (ES PI 052) % Licensing Act 2003 Applications Processed Within Statutory Timescales	Q1 2022/23	▬	▬	100%	100%	✓
(E&E) Complete all Environmental Permitting regs permit visits within DEFRA required timescales. - Climate control regime (Recovered)	2020/21	-	-	85%	100%	⛔
(E&E & SLHD) Number of affordable homes provided (Council, and private sector provider/build)	2021/22	↑	↑	225	180	✓
(AH&W) Safeguarding: Duration (Average days - Referral to Completed S42)	Q1 2022/23	New	New	132.58	100	⛔
(AH&W) Percentage of Safeguarding concerns and enquiries that are repeats in a 12 month period	Q1 2022/23	New	New	35%	TBC	?
(AH&W) C01/CS The numbers of victims of ASB who have met the higher risk threshold, resulting in them being provided with a SPOC and individual support plan	Q1 2022/23	↓	↓	164	120	✓
(AH&W) Number of people and families, where as a single agency we are working to prevent or tackle at an early stage, anti-social behaviour, Hate Crime and low level crime reported to and identified by the Stronger Communities Service.	Q1 2022/23	↑	↑	10,797	4,000	✓

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(AH&W) C08 Number of Veterans identified and supported within the Communities service (stand alone casework and cases within existing themes)	Q1 2022/23			82	80	
(AH&W) Following the referral of a high risk DA victim, contact is made by an Independent Domestic Violence Advocate (IDVA) within two working days to deliver needs led support.	Q1 2022/23	New	New	100%	TBC	
(AH&W) Each new Domestic Abuse hub referral is assessed by a DA advisor within two working days to undertake initial contact, triage and allocation to the appropriate service	Q1 2022/23	New	New	100%	TBC	
(AH&W) CS017 Number of redeploy able cameras installed within 28 day timescale	Q1 2022/23	New	New	1	TBC	
(AH&W) Total number of Fixed Penalty Notices (FPNs) and Community Protection Notices (CPN's) issued by the Neighbourhood Response Team	Q1 2022/23	New	New	43	TBC	
(AH&W) Total number of incidents attended by the Neighbourhood Response Team	Q1 2022/23	New	New	1,999	TBC	

Nurturing a child & family-friendly borough everyone belongs

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(L&OCYP) (L&O D OCF 05.1) Percentage of Children Accessing Their Entitlement to Free Childcare (2 years olds)	Q1 2022/23	▬	↑	86.2%	82%	✓
(L&OCYP) (L&O D OCF 05.2) Percentage of Children Accessing Their Entitlement for Free Childcare (3 & 4 Year Olds)	Q1 2022/23	▬	↑	97.10%	95%	✓
(L&OCYP) (L&O D OCF 05.3) % of Early Years Provision Rated Good or Outstanding by Ofsted	Q1 2022/23	↓	↓	97%	97%	✓
(L&OCYP) Number of Early Help Referrals into MASH	(New PI being developed for Quarter 2)					
(L&OCYP) Number of Referrals into 'Your Family' Teams	Q1 2022/23	New	New	77	TBC	?
(L&OCYP) Number of Lead Practitioner in place across partner agencies	Q1 2022/23	New	New	306	TBC	?
(L&OCYP) Number Partnership Early Help Audits completed	Q1 2022/23	New	New	53	53	✓
(AH&W) C03 Deliver a wellbeing offer - Number of wellbeing cases handled by Wellbeing Service	Q1 2022/23	↑	↑	677	250	✓
(AH&W) Number of early intervention stronger families managed and supported by the Stronger Communities Service. Including work within higher level casework and therefore contributing to the National Government Supporting Families Programme	Q1 2022/23	↑	↓	435	500	✓
(L&OCYP) The proportion of Partnership Early Help audits completed that are rated at Good or higher	(New PI being developed for Quarter 2)					
(PH) School Nursing: Number of schools with a Health Profile	(New PI being developed for Quarter 2)					



Building transport & digital connections fit for the future

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(E&E) National Highways Transportation Survey Highways Maintenance Overall Satisfaction Score	2021/22	↓	↓	48%	49%	⚠
(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%	✅



Promoting the borough & its cultural, sporting & heritage opportunities

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG



A Regenerative Council

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(CR) Housing Benefit - Average Number of Days to Process a New Claim	Q1 2022/23			16.84	25	
(CR) Council Tax Support Application - Average Number of Days to Process New Claims	Q1 2022/23			41.33	25	
(CR) % of Council Tax collected in the year	Q1 2022/23			94.26%	94.60%	
(CR) CUST 01 Customers Wait no Longer Than 10 Minutes to be Served	Q1 2022/23			0H00M00S	0H10M00S	
(CR) CUST 04 90% of Telephone Calls Will be Answered Within 150 Seconds	Q1 2022/23			57%	90%	

Whole Authority Governance Indicators

Governance Indicators	Value	Target	DoT	Traffic Light
Sickness – Days per FTE	13.47	10.00		
PDR Completion - % of workforce with a PDR recorded	64%	95%		
Internal Audit High Risk Level Recommendations	1	1		
% of Freedom of Information Requests responded to within timescale	94%	95%		
Complaints responded to within 10 working days	75%	95%		



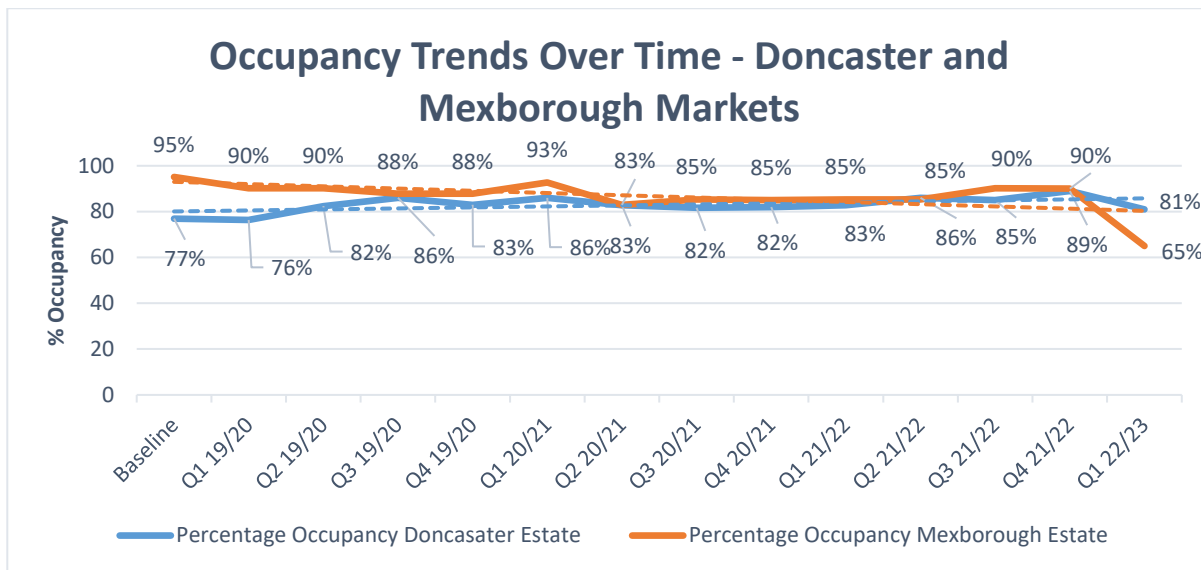
STRATEGIC RISKS

	Risk Title	Current Risk Score	Target Risk score	Direction of Travel
	Failure to safeguard adults may result in adults being vulnerable and susceptible to experiencing harm or abuse	10	5	
	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	12	6	
	Failure to implement the Partnership priorities across the Team Doncaster Partnership	9	6	
	The potential impact on formal achievement rates/outcomes due to learning lost during Covid.	12	12	
	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	12	8	
	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	8	4	
	Failure to successfully prevent a major cyber attack	20	6	
	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	12	10	
	Failure to deliver the Medium Term Financial Strategy would result in an alternative budget being required with consequential service reductions covering failure to manage expenditure and income within the annual approved budget and balance the budget.	10	5	
	(HOS) Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk	20	10	
	The combined impact of managing concurrent risks eg: floods, EU transition arrangements, Covid	15	20	

MARKET ASSET MANAGEMENT (MAM) DONCASTER LTD.

The first quarter of 2022-23 has seen the return of a number of popular events including the monthly Little Bird Market, Strong Man competition, Stream Punk and Delicious Doncaster during the Jubilee weekend. It also saw the change to Wool Market opening times and the opening of the new leisure area with duckpin bowling, interactive darts, shuffle board and arcade games. The change in opening times has seen the first opening on a bank holiday Monday.

Occupancy Trends at Doncaster and Mexborough Markets

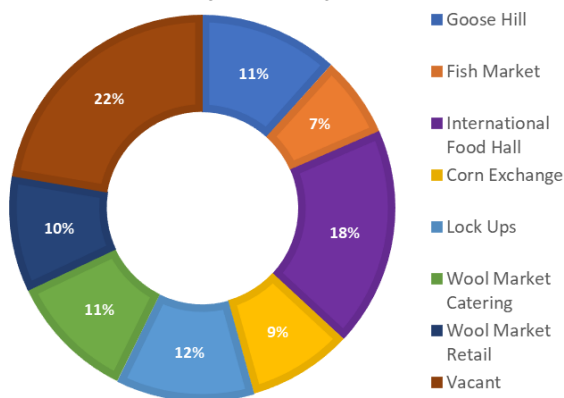


Doncaster Market has seen a reduction from 89% at the end of last quarter of 2021/22 to 81%. This is in part due to vacancies in Goose Hill that are not being re-filled at present as the majority of the traders from the Corn Exchange will be relocated.

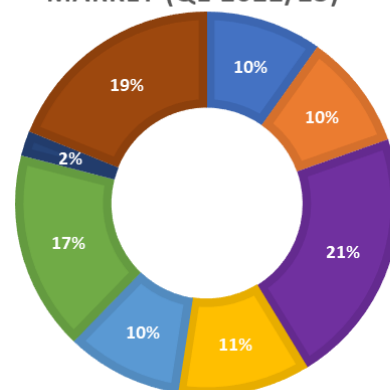
Mexborough has seen a significant decrease in occupancy levels in Q1 of 2022/23, a large drop from 90% to 65%. This is because a trader, who occupied 4 units, has closed.

Doncaster Market Occupancy Level Changes per area of the estate (Percentage) at Baseline (May 2019) and Q1 2022/23

PERCENTAGE OCCUPANCY AT DONCASTER MARKET (BASELINE)



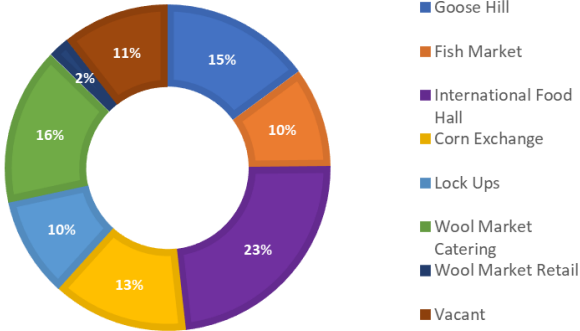
PERCENTAGE OCCUPANCY AT DONCASTER MARKET (Q1 2022/23)



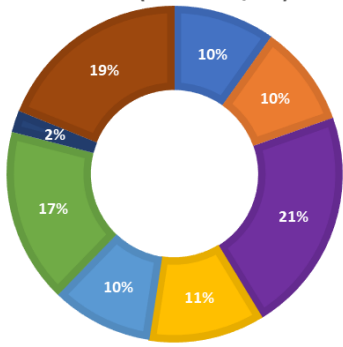
The comparison of occupancy across the Doncaster estate between baseline (May 2019) and present levels (Q1 2022/23) shows a significant difference in the number of units in each area. The main difference is the reduction of retail units in the wool market where the majority of retail space has been re-purposed to become the leisure area.

