



Agenda

To all Members of the

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

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

Venue: The Council Chamber, Civic Office, Doncaster

Date: Thursday, 24th June, 2021

Time: 10.00 am

Please Note: Due to current restrictions arising from the Covid-19 pandemic, there will be very limited capacity in the public gallery for observers of the meeting. If you would like to attend to observe in person, please contact Governance Services on 01302 737662 / 734941 to request a place, no later than **12.00 noon on Wednesday 23rd June, 2021**. Please note that the pre-booked places will be allocated on a 'first come, first served' basis and once prebooked capacity has been reached there will be no further public admittance to the meeting. For those who are attending the meeting, please bring a face covering, unless you are exempt.

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

Damian Allen
Chief Executive

Issued on: Wednesday 16th June, 2021

Governance Officer for this meeting

Andrew Sercombe
Tel: 01302 734354

Issues for consideration

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. Declarations of Interest, if any.
4. Minutes from the Meeting of the Overview and Scrutiny Management Committee held on 11th and 25th February 2021 (*Pages 1 - 24*).
5. Public Statements.

[A period not exceeding 20 minutes for statements from up to 5 members of the public on matters within the Committee's remit, proposing action(s) which may be considered or contribute towards the future development of the Committee's work programme].

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

6. 2020/21 - Quarter 4 Finance and Performance Improvement Report (*Pages 25 - 82*).
7. St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2020/21 Quarter Four (Q4) and year end outturn (*Pages 83 - 102*).
8. Performance Challenge of Doncaster Children's Services Trust: Quarter 4, 2020/21 (*Pages 103 - 122*).
9. Youth Justice Plan 2021/22 (*Pages 123 - 202*).
10. Edenthorpe Neighbourhood Plan - Adoption 'Making' of the Edenthorpe Neighbourhood Development Plan (*Pages 203 - 210*).
11. Overview and Scrutiny Work Plan 2021/22 and the Council's Forward Plan of Key Decisions (*Pages 211 - 232*).

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Chair – Councillor Councillor Jane Kidd
Vice-Chair – Councillor Councillor John Healy

Councillors Daniel Barwell, Bev Chapman, Leanne Hempshall, Richard A Jones, Majid Khan and Sarah Smith

Education Co-optees*

Bernadette Nesbit
Antoinette Drinkhill

Invitees: Paul O'Brien (GMB)

*Education Co-optees are invited to attend the meeting and vote on any Education functions which are the responsibility of the Authority's Executive. They may also participate in but not vote on other issues relating to Children and Young People.

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Agenda Item 4

DONCASTER METROPOLITAN BOROUGH COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 11TH FEBRUARY, 2021

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held through a MICROSOFT TEAMS MEETING on THURSDAY, 11TH FEBRUARY, 2021 at 9.30 AM

PRESENT:

Chair - Councillor Jane Kidd

Councillors Mark Houlbrook, Richard A Jones, Majid Khan and Andrea Robinson

ALSO IN ATTENDANCE:

Debbie Hogg, Director of Corporate Resources

Faye Tyas, Assistant Director of Finance

Phil Holmes, Director of Adults Health and Well-being

Dan Swaine, Director of Economy and Environment

Riana Nelson, Director of Learning and Opportunities

Rupert Suckling, Director for Public Health

Lee Tillman, Assistant Director Strategy and Performance

Allan Wiltshire, Head of Policy, Performance and Intelligence

APOLOGIES:

Apologies for absence were received from Councillors John Healy and Neil Gethin

		<u>ACTION</u>
8	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	There were no items.	
9	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	Councillor Kidd declared that she worked for the voluntary sector.	
10	<u>PUBLIC STATEMENTS.</u>	
	There were no public statements made.	

	<p>Prior to consideration by Cabinet and Full Council, the Head of Policy, Performance and Intelligence presented the updated Corporate Plan for 2021/22. He outlined that the Corporate Plan reflects the transition to a new Borough Strategy which would replace the Doncaster Growing Together Plan.</p> <p>The Committee addressed a number of areas as set out below.</p> <p><u>Six well-being goals</u> – the Committee noted and supported the six emerging well-being goals for a new Borough Strategy and the delivery approach.</p> <p><u>Linkages with the Council and Partnership Priorities</u> – Members discussed and noted the importance of the Corporate Plan's links to other significant Council and partnership priorities such as the Environmental Strategy and recommendations made through the Climate Commission. It was recognised that this agenda was supported through the inclusion of the 'Cleaner and Greener' goal within the plan.</p> <p><u>Resources to deliver the Plan</u> – it was recognised that it was not always set in stone how proposals could be funded over the next 10 years however the ambition to deliver was strong therefore resources could be used creatively and efficiently to achieve key goals.</p> <p><u>Communication of the Corporate Plan</u> – Members were pleased to learn more about the innovative proposals being considered to be as wide reaching as possible in terms of audience and to explain the plan in different ways. For example, the use of videos which had been used by the Youth Council in recent months.</p> <p><u>Focus on Inequalities</u> – in response to queries relating to how Covid had impacted on the Corporate Plan, particularly the disruption created across all areas of life, Members were assured that the plan would seek to reduce inequalities, whether it be wealth, health or education. This would be addressed through its 'Fair and Inclusive' goal, providing a focus on 'tackling inequalities and improving social mobility'. Members made reference to the work required, particularly around BAME inequalities.</p> <p><u>Changes in how we work</u> – Members acknowledged the advances made through digital ways of working, how our approach needs to be more intelligence-led and to be more agile and responsive.</p> <p><u>Emergency Planning</u> – The Committee appreciated the importance of prevention and preparedness in tackling emergency incidents as experienced more over previous years, for example, flooding.</p> <p><u>Delivery of the Key Priorities</u> – Members were reassured that progress towards delivering the priorities set out in the Corporate Plan's goals</p>	
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	<p>would be delivered and monitored through the Council's own performance management framework.</p> <p>Due to the tight timescales involved, it was moved and seconded that the Chair be given delegated authority to write to the Mayor with the Committee's response to the Corporate Plan presented.</p> <p><u>RESOLVED</u> that:</p> <ul style="list-style-type: none"> i) the Corporate Plan, be supported; and ii) the Chair be given delegated authority to write to the Mayor with the Committee's recommendation. 	
12	<p><u>OVERVIEW AND SCRUTINY CONSIDERATION OF THE MAYORS BUDGET PROPOSALS 2021/22 - 2024/25</u></p>	
	<p>The Assistant Director of Finance and Section 151 Officer provided the Committee with a brief overview of the Mayor's budget proposals for 21/22 to 2024/25 including:</p> <ul style="list-style-type: none"> • Gross Revenue Budget amounting to £501m; • Council Tax increase of 2.9% including a 1.5% Adult Social Care precept; • Funding gap of £18.9m over the next 3 years; • Savings targets of £16.3m; • Uncertainty and volatility with costs and income; • £341m capital investment over 4 years; and • HRA 1.5% rent increase. <p>To ensure the Committee added value to the Council's budget setting process discussions focused on the following four issues:-</p> <ol style="list-style-type: none"> i. To what extent are the Mayor's proposals in line with Central Government policy, pressures and directives? ii. To what extent will the Mayor's proposal ensure that the Council was able to contribute to the outcomes detailed within Doncaster Growing Together and the Corporate Plan bearing in mind the constraints detailed at i. above? iii. To what extent do the Mayor's proposals demonstrate that the results of any consultation, research or other evidence have been taken into account? and iv. To what extent were the challenges in delivering the savings within the timescales. <p>The Committee acknowledged that the Council was continuing to operate in a challenging financial environment, but continued to demonstrate it had the flexibility and resources to meet unexpected challenges. It continued to recognise that particularly in 2021/22 and in future this would become increasingly difficult due to the greater</p>	

	<p>volatility of costs and income and continuing to deliver approved saving targets.</p> <p>Members understood how the COVID-19 pandemic had placed unprecedented stress on Council services including responding to the pandemic restrictions and experiencing additional service budget pressures. This included additional costs to social care providers, for example payments for voids and PPE (personal protective equipment), children's social care, support for the Doncaster Cultural Leisure Trust and income from fees and charges, council tax and business rates. It has highlighted that local councils needed to be well resourced and funded to ensure a sound response to any emergency.</p> <p>The specific pressures relating to working with "Covid as the normal" were highlighted and the impact it had on some services, for example, operatives not sharing the same smaller vehicles and the impact this had on work being undertaken. It was recognised that all service areas had been addressed and reprioritised as a result of the impact of the latest Covid-19 restrictions, to balance required resources.</p> <p>It was acknowledged by the Committee that all Directorates were reviewing the way services were being delivered whilst managing and monitoring the significant challenges and risks in delivering within budgets. Additionally maintaining the organisation's capacity to innovate and meet service demands both now and in the future, was highlighted.</p> <p>The Committee questioned a number of key areas relating to risk and challenges and existing and emerging pressures and challenges which were addressed in detail by all Directors. Evidence provided highlighted that the budget was adequate, however it needed to remain agile and responsive with a less traditional approach to meet immediate concerns and longer term aspirations. A number of areas addressed are set out below:</p> <p><u>Financial challenges</u> - The Committee recognised that there would be a significant challenge in delivering the budget proposals as were identified in the risks detailed within the various reports and the Chief Finance Officer's comments, on the robustness of the estimates in the forthcoming budget. The Committee accepted the risks but highlighted the Local Authority's reliance on income from Council Tax, business rates and fees and charges would continue to be a challenge. It accepted that the Council Tax base required stability and that the Authority would be under pressure to maintain its sources of income.</p> <p><u>Economic and Growth Strategy</u> – the Committee acknowledged that a large part of the Council's budget was reliant on these sources and that it was an important contributor, particularly the payment of business rates and Council Tax. However, it was stressed that it was important for Local Authorities to continue lobbying for a fundamental change in</p>	
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	<p>how local councils were financed. For example, there were many funding streams for social care provision whilst reducing year on year.</p> <p><u>Fly tipping</u> – This was identified as a service pressure and the response required by refocusing resources was noted, following an increase of 36% in general littering and fly tipping. The need to address education with consumers and businesses to tackle this issue was acknowledged.</p> <p><u>Environment and Sustainability Unit</u> - it was noted that the budget supported the requirement for additional resources and level of expertise to deliver the Environment and Sustainability Strategy, and addressing some of the key impacts of climate change within the Borough such as flooding, was accepted. Bearing in mind the Climate emergency it was noted that all local authorities must address if the right level of resources were available to respond to the environmental challenges including new and existing efficient housing.</p> <p><u>Buying Local materials</u> – the use of local labour and providers was raised, and stressed that it must be undertaken as much as practicable to ensure money was fed into the local economy whilst avoiding an unnecessary need for travel.</p> <p><u>Adult Social Care</u> – further to the Committee's questioning relating to how the budget would respond to emerging pressures, it was acknowledged that the funding stream was sufficient to address demand and continued strategy, to support people moving towards prevention, avoiding deterioration and living healthier lives. The work being undertaken within communities to live healthier lives to avoid specialist social care support was noted. There were some risks that required addressing which would be undertaken not only by the Local Authority but with partners across South Yorkshire.</p> <p><u>Covid 19 pandemic</u> - As reported in the Director of Public Health's Annual Report there was concern that the pandemic would not be eliminated this year but would remain for a number of years.</p> <p>It was noted that the multiple funding pots available were being accessed to support the Council, local businesses and residents. It was also noted that the Council had made effective use of the Contain and Test and Trace support grants establishing additional local testing sites, contact tracing and community champions to assist with for example, the uptake of vaccinations.</p> <p>It was stressed that Directors of Public Health were seeking mechanisms to exit the lockdown safely through an increased local control of contact tracing and financial support for those people who were required to self isolate to change the direction of transmission.</p> <p>It was accepted that some care homes were carrying vacancies due to</p>	
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the Covid-19 pandemic and moving forward it could pose difficulties in returning to the pre-pandemic levels of occupancy. It was also acknowledged that infection rates were being managed through PPE and social distancing measures to stop the rapid spread;