Doncaster Market Percentage occupancy levels at Q4 2021/22 and Q1 2022/23

PERCENTAGE OCCUPANCY AT DONCASTER MARKET (2021/22 Q4)

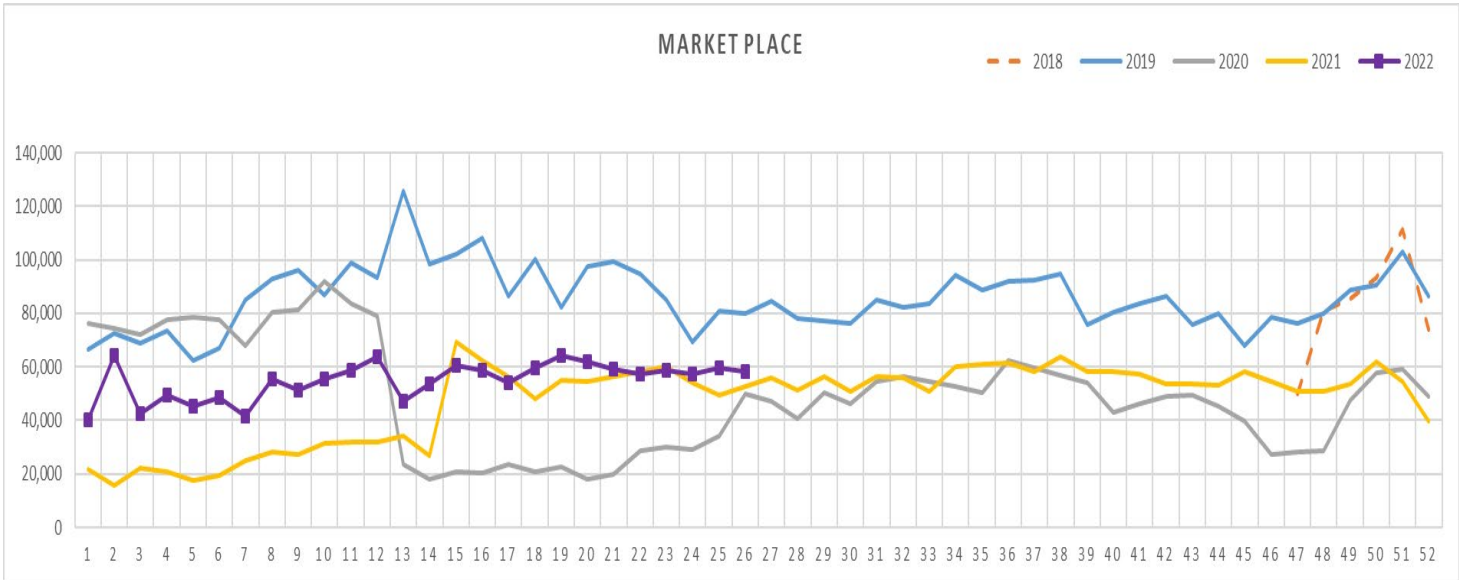


PERCENTAGE OCCUPANCY AT DONCASTER MARKET (Q1 2022/23)



The main differences in percentage occupancy in Q1 compared to Q4 2021/22 is the decrease in occupancy in Goose Hill and the subsequent increase in the percentage number of units that are currently vacant. MAM are keeping these units vacant in readiness to decant the Corn Exchange traders into due to their re-location as part of the works to re-develop the Corn Exchange.

Footfall Trends for the Market Place (up to week 26; w/c 27/06/22)



Q1 of 2022-23 have seen on average 50-60,000 each week. The trend line above for the market place mirrors the trend lines across the majority of the footfall camera locations in other areas of the city centre.

The new leisure zone in the Wool Market opened during this quarter with it opening to the public on Friday 15th April (Good Friday) with the Easter weekend having good weather. The highest footfall levels were recorded in week 19 which also coincided with good weather and the extended opening hours Thursday-Sunday will also have had a positive impact on the footfall.

MAM mentioned that the first bank holiday in May saw good footfall and that the bank holiday Monday was the busiest. This was the first bank holiday that saw the Wool Market be open due to the change in the opening hours in April.

As already mentioned the trends seen in the market place mirror those across the city centre which are all well below the numbers recorded pre-pandemic. This indicates that the city centre is still seeing less visitors across all areas as peoples shopping habits continue to alter. The cost of living crisis may also start to have an impact on footfall.

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.

Developments

The new leisure zone opened in Q1 and has had positive feedback from customers within the Wool Market. Traders have also noted a rejuvenated use by customers to the leisure zone and in turn food & beverage.

MAM are presenting weekly figures which are regularly scrutinised against their budget forecast. Although they have seen the leisure zone as busy and well-used; the income generated has been below the forecasted income presented in their budget.

The marketing and branding of the leisure zone will be promoted throughout the summer on all media streams to encourage people to try and maintain more active leisure pursuits.

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. Work is now starting to be timetabled to commence as planning applications have been submitted. Other improvements across both Doncaster and Mexborough market are also continuing. Traders from within the Corn Exchange have been offered new locations within the estate and all but one have accepted. The one trader leaving the market is taking up a shop unit in Bowers Fold.

Events

Delicious Doncaster Food Festival once again returned to the market area coinciding with the Queen's Platinum Jubilee weekend. The talent booked to attract people to the Delicious Doncaster food demonstrations Rustie Lee, Ainsley Harriot and Jonny Marsh proved popular with a wider demographic. The tours of the Traders and interactive presentations promoted social media interest.

There are already a number of events booked in for throughout the remainder of 2022 including the Young Traders final and Strongman competition at the end of July, DN1 Live on August Bank Holiday, Roundabout Theatre (in conjunction with CAST) in mid-September and Festival of Light in November. MAM are also working with Doncaster Council events team on the Christmas event schedule for 2022.

Financial Position

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.

HEALTH AND SAFETY

Coronavirus

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.

Public Health and HR are continuing to monitor workplace cases and local community transmission of COVID-19, and will advise on the reiteration of current control measures or the implementation of additional controls, if required.

General H&S

The Health and Safety Team continue to undertake site H&S and Fire Safety audits of council service activities and schools, as an additional layer of assurance that suitable and sufficient mitigating controls are in place. Council building risk assessments are being reviewed by Building Managers and Corporate Landlord with advice from the H&S team and in consultation with TUs.

H&S Training

The H&S training team continue to deliver both virtual and face-to-face training across all Directorates. Demand is currently high for first aid training which is mainly due to the continued catch up from the pandemic backlog for this face-to-face training. Manual handling awareness and manual handling risk assessment training is being delivered across operational directorates; this is in response to a rise in manual handling incidents in these areas. Revised/updated Building Manager training is being rolled out in August in conjunction with the Corporate Landlord team. A number of refresher courses for statutory accredited H&S training is currently being programmed in for council operational areas.

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.

Following a RIDDOR reportable incident at the Dome the DCLT H&S Manager is completing an action plan issued by the councils H&S Enforcement Team. The councils H&S Manager has carried out two site inspections of DCLT properties, supporting DCLT with any H&S issues that may arise.

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 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 undertaken site visits with SLH at the high-rise render scheme to support SLH with any H&S issues that may arise. Some H&S actions were picked up on these visits and SLH have taken proactive measures to ensure that mitigating controls are being put in place. Ongoing planned and unannounced joint site inspections will continue throughout the project. The successful candidate for the SLH H&S business partner role starts in post on the 18th July will be introduced to SLH at partnership meetings and will be developing an H&S audit programme of SLH.

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 taken place with Hargreaves JV on the future of the colliery site and links with the

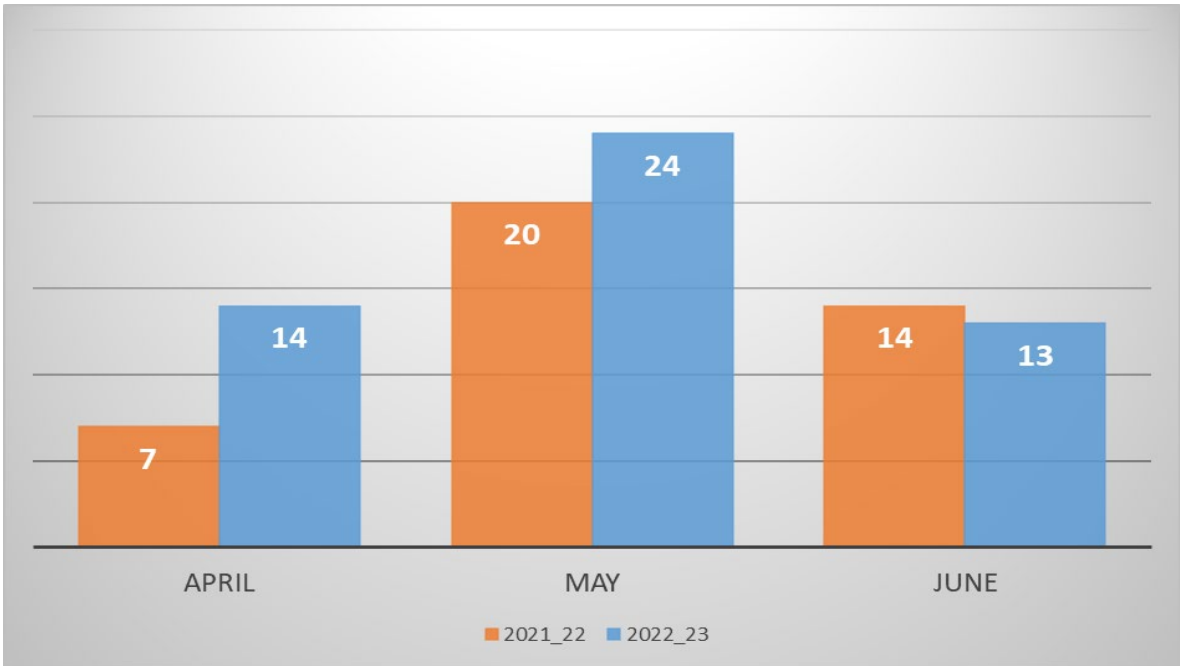
Stainforth Town Deal (STD). Plans continue to be developed to further mitigate risks related to the run-o-mine on the colliery site. ARUP (commissioned by the STD) are currently undertaking condition survey works of both headstocks.

Directorate Health and Safety Committees

All Directorate H&S Committee meetings continue to be undertaken every quarter. The councils new loneworker system is being promoted at all committee meetings and managers requested to review current loneworker risk assessments and mitigating controls.

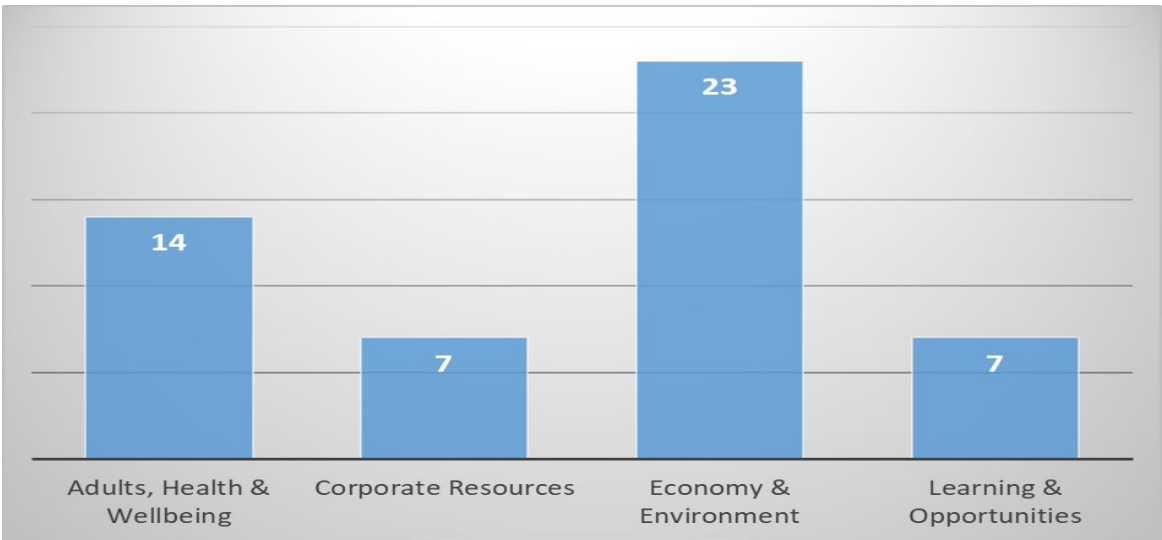
Accident Statistics

Employee injuries at work in Q1 22/23 compared with Q1 21/22



There continues to be a higher rate of employee injuries in April and May compared to same period of last year. June showed a slightly lower level of reporting. Last year's lower level of reporting reflected some reduced operational activity due to national Covid-19 restrictions; this may become less of a factor as the year progresses.

Distribution of the Employee injuries in Q1 22/23 between each Directorate

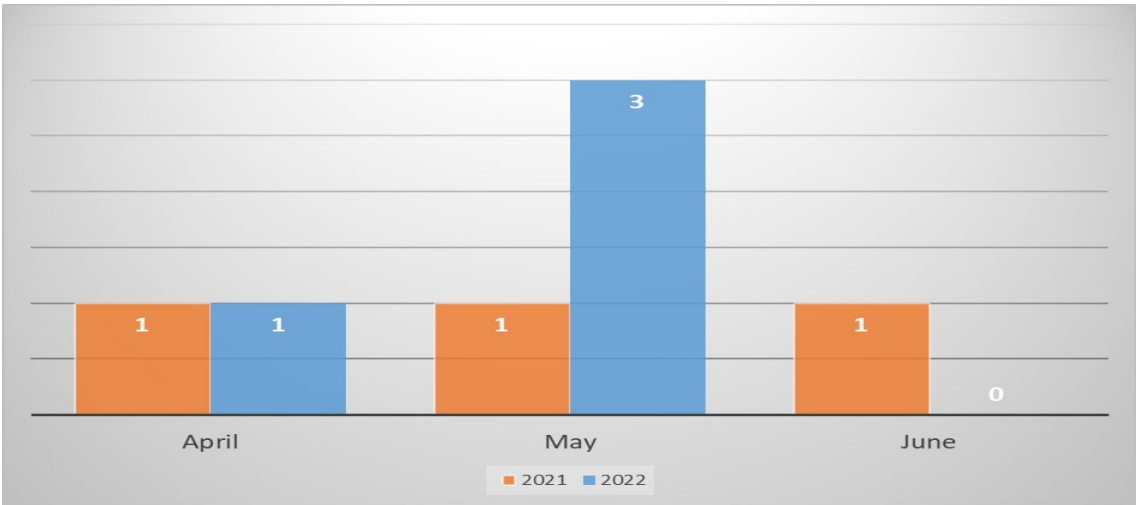


There is a higher number of employee injuries reported from Directorates that have larger numbers of operational employees. Moving and handling are the most commonly reported incident type leading to an employee injury at work with 9 injuries resulting from handling items and 6 injuries from moving and handling people.

Of the 9 moving and handling incidents involving 'items' there are, 4 in Street Scene, 3 in Highways all are involving operatives and 1 each from School Crossing Patrol and PBM. Of the 6 moving and handling incidents involving 'people' 3 reported are from Positive Steps and 3 reported from STEPS.

Manual handling awareness and risk assessment training is being delivered across operational directorates in response to this identified trend.

Employee injury RIDDOR reports in Q1 22/23 compared with Q1 21/22



Employee RIDDOR reports have increased by one in May 2022 compared with same month in 2021. All RIDDOR reports are from front line operational services; these reports are investigated with support and advice from the H&S Team. Two RIDDOR from both Adults, Health and Wellbeing and Economy and Environment.



Doncaster
Council

Q1

Finance Profile

April 2022 – June 2022

APPENDIX B

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Adult Health and Well-Being Revenue		Quarter 1 2022/23		
		Gross Budget	Net Budget	Variance
		(£m)	(£m)	(£m)
	Adults Health & Wellbeing Total	141.179	64.003	-1.256
	Adult Social Care	70.817	51.493	-1.192
	Communities	69.026	44.476	-0.064
	Director Of Adult Services	1.119	-32.182	0.000
	Localities	0.217	0.217	0.000

Adults Health and Well-Being Capital		Quarter 1 2022/23			
		Budget	Q1 Budget	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Adult, Health & Well-Being Total	8.0	6.2	14.9	26.6
	Adult Social Care	7.6	5.9	14.9	26.6
	Communities	0.3	0.2	0.0	0.0
	Modernisation and Commissioning	0.1	0.1	0.0	0.0

Corporate Resources Revenue		Quarter 1 2022/23		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
			Corporate Resources Total	109.578
	Customers, Digital & ICT	65.897	10.530	0.164
	Corporate Resources Director	0.213	-0.132	0.000
	Finance	25.725	0.965	-0.131
	Hr, Comms & Exec Office	6.865	6.008	-0.621
	Legal & Democratic Services	6.696	4.180	0.213
	Policy, Insight & Change	4.182	4.011	-0.014

Corporate Resources Capital		Quarter 1 2022/23			
		Budget	Q1 Budget	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Corporate Resources Total	16.9	17.0	0.9	4.3
	Customers, Digital and ICT	4.3	4.8	0.6	0.6
	Finance	12.5	12.1	0.3	3.7
	HR, Comms & Exec Office	0.1	0.1	0.0	0.0
	Legal & Democratic Services	0.0	0.0	0.0	0.0

Economy & Environment Revenue		Quarter 1 2022/23		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Economy & Environment Total	102.595	45.239	1.244
	Economy & Development	31.437	8.725	0.713
	Director Economy & Environment	0.279	0.226	-0.131
	Environment	67.170	34.651	0.741
	Strategic Housing	3.710	1.637	-0.080

Economy & Environment Capital		Quarter 1 2022/23			
		Budget	Q1 Budget	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Economy & Environment Total	104.2	88.0	175.1	189.4
	Economy & Development	43.5	36.8	5.8	12.3
	Strategic Housing	41.4	35.6	167.6	174.0
	Environment	19.3	15.6	1.7	3.1

Learning Opportunities, Skills & Culture		Quarter 1 2022/23		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning Opp, Skills & Culture Total	134.949	77.373	6.873
	Centrally Managed	8.212	0.207	0.009
	Early Intervention & Localities	17.308	3.721	0.224
	Educ Skills Culture & Heritage	44.370	13.786	1.714
	Childrens Services Trust	65.059	59.659	4.926

Learning Opportunities, Skills & Culture Capital		Quarter 1 2022/23			
		Budget	Q1 Budget	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Learning & Opportunities - CYP Total	12.3	9.7	19.5	23.7
	Centrally Managed	0.2	0.2	0.4	0.6
	Commissioning & Business Development	8.1	6.5	19.1	23.1
	Partnerships and Operational Delivery	2.7	1.7	0.0	0.0
	Children's Services Trust	1.3	1.3	0.0	0.0

Public Health Revenue		Quarter 1 2022/23		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Public Health Total	26.948	4.230	-0.042
✓	Public Health	26.948	4.230	-0.042

Public Health Capital		Quarter 1 2022/23			
		Budget	Q1 Budget	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✓	Public Health Total	5.6	6.6	2.0	2.1
✓	Leisure Services	5.6	6.6	2.0	2.1

Council Wide Budgets Revenue		Quarter 1 2022/23		
		Gross Budget	Net Budget	Variance
		(£m)	(£m)	(£m)
✓	Council Wide Budget Total	24.880	-75.633	-1.720
✓	Change Programme	0.000	-0.150	0.000
✓	Gnrl Financing/Treasury Mngmen	4.994	4.864	-0.076
✓	Levying Bodies/Parish Precepts	16.481	16.481	0.000
⊘	Other Centrally Funded	7.469	-5.151	-0.397
✓	Revenue Costs Ex Capital Program	-20.001	0.000	0.000
✓	Technical Accounting	10.922	10.922	-1.115
✓	Business Rate Retention	0.000	-107.493	0.000
✓	Severance Costs	5.014	4.894	-0.132

Savings Tracker

	Target 22/23 including under/over 21/22 (£m)	22/23 achieved (£m)	22/23 remainder expected to be achieved in year (£m)	One-off 22/23 (£m)	22/23 (unachieved) / overachieved (£m)
Adults, Health & Wellbeing	(2.263)	1.268	0.845	0.000	(0.150)
Corporate Resources	(1.177)	1.164	0.000	0.000	(0.013)
Council Wide Budgets	(2.952)	2.452	0.000	0.000	(0.500)
Doncaster Childrens Services Trust	(7.686)	4.166	0.212	0.000	(3.308)
Economy & Environment	(0.806)	0.616	0.054	0.000	(0.136)
Learning Opportunities, Skills & Culture	(0.144)	0.076	0.000	0.049	(0.019)
Public Health	(0.050)	0.050	0.000	0.000	0.000
Total	(15.077)	9.792	1.111	0.049	(4.126)

Treasury Management Update – Quarter 1 2022-23

1. The forecast for Treasury Management at Quarter 1 is a small underspend of £75k on interest payable and receivable, although this will be closely monitored throughout the year as any borrowing that is needed in this financial year will have to be undertaken at significantly higher interest rates than was assumed at the point of setting the budget. Although the investment income is currently higher than anticipated due to these higher interest rates the cash balances held will be utilised to mitigate the need to borrow. The current underspend on investment income of £75k is due to the receipt of two years of interest on a 95-day notice account which hadn't been accrued for. This has now been rectified and will be payable on a quarterly basis going forward.
2. Since setting the budget for 2022/23 there have been several interest rate increases that were not foreseen at the time in an attempt to control spiralling inflation and try to mitigate the cost of living crisis. The Bank of England base rate is currently 1.25% (up from the all-time low of 0.01% throughout the pandemic) and further incremental increases are envisaged for the rest of the year. These interest rate increases were reflected in the cost of long term borrowing through the Public Works Loan Board (PWLb) immediately and are now filtering through into the short term "local" market where other public bodies (Local Authorities, Housing Associations etc.) lend to each other for short periods of time.
3. As a result of the interest rate increases outlined above the borrowing strategy outlined in the Treasury Management Strategy Statement (TMSS) for 2022/23 is being revised. At the time of publishing the TMSS borrowing rates were forecast to rise gently over the next three years and the primary borrowing strategy for new and replacement debt was to adopt a hybrid approach and take out both long term and short term loans. This strategy was agreed to remove some interest rate risk but also to benefit from interest savings over the period. However, the rapid increase in borrowing rates over the last few months means it is no longer affordable to adopt this approach and we will only borrow in the short term to maintain our cashflow position. This will mean the Council will remain under borrowed for longer than anticipated. At the end of 2021/22 under borrowing was £126m which is 20% of the Capital Financing Requirement (borrowing need). Whilst this might seem high, 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.