Members accepted that continued resources would be required to support staff and the community with Covid-19 safe working practices, identifying adults and children who were at risk from social isolation, mental health issues in children and adults and supporting people with learning disabilities to build the skills they required;

Domestic abuse was an area of additional investment pre-covid. However, it was recognised that small funding elements for a limited time could not provide long term solutions. Any budgetary challenges would be addressed on an ongoing basis and acknowledged that 3 year settlements to run alongside other funding streams would assist future planning.

It was explained that the alert system Operation Encompass was in place to protect the Borough's children who could be subjected to a domestic incident, but it was only a small part of the support mechanisms in place. It was noted that unfortunately in lockdown this alerting system could not be used due to schools being closed to the majority of children. With regard to training it was noted there were various avenues through the Safer Doncaster Partnership arrangements. Under the Safeguarding Board a central pool of trainers were available to support practitioners.

Existing health pressures and inequalities – these were recognised by the Committee, for example support required for people and families across a number of areas but particularly children, who were suffering as a result of their parent's alcohol consumption. Measures put in place to assist were highlighted including support nationally, regionally and through "Aspire" to identify parents who may require support and assistance with alcohol and substance misuse;

Particularly relating to alcohol, it was noted that it was a modern day epidemic and many people were requiring treatment for support than could access services. An alcohol alliance had been established and was chaired by the Cabinet Member for Public Health, Leisure and Culture. It was recognised that due to the support required for alcohol misuse, non recurrent monies and targeted investment could be used but it was not an ideal position.

Public Health Grant – at the time of the meeting it was noted that the settlement figure was still awaited from Central Government, however additional provision had been made available in the proposed budget for cost pressures, for example the pay rise for NHS staff that were commissioned to undertake specific public health services.

	<p><u>Childhood Obesity</u> – it was noted that the Health and Adult Social Care Scrutiny Panel had recently given consideration to this issue and noted that an individual approach to childhood obesity was not effective. Therefore a different broader approach was required entitled “Compassionate Doncaster” as it was not just a physical issue but often connected to psychological support and feelings of self-worth and value. This provided reinforcing actions for example, appropriate labelling, healthier school food with intervention focused on building better relationships between children and key workers.</p> <p><u>Impact on Learning and Opportunities</u> - The negative effects on families resulting from lockdown measures, including an increased demand and high level complexity of cases within children’s social care, were noted. This was due to increased cases of domestic abuse, neglect, exploitation and adult substance misuse and children not being able to access support services in the normal way. Due to the current lockdown, it was unclear as to how the current demand would change over the coming months but nationally it was indicating there would be an increasing need for children’s social care.</p> <p><u>Support for the education sector</u> - was recognised including actions to ensure children were re-engaging in education, school attendance, provision of education psychology and challenge to schools. A particular concern was to address child poverty as evidence showed the number of children receiving free school meals had increased.</p> <p>As a result of the first lockdown, referrals had increased and when children were able to return to school the position levelled. It was acknowledged there was the anticipation that a similar position would appear following the most recent lockdown period. It was recognised that the complexity of support services required by children had increased therefore the challenge in providing early intervention and localities work was imperative. It was also recognised that there was a strong partnership across all services which was responding to and working effectively to address this.</p> <p>To conclude the Committee thanked officers for their continued hard work, particularly throughout the Covid pandemic and flooding emergencies.</p> <p><u>RESOLVED that:</u></p> <ol style="list-style-type: none"> 1. the consideration of and support for the budget recommendations be supported; 2. The chair be given delegated authority to provide a response by way of letter to the mayor on behalf of the Committee. 	
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DONCASTER METROPOLITAN BOROUGH COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 25TH FEBRUARY, 2021

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held virtually via MICROSOFT TEAMS on THURSDAY, 25TH FEBRUARY, 2021 at 10.00 AM

PRESENT:

Chair - Councillor Jane Kidd

Councillors John Healy, Neil Gethin, Mark Houlbrook, Richard A Jones, Majid Khan and Andrea Robinson.

ALSO IN ATTENDANCE:

Debbie Hogg, Director of Corporate Resources

Dan Swaine, Director of Economy and Environment

Phil Holmes, Director of Adult Social Care

Dr Rupert Suckling, Director of Public Health

James Thomas, Chief Executive Doncaster Children's Services Trust

Dave Richmond, Chief Executive St Leger Homes

Andrew Sercombe, Governance Services Manager

APOLOGIES:

Apologies for absence were received from Councillors Bev Chapman

		<u>ACTION</u>
13	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	The Chair, Councillor Jane Kidd declared an Interest in the agenda items been considered due to her working for a voluntary organisation.	
14	<u>PUBLIC STATEMENTS.</u>	
	No public statements were made at the meeting.	
15	<u>ST LEGER HOMES OF DONCASTER LTD (SLHD) PERFORMANCE & DELIVERY UPDATE: 2020/21 QUARTER THREE (Q3).</u>	
	The Chair of the Committee welcomed the Chief Executive of St Leger Homes of Doncaster to the meeting.	

<p>In response to questions raised the following areas were discussed:</p> <p>Performance Improvement – It was reported there was confidence that performance would improve across the board. However there were still some legacy issues relating to the Pandemic and the service needed to maintain safe working practices which makes some of the methods of working more time consuming.. It was also noted that some services were also experiencing instances of customer anxiety particularly in relation to the lettings process and people pulling out of the properties offered.</p> <p>In terms of impact on the services, Members were advised that particularly in relation to repairs, electrical testing had to be stalled for this year as undertaking this work whilst maintaining social distancing within a property was not practical.</p> <p>It was reported that the biggest challenge for the service had been homelessness. Members were advised that by looking at the report, the service had accommodated a large number of people over the last 9 months, which far outweighed anything done previously and it was envisaged that this activity would not change in the immediate future. The service were anticipating significant further pressure with regard to homelessness over this coming year. It was also anticipated that next issue to be faced was the end of the furlough scheme and its impacts on poverty.</p> <p>Members were advised that the 3 main challenges facing the service going forward would be:-</p> <ol style="list-style-type: none"> 1. Homelessness 2. Rent collection; and 3. Void turnaround (although optimistic this will be in a better position in the new financial year). <p>In terms of the adapting service delivery in quarter 3 and lockdown, Members were advised that working practices were already in place from quarter 1, so not much changed in terms of service delivery when lock down commenced. Members noted that lock down did suspend a range of activities including repairs and lettings. However, from quarter 3 the service was back on track albeit some legacy issues around ensuring social distancing guidance was adhered to still remained. Some of those social distancing measures had since relaxed which has allowed the service to expedite work more quickly and enabled lettings to get back on track.</p> <p>With regard to successes, it was suggested that the accommodation of 100+ people was a success for the service. This was far and above previous performance, and managing that volume of activity was a real success and the team worked incredibly hard to achieve it.</p>	
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	<p>Obtaining better data on asbestos in properties. St Leger had instigated a full Refurbishment & Demolition survey at the point of a property being void to ensure the service were aware of where asbestos is located. However, there was a substantial backlog on voids and with the added asbestos investigations this had led to a further 10-15 day delay in void turnaround. This activity was suspended in November 2020 to ensure voids turnaround times were back on track.</p> <p>With regard to the effect this was having in terms of void properties, the service were currently looking at 180 voids, when the optimum or ideal level would be between 110-120. This equates to 60-70 more properties than would be desirable and 60-70 more families waiting longer for a property to become available. Members were advised that the service are making progress and working extremely hard to alleviate the backlog in voids and it was noted that 61% of properties are now being offered whilst undergoing repairs to tenants compared to 41% last year.</p> <p>In response to a question regarding single occupancy and whether this was a new trend emerging, it was reported that this had become a growing trend overtime for a number of reasons.</p> <p>It was asked whether there was a need to alter the change in mix of properties available. It was reported that as Members were aware, one of the Mayoral priorities was around housebuilding. St Leger have been working closely with the Council to ensure that the mix is right for the borough. However, the opportunity to change the mix would be minimal. It was noted that the service had taken on as part of the private lettings agencies a further 30-40 properties, which are suitable for single people but other than that it would be difficult to change the mix of properties available.</p> <p>In relation to the key priorities identified within the report, it was asked whether the service had achieved the priorities detailed in the Value for money statement. It was reported that there had been an issue around zero growth in the budget and this clearly happened subject to inflation costs and pay rises. Members were advised that the service underspent and returned some of its budget to Doncaster Council. This has now happened for the last 5-6 years.</p> <p>Discussion took place in relation to the 3 main priorities identified, which were:-</p> <ul style="list-style-type: none"> • Implementation of the Housing Management System – this was ongoing, Phase 1 went live in November 2020 and Phase 2 was to commence in July 2021. It was noted that when an organisation pulls together a number of systems into one, there are always going to be some initial problems and whilst there were some legacy issues regarding performance data to be 	
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	<p>clarified, progress was being made.</p> <ul style="list-style-type: none"> • Expanding Customer Access Team – The call centre have been engaged with scheduling repairs and this process had worked well. • Health and Safety Compliance – It was reported that this was the biggest challenge. The number of posts have been built up within Health and Safety, however, the service has struggled to recruit as it was keen to enhance safety and compliance. It was advised that there were a number of draft bills going through parliament but whilst these are draft, the service was endeavouring to get ahead of what the legislation will eventually look like and ensure that requirements are in place. It was noted that overall work was going reasonably well although there was still some way to travel to meet the expectations of the new legislation. <p>With regard to KPI 13 (anti-social behaviour), officers were asked what checks were carried out by St Leger to ensure tenants were suitable for the accommodation and placed in the right location. It was advised that when people make an application, there are checks carried out and references taken into account to ensure suitability. In conclusion, a question was raised with regard to availability of larger family properties. It was reported that this was a major problem and one of the big issues faced. Officers stated that this was essentially an empty nest scenario which the service are aware of and have had considerable requests..</p> <p><u>RESOLVED</u> that Committee:</p> <ol style="list-style-type: none"> (1) noted the progress of SLHD performance outcomes and the contribution SLHD makes to supporting Doncaster Council (DC) strategic priorities; and (2) accepted SLHD's VFM statement for the financial year ended 31 March 2020 (2019/20). 	
16	<p><u>PERFORMANCE CHALLENGE OF DONCASTER CHILDREN'S SERVICES TRUST: QUARTER 3, 2020/21.</u></p>	
	<p>The Committee gave consideration to the report by addressing the following issues:</p> <p>Increase in number of referrals – It was asked whether officers saw this trend continuing as it moves from Quarter 4 and beyond and how will it be managed as schools are set to re-open and restrictions lifted. In response, it was reported that the service like others find themselves in unchartered territory due to the pandemic. However, officers stated that schools had remained open throughout for vulnerable children. It was</p>	