Borrowing

4. Figure 1: The following table summarises the Council's forecast Debt Portfolio as at 30th June 2022: -

Doncaster Council Debt Portfolio and Maturity Profile as at 30th June 2022				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	11.30	50.004
12 to 24 Months	50	0	2.20	9.728
24 Months to 5 Years	50	0	5.97	26.440
5 Years to 10 Years	75	0	2.99	13.220
10 Years to 20 Years	95	10		49.768
20 Years to 30 Years				42.753
30 Years to 40 Years			77.54	153.873
40 Years to 50 Years				96.880
TOTAL				

5. Any borrowing that will be undertaken within this financial year is going to be on a short term basis therefore will increase the under 12 months maturity profile but still within the limit.
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 28th February 2022 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 is 0.76% over the first three months which has been increasing each month in line with the interest rate increases. This is higher than the returns achieved through the last few years reflecting the different economic climate we are currently in.
9. Treasury Management officers confirm that there have been no breaches of investment limits, as set out in the Treasury Management Strategy Statement agreed by Council on 28th February 2022 during this financial year.

Figure 2: The following summarises the Council's investment portfolio as at 30th June 2022

Investment	£m
DEBT MANAGEMENT OFFICE	20
COVENTRY BUILDING SOCIETY	15
LLOYDS BANK	5
HANDLESBANKEN	20
SANTANDER UK	20
Total	80

Risks

10. Risks were reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 28th February 2022. The key risks and mitigating actions relevant to this quarter are as follows:
 - a. The Council could be unable to borrow when funding is required due to adverse market conditions and/or budgetary restraints. This risk is mitigated by maintaining sufficient easily accessible funds. Further mitigating actions could be scaling back or re-profiling capital expenditure plans if necessary.
 - b. There could be an increased use of reserves and working capital which is currently used to finance the under borrowed position. This risk is mitigated by regular monitoring of the use of reserves and having a robust cash flow forecast, which is monitored on a daily basis
 - c. 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.

Capital Programme Block Budget Allocations Quarter 1 2022-23

	Funding Source	Allocation of block budget 2022/23 £m	Allocation of block budget Total £m
<u>Learning Opportunities, Skills & Culture</u>			
Partnerships and Operational Delivery			
Stone Hill School – Post 16 Development	Government Grant	0.880	0.880
DFE – New Pupil Places St Michaels Rossington – Bathroom adaptations	Government Grant	0.012	0.012
Park School – Module Buildings	Government Grant	0.221	0.221
High Needs Provision Grant	Government Grant	(0.711)	(0.711)
New Pupil Places Gant	Government Grant	(0.402)	(0.402)
Commissioning and Business Development			
Levett –Lower School –Safeguarding	Government Grant	0.012	0.012
Thorne King Edward –Safeguarding	Government Grant	0.005	0.005
Capital Maintenance Grant	Government Grant	(0.017)	(0.017)
Children’s Trust			
Plot 248 – Skylarks	Housing Capital Receipts	0.210	0.210
Askern Court (Bentley)	Housing Capital Receipts	0.477	0.477
Housing Capital Receipts Allocation	Housing Capital Receipts	(0.687)	(0.687)
<u>Corporate Resources</u>			
Customers, Digital & ICT			
The reporting area of the £475k HRA contribution towards secure & resilient technology has been changed. It is now included as part of the Digital & ICT part of DMBC’s Corporate Resources Capital Programme	Corporate Resources	0.475	0.475
<u>Economy & Environment</u>			
Housing			
The reporting area of the £475k HRA contribution towards secure & resilient technology has been changed. It is now included as part of the Digital & ICT part of DMBC’s Corporate Resources Capital Programme	Corporate Resources	(0.475)	(0.475)
Economy & Development			
Cycleboost Town Centre Parking	Government Grant	0.020	0.020
Cycling Infrastructure	Government Grant	0.100	0.100
Dropped Crossings Pedestrian Routes	Government Grant	0.040	0.040

Integrated Transport Block	Government Grant	0.452	0.452
Footways	Government Grant	0.040	0.040
Doncaster Bus Partnership Infrastructure	Government Grant	0.048	0.048
T0017/3 North Bridge Connector	Government Grant	0.115	0.115
South Parade	Government Grant	0.086	0.086
DN7 Hatfield Link Road Project	Government Grant	0.100	0.100
SCRIF-A630 West Moor Link	Government Grant	0.250	0.250
Integrated Transport Block (ITB) – Economy – allocation of Block Budget to specific schemes:	Government Grant	(1.251)	(1.251)
Environment			
Integrated Transport Block (ITB) – Environment Revised Allocation. This includes £0.331m increase in the ITB allocation which was accepted as part of the budget setting report based on an estimated allocation of £1.353m now confirmed at £1.656m. Reminder of the balance relates to grant carried forward from 21/22.	Government Grant	0.535	0.535
Direction Signing Borough Wide	Government Grant	0.040	0.040
Traffic Management Measures Main	Government Grant	0.060	0.060
Safer Communities	Government Grant	0.050	0.050
School Reduced Speed Limits	Government Grant	0.050	0.050
A19 Doncaster Road/Rockley Lane Safety	Government Grant	0.030	0.030
A630 Church Way/Holmes Market Signal	Government Grant	0.055	0.055
Minor Projects	Government Grant	0.120	0.120
Integrated Transport Block (ITB) - Environment - allocation of Block Budget to specific schemes	Government Grant	(0.405)	(0.405)
BRIDGES			
Bridges Structural Maintenance	Government Grant	0.003	0.003
Principal Inspections & Assessment	Government Grant	0.188	0.188
Thorne Flyover	Government Grant	0.005	0.005
Newton Ings Footbridge	Government Grant	0.015	0.015
West Moor Drain Bridge 2.057	Government Grant	0.002	0.002
Sprotbrough Flood Arches Repairs	Government Grant	0.003	0.003

Low Levels West Culvert	Government Grant	0.119	0.119
Clay Bank Bridge	Government Grant	0.037	0.037
Mexborough Flyover	Government Grant	0.001	0.001
Greys Bridge	Government Grant	0.226	0.226
RLYGB/32 Shaftholm Lane Rail Beak	Government Grant	0.050	0.050
3.013 Felhirst Bridge	Government Grant	0.025	0.025
6.197 North Common Bridge	Government Grant	0.250	0.250
Mexborough Flyover Demolition	Government Grant	0.300	0.300
<u>CARRAIGEWAYS</u>			
Surface Dressing	Government Grant	0.715	0.715
Maintenance Block	Government Grant	0.169	0.169
Highway Maintenance Permanent Patching	Government Grant	0.500	0.500
Pre-patching	Government Grant	0.400	0.400
Micro-asphalt Programme	Government Grant	0.200	0.200
Station Road, Carcroft	Government Grant	0.282	0.282
Thorne Road, Wheatley	Government Grant	0.100	0.100
Broadway Dunscroft PH2	Government Grant	0.184	0.184
Cheswold Lane Town End	Government Grant	0.037	0.037
Thorne Road Wheatley	Government Grant	0.092	0.092
Newholme Drive Moorends	Government Grant	0.018	0.018
Dirty Lane Fishlake	Government Grant	0.035	0.035
Retread Carriageway Resurfacing	Government Grant	0.471	0.471
Mill Street Armthorpe	Government Grant	0.104	0.104
A19 Askern Road	Government Grant	0.326	0.326
A631 Sunderland Street	Government Grant	0.107	0.107
C235 Boat Lane	Government Grant	0.034	0.034
C25 Field Road Part+Water Lane	Government Grant	0.137	0.137

A630 Warmsworth Road	Government Grant	0.202	0.202
<u>FOOTWAYS</u>			
Footway Reconstruction Block	Government Grant	0.305	0.305
Footway Minor Schemes	Government Grant	0.082	0.082
Footway Slurry Programme	Government Grant	0.350	0.350
<u>DRAINAGE/FLOOD PREVENTION</u>			
Flood Risk Schemes	Government Grant	0.135	0.135
<u>STREET LIGHTING</u>			
Street Lighting Improvement Programme	Government Grant	0.110	0.110
Highways Capital Maintenance (HCM) – allocation of block budgets to specific schemes	Government Grant	(6.318)	(6.318)
<p>Note - Original indicative settlement for 2022/23 was £6.551m but this was revised to £7.061m once confirmation received from SYMCA (including carry forward of grant) - £6.318m allocated to schemes in 22/23 with £0.743 carried forward to 23/24</p>			

Virements for Elected Mayor / Cabinet / Portfolio Holder Approval

2022/23 Quarter 1

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	Services related to homelessness & housing were going to move under PH/Strategic Commissioning, as part of a review of homelessness provision	AHWB PH	-2,398,000 2,398,000

Monitoring Action Plan

Ref	Task	Target Date	RAG status	Who to complete	Note
	Generic actions				
1	All to encourage realistic projections - where underspends are anticipated they need to be included at the earliest date and can be changed in subsequent months.	Q1	Green	Directors	E.g. for staff budgets managers shouldn't assume posts are filled immediately, for income previous years and other data should be used to forecast.
2	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 for variances.	Q1	Green	Directors and Assistant Directors	Target date is the date that this will start.
3	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.	Q1	Green	Directors, Assistant Directors and Heads of Service.	Target date is the date that this will start.
4	Budget holder training is now mandatory for managers (like GDPR, Health and Safety etc.), budget holders need to complete the training.	31/12/2022	Green	Budget holders	E-learning version to be launched in July. Compliance will be monitored in the same way as other mandatory training.
5	Information to be provided to DLTs, on a quarterly basis, showing which budget holders have not accessed the Collaborative Planning (CP) system recently.	Q2	Green	Directorate Finance Managers	Target date is the date that this will start.
6	Monthly monitoring reports will not be produced for months 5 and 8.	Month 5	Green	All	This will enable managers and finance staff to focus on accuracy of quarter 2 and 3 information, CP will be open for longer periods.
7	Risk ratings of cost centres to be included on Collaborative Planning and refreshed.	Month 5	Green	Directorate Finance Managers	Risk ratings are now available on CP, refresh is underway.
8	Directors and Assistant Directors to put in place additional "challenge" meetings for service areas where financial issues	Q1	Green	Directors and Assistant Directors	

Ref	Task	Target Date	RAG status	Who to complete	Note
	identified (e.g. Travel Assistance at month 2 22/23)				
9	Undertake review of recharges	31/03/2023	Green	Financial Management	A number of problems arising with producing projections could be resolved by changing the way recharges are done (reducing, simplifying, consistency)
10	Review the number of cost centres used by service areas with a view to reducing and improving overall visibility of the position. E.g. Adults Social Care and Street Scene.	Q2	Green	Financial Management	
11	Make sure budgets are on the correct codes so monitoring and inputting projections is easier. E.g. Highways Operations, grant funded budgets.	Q2	Green	Financial Management & Budget holders	
12	Review where it would be possible for additional advice to be provided to budget holders in relation to specific expenditure/income projections (e.g. insurance, energy, business rates).	Q2	Green	Financial Management	E.g. budget holders to be advised that insurance charges have all been processed for the year so projected costs should be the same as actual costs to date.
13	Review work in progress (WIP) process, commitment posting and WIP information provided to budget holders.	Q3	Green	Financial Management	
14	Make sure where finance are having meetings with budget holders they are focusing time on the most important areas within individual budgets (higher value, volatility, complexity).	Q1	Green	Financial Management	E.g. if time is limited and income is significant/volatile start by looking at that rather than staff costs.
	Targeted actions				
15	YPO budget - ensure information from YPO officers meetings is fed back to enable projections to be updated.	Ongoing	Green	Matthew Smith	
16	Pensions budget - ensure monthly payroll payments are used to provide earlier indications of under/overspend than year end.	Ongoing	Green	Rob Isaac / Karen Knifton	

Ref	Task	Target Date	RAG status	Who to complete	Note
17	Building Control - staff % split between trading and non-trading to be reviewed annually.	Q2	Green	Building Control Manager	
18	Financial Management to work with commissioning managers to understand where contract performance information is not be received promptly and how this impacts on projections.	Q2	Green	Financial Management and commissioners	e.g. in 2021/22 information on Casson Court Extra Care and Voiceability Advocacy was not factored into projections as information hadn't been received.

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7 September 2022

To the Members of the Cabinet

Performance Challenge of Doncaster Children's Services Trust: Quarter 1, 2022/23

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

EXECUTIVE SUMMARY

1. As part of the Management Agreement and governance arrangements for Doncaster Children's Services Trust (DCST) the Trust provides a quarterly report of operational and financial performance.
2. This report provides an opportunity to feedback on performance successes and issues against the key performance indicators that have been agreed as part of the contractual process.
3. Recognising the transitional arrangements to the Council modifications have been made to the style and content of this report. The Council and DCST finance and performance team are currently developing the performance management framework to support the leadership governance and operational grip from Q2 onwards.

EXEMPT INFORMATION

4. Not exempt.

RECOMMENDATIONS

5. Cabinet to note Doncaster Children's Services Trust performance outcomes, finances and the contribution that the Trust makes to support the Council's strategic priorities relating to safeguarding children in the borough.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. This report includes current position of Doncaster Children's Services Trust performance in relation to safeguarding children within the Borough but taken steps to manage and mitigate risks relating to children and families by working closely with Doncaster Council and Doncaster Council's Director of Children's Services.

BACKGROUND AND CURRENT POSITION

7. As indicated in previous reports the use of Mosaic has introduced challenges in our ability to produce reliable performance management information. Work to address the factors contributing to this, of which data quality is the key issue, has continued. The key achievement in Q1 was that the three statutory returns¹ have been uploaded to the

¹ Fostering data set, 903, which focusses on a particular cohort of children in care and the CIN census, which focuses on a broader range of social work performance measures.

government portal.

8. Following the transfer of DCST staff on the 1st Sept the performance reporting on Children's Services will be incorporated into the Council's finance and Performance report. Consequently the report in this format will be the final one to be produced.

Performance against targets

9. Performance in the Trust is monitored through a number of Contractual Performance Targets and Strategic Partnership Targets. An overview of these measures is provided as an appendix to this report.
10. Performance against Contractual indicators as follows:
 - 3 indicators performing better than or within tolerance against target
 - 3 indicators are below target
 - Data is not available for 5 targets
11. Of the Strategic Partnership performance indicators
 - 12 indicators performing better than or within tolerance against target
 - 4 are below target
 - Data is not available for 9 targets
12. There are more areas where data is not available or there are concerns regarding its validity at the end of Q1 than was the case at the end of Q4. This reflects the fact that the Q4 data had been subject to considerable cleansing prior to being reported in order to prepare for the submission of statutory returns. Data cleansing and remedial activity continues as indicated in previous reports. We are beginning to see the impact of this activity however know that there is still much work to be done.
13. Child related performance is extracted from Mosaic other than
 - Information relating to performance in the Inspiring Futures team, where information from a locally held data source has been used. This is the same source as information used in performance reports since the transition to MOSAIC.
 - Information regarding supervision, which is taken from locally held data sheets. This was the position prior to, and since, the transition to MOSAIC.

Current Demand and activity levels

Referrals

14. In Quarter 1 there were 1,182 referrals (Q4 position 1,257 referrals). The most significant source of referrals in Doncaster continues to be the Police, who made 498 (42%) of referrals in Q1. This position is what would be seen in most authorities and relates to a large extent to reports regarding domestic abuse. This approach, which is consistent with Police guidance, has wider impacts than simply volume. We know that contacts from the Police contribute to the position with regard to multiple contacts about the same child as we have, until recently, received more than one report about the same incident. This has been addressed with Police colleagues who have agreed to change their practice. Further work is planned to look at the wider impact of reporting of domestic abuse incidents.

Assessments

15. In the six months to the end of Q1 2,699² assessments were started, 90% of which were completed within 45 days or less. Of those assessments 58% were not judged to require further support from children's social care. In Q1 1,155 assessments were started compared to 1,560 in Q4.
16. A daily report is produced highlighting open single assessments, i.e. excluding re-assessments of cases that have been open for longer than six months, and the number of days these have been open to allow this work to be monitored.
17. 668 (58%) of assessments undertaken in Q1 resulted in further work being identified as necessary. This is not to suggest that these assessments were unnecessary however as the assessment is designed to be an intervention in its own right with further work only being required in relation to those children with the highest levels of need.

Child in Need Activity

18. In the 6 months to the end of Q1 there were 4,581 children in need in total. This figure includes children in care, those subject to a protection plan, open assessments and those with a closed episode. 1,281 of these (28%) were children subject to a child in need plan.

Child Protection Activity.

19. In the six months to the end of June 751 Section 47 enquiries were undertaken. The rate per 10,000 children figure (223) is lower than the most recent comparator information for statutory neighbours (229) and the 2020/21 outturn position for Doncaster (249). This is significant as Doncaster's rate per 10,000 increased significantly during 2020/21 and was above the rate for statutory neighbours for the first time since 2015. Focussed action was taken to address this in order to ensure that only those children who needed to come into child protection processes were subject to sa47 enquiries.
20. In Q1 265 children were subject to enquiries under Section 47 (Q4 position 456 children). The data currently indicates that of those cases 52 Section 47 enquiries led to an Initial Child Protection Conference being convened however further validation of this data is required as there are a large number of unknown values in the report.
21. The number of children subject to a protection plan at the end of Q1 was 348, which is a small reduction from the position at the end of Q4 (366). The Q1 position equates to a rate per 10,000 of 52, which is a significant reduction from the 2021 outturn position of 64. This means that Doncaster is below the most recently reported rate per 10,000 level for statutory neighbours (59.4).
22. Of those children subject to a protection plan at the end of Q1 the majority (53%) were boys with 45 % being girls (there will be a small number of unborn children subject to a protection plan), the system does not currently consider other identified genders, current measures are boys and girls. Emotional Abuse continues to be the most significant category of abuse (55%), Neglect was the second highest category (35%) and Physical abuse was the third highest category (6%). Sexual abuse was the lowest

² Data is reported in this way to reflect the position in the Children's Assessment Tool (ChAT). This draws on the data set used by Ofsted during inspection.

category (3%) This pattern is consistent with the previously reported. Domestic abuse is the most significant contributory factor in those cases where children are made subject to a plan under the category of emotional abuse.

Children in Care

23. The number of children in care at the end of Q4 2021/22 was 563, compared to 592 at the end of Q4 the previous year. In the six months to the end of Q1 93 children came into care and 114 children left care.
24. Of those still in care as at 30.6.22 391 had been in care for 12 months or longer. 165 children are placed with Independent Fostering Agency (IFA) carers with a further 55 children were in external placements. 18 children were placed with parents.

Adoption

25. As reported in the Q4 report Doncaster's position in January 2022 was below target but better than the position elsewhere according to available comparator data only one child was adopted in Q1. Reporting on other measures given this figure would be very misleading.
26. Previous reports have highlighted that adoption plans in Doncaster were very low. The nature of adoption work means that the impact of the corrective actions taken will not be seen in this, or other measures included for a number of months. What will provide a better indicator is activity earlier in the system, e.g. number of children matched or placed. These figures are currently being collated and will be provided in the next report.

Care Leavers

27. The number of care leavers that fall within the DfE cohort for statutory report was 197 (Q4 was 223).

Staffing related Measures

Supervision

28. Data in relation to supervision is extracted from a spreadsheet that individual managers have to add supervision dates in. This is then collated to Service area and Trust levels. There is the model that was operational prior to the transition to Liquid Logic. The weakness in the model is obviously that where managers are not in work, either for sickness or annual leave there will be issues with the accuracy of the reported data. On 18.7.21 the position at the end of Q1 was that 66.5% of supervisions had taken place. There are however seven Teams that need to add additional data so this figure will increase.

Caseloads

29. As previously highlighted there is an issue with the current report which sets out caseloads as this does not provide a useful insight into the local practice context there are issues with the current caseload report. It does not correct for part time workers and also does not differentiate between role, e.g., Advanced Practitioners are supposed to carry a reduced caseload to reflect the work they do to support less experienced colleagues.
30. A further issue with Caseload averages can also be impacted by a range of other

factors, e.g. workers stating or leaving a post, workers returning from sick leave. For this reason it is perhaps more helpful to look at caseloads in excess of key levels. On 12.7.22

- 65 workers had a case load of 20 or higher. Of those 24 had a caseload of had a caseload of 25 or higher, with the highest caseload being 48
- 92 staff had a caseload of 16 or higher

31. The position at the same point on 7.4.22 was

- 49 workers had a case load of 20 or higher. Of those 15 had a caseload of had a caseload of 25 or higher, with the highest caseload being 31
- 81 staff had a caseload of 16 or higher

32. A further issue is Team Manager span of control, which we believe should be circa 100 cases per manager. ACPS has the biggest challenge in this regard with the position in July 2022 being:

- 196 – ACPS South 1
- 182 – ACPS Central 1
- 178 – ACPS East 1
- 172 – ACPS North 2
- 165 – ACPS Central 2
- 151 – ACPS East 2
- 134 – ACPS South 2

33. As previously reported an investment plan has been developed to address the capacity challenges. This forms part of the wider Ofsted improvement plan. Our aim is to move to average caseloads around 16 with management spans of control are closer to 100 cases. Work is already in train to increase Team Management capacity.

Strategic developments

34. Following both Cabinet and Trust Board decisions in March 2022, the services provide by Doncaster Children's Services Trust Ltd are transitioning back to Doncaster Council on 1 September 2022. This will mean that all staff, contracts, assets, liabilities and risks will transfer at this date. The Company will cease being operational from the same date.

35. There is specific governance oversight provided by the Council and Trust overseeing the process. At present, there are significant risks associated with the effect of the HR implications associated with the transfer that have been raised by the Trust with the Council that may impact on the improvement journey, finance and reputation of children's services.

Financial Summary

36. The Doncaster Children's Services Trust (DCST) forecast outturn at month 3 is an overspend of £4.93m to the 2022/23 contract value. The main elements are £4.04m on the Care Ladder from additional demand and increased package costs for external placements, and £2.81m on agency worker costs; offset by staffing underspends of -£2.16m.