	<p>advised that demand was tracked on a daily basis. It was envisaged by the Trust that there would not be another upturn albeit there may be a spike of referrals in March but these would be felt throughout the year and into the next and officers did not foresee this being a challenge.</p> <p>Out of authority placements – In terms of progress made in reducing costs associated with out of area placements, there was a number of strands to this:-</p> <ul style="list-style-type: none"> (1) Increase capacity of Residential offer – It was reported that despite Covid, it had stabilised. However, officers suggested that things will remain volatile for some time and the Trust will respond to the best interests for the children. (2) Increased Number of Doncaster Foster Carers – Members were advised that reliance on Independent Foster Carers had reduced and the Trust were utilising more of the in house providers and as lockdown eases this will allow the Trust to carry out a more outreach approach. It was noted that on 19 March, the 5th Mockingbird programme was installed which provides support for more complex needs. Officers advised that there had been an issue with identifying appropriate properties. However due diligence had been followed to ensure properties were in the right location and a number of additional checks were made. It was highlighted that the property market was buoyant and the stamp duty exemption has been welcomed. The Trust work closely with Planning, who have been very responsive so efforts to seek properties will continue. (3) St Leger – Pathway for Care Leavers – It was reported that the Trust are working with St Leger Homes on a pathway to help care leavers secure their own property when transitioning to adulthood. <p>Discussion took place on the Future Placement Strategy and when the Trust would be back on track in terms of securing properties. It was reported that as soon as properties become available, continued efforts will be made to access these. It was noted that revised dates were contained within the MTFS statement. However, the largest influence is the current market condition and over the next 3 years the MTFS has reasonable targets set to recognise this.t.</p> <p>With regard to workforce, Members sought information on how staff have been supported to manage the increased work load and how this will be managed moving forward. Officers advised members that a staff survey conducted, that staff felt supported in their roles and as well as providing the support in relation to distribution of PPE for those staff that required it, it was important that emotional support was also given through the introduction of mindful sessions. It was important to emphasise that there had been workload distribution challenges.</p>	
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	<p>However, greater capacity has been given to support staff to ensure they do not feel overwhelmed. It was pleasing to note that cases had decreased and in conjunction with the Council a pay/reward offer has been introduced which is reflective of the hard work.</p> <p>A question was raised in relation to changes in living circumstances due to the pandemic, lots of children remained at home because schools were closed and , this had lead to an increase in referrals.. It was, asked how the Trust had overcome those barriers and what lessons had been learnt, in terms of reaching out to children in an environment where they cannot be so easily seen.</p> <p>In response, it was acknowledged that the Trust was part of a much larger safeguarding system and the lessons and learning can be split into 2 phases.</p> <p>Firstly, it was reported that getting the business right, making staff feel safe and protected and it is suspected that all partners have had to reflect on their core business in the first stance. In terms of learning, it was noted that there are more partners including the Trust staff engaging in communities and families in a way that was not possible at the start of the pandemic. This is in addition to those health professionals and the Police, so there are more eyes on the ground and therefore more opportunities for children and families to present themselves. It was also reported that the Trust have used various social media platforms to make sure that families and partners have new routes in to raise any concerns they may have. Furthermore, it was about how community based services continue to practice and more importantly how intelligence is shared, to ensure that if there is a particular concern raised, all partners are able to liaise. It was advised that the Partnership Oversight Board meets regularly and is currently looking at emerging trends so targeted work can be arranged.</p> <p>Discussion took place in regard to Children's Mental Health. It was reported that partners were having to respond to an incredibly fluid situation and set of circumstances at present. It was advised that all services have had to reconfigure and adapt to respond really quickly to changing circumstances. In terms of Children's Mental Health, it was considered that the best investment made is with preventative services in schools and in the community, which can identify children's mental health needs earlier and work with them before it escalates to acute services. It was also advised that the Trust have seen an increase presentation of acute services being used. Additional investment and repointing of services to meet the need have been undertaken. However, it was important to note that this would be a long term impact on children's mental health and it is considered that this will remain a challenge. However, officers commented that the Partnership working is responding to that in terms of putting greater mental health experience and expertise into schools and communities to support children at the earliest possible stage.</p>	
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	<p><u>RESOLVED</u> that the progress of DCST performance outcomes and the contribution that the Trust makes to support the Council's strategic priorities, be noted.</p>	
17	<p><u>2020-21 QUARTER 3 FINANCE AND PERFORMANCE IMPROVEMENT REPORT</u></p>	
	<p>The Director of Corporate Resources presented the report to Committee, which set out a range of service standards and contained a commentary in terms of the activities that the Council had undertaken and its financial position. It was noted that going forward the report for the next quarter will incorporate a section specifically in relation to the Environment Strategy recently approved by Full Council and a deep dive in relation to Covid and the impact on service delivery.</p> <p>It was reported that the report demonstrates, that has been a really challenging period over the last 12 months. However, the Council had a balanced position in terms of performance. Whilst there were some areas where performance had deteriorated and there remains challenges, on balance the Council managed to maintain service standards and also deliver a balanced budget.</p> <p>A number of questions were put to officers and answered as follows:-</p> <p>In relation to delivering a balanced budget, it was asked what the key risks were. In response, it was reported that the Council were managing costs keenly whilst also during managing to deliver savings. In the main the Council are on track to deliver the key changes set as part of last year's budget. Members were advised that the Council has also received a lot of income through Government grants. Sales and fees charges have been reimbursed albeit not entirely as the reimbursement mechanism has a floor and ceiling, so the Council still has a cost pressure as a result of those losses of income and the most significant area that has needed attention is the Collection Fund. It was noted that the Council is predominantly funded through the collection of tax and business rates and this needs to be monitored regularly in order to make sure that the Council are taking appropriate actions and wherever possible and in a sympathetic way make sure that people are on track in terms of their direct debit payments..</p> <p>In relation to the Collection Fund detailed on Paragraph 99 of the report, it was asked what the long term implications were and what actions were in place to improve the Council's position. It was reported that non-collection of business rates had been built into the budget and this needed to be monitored in terms of further announcements on business rate relief.</p>	

<p>Issues were raised in relation to the increase in Free School Meals whether this was likely to continue, how the Council was managing this and what does it tell us about the employment and stability of the local economy?</p> <p>In response, it was clear that free schools meals was a barometer of a wider environment consequence, so people are eligible to free school meals when they are on benefits. Doncaster has seen an increase in the number of people claiming Universal Credit which in turn has increased eligibility for free school meals. It was advised that the question was around how the economy is going to bounce back as the stages of lockdown and the road map occurs, so as businesses such as pubs, cafes and hotels start opening then people will either hopefully be back in employment which means there will be a reduction in free schools meals. However at present people are eligible for free school meals because it is part of the public safety net.</p>	<p><u>Living and Working</u></p> <p>Questions were raised in relation to fly-tipping. In response, members were advised that with regard to enforcement there had been 8 prosecutions and 73 fixed penalty notices so the Council had been effective with regard to prosecutions. In terms of addressing this on private land, there was further potential to address this with preventative measures in terms of accessing the site and erection of bollards and fencing. The service needed to be more proactive and creative in their approach.</p> <p>In relation to fly-tipping and littering, it was advised that there are a number of complicated elements behind it. It was advised that it was a case of being quick to pick it up. However, resources and being able to deploy and respond has been challenging. It was also recognised that education is a key factor in prevention. It was reported that there had been a 36% increase in quarter 3, which is aligned with service impacts in relation to Covid. It was clear that this was an on-going issue and a combination of the service picking it up quicker along with preventing and restricting access and education would continue. In terms of cameras an additional 21 have been installed on the covert system, which will enable successful prosecutions.</p> <p>Discussion took place in relation to Household Recycling Centres and the need to educate people on where to go and how to use them. It was acknowledged that there was a need to do more to promote and provide clarity with regard to opening times of each of the centres to avoid customer disappointment. Officers also stated that they would also investigate the problems associated with the Councillors on-line system, which was currently under review but were not aware of any problems or changes made to the on-line public recording system.</p>	
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	<p>Questions were raised in relation to how effective the Council had been in supporting local businesses during the last quarter and how the Council intends to build on this moving forward particularly as restrictions start to lift and more businesses start to reopen. In response, it was advised that a report would be considered at the next Regeneration and Housing Scrutiny Panel detailing how businesses had been supported and information on the Chamber's Business Support and how the Council dovetail and make sure they work together. It was advised that first and foremost with regard to effectiveness, there had been some very complex issues to deal with in terms of some of the funding streams that have switched on and off during that period. However, it is acknowledged that the Council have been effective as it has been able to administer the national schemes and then the local schemes and subsequent changes over that period to support businesses through changes in practices. Some of the support administered included: the furlough scheme, local restriction grants, which have been based on a ratable value and there has been additional restriction grants and discretionary elements that the Council have been able to provide certain sectors such as taxi drivers and home based workers. It was noted that there had been a whole raft of work done during a period of preparation for the transition of the EU exit.</p> <p>In relation to building on this for the future, this was considered a pivotal moment as the road map has been supplied and the imminent announcement of the Chancellors Budget on the 3 March 2021, where there is some expectation of what that will mean for businesses and support. It was also noted that key dates in the road map of the opening of non-essential retail, outside drinking and dining in pubs required the Council to work behind the scenes to build on this and work up the Town Centre Recovery Plan.</p> <p>Discussion took place with regard to charging points for electrical vehicles and encouraging people to have charging points at home. It was asked how the Council will promote energy efficiency savings in buildings in the private and rented sector, 20% being Council housing & 80% being private, so in order to promote behaviour change in Doncaster, the Council needs to be reaching out to those people in the private and rented sector to try and improve their homes.</p> <p>In addition, it was pointed out that there had been a spate of Yorkshire Water mains bursts in Doncaster. It was asked how often gullies were cleaned by ward area and whether this was due to the poor management of water in a particular area and whether there is an economic impact on the Council.</p>	
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	<p>In response to the question on energy efficient homes, the vast majority of properties within Doncaster lie within the private sector.. It was advised that the Government were putting funding towards this, which has enabled the Council to utilise this for the Housing Revenue Account stock. However, there is further work to do to make this available to those people who reside in properties that are less thermal efficient in the private sector particularly rented. It was important to note, that this requires resourcing and there is a need to look at the structure to ensure we have people in place to help the Council deliver its environmental aspirations and the Climate Commission target of net zero by 2040. Officers reported that in relation to Housing, there is a big piece of work to ensure that the Council accesses as much funding as possible for those people who are in the private rented sector and home owners.</p> <p>In relation to the recent issues with Yorkshire Water, officers were aware. In terms of gully cleaning and inspections schedules, these can be provided to Members outside of the meeting. In terms of Yorkshire Water there had been some dialogue indicating that a more joined up approach would have been beneficial and possibly prevented some of the incidents. There is ongoing dialogue with Yorkshire Water in order to address these issues.</p> <p>In respect of the floods of 2019, there was an extensive gully cleaning programme carried out with a significant amount of investment to enhance and accelerate that programme. It was noted that if there were any particular areas that Members feel needs to be addressed they were encouraged to report these..</p> <p>With regard to electronic charging points for cars, officers pointed out that there was a real need to promote this and part of this is the accessibility of people being able to acquire these vehicles, which were now more affordable. It was advised that there was also a need to educate people on what they can do and there could be a role to play in future planning policy. Members were advised that as part of the Capital Programme for replacement of street columns, officers were exploring the opportunity to have charging points built into the street light columns.</p> <p>Further discussion took place with regard to fly-tipping. It was asked how Doncaster compared to other local authorities and whether there was any comparative data. Details of any cost analysis was also sought with regard to income that comes from household pick ups and what the cost has been for the extra fly-tipping, and if there was an expansion of the recycling centres would this make a difference. In response, it was reported that comparative data was available and officers have looked at that. However, that information was predominantly about response times. It was noted that there is difficulty with fly-tipping as a lot of it can be caused by the nature of the area, there may be a high prevalence within rural areas rather than urban. It</p>	
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<p>was advised that this has been looked at as part of the improvement programme but the likelihood is that you are not necessarily comparing the same. However, it was noted that officers have looked at what Rotherham Council are doing in terms of the structure for their services and that is useful benchmarking intelligence but what is also needed is local solution.</p> <p>In terms of cost analysis, officers have looked at the Household Recycling Centres regarding opening times, which is an on-going piece of work as part of the improvement programme for environmental services. In relation bulky waste, it was reported that a cost analysis had been carried out but it was found that this did not correlate with a reduction in fly-tipping.</p> <p><u>Learning</u></p> <p>With regard to Strategic Risks detailed at page 92, it was asked what the Council were doing to ensure children achieve national standards in educational attainment and how effective have activities been across schools to ensure a consistent approach to learning in order to avoid children being left behind particularly those who are vulnerable. In response, it was reported that Members will be aware that before the pandemic, the trajectory of improvement was significant. Children have been impacted by the pandemic and the Council and schools collectively have established from the outset of the lock down a very clear focus on well-being in curriculum. It was advised that it would be remiss to think that when schools are fully open, we can go back to how it was pre-pandemic as this would not work. There has been a big push on how support is given to young people's emotional well-being, which includes training on trauma support. It was advised that a recovery curriculum has been commenced to ensure that there is a consistent approach across all schools, which includes the remote learning offer that is more robust than it was at the beginning of the pandemic and includes young people's access to devices.</p> <p>It was advised that the key elements are that a number of programmes have been designed:-</p> <ol style="list-style-type: none"> 1. A programme on behaviour 2. A programme on well-being, emotional health 3. A clear focus on equity and diversity 4. Using holiday activities as a breach – providing a real opportunity to support young people back into school <p>A question was raised with regard to paragraphs 36-46 of the report, in relation to what aspects of family support had been identified that have required greater focus and intervention and what will that achieve. In response, it was advised that the 3 top presenting needs would be, emotional, well-being and parenting and behaviour. It was noted that family hubs have remained open throughout providing support</p>	
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and the fact that the Council have taken a multi-agency approach to welfare and support for the vulnerable. These actions will mitigate an escalation up to the need in social care, the investment and support that is being done in terms of intervention is critical because it stops that escalation.

A further question related to safety of children and staff when they return to School and whether there is a difference between the Council's responsibilities for Academies and those schools that are Locally maintained. In response, members were advised that one of the huge benefits of the last year is that the Council have worked collectively with schools and all of them have engaged, support has been given in equal measure whilst recognising the Council has the absolute responsibility for maintained schools because essentially they are all Doncaster Children. It was also noted that the Council are receiving the level of confirmation that all guidance in relation to the pandemic is being adhered to by all schools.

Discussion took place on career choices for young people and what the council is doing in relation to working with businesses whilst working in partnership with schools with the view of giving children the choices or opportunities to make good of themselves for example open days or businesses going into schools and promoting at job fairs. In response, members were aware that the Education and Skills Strategy 2030 has been approved and this was now underway and the points made are embedded within that Strategy. It was advised that in summer 2020, a fare was devised with businesses albeit virtually and the Council will be looking to escalate that and the Council are implementing a number of programmes for widening participation. This includes supporting young people whether that be mentoring them in order to access apprenticeships or giving them information on how to access Universities of their choice and working very closely with Chamber and businesses directly in schools.

A question was raised with regard to children in the referral units being in a more acute position than other pupils within the schools and whether these children will be in a better position shortly. It was advised that one of the things the Council has done through working with all schools including pupil referral units was the reintegration programme. This is a 12 week programme which enables the Council to support those very specific needs of young people both in the referral units and in other alternative provision to ensure they are getting the support they require. There has been a real focus around that wrap around support from the leaders in the referral units along with the Councils own team.

Caring

Officers were asked if there was any evidence that families and communities are taking on increased caring provision during the lock

down. In response, it was advised that there was evidence of this, and this would be expected to be the case with family carers understandably seeking to protect people that they care about. The Council are trying to support carers in this process. It was reported that a lot of work had been undertaken with the Mayor's Sprint Plan, in relation to making sure the Council gets support out and awareness to carers about the offer and the support that is available to them. The service has also been picking up carers that have stood down social care services because they have been around to provide the care themselves and felt the need to protect them from the risks of transmission.

It was asked whether officers were seeing a greater number of people wanting to remain in their own homes and was this creating more pressure on certain parts of the budget.. It was advised that it creates uncertainty in the context of the budget it is difficult and is probably inappropriate to draw conclusions. For some people because they have been able to take further caring roles because employment arrangements have changed it has created in financial terms for some people less draw on adult social care but for other people there has been greater intensity and risks around breakdown and the need to be involved more. Officers advised that what the Council cannot do is take for granted a positive budgetary shift which will also be disrespectful to carers in Doncaster who have been going through a difficult period. It was advised that it was about keeping in contact with carers in communities and no assumptions have been made at this stage.

Members asked how successful the mass test and trace and vaccination programme has been to date. In response with regard to test and trace, it was identified that there were a number of measures of success and in terms of mass testing and the community testing offer that the Council has for people without symptoms. Since the first site went live, there has been over 13,500 tests undertaken, 76 of which were positive so this is comparable with what other areas have seen in terms of the positivity rate. However, more testing has been available in Doncaster than in other South Yorkshire Authorities. It was also advised that Doncaster has devised a mobile testing facility, which has been used to support the testing of Doncaster's Homeless population and those currently living in hotels and that is being used by the Department of Health and Social Care as a model of good practice. This has also been shared with Yorkshire and the Humber and being communicated to Devon and other areas. Members were advised that the programme has been successful in terms of testing but also in terms of people being able to access broader services that the Council and partners offer.