37. Care Ladder cost-pressures, in particular in Out of Authority (OOA) and Fostering placements, were brought forward into 2022/23. The Care Ladder overspend of £4.04m includes: OOA placements £3.59m, Fostering placements £0.62m, 16+

placements £0.76m, and Unaccompanied Asylum Seeking Children (UASC) placements £0.34m, offset by additional funding of £1.37m from the Dedicated Schools Grant (DSG) High Needs Block (note: this increases the budgetary pressure to the High Needs Block).

38. The significant overspend on OOA is due to the expectation that the pressure carried forward from 2021/22 will continue throughout 2022/23 and an increase in the average placement cost. The number of OOA placements, including Parent & Child placements, at 1st April 2022 were 57, the projection assumes that numbers reduce to 40 at 31st March 2023. The MTF budget assumed placement numbers would be 43 at 1st April 2022 and 29 at 31st March 2023. Therefore an additional 14 OOA placements at the beginning of the year, projected to reduce to 11 additional at the end of the year. The current average cost of packages at the end of June 2022 is £35k more per annum per placement than budget, comparing £254k budget to an average placement cost of £289k, with the most expensive packages costing between £10.5k and £13.1k per week.
39. The fostering overspend projection of £0.62m is due to increased activity carried forward from 2021/22, additional 26 placements, expected to continue throughout 2022/23, ending the year at 22 placements above budget. In addition, the budget is based on reducing the number of Independent Fostering Agency placements and increasing In-house Fostering, achieving a split of 37.5%/62.5% at year-end. However, this is not expected to be achieved and based on current information a split of 42.5%/57.5% if forecast at year-end.
40. The overspend on the 16+ CiC placement budget is due to increased activity, the budget was based on there being an average of 24 placements; however at the end of June there are 31 placements, with an average 30 placements forecast for 2022/23. There are currently 20 16+ packages ranging from £2,170 to £4,618 per week, plus one package costing £6,772 per week.
41. Between August and June there have been an additional 33 UASC placements; including 6 more in June. In 2021/22 the funding from the Home Office covered the cost of the placements; however in 2022/23 the projected spend on UASC placements is £1.49m offset by grant funding of only £1.15m. Due to the increase in the number of UASC, capacity in the market is stretched and therefore some of the UASC have had to be placed with expensive providers leading to the costs being greater than the grant received from the Home Office. The contribution rates from the Home Office have yet to be announced for 2022/23 and therefore if the rates increase this will reduce the funding gap.
42. The reason for the overspend on staffing is due to increased agency cover for vacancies, maternity leave and the retention of some agency SWs for longer (based upon demand / caseloads). Caseloads, particularly in Assessments and the Area Child Protection Service (ACPS), have continued to be high resulting in additional resource being required via agency placements. The Trust implemented a Social Worker Academy from April 2021 and made changes to Social Worker pay in January 2021 with the intention to recruit and retain permanent social workers and reduce agency social workers. To-date, 17 ASYEs have been appointed. Since the increase in agency pay in 2021/22 there has been a greater attraction and retention of agency numbers to cover vacancies / caseloads. The number of agency workers for June was 38 FTE, 9.4 FTE more than the target for this stage of the year, attributable to increased caseloads and complexity of cases. There are an additional 5 included in the figures for one of the project teams in the front door.

Future Placements Strategy Update

43. There are properties in various stages of development, but noting due diligence is ongoing. These are as follows:

- Skylarks estate, Brodsworth. 2 new build properties; purchase has been completed and expected to be ready for habitation in October 2022. Planning Committee on 26th July approved the properties can be used as a Children's Home. These 2 properties will provide 4 beds in total with a single Registered Manager (still to be appointed) overseeing both homes
- Cambourne Close, Adwick (2 beds). This is an internal Asset transfer. The use of this property as a Children's Home was approved at Planning Committee on 26th July. The property will require c.£150k of works carrying out; therefore expected date for opening is spring 2023.
- Tickhill Sq, Denaby; an internal Asset transfer. It has been agreed to no longer go forward with this proposal due to the costs of the works required. Alternative solutions will be considered to replace the 4 internal beds that would have been available from opening Tickhill.
- The bid has been accepted to purchase Askern Court (6 beds); a property recently vacated by a provider for 16+ provision who have left the Doncaster market. The Council are in the process of completing the purchase of the property which will require c.£100k of works carrying out; expected date for opening is winter 2022

44. In total the above provision creates a total of 11-12 new in-Borough places for children plus an alternative to be found for Tickhill. The current risks associated with the project are largely centred around the recruitment of Registered Managers and appropriately qualified residential staff, based upon recent children's homes recruitment exercises. The totality of this activity remains within the designated budget for purchases, design and adaptations; however there are risks that the costs may exceed original estimates due to inflationary increases in building materials such as timber. For all the above properties, engagement events with elected members has already happened and community engagement event dates have been coordinated by the project management group.

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

Outcomes	Implications
All people in Doncaster benefit from a thriving and resilient economy: Mayoral priority – creating jobs and Housing Mayoral priority: Be a strong voice for our veterans Mayoral priority: protecting Doncaster's vital services	The Council and The Trust as major partners in the Children and Families Partnership Board share the Children's plan outcome that all children should achieve their potential – in removing barriers and developing good quality service delivery children will be able to access the benefits of a thriving economy and will themselves be participants in creating and sustaining the strength of the economy.
People live safe, healthy, active and independent lives: Mayoral priority: Safeguarding our Communities Mayoral priority: Bringing down the cost of living	Ensuring children and young people are free and feel from harm are key ambitions of both the Council and The Trust.
People in Doncaster benefit from a high quality built and natural	Delivering against the service delivery contract between the Council and The

Outcomes	Implications
environment: Mayoral priority: creating jobs and Housing Mayoral priority: Safeguarding our communities Mayoral priority: bringing down the cost of living	Trust has clear implications for safeguarding communities, in reducing risk and exposure of risk to children; improved early help and thus better outcomes for families.
Working with our partners we will provide strong leadership and governance	Ofsted, in its inspection report commented favourably on the relationship and governance arrangements between the Council and The Trust, recognising that formal arrangements for monitoring and challenge exceed the requirements set out in the contract between the two organisations.

RECOMMENDED OPTIONS

46. To note the report.

RISKS AND ASSUMPTIONS [RM 16/08/2022]

47. Risks and assumptions specific to the key performance indicator set, operational and financial context are identified in the body of this report. Specific risks relating to the transition are included in the body of the report.

LEGAL IMPLICATIONS [RM 16/08/2022]

48. Specific legal implications relating to the transition are included in the body of the report. There are no other legal implications directly arising from this report.

EQUALITY IMPLICATIONS [LE 16/08/2022]

49. There are no equality implications directly arising from this report.

HUMAN RESOURCE IMPLICATIONS [LE 16/08/2022]

50. Specific HR implications relating to the transition are included in the body of the report.

TECHNOLOGY IMPLICATIONS [RM 16/08/2022]

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

HEALTH IMPLICATIONS [RW 16/08/2022]

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

FINANCIAL IMPLICATIONS [RM 16/08/2022]

53. Included within the body of the report.

CONSULTATION

54. Consultation has taken place with key managers and Directors.

ACRONYMS

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

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Appendix 1

Contract Key Performance Indicators					
Measure	Target ³	Comp ⁴	Q4	Q1	Commentary
Assessment's completed within 45 days or less	90% (75%)	84.8%	85%	90%	This is above national and local comparator data.
% of Initial Child Protection Conference which are held that were achieved within the statutory 15 day	95% (80%)	83.3%	99%	97%	97% of ICPCs have been held within 15 days over the last 6 months. Although this is a deterioration performance is above comparator authorities and above the target.
% of cases where the lead social worker has seen the child/young person in accordance with the timescales specified in the child protection plan where the child/young person has been subject of a child protection plan during the year	90% (80%)		93%		Further data validation underway.
% of children in need with an appropriate and current plan in place	95% (80%)		100%		Data subject to further validation.

³ Figure in brackets is the tolerance figure. Not all measures have an agreed tolerance measure

⁴ Comparator information for most measures is the most recent performance by statutory near neighbours, March 2021. The exception to this is figures relating to adoption where data re other authorities in the Regional adoption Agency is used. Not all performance measures have comparator data.

Contract Key Performance Indicators					
Measure	Target ₃	Comp ⁴	Q4	Q1	Commentary
Percentage of LAC reviews completed in timescale.	95% (80%)		.		This data is not reportable. Unlike Child Protection Reviews the timescale for CiC reviews is dependent on a range of factors and so much more complicated to calculate
Short term stability of placement of Children in Care (CiC): Percentage of 3+ moves in last 12 months (lower the better)	9% (15%)	8%	6%		Data subject to further validation
% of care leavers with pathway plans which have been reviewed within timescale	95% (80%)		80%	78%	There are a number of plans that have been reviewed which require sign off by the Team Manager. If these were included in the performance figure then the position would be 80%
% of care leavers that the Local Authority is in touch with	95% (75%)	94.5%	94%	85%	This data is subject to further validation
Percentage of Children who wait less 14 months between entering care and move in with adoptive family.	60%				Only one child was adopted during Q1 (4 children were adopted in Q4). Given this reporting against this measure is not helpful. See report for further commentary.
% of cases audited graded as 'good' or better	80%		56%	58%	In Q1 there were <ul style="list-style-type: none"> • 92 Social care audits, of which 53 were judged to be good or better • 26 PAFSS audits of which 16 were judged to be good or better

Contract Key Performance Indicators					
Measure	Target₃	Comp⁴	Q4	Q1	Commentary
Front line staff receiving supervisions in timescale	90%		.	62.7%	See commentary in the main report
Partnership Performance Measures					
% re referrals within the last 12 months	22% (28%)	21.8%	16%	19.4%	Initial data for Q4 indicated a re-referral rate of 5%, which we believed was inaccurate. Further work has been undertaken to validate this data, hence the updated figure. As anticipated there was an increased outturn as a consequence. It should be noted this position does still demonstrate a positive trajectory as previously in Doncaster re-referral rates were over 25%
Improved outcomes for families that have received Family Support on closure	60% (40%)				This data is currently not reportable. Family Star, the tool which is used to evaluate this, was introduced into Mosaic in April 2022
Length of intervention from Family Support Services (days)	140 (180)				This data is currently not reportable. The system takes the start date for intervention as the earliest point that a case was open. A case stepped down from social care would use the referral to social care as the start date.
Timeliness of single assessment (less than 20 days)	25% (15%)				Data is currently not available
% Children in Need open between 6 -12 months	15% (20%)	13.7%	22.3%	27%	NB the figures are taken from ChAT and therefore include children subject to a protection plan, in care, open for assessment and with closed episode. This accounts for the variation in reporting
% Children in Need open over 12 – 24 months	15% (20%)	15.9%	14.7%	13%	See above

Contract Key Performance Indicators					
Measure	Target ³	Comp ⁴	Q4	Q1	Commentary
% Children in Need over 2 years	25% (30%)	33.1%	6.6%	18%	
% becoming subject to Child Protection Plan for second time within 2 years	10% (16%)				This data is not reportable. The % of children subject a protection for the second time ever at the end of Q4 was 23%. The most recent comparator data for stat neighbours was 21.19%. In the six months to the end of Q1 27% of children had been subject to a protection previously. This represents all children subject to CP planning in the period rather than an as at figure.
% of Child Protection Plans lasting 2 years or more for child protection plans which have ended during the year	3% (5%)	3.6%	<1%	1.6%	At the end of Q1 there were 348 children subject to a protection plan. Of these five children from four families had been subject to a plan for two years or longer. A dip sampling exercise in relation to these families is underway.
% of Trust residential settings rated good or better	100% (80%)		80%	60%	Two of the Trusts homes are graded as requires improvement. One of these homes is expected to be re-inspected shortly
Long term stability of placement of children in care: % length of placement more than 2 years	70% (60%)	67.2%			Further data validation work taking place
% of care proceedings on track to be completed within 26 weeks	80% (70%)		55%	50%	At the end of Q1 there were 258 children from 154 families subject to proceedings. The Q4 report highlights that performance up to the end of March was not available and the information provided was up to the end of January 2022. At that point there were 252 children from 139 families subject to proceedings.

Contract Key Performance Indicators

Measure	Target ³	Comp ⁴	Q4	Q1	Commentary
					<p>At a meeting of the Local Family Justice Board in June 2022 the reported position with regard to timeliness was that:</p> <ul style="list-style-type: none"> • Cases which conclude at 26 weeks – National target of 65 -75%. Year to date – South Yorkshire is at 12.5%, National – 15.6% • Cases which conclude at 52 weeks – National Target – 95%. Year – South Yorkshire is at 54.2% National – 60.9%
% of children in care adopted	19% (14%)	14%	4 children	1 child	In the 6 months leading up to the end of Q1 5% of children who left care were adopted.
Average time in days between a child entering care and moving in with their adoptive family	426 (460)	420	463		See above
Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family.	121 (200)		121		See above
% of children ceasing to be looked after because of an special guardianship order	15%		13%	20%	Of those children who left care during the six months to the end of Q1 20% were made subject to an SGO which is higher than the most recently reported position for statutory neighbours (18%) and the England average(14%).

Contract Key Performance Indicators					
Measure	Target ³	Comp ⁴	Q4	Q1	Commentary
					At the end of Q1 29 children in care were expected to be discharged through the granting of an SGO
% of children ceasing to be looked after because of a child arrangement order	10%		17%		This data is currently subject to further validation.
% of care leavers in suitable accommodation	85% (80%)	91.4%	93%	93%	Performance is above statistical comparators
% of care leavers in employment, education or training	48% (40%)	52.1%	58%	69%	Performance is above statistical comparators and is improving
% of 19 and 20 year olds on a Staying Put placement with former foster carers after their 18 th birthday	25% (20%)	34.5%	15%	28%	The Q4 position reflects the number as a percentage of the total DfE cohort. Q1 figure has been corrected to reflect the specific measure. For the purpose of comparison the total cohort figure at the end of Q1 was 14.2%
% of monthly case file audits rated as 'requires improvement or better	95%		96%	96%	In Q1 there were <ul style="list-style-type: none"> • 92 Social care audits, of which 87 were judged to be good or better • 26 PAFSS audits all of which were judged to be good or better
% number of full time equivalent posts covered by agency staff	8% (12%)	14.2%	10%	9.1%	This includes staff brought in to bring increased capacity so expressing the number as a % is to some extent misleading. At the end of q4 there were 44 Agency workers covering front line positions. At the end of Q1 there were 40 agency workers. Although from a financial point of view this may

Contract Key Performance Indicators					
Measure	Target ₃	Comp ⁴	Q4	Q1	Commentary
					appear positive it should be noted that caseloads ranges have increased during this period. The reduction in agency usage in front line posts is a consequence of the challenge in recruiting and retaining agency staff.
Staff turnover (leavers in month in a rolling 12 month as % of full time equivalents)	16% (18%)	15.9%	8%	13.9%	Although the position has deteriorated it remains within target
Children entering the criminal justice system for the first time	194 per 100,000 of 10-17 year olds	162	124 per 100,000 of 10-17 year olds	138	Although this represents a small increase that relates to a very small number of children performance remains within target. Performance is still better than the Regional average (180), Police and Crime Commissioner area (168), YJS comparator authority group (162) and England Average (146)
Re-offending rates	25	26.7	25.7	16.27 %	This performance is in the top ten best figures in the Country. It better than the Regional average (33.7), Police and Crime Commissioner area (19.5), YJS comparator authority group (26.7) and England Average (32.3)



Doncaster Council

Report

Date: 7 September 2022

To the Chair and Members of the Cabinet

St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2022/23 Quarter One (Q1)

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

EXECUTIVE SUMMARY

1. As part of the Management Agreement and governance arrangements for SLHD, an Annual Development Plan (ADP) is produced in agreement with Doncaster Council (DC) officers, the Housing Portfolio holder and the Mayor. The ADP identifies the key deliverables, outcomes, milestones and performance measures. Part of the agreed governance framework is a quarterly report of Key Performance Indicators (KPIs) to Cabinet.
2. This report provides an opportunity to feedback on performance successes and challenges against the 2022/23 Key Performance Indicators (KPIs).
3. At the end of June 2022, seven of the thirteen KPIs measured were met or were within agreed tolerances of target. 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 KPI summary for Q1 2022/23. Commentary covering the performance against all indicators is provided below.

7.2. There are 19 KPIs agreed with DMBC for 2022/23 and include :

- two measured quarterly – residents supported in training and residents supported in employment;
- four measured annually - STAR survey (2), energy efficiency and Decent Homes Standard numbers; and
- two KPIs relating to Homelessness do not have targets yet this year.

7.3. The only KPI changes from 2021/22 is for KPI4 Homelessness, where we now report Number of Households placed in B&B Accommodation at month end

7.4. This report provides an opportunity to feedback on performance successes and challenges against the 2022/23 Key Performance Indicators (KPIs) as agreed as part of the Annual Delivery Plan (ADP).

8. 2022/23 QUARTER 1 PERFORMANCE

8.1. The table below summarises the KPI dashboard as at 30 June 2022. Performance comparatives have been included from previous years. At the end of June 2022, seven KPIs were met or were within agreed tolerances of target.

	Q1 2022	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)	6	7	7	6	6	8	5	6	6
Amber (within tolerance)	1	4	3	3	2	2	3	1	1
Red (not meeting target)	6	5	4	5	4	7	7	8	8
No target (homelessness)	2	3	3	3	3	0	0	0	0
Quarterly / Annual KPIs	4	0	2	2	4	0	4	4	4
Total	19	19	19	19	19	17	19	19	19

8.2. As we recover from the pandemic it was agreed with the Mayor to set challenging targets for SLHD. SLHD entirely supports this approach and is determined to continually improve performance, however this needs to be understood against a national background of higher demand for services and lower social housing performance as evidenced by Housemark benchmarking. Locally there remains significant progress to be made, however this quarter's performance shows a continued trend of improvement with the same number of targets being met as at Q1 last year and for those targets not met, the direction of travel predominantly shows improved performance.

8.3. We submit monthly pulse survey performance data to Housemark which allows us to constantly understand how we are performing against other organisations, albeit there can be quite large swings on specific indicators from one month to the next.

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

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

Profiled Target **2.85%**
Jun 22 YTD Performance **2.62%** **BETTER THAN TARGET – GREEN**

	Q1 22/23	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 %	2.62%	2.55%	2.92%	2.57%	2.55%	2.75%	3.39%	3.05%	3.12%
Profiled target %	2.85%	3.00%	3.42%	3.21%	3.16%	2.80%	3.20%	3.00%	2.95%

June's outturn for rent arrears was strong at 2.62% against a profiled target of 2.85%. The year end target for March 2023 is 2.75%.

Performance is strong, but we are preparing for a number of challenges expected throughout the year, including the current cost of living crisis and increased utility bills, which are expected to increase further in October 2022.

The Income Management Team and Tenancy Support Team continue to support residents to maximise their income, including new ways to break down financial gains and grants awarded to identify exactly where the support is required/given the most. We are about to recruit 2 x Mental Health Navigators and are working incredibly close with CAB to provide tailored debt support and have a process in place for referrals to be picked up in a timely manner, reducing the non-engagement risk.

We are working with the Council to support one third of SLHD residents who have not applied to the Council for their £150 rebate.

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

Target **0.50%**
Jun 22 YTD performance **0.76%** **WORSE THAN TARGET – RED**

	Q1 22/23	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 %	0.76%	0.79%	0.79%	0.79%	0.82%	1.00%	1.02%	0.97%	0.97%
Void numbers at month / quarter end	151	178	147	159	142	159	216	195	209

The number of voids held at the end of June shows a decrease of 27 to 151 and 33 of these are repaired and ready to let and 70 are under offer. This figure includes 18 non-lettable voids, consisting of the following;

- eight awaiting demolition;
- three awaiting investment;
- one acquisition; and
- six requiring adaptations by DC.

Cumulative performance to end of June shows continued improvement in 2022/23 and now stands at 0.76%.

At the quarter end, it is pleasing to note that the total number of relets at 315 continues to exceed the total number of terminations of 281, and this has continued in July. Because of this, void rent loss performance will continue to improve.

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

Target **20.0 days**
Jun 22 YTD performance **33.6 days** **WORSE THAN TARGET – RED**

	Q1 22/23	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	33.6	33.7	32.4	31.6	32.7	46.1	48.3	49.3	55.1

In-month performance during the quarter has been somewhat volatile, but June's in month performance was 27.0 days, showing a significant improvement albeit this remains below target. Cumulative performance also shows a slight improvement at 33.6 days when comparing to the previous quarter's performance of 33.7 days

Stringent monitoring remains in place across all teams involved in the key to key process, to ensure work is completed in voids and all teams are working collaboratively to ensure that voids are re-let at the earliest opportunity, to assure a continued improvement in performance.

8.8. KPI 4: Number of Households placed in B&B Accommodation at month end

Profiled Target June **45**
Jun 22 YTD performance **76** **WORSE THAN TARGET – RED**

This is a new KPI for 2022/23 and measures the number of placements in Bed and Breakfast / Hotel accommodation **at month end**. The March 2023 year-end target is 30 and the profiled target is 45 at end June 2022

	Actual no.	Target no.
April	66	55
May	60	50
June	76	45

Placements are increasing as more people approach the service having been evicted from the private rented sector, relationship breakdowns or suffering domestic abuse.

Current performance is higher than the profiled target and is still firmly aiming for the year-end target of 30.

Work is underway to identify temporary accommodation properties within SLHD stock and private sector properties, as extremely high levels of families are approaching the service.

We have recently been successful in a bid to the council to secure significant additional funding over a 12-month period to deliver a homelessness transformation project, which will deliver demonstrable improvements and outcomes to the service including the reduced and minimal use of B&B. A recruitment campaign is underway.

8.9. KPI 5: Number of Full Duty Homelessness Acceptances

Target **No target for 2022/23**
June 22 YTD performance **96**

	Actual	Target
	no.	no.
April	30	n/a
May	34	n/a
June	32	n/a

June acceptances for full duty are slightly less than May. This number could increase due to the number of families and singles within the system. However, this will be addressed with the additional staffing resource and a focus on preventative activities.

8.10. KPI 6: Number of homeless preventions

Target **No target for 2022/23**
June 22 YTD performance **150**

	Actual	Target
	no.	no.
April	69	n/a
May	39	n/a
June	42	n/a

This number has increased slightly from the previous month but earlier preventative activity is taking place and will continue to be strengthened as we develop the transformation project and new staff are inducted into the service

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

Target **0.07%**
31 May * performance **0.12%** **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. For the KPI, we analyse the % of complaints upheld against all customer transactions. This provides us with a picture of our customer’s dissatisfaction and enables us to drill down further into the relevant service areas.