In terms of the vaccination programme, it was reported that data was now being published on a weekly basis publicly available on the total number of vaccines being delivered in Doncaster by CCG and GPs and this number was now over 75,000. It was advised that what the Council

has not seen in the public domain yet is how the total number of vaccines relates to the total number of people who are eligible. From conversations with the CCG, it was noted that the percentage was in the 90% range for the majority of groups but further details were required on this and also be able to understand the reasons for not coming forward for a vaccination. Members were advised that given the operational challenge in terms of delivering the programme where vaccine supply is on a week to week basis officers were confident they are delivering the vaccine that we are getting supplied in Doncaster.

It was mentioned that there had been a call for volunteers to carry out the test, track and trace at centres across the borough. It was asked if enough volunteers had come forward and whether they were represented as a community as a whole. Members were advised that for testing, the Council were using paid staff centres, some Council staff have been aligned and thanks should go to all colleagues in the Council that have released staff to do that. In terms of the vaccination centres, there is a pool of volunteers including many elected members, which has been coordinated through the Cultural and Leisure Trust.. It was acknowledged that there will always be a need for more volunteers as some may need to return to work once restrictions start to ease.

Members wished to commend the good work carried out throughout the pandemic and it was clear that it has been exemplary with regard to communication through social media, the right information had been provided and there had been easy access for Councillors to pass that information onto residents within their wards. Local access for residents in terms of the vaccination and testing centres have gone down very well with residents in the communities and people are happy that they can get reasonable access to local testing and vaccination which in turn has created an increased confidence.

In conclusion, a question was raised in relation to care homes and the prevention of Covid outbreaks and how confident officers were in relation to this. It was reported that unfortunately there will always be outbreaks in care homes even with vaccinations. The key is to minimise the impact they may have and confidence was there with the work that has been done to minimise that. The couple of outbreaks seen since Christmas have been well managed and much milder illnesses have been seen. Officers felt that it was important to pay tribute to care home staff and owners as outbreaks sadly result in the loss of people who they regard as family and result in a lot of trauma for people that live and work in the homes. It was noted that they also result in a financial impact for care homes with reduced occupancy. There has been a lot of focus from care home staff and from the Council and a lot of support has been given to homes to ensure that all care homes have a focussed person to follow them through on the latest guidance, access to advice and making sure infection and prevention control information is provided from NHS colleagues.

	<p><u>RESOLVED</u> that the Chair and Members of the Overview & Scrutiny Management Committee noted and comment on the quarter 3 performance and financial information; including;</p> <ul style="list-style-type: none"> (1) the virements per the Financial Procedure Rules, detailed in the Appendix A – Financial Profile; (2) the allocations of block budgets in the Capital Programme, detailed in the Appendix A – Financial Profile, in accordance with the Financial Procedure Rules (sections A & B); (3) the payment to the Doncaster Children's Services Trust (DCST) for the non-COVID element of their overspend (£2.56m) with a reconciliation at year-end to ensure any surplus is returned to the Council. (4) the allocation of the £5m Environment & Sustainability/Net Zero Carbon Earmarked Reserve to the Director of Economy & Environment and Assistant Director of Finance (Section 151) in consultation with the Mayor, as outlined in paragraph 84. 	
18	<p><u>OVERVIEW AND SCRUTINY WORK PLAN AND THE COUNCILS FORWARD PLAN OF KEY DECISIONS</u></p>	
	<p>The Chair presented the updated work plan and identified a number of issues raised during the meeting which may help inform the work plan moving forward, these included:</p> <p>Lack of large properties for families and who may have disabled members of the family</p> <ol style="list-style-type: none"> 1. Holiday activities for children and how these are accessed 2. Increased burden on carers – potential reduction in workforce 3. Economic Impacts of Covid – how that effects peoples income 4. Fly-tipping/littering – communication requires improvement in engaging with communities and them becoming involved. 5. Careers Service and advice for schoolchildren 6. Councillors On-line and its effectiveness 7. The impact on Children's attainment following the lockdown 8. St Leger Homes priorities 9. Free school meals 10. Children's Services Trust 11. Mental Health issues and how these are being addressed 12. Domestic Abuse (on-going) <p>Each of the Panel Chair's went on to highlight possible topics to be discussed at future meetings. It was noted that as well as looking at future items and how overview and scrutiny can contribute to those topics Members will also be looking at the quarter performance</p>	

improvements reports.

RESOLVED that the workplan and Forward Plan be noted.



Doncaster Council

Report

Date: 24th June 2021

To the Chair and Members of the Overview & Scrutiny
Management Committee

2020-21 Quarter 4 Finance and Performance Improvement Report

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

EXECUTIVE SUMMARY

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

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

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

There have however been areas of improvement, which include:

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

Financial Position

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

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

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

Performance

11. During this quarter we have been presented with significant challenges to service delivery as a result of the pandemic lockdown and restrictions applied. We have worked closely with government bodies, partner organisations and local communities to provide essential support to residents that have been affected by the restrictions.
12. Paragraphs 15-105 outline the current position on areas that we have managed to continue to monitor throughout quarter 4 as well as identifying additional key areas of activity.

EXEMPT REPORT

13. This report is not exempt

RECOMMENDATION

14. The Chair and Members of the Overview & Scrutiny Management Committee are asked to note and comment on the quarter 4 performance and financial information.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

LIVING:

Delivering Quality Local Environmental and Highway Services

15. Our teams have worked extremely hard to continue to provide our services during the pandemic and through the lockdowns, putting suitable risk-based measures in place to ensure service continuity, public safety and employee safety.
16. In many services areas, where service delivery has continued, it has not been the same as it was before the pandemic. Changes that have been necessary to ensure the continuation of service delivery in a safe and risk assessed manner have included:
 - staggered shift times to reduce the number of staff at the depot at any given time;
 - signing in and out processes;
 - cleaning down of vehicles and equipment; and
 - enhanced personal hygiene regimes.

17. The purchase of additional vehicles in quarter 3 has meant that all Street Scene staff can be deployed – however the continued vehicle occupancy restrictions are impacting on the efficiency some key activities; i.e. we are required to use more vehicles and fuel to deploy staff. Cumulatively, the impact of these unavoidable variances that we have had to introduce, is a significant level of lost working time per week which impacts upon service productivity.
18. Nationally there is very strong evidence that the levels of waste / litter in public spaces has increased considerably during the lockdown periods, and this reflects the experience in Doncaster as well as in neighbouring Councils such as Barnsley and Rotherham who have both confirmed very similar issues to those in Doncaster. The number of reported fly tipping cases opened in Q4 was 3799 – far higher than the previous quarter (2822). This, alongside the Covid compliance restrictions listed above, is further impacting the amount of time taken by operatives to undertake cleanse activities.
19. The increase in the levels of fly tip and littering has led to a need to increase resources within Street Scene. In Q4, following discussions with the Mayor and Portfolio Holder, an agreement was granted to create a dedicated Fly tip and Litter Team – which was in place at the end of February. So this additional resource has been in place for one month of Q4 only. Along with much appreciated support from our partners Suez, this team has increased the amount of fly tip clearance work. In Q4 we closed a total of 3615 jobs, (in Q3 we closed 2747) – and there was a 152% increase in the number of Fly & Litter jobs completed in February 2021 compared to February 2020.
20. Performance for the closure of fly tip jobs within SLA timescales (5 working days) decreased from 61% in Q3 to 42% in Q4. The initial focus of the Fly and Litter team has been to address the significant back-log of jobs. This prioritisation of outstanding works plus the considerable increase in fly tip levels has contributed to this reduced level of performance. As mentioned earlier, the additional resources have only been in place for one month of Q4 and time has been needed to embed these new arrangements. Moving forward, we are confident of an increase in performance.
21. Two additional enforcement officers joined the team with a sole focus on urban back alley fly tipping – both from an enforcement and education / awareness raising perspective (other enforcement officers have a dual role of wider environmental work as well as fly tipping). These officers have contributed significantly to tackling the unwanted behaviour of fly tipping of waste:
 - since the 1st March 2021, the Urban enforcement team have gathered evidence supporting 175 fly tipping investigations, 102 which relate to the work that the 2 new enforcement officers have been doing in the back alleys
 - as per the investigative process, letters under caution have been sent to those individuals whose waste was found
 - the outcome of investigations so far has resulted in 13 written warning notices and 3 fixed penalty notices issued
 - the remaining cases are been pursued in the normal enforcement process.
22. The amount of domestic waste recycled has stayed similar but the overall amount of waste increased over the Christmas period – thus resulting in a decreased recycling rate, dropping from 52% (Q2) to 40% (Q3).

23. The percentage of highways meeting the required cleanliness standards (litter, graffiti and detritus) continues to exceed the 80% target at 83%. The percentage of principal roads (98%), non-principal roads (98%) and estate roads (83%) in good/fair condition all meet or exceed their respective targets (98%, 96%, and 76% respectively).
24. During Q4 our pilot 'naturalisation' activities have been nominated for a Keep Britain Tidy 'Love Parks' award. Building on this, suggested areas for use as naturalised sites have been communicated to elected members and we are currently receiving feedback. A Naturalisation Policy is being developed that will ensure alignment with the Environmental Sustainability Plan. This work will continue to develop over 21/22 and beyond as part of the Environmental Services Improvement Plan and our continued commitment to the Greener Cleaner aspirations of the Borough.
25. The target (10,000) for plotting trees via the Council's digital tree-management system was achieved with a year-end total of over 10,800. Campsall Country Park was successful in receiving a Green Flag award, and Bentley, Sandall and Quarry Parks were successful in retaining their awards. This brings the total for parks with Green Flag status to 4. Elmfield Park has been submitted for the award this year, with result announced in October 2021.

Delivering our Net Zero Carbon and Biodiversity ambitions

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

Energy Efficiency of Buildings

- A £12.56m Thermal Improvement programme was approved in March 2020 to provide external wall insulation and loft insulation to the remaining 1,800 uninsulated Council homes in Doncaster. Work commenced in Quarter 3 and will continue across the year.
- Two successful funding bids have secured £1.179m to enable a housing energy efficiency retrofit to commence in February 2021. A further bid of £2m being submitted in March 2021.
- A £2.4m capital funding application for Council buildings energy efficiency retrofit, if successful, will deliver 7,731 tonnes of carbon savings.

Transport

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

Natural Environment

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

WORKING:

Supporting Local Businesses

28. Support to businesses throughout the period in terms of preparation for EU exit, and swift payment of grants, supporting people back to work.
29. The final outturn figure for the collection of Business Rates of 92.64% is down on the 96.5% target figure. The outturn figure is also well down on the 97.22% collection achieved last year. The reason for this reduced collection is down to the impact of the Covid 19 pandemic. No official debt recovery action was taken until the end of the 2nd quarter, in terms of issuing reminders, summons and the obtaining of liability orders. In the final quarter the government has reintroduced national lockdowns which has seen many businesses unable to trade. As many businesses were shut it was difficult to talk to them about their outstanding business rates and lenient debt recovery processes were maintained throughout the year. Key accounts were unable to pay any of their Business Rates in the year, whilst they awaited financial support. There had been a gradual improvement in collecting revenue owing from the beginning of the year, until the final quarter when lockdowns were reintroduced resulting in outturn collection being much lower than predicted.

Planning and Delivery of Housing and Investment

30. The percentage of major planning applications processed within targeted timeframes continues to significantly exceed the national target of 70%. A figure of 91% was achieved across the year which is lower than the highly ambitious locally set target of 94%, but is a 3 percentage point increase on quarter 3. Performance this quarter has been affected by negotiation of extension of times. This need to agree an EOT on major applications is not unusual, which are complex by their very nature and commonly require on-going negotiations, s106 agreements and committee approvals in order to seek a positive resolution on the

proposals. If extensions of time were not taken in to consideration our performance for major applications would be 21%.

31. An additional 231 new homes were built in quarter 4, taking the full year total to 859. This is the first year in five whereby the Local Plan target of 920 homes per year has not been met. Over-delivery in previous years more than makes up for this year's small shortfall.

Local Wages

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

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

*The table is sourced from Nomis

Directorate Priorities

33. We will be adding to the E & E Directorate priorities, targets for the mobilisation and delivery of the new Council House Build programme of:

- Start on site on the three new Phase 1 schemes
- Complete scheme development and secure Planning permission for 7 Phase 2 schemes, and
- Complete the technical study on the options for mixed tenure delivery for Phase 3 of the programme”

CARING:

Supporting Public Health and our ongoing Response to the Pandemic

34. In December 2020 (Q3), Doncaster entered into the then new 'tier 3' restrictions. Although the number of new cases had fallen from November 2020, they had flattened and had struggled to fall below 200/100,000 cases. The cases began to rise at the end of the year and Quarter 4 saw Doncaster's third wave of COVID-19 and this coincided with a second national 'lockdown' on 6th January 2021

35. Between January and March there were 7,437 new positive cases of COVID-19 and 227 people died who had COVID 19 on their death certificate. Health and care services looked after significant numbers of people with COVID-19. The hospitals were still looking after more people with COVID-19 than during the first wave.

36. The Incident Management Team met on a daily basis and as well as ensuring support to all those self-isolating cases and contacts who needed it managed 649 separate cases, clusters or outbreaks especially in early years settings and businesses and then from the 8th March in schools. In Quarter 4 the council took over local contact tracing from NHS Test and Trace and additional community

testing facilities and approaches were established including for frontline staff the Mary Woollett centre and North Bridge depot, and for the public Conisbrough, Hexthorpe and Stainforth.

37. A number of new vaccines have been developed, and the first one was administered in Doncaster on 15th December 2020 with NHS partners leading the roll out. The council continued to support health partners deliver the COVID vaccination programme and this includes support to health partners to engage with local communities.

38. The Operational Commissioning Team have provided significant support to the independent adult social care sector during the Covid-19 response including:

- Supported providers to put in place business continuity plans once the response to Covid-19 commenced
- Continued work with providers to support contingency planning in preparation for and following Brexit
- Maintained daily contact with all contracted social care providers (including residential care, nursing care, domiciliary care, extra care, housing related support, day services and others) throughout the Covid pandemic to:
 - Ensure appropriate support when dealing with symptomatic or positive individuals or staff
 - Provide information on number of cases recorded for each service to provide senior management with an oversight of cases and outbreaks
- Supported providers experiencing outbreaks in services including signposting to appropriate Infection Prevention and Control, Public Health and Psychological support.
- Provided information to colleagues in hospital discharge, Public Health, Primary Care and partner organisation of services closed to admission due to outbreaks
- Supported residents being discharged out of hospital to ensure they are placed in the most appropriate service based on their Covid status and the Covid status of their home of choice
- Attended and contributed to the Daily Covid Incident Management Meetings and the weekly Covid Board chaired by Public Health to maintain oversight of high risk areas with outbreaks
- Jointly set up, chaired and contributed to the Locality Care Home MDTs to oversee the Covid-19 status and quality of service delivery within care homes, organising and supporting a wide range of partner organisations to support care homes in a responsive manner.
- Undertaken visits to services to monitor quality when high risk concerns are identified utilising appropriate infection control measures including appropriate use of PPE
- Provided support to the provider market and Direct Payment recipients with access to Council supplies of PPE when providers have been unable to source their own supplied
- Provided regular communication of changes in guidance and supported with the interpretation of the guidance to different service types
- Supported a care home to close following significant quality and management concerns during the Covid response with all residents relocated to other services

- Supported two care homes with inadequate CQC ratings to improve the quality of service and receive follow up inspection results of requires improvement
39. The Workforce Development Team were redeployed from January 2021 to undertake the planning and roll out of the vaccination programme for care homes and the Social Care workforce. This was done with flexible and responsive support from colleagues in HR, LOCYP, Operational Commissioning, the Children's Trust and PIC.
- 2892 staff vaccinated from CQC registered Adult Care Homes
 - 1055 staff vaccinated from CQC registered Community Care providers
 - 3464 staff vaccinated from non CQC registered services including Direct Payment Personal Assistants

Preventing Homelessness and Supporting Rough Sleepers

40. Work around Rough Sleepers, and the 'Next Steps Accommodation' programme, continues and Doncaster received some initial funding of £18k of the £3.2m National allocation; although the work around this continues, there has been no further allocation after the initial allocation in March 2020 to support to get Rough Sleepers off the streets.
41. The Complex Lives Team have been supporting frontline throughout the pandemic and have adapted their practice as a result. The government "Everybody In" initiative involved a proactive multi-agency response, which led to only 2 rough sleepers in the Borough, both were regularly offered accommodation but refused. Wrap-around support remained for the caseload with new initiatives including:
- Wound Care Clinic (twice weekly)
 - Lateral Flow Testing (twice weekly at hostels and hotels)
 - Distribution of PPE packs (250 initially)
 - Over 200 mobile phones given out to support engagement
 - Supporting vaccinations for rough sleepers and homeless
 - Multi agency hotel in-reach sessions for those accommodated
42. The team currently provides wraparound support for 113 clients with over 100 in accommodation. There have been 57 individual rough sleepers seen in the last 12 months.
43. The Outcome Star is an evidence based tool that is used by the complex lives service in working with people to support and measure change. There has been a rise in the average Outcome Star scores from individual's initial assessment and latest star. Over the past year there has been an average rise from 28 points to 33 points. This is substantial given the challenging circumstances and the lack of services and activities available through the pandemic.

Delivering Quality Care Services

44. The number of people living in residential care has reduced from 966 to 917 from Quarter 2 to Quarter 3; this is an indicator that continues to be affected by the COVID-19 pandemic. The number of people continues to reduce due two clear factors: the number of people who have tragically died during each wave of the virus and the consequent reduction in demand for new residential care placements. The Council has worked with the NHS to provide support to

Doncaster's care homes in preventing COVID-19 outbreaks and reducing their severity when they do occur. Doncaster's care homes have worked incredibly hard to keep their residents safe over the period.

Carers

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

Supporting safe and timely discharges from Hospital

47. The Delayed Transfers of Care (DToC) indicator continues to be suspended by NHS Digital, and there are no plans to restart collecting DTOC data currently. We continue to collect & report delays locally, which is reported into weekly demand and flow meetings, and there have been very minimal delays attributable to social care during Quarter 4.
48. The three times a week partnership meetings, set up as a pandemic response, have continued throughout the Pandemic. An escalation and risk framework, which reflects pressure points across The Place, has been developed, and continues to evolve, to support partners across Health and Social care to work together to maintain flow through the system.
49. The Council's hospital Integrated Discharge Team (IDT) have seen a consistently high demand on their services throughout the pandemic. From 1st April 2020 to 31st March 2021 there have been 3867 referrals. The team continue to work frontline with people in the hospital, including people with Covid-19. IDT enable people to be safely discharged into the community and to support people to remain at home post discharge. In addition, the team also supported safe discharges from our 2 designated Covid positive units. IDT offer a 7 day service and during the height of the pandemic worked extended hours to cover the discharge hub to ensure that people deemed medically fit were able to leave hospital within 4 hours.
50. The STEPS team have flexed and adapted their approach during the Pandemic, and continue to offer their usual reablement support to people, regardless of Covid status. In addition, the team offered same-day domiciliary support for those needing a package of care on discharge, to ensure discharges were facilitated within the agreed four-hour timeframe. In total, they have supported in excess of 1500 people over the last twelve months.

51. PSU have continued to see a consistent demand on their service. They have minimised the risk of outbreak by proactively learning IPC and PPE protocols and cohorting staff groups in to the 3 wings of the unit. As a result, they have had no outbreaks in Q4, and have continued to provide a bed-based support offer for those people needing additional care on leaving hospital.