The table below summarises the interactions and complaints upheld in the two months to end of May for five financial years:

Interactions	Complaints	Upheld	% upheld against interactions	Not upheld as % of all complaints	Upheld as % of all complaints

22/23	63,052	229	76	0.12%	67%	33%
21/22	66,596	191	61	0.09%	68%	32%
20/21	39,886	118	35	0.09%	70%	30%
19/20	65,886	180	35	0.05%	81%	19%
18/19	55,343	173	30	0.05%	83%	17%

The table shows volumes of both interactions and complaints and highlight the impact of Covid19 in April 2020. It also shows increasing complaints being upheld as a proportion of all complaints, averaging at around a third are now upheld.

In May 2022 we received 109 complaints. This is a decrease of 11 compared to April and is 22 more than we received compared to May 2021. 31 of those 109 complaints were upheld (28.4%). The number of complaints upheld has decreased by four compared to last month but is three more than May 2021.

The cumulative complaints total for 2022/23 is 229 which is an increase of 38 compared to the cumulative 191 at the same stage in 2021/22. Cumulatively we are over our KPI target, achieving 0.12%.

The main themes for upheld complaints in May and April 2022 relate to time taken to complete a repair, staff actions and lack of communication/ information. Whilst it is too early to determine any impact from the Repairs Excellence project, it is anticipated that the changes in operational practice will result in shorter waiting times for repairs and increased satisfaction.

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

Target 97.25%
June 22 YTD performance 98.50% 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%
Q1 22/23	267	263	98.5%	97.25%

Tenancies sustained post support continue to perform well in Q1 resulting in performance of 98.5%. Performance has been above 98% for all three months, giving

a cumulative performance of 98.5% against a target of 97.25%. This equates to one tenancy, out of 65 closed in the previous six months ending.

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

Target **92.0%**
June 22 YTD performance **94.3%** **BETTER THAN TARGET – GREEN**

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%
Q1 22/23	7,611	7,178	94.3%	92.0%

Q1 outturn was 94.3%, which is above the target of 92%.

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

Target **100.00%**
Jun 22 YTD performance **99.94%** **WITHIN TOLERANCES - AMBER**

At the end of Quarter 1 we were achieving 99.94%, which means we had 12 properties that do not have a valid gas certificate.

The required legal process to gain access has commenced for these 12 properties. It should be noted here that SLHD KPIs use the Housemark definitions wherever possible and for this KPI, the definition is:

“The percentage of properties with a valid landlord gas safety record is a snapshot count of properties for which the landlord holds a current, valid gas record to confirm that the annual safety check has been completed, as at the end of the period. Properties undergoing legal action for access do not count as having a valid gas safety record.”

Gas regulations differ slightly to the Housemark definition and it should be noted that according to the government’s regulations despite 12 properties being in a legal process we remain fully compliant with gas regulations.

8.15. KPI 11 : Days lost through sickness per WTE (Whole Time Equivalent)

Profiled target	1.87 days	
June 22 YTD Performance	2.35 days	WORSE THAN TARGET – RED

June saw 0.69 days absence per WTE just 0.09 days above target and a significant drop when compared to the previous month (0.84 days absence per WTE). Whilst still above target year to date (YTD) (2.35 days vs 1.87 days), this month demonstrates an improved performance and narrowing of the gap to the profiled target.

June saw a levelling out of short and long-term absence with no significant difference between the two.

Year to date, stress related cases account for 31.6% of all absence with a significant decrease this month on all stress cases (reduction of 60 days). Musculo-Skeletal (MSK) has risen from the third to the second highest reason this month accounting for 16.8% of all absence. Work is underway to promote our wellbeing offer around MSK including on site wellbeing clinics and access to physio services and digital support through Medicash.

Covid19 drops to the third highest cause of absence, accounting for 13%, a total of 44.6 days this month and the lowest number of days seen in a month since June 2021. This demonstrates that despite high numbers of cases in the community, due to agile working many of our staff are still able to work despite suffering covid symptoms.

All cases continue to be managed in line with the attendance management procedures. Work has now begun to review the attendance management policy and in particular, the short-term triggers to enable us to more proactively manage short-term absence cases across the workforce. This review will take place over the summer with the aim for any changes to have been agreed and implemented no later than January 2023, which is the scheduled review date of the existing policy.

8.16. KPI 12 : Local expenditure

Target	70.0%	
June 22 YTD Performance	74.6%	BETTER THAN TARGET – GREEN

Local spend (capital & revenue) performance stands at 74.6% .

Efforts continue to secure local suppliers and contractors as part of re-procurement exercises where this is possible. Agreed changes to contract standing orders allowing for quotation exercises to higher values may also help increase use of local companies over the coming months.

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

Target	95.0%	
June 22 YTD Performance	96.1%	BETTER THAN TARGET – GREEN

Performance for June was strong at 97.9% of cases resolved - 142 out of 145 cases closed. This brings the KPI to 96.1% for the year to date.

We opened 150 new ASB cases in June and currently have 391 active with 95 of those being verbal abuse and harassment, 93 being noise and 58 drugs related.

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

Profiled Target	19	
June 22 YTD Performance	0	WORSE THAN TARGET – RED

This KPI remains significantly under target as the end of Q1. There has been no WOW courses run at Doncaster College during Q1 and we have not had any WOW participants asking for training or employability assistance.

This will change significantly in Q2, and this has already been seen in July when a new WOW multi skills course began at Doncaster College with 12 participants. This is a higher number than on recent other WOW courses and reflects the fact that we have opened up the criteria required for course participation. The new WOW cleaning course is also due to start in September and so those participants will be reflected in quarter 2.

Lastly, we have also had a young student start a week of work experience on July 11th with SLHD and so the KPI figures will reflect these and other participants in the next report.

8.19. KPI 15 : Number of residents supported into employment

Profiled Target	7	
June 22 YTD Performance	7	MEETING TARGET – GREEN

This quarter we met our target of residents into work. Of the seven participants assisted into employment:

- five have begun working for SLHD in a WOW cleaning role for six months;
- one has begun working for SLHD in a WOW external property maintenance role; and
- The other participant has secured a permanent full time position at Doncaster College as a technician. He was originally a participant who completed his six months as an external property maintenance operative through WOW.

9. Annual KPIs

9.1. For 2022/23, there are four annual KPIs. These are shown below with the most recent performance (March 2022 year end) included for reference

9.2. KPI 16 : Tenant satisfaction with overall service

Target 2022/23	87.0%
March 22 year end Performance	84.9%

March 2022 year end performance was the results for the 2021/22 STAR survey. Benchmarking shows a significant drop in satisfaction nationally during 2022, indicating widespread frustration with the issues impacting on performance.

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

Target 2022/23 **100.00%**
March 22 year end Performance **99.99%**

There were two properties out of 20,000 that were non-decent at March 2022 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 2022/23 **89.0%**
March 22 year end Performance **86.5%**

As with KPI 16, March 2022 year end performance was the results for the 2021/22 STAR survey.

9.5. KPI 19: Energy efficiency ANNUAL KPI :

Target 2022/23 **71.0%**
March 22 year end Performance **70.3%**

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 at the time. SLHD are currently reviewing investment needs as part of a new environmental strategy.

OPTIONS CONSIDERED

10. Not applicable

REASONS FOR RECOMMENDED OPTION

11. Not applicable

IMPACT ON THE COUNCIL’S KEY OUTCOMES

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Work of SLHD impacts on Council key priorities, with implications on the quality of life for Doncaster Council’s tenants and other residents and the communities they live in.</p>
	<p>Doncaster Living: Our vision is for Doncaster’s people to live in a borough that is vibrant and full of</p>	

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

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RISKS AND ASSUMPTIONS

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

LEGAL IMPLICATIONS

Scott Fawcus 11.08.22

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

FINANCIAL IMPLICATIONS

Julie Crook, Director of Corporate Services SLHD, 24.08.22

14. In 2022/23 SLHD will receive management fees of £36.9m from DC. This is made up of £34.2m from the Housing Revenue Account and £2.7m from the General Fund to pay for the general fund services managed by SLHD.

HUMAN RESOURCES IMPLICATIONS

Angela Cotton, HR & OD Business Manager, 23.08.22

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

TECHNOLOGY IMPLICATIONS

Elaine Thompson, Technology and Governance Support Manager, 11.08.22

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

HEALTH IMPLICATIONS

Claire Hewitt, PA to Director of Public Health 11.08.22

17. 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. The current and growing cost of living crisis is likely to increase demand and complexity on all parts of the system, including housing. Planned recruitment to focus on proactively preventing homelessness is positive in this context.
18. Complaints for the reporting quarter have again reduced and are used to bring attention to where improvement can be made. The repairs excellence project will ensure that homes can be ready and safe for tenants.
19. As a stable and secure home is an essential contributor to good health and wellbeing, the number of placements to B&B and hotel accommodation is high and has increased, with families noted as approaching the service in high numbers. Where temporary accommodation is necessary for families, it is essential that their broader health and wellbeing needs are supported.
20. As a local anchor 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 continues to remain below target.

EQUALITY IMPLICATIONS

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

CONSULTATION

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

BACKGROUND PAPERS

23. None

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

ADP	Annual Development Plan
APA	Alternative Payment Arrangement (for Universal Credit benefit)
ASB	Anti-Social Behaviour
CAB	Citizens Advice Bureau
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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Appendix A – SLHD Key Performance Indicator Summary Q1 2022/23

KPI	Indicator	21/22 Outturn	Q1	Q2	Q3	Q4	Target	DoT	R/A/ G
1	Percentage of current rent arrears against annual debit %	2.55%	2.62%				2.85% ytd 2.75% y/e	↓	🟢
2	Void rent loss (lettable voids) %	0.79%	0.76%				0.50%	↑	🔴
3	Average Days to Re-let Standard Properties ytd days	33.7	33.6				20.0	↑	🔴
4	Number of Households placed in B&B Accommodation at month end (new KPI 2022/23)	n/a	76				45 ytd 30 y/e	n/a	🔴
5	Number of Full Duty Homelessness Acceptances ytd	384	96				no target	n/a	n/a
6	Number of homeless preventions ytd	566	150				no target	n/a	n/a
7	Complaints upheld as a % of customer interactions %	0.13%	0.12%				0.07%	↑	🔴
8	Number of tenancies sustained post support	98.3%	98.5%				97.3%	↑	🟢
9	Number of repairs first visit complete	90.2%	94.3%				92.0%	↑	🟢
10	Gas servicing: % of properties with a valid gas certificate	100.00%	99.94%				100.00%	↓	⚠️
11	Days lost through sickness per FTE	11.90	2.35				1.87 ytd 7.90 y/e	↑	🔴
12	Percentage of Local Expenditure % Revenue and Capital	73.0%	74.6%				70.0%	↑	🟢
13	ASB Cases Resolved as a % of All Cases Closed	97.6%	96.1%				95.6%	↓	🟢
14	Number of residents undertaking training or education ytd	30	0				19 ytd 67 y/e	↓	🔴
15	Number of residents supported into employment ytd	51	7				7 ytd 30 y/e	↓	🟢
16	Tenant satisfaction levels % (STAR)	84.8%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	87.0%	n/a	n/a
17	Percentage of homes maintaining decent standard %	99.99%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	100.00%	n/a	n/a
18	Tenant satisfaction with property condition % (STAR)	86.5%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	89.4%	n/a	n/a
19	Energy efficiency. Target: achieve EPC Level C by 2030	70.32%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	71.0%	n/a	n/a

- 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 🔴 ⚠️ 🟢