52. Staff in all three hospital discharge teams (IDT, STEPS and PSU) have cancelled leave and taken on extra shifts during the past year, to ensure their services are able to meet the additional demands.

Performance data and intelligence

53. The number of people controlling their own support using a direct payment is currently 902 (as at 18/03/21); a decrease of 10 since 912 at Quarter 3. There continues to be very few new requests for a direct payment. The Council will review Direct Payment usage after the pandemic, and consider improvements that may increase choice and control for recipients.

54. We have continued to support people to remain at home with our contracted domiciliary care services providing support to 1147 people every week. We continue to see new requests for care and support on a daily basis and work closely with our provider base on the quality of services delivered

55. The average time taken to complete a social care assessment in this quarter was 48.1 days, which is a decline of 7.4 days compared to Q3.

56. Volume of requests for support have decreased to 501 per 100,000 (previously 538 per 100,000). At the end of quarter 4 there had been 5367 requests (figures prorated to account for CareFirst switch off on 18/03/21).

LEARNING:

Overview

57. The primary focus for the directorate in this quarter continued to be the response to the pandemic, in particular support to educational settings and vulnerable children and families, which again was very positive. The Children and Families Cell and Cluster Head Teacher meetings continued on a weekly basis to ensure effective system leadership and that all stakeholders were involved and responsive to national and local guidance. The directorate and wider partnership also began to think through and populate the road map for the next 12 months in this quarter.

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

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

59. The Local Authority, Children's Trust and wider partnership had an Ofsted visit at the end of the quarter. This was an ungraded inspection following the Trust submission of its annual assessment. The Inspection outcome was relatively positive; the Inspection letter confirms what we 'know ourselves well' and that our improvement plans are valid and starting to show traction.
60. Ofsted praised the fact that despite the challenges of Covid-19 we have been swift in our response to emerging issues and the way we worked together to support young people and their families throughout the pandemic. The most important message is that we are committed to making the improvements required for our children and young people.
61. The following captures the key updates under thematic areas:

Early Years

62. Take up of entitlement for free childcare for 2-year-olds has been hugely successful in Doncaster, with numbers increasing from 71.2% (1,005 out of 1,412 eligible 2-year-olds) in Q1 up to 78.5% (1,088 out of 1,386 eligible 2 year-olds) in Q4, this means that more children are accessing childcare, and the many associated benefits for families. Take up of funded entitlements for 2-year-olds decreased in the Summer term 2020, which was a direct impact of the pandemic and parental confidence in placing their children in settings, however this figure is now steadily increasing, demonstrating parental confidence in the safety of the sector is returning. There has been lots of work done by the Local Authority in supporting settings to be Covid-19 secure and to help restore parental confidence. By the Autumn term Doncaster were placed sixth nationally out of 151 Local Authorities and in first place for statistical and regional neighbours. This was following a revised approach to supporting families by removing barriers and updating publicity material which was widely distributed and accompanied by a social media campaign. Take up of free childcare for 3 and 4 year olds has risen from 70.9% (5,012 out of 7,072 eligible 3 and 4 year-olds) in Q1 to 94% (6,565 out of 6,985 eligible 3 and 4 year-olds) in Q4, which again is very positive. Early Years providers are now fully open and the sufficiency of childcare across Doncaster is strong. It is important to note that throughout the quarter there was enough places for all children of critical workers and/ or those deemed vulnerable. Regular conversations took place at the Children and Families Cell to ensure that this was the case and NHS staff were aware of where and how to access these places.
63. Ofsted outcomes for Early Years providers remains strong, being above both National and Regional levels throughout the year. The overall percentage of Early Years providers rated as Good or Outstanding in Doncaster is currently 99% (237 out of 239 Early Years providers) against a national figure of 96%. Doncaster has continued to achieve over 96% since 2018, evidencing continued success.

Education

64. The percentage of children who have been offered their first-choice secondary school placements to start in September 2021, has risen to 88%, an increase of 2% from 2020. The national figure for secondary admissions in 2020 was 82%. For primary children, 97% of primary children who are due to start Reception in September 2021, have been offered their first-choice placement, this is a further 2% increase on 2020. For Comparison, the national figure for primary admissions

was 94. At primary level, 99% of children were offered one of their 3 preferences of primary schools with 99% of all applications made online and this has helped the team to process applications more efficiently. The new synergy process has also helped to streamline the process. This is something the service are considering moving forward and will take the learning over the last year to ensure the efficient process possible and will consult with families.

65. Due to the ongoing Covid-19 pandemic and the resulting disruption to education, attainment data has not been published for any key stage from Early Years assessments to A levels in 2020 for the academic year 2019/2020.
66. A big area of focus in the quarter continued to be the support offered to schools around testing, based on national guidance. This has been a challenge but something that the sector has responded well to. Twice weekly lateral flow testing (LFD) of teachers and pupils was introduced into secondary schools from the beginning of January. This was initially administered in schools and all secondary schools showed great organisation and determination in setting up testing bays. Initially students were tested three times in school, before having twice weekly tests administered from home with pupils and teachers logging their results. In primary schools, twice weekly home testing was introduced in January for staff but not for children. This testing regime has given children staff and parents increased confidence in attending school.
67. Due to a further lockdown because of Covid-19, from January 2021, schools were only open for vulnerable children and the children of critical workers. During this period, attendance was much higher than during the first lockdown with primary attendance averaging 25% and secondary attendance much lower at 5%. These figures are consistent with national averages. During this time, schools were supported through updated risk assessments and updated information on testing and working with public health where there were multiple cases of Covid-19. Due to the lockdown learning for many was done remotely. An extensive learning offer was developed in collaboration with School leaders, their teams, and Local Authority colleagues to ensure that young people had access to 'live' lessons and other learning resources at home. To support pupils who didn't have access to electronic equipment that they could access the live lessons on, 2,689 laptops/tablets were provided. Since the full return of schools on March 8, attendance has been averaging 92% overall which is broadly in line with national average.
68. The Local Authority has worked with and continues to work with schools to devise strategies that help children and families continue to learn. Much of this work focuses on developing good habits of learning and readjusting to full time school. The Local Authority have worked with schools to ensure they have good systems for analysing gaps in pupils' knowledge caused by the disruption, along with strategies in place to close these gaps, making the best use of existing resources and identifying new approaches as a response to the Covid-19 pandemic.

Attendance & Behaviour

69. Whilst the level of Elective Home Education notifications has increased over the period since the start of lockdown (from 113 in the first 6 months of 2020, to 255 in the period since), the overall proportion of Elective Home Education has reduced by 0.3% to 1.1% of the overall population. This is down to the impact of revised policy and practice in this area, with 89 cases being closed over the last

year and 49 of the 221 notifications received since September being closed. This is helped by officers working in locality teams, working each case immediately upon notification, speeding up the response and support offered. This reflects a 19% rate of closure over this period alongside a significant number, which are not counted and have been prevented through joint working with families and schools.

70. The rate of Children Missing in Education referrals has risen over the last 6 months, with 199 submitted since September, with 156 in the previous 6-month period. This category relates to children who have left a school roll but have not joined another in this area or who have moved into the borough and are not yet in a school. 386 have been closed since January 2020, with 186 having been completed between September and January. Last January the Children Missing in Education figure was 0.41% of the potential school population and is now reduced to 0.39% of pupil population (184 young people). This gives a closure rate of 67.0%. This means that despite rising numbers of young people who fall into this category, the cases have been closed quickly, with young people joining the roll of a local school.
71. Since the start of lockdown, Local Authority officers have worked with schools and health and social care agencies in order to ensure that schools are offering effective mental health support. At first this involved developing consistent approaches to school behaviour policies and transition processes in the light of the pandemic and then to develop a raft of support and training opportunities, including the borough wide 'trauma informed schools' project. The Behaviour team have continued to keep the commissioning of Alternative Provision places under review and have ensured that provision is available, quickly, when it is needed and that no students who were out of school for a Covid-19 reason, and needed provision, were able to access it. A wellbeing and curriculum group was set up to allow leaders to share practice and approaches. Following the increase in the volume of presentations at Accident & Emergency for young people, health and council teams set up a 'Mental Health in Schools Strategy' and steering group. This has allowed the development of audit and training tools for schools, an unblocking of some perceived barriers to joint working and direct support, challenge, and training to allow schools to deliver more effective support to pupils. This work complemented the work of the Behaviour Transformation Programme in allowing schools to improve practice around managing behaviour and reducing exclusions. There has been an 80% reduction in permanent exclusions compared to the level at this quarter last year.

Early Help

72. Family Hubs have remained open during each of the lockdowns to enable vital support to be provided to children and families. There have been 37,000 visits and 17,000 offers of support, including health and development, relationship support for family stability, employment support and supporting families with complex needs. Whilst some services have been delivered virtually during the lockdowns, other support has been delivered face to face. During Q4, the Young Carers team continued to support 263 young carers via telephone calls, video calls, socially distanced walks and school visits.

73. During the quarter early intervention and prevention has remained a key priority. There are currently 2045 children and young people accessing support via the early help pathway. The top three presenting needs for children, young people

and families are emotional wellbeing, parenting and behaviour and services continue to provide support in these areas, with an increase in the number of families accessing support. The time from allocation to the start of Early Help assessment has improved by 28% from 25 days at Q1 2020-21 to 18 days in Q4 2020-21, which means families are being supported quicker.

74. During the quarter some schools identified the challenges they were having in fulfilling the lead practitioner role, which is a key element of the Early Help Offer, in effect this is the person who takes the lead supporting the family. As a direct result of these identified challenges, extra funding has been agreed and around 13 new Family Lead Practitioners are in the process of being recruited. The ones who were appointed in this quarter, have helped to improve the timeliness of work on assessments and direct working with children and families. A notable improvement given the continued impact on services of staff availability caused by COVID. Online parenting programmes continue to be a crucial with 1632 parents having accessed the online learning with 273 new learners in Q4. The online learning receives positive feedback with 96% of participants reporting that the courses have been helpful, and they would recommend them to others.
75. In the quarter, 64.4% (190 out of 295) of cases closed to Early Help evidence increased confidence and the ability of parents / carers to support and provide for their family through the Outcome Star process. This figure is a 7.6% increase in the Q3 20/21 figure and is now 0.6% below the set target. Of the closed cases, 59.6% (217 out of 364) demonstrate an improvement in family resilience and a reduced risk which has been evidenced through a percentage decrease in vulnerability levels between allocation and closure. This clearly evidences the benefits of an effective and well-resourced Early Help Offer.
76. The Local Solutions Groups, which are part of the wider Localities Model, continue to provide local support during COVID and to date have supported 750 individuals / families with an immediate response to issues such as adult health needs, finance, and housing issues. Of these 133 have resulted in a multi-agency discussion. 118 have been supported locally and 15 have progressed onto a pathway for support. The key learning from this new model is that for the vast majority of families, they receive support quickly, and solutions are found without the need for more formal support. The prototype of how this model works with vulnerable families continued in the South of the Borough, which emerging data reinforcing it's effectiveness. Primarily, the model reduced initial response times from 45 days down to 3 by reducing the reliance on assessments to identify and respond to need through improved communication between professionals and more effective sharing of information; there are numerous case studies that set out the effect this had on families

Special Educational Needs

77. Encouragingly in this quarter there was a significant increase in the performance for Education Health and Care Plans finalised within the 20 week timescale, from 49.1% (30 out of 61 plans) in quarter 3 to 84.2% (32 or 38 plans) in this quarter.
78. This was achieved through a clear focus on effective case management by senior Special Educational Needs Officers supported by weekly meetings with officers enabling early identification of cases that might exceed the 20 week deadline and

wherever possible enable remedial action to be taken. This was also achieved with effective business support and weekly priority setting.

79. This is a significant improvement in performance and took place when the service also had to contend with the top year transfer deadline dates of 15.02.21 for primary into secondary and 31.03.21 for transfers from secondary into post 16, which created additional pressures on the system.
80. The new local Graduated Approach to meeting Special Education Needs and Disabilities needs has been launched during this quarter and we have seen nearly all schools and most council officers trained in this approach since December 2020.

Participation & Engagement

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

Heritage & Culture

83. The new Danum Gallery, Library and Museum, a £14m investment in high quality arts and culture in the borough, is opening soon to the public. The venue will be a new visitor attraction, a family-focused place to go, and a catalyst to renew and grow Doncaster's cultural offer. The pandemic has had a critical impact on the usage of libraries across the borough, with the library service will now work hard to recover from, working with our volunteers and the public. The impact on how the service has been used is clear from the following statistics:
 - Visits 2019 – 2020 = 497527
 - Visits 2020 – 2021 = 17431
 - Enquiries 2019 – 2020 = 255003
 - Enquiries 2020 – 2021 = 8703
 - Registered Members as of March 2020 = 40232
 - Registered Members as of Feb 2021 = 32324
84. However, digital library services have increased significantly during this period, and this is a success story for the service. The total usage, including e-books, e-audiobooks, music downloads, e-magazines and online newspapers, is:
 - 2019- 2020 = 53614
 - 2020 - 2021 = 91943

85. Before the pandemic, the library service benefitted from the day to day support of 507 volunteers, and once suitable risk assessments have been completed, our community managed libraries will be re-opening as well.
86. Cusworth Park has remained open throughout the pandemic. Museums (King's Own Light Infantry Museum, Rail Heritage Centre, Art Gallery) could open from 17th May at the earliest, in line with government pandemic, and these sites have remained largely closed during the pandemic either due to restrictions, or due to the transition of services into the Danum building. Doncaster Archives is currently closed due to critical health and safety issues at the former Balby facility, and Heritage Doncaster continues to work on a plan to re-open the service, working with The National Archives and stakeholder organisations.
87. The team will continue to work closely with the cultural sector in Doncaster during 2021-22 to ensure the safe and effective re-opening of cultural venues, and to develop in consultation with residents a new culture strategy for the borough.

Stronger Families

88. Doncaster partners have yet again met our Government target for Stronger Families Payment by Result reward claims.
89. We now have a cumulative total of 494 claims (100%) of our overall target. We only required 36 this month to achieve 100% so we have an additional 6 to carry forward into April 2021 claims.
90. This is a phenomenal outcome given the year we have had. Once again the tenacity and dedication of our staff has ensured Doncaster has yet again delivered.
91. This is crucial for three reasons, first of all we have ensured Doncaster gets the maximum funding available to Doncaster from the programme for supporting our families, secondly it ensures we get all our funding for next year (areas who have not met their targets have 50% of their funding withheld until they catch up) and finally it means that Doncaster has a reputation within the Troubled Families Unit for delivering consistently giving us kudos and influence.
92. We now enter the next year in a good position, however there is a great deal of work to do. We have a target of 515 families (it was 494 this year) to make Payment by Results claims for before end of March 2022. There is a greater focus on service transformation across the partnership, through the use of the Early Help toolkit and self-assessment that we submitted in December to develop an action plan and evidence progress and there is a focus on data maturity including systems, processes and sharing. (NOTE: The national programme has changed its name from Troubled Families to Supporting Families).

CONNECTED COUNCIL:

Supporting Staff Well-being

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

94. The sickness absence rate for the quarter was 8.25 days per full time equivalent employee, against a target of 8.50 days. This is a positive reduction of 0.95 days from 9.20 days in Q3. It should be noted that sickness absence rates remain lower than the same period last year and have not yet been significantly impacted by positive Covid cases, and that absence management practices remain effective. There are early indications of some staff suffering with Long Covid and this will be monitored over the coming months to assess impact and ensure effective provisions to manage the condition effectively remain in place.
95. Agency worker usage and spend has increased this quarter by 48% (£178k) from quarter 3; with 53% of assignments continuing for more than 6 months, an increase of 17% on last year; predominantly to provide some stability in response to the current pandemic. Ordinarily, agency assignments should be used as a short-term solution to staff capacity or skills issues, therefore robust management of spend will continue to be a focus throughout 2021. However, it should be noted that the management of agency spend and usage has significantly improved over previous years, with only a £14k overall outturn increase in this year's spend compared to last year.
96. The council's corporate Health and Safety team has continued to work with HR and Public Health to ensure up to date COVID-19 secure documents and support are in place, and advice to help manage risk and protect employees during the pandemic. This includes generic risk assessments based on national government guidance for managers to utilise and amend to meet the needs of their service activities.
97. Covid control measures including essential training have remained effective throughout the year, including a spot check carried out by a HSE visiting officer at the Civic Building in Q4, with a positive report received and no issues identified. There continues to be a lower level of employee injuries reported in this quarter compared to same period of last year.
98. Assurance monitoring and site visits are continuing with SLHD, where actions are outstanding on building safety compliance issues and to ensure suitable and sufficient strategies are in place to meet the relevant statutory and legislative requirements.
99. The Performance and Development Review Scheme for 2020-21 was initially postponed. This was reinstated towards the end of quarter 1 with extended completion dates until 31 October 2020. Completion rates at Q4 was 65% for all staff against a target remaining at 95% as in the previous year, and is reflective of responding to the pandemic impacting on significant workloads for staff. With some employment processes being adapted to ensure important functions could still be delivered with appropriate covid19 secure risk assessments being in place

Digital Transformation

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

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

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

102. We solved problems quickly using people, processes and technology working in an agile way and across service boundaries. The Covid-19 crisis has achieved a level of digital culture change that can take decades to achieve. It has also enabled us to create a platform, which allows Doncaster Council and its partners to connect and collaborate around one ecosystem in one place, to provide an efficient joined up response to meet the rapidly changing needs of our citizens. It also provides 24/7 access enabling citizens to self-serve and staff working from home or remotely to respond quickly/efficiently to fulfil the citizen's needs.

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

Ensuring the Council Spends Money Locally

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

Responding to Freedom of Information Requests

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

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

Programmes & Projects

106. The very nature of Programme and Project Management in a Prince 2 world defines the characteristics of a project with phrases such as Change, Temporary, Cross Functional, Unique, Uncertain, Assurance, and Risk based. In a sense it almost describes this last financial year (2020/21), a unprecedented/ turbulent year which has required the very best of Programme and Project Management resources to deliver within this often uncertain and evolving environment, often planning, recalculating, defining, delivering, monitoring and controlling a plethora of activities that were and are at the very heart of driving our collective response to multiple emergencies (Covid, Flood, Hatfield Fire, Brexit), but also ensuring we continue to meet the expectations of our residents/ customers on other key fundamental pieces of work.

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

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

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

- 31 Programme & Projects staff directly working on the response to Covid and Mass Vaccination (Multiple roles – establishment of governance principles, including documentation, structure, templates/ returns, providing the foundations for recovery; for Tactical Coordination Group; numerous Recovery Cells, Locality Bronze and Silver Mtgs, Team Doncaster Partnerships Board etc)
- Supported the establishment of Mass Vaccination sites; both fixed and mobiles with robust Programme Management helping to instil reassurance and health recovery amongst our communities.
- Supported the recovery of the Hatfield Moor Fire, with robust Programme Management role.
- Direct Programme Management support on the 2021 Floods; both in tactical coordination/ logistics and supporting numerous recovery cells, in addition to the longer term planning for preventing future incidents of flooding; with a longer term flood Programme Management role.
- Supported the Transition of Brexit – with officers supporting the Programme Management of the external Business Support Package and the development of a flexible skills package that meets the needs of residents through this unsettling period.
- Programme Managed the delivery and production of a number of Key Strategies and Policies: Environmental Strategy; Tree Policy; Housing Strategy; Health & WellBeing Strategy; Social Care Charging Policy; Education & Skills Strategy; LD/ Autism Strategy.
- Project Assurance and implementing change within the Environmental Improvement Programme – helping to define and implement improvement planning to a number of Environmental services, including Street Scene, Regulation Enforcement & Highways, and Waste & Recycling Services.
- Attracted significant amount of external investment and bid for other external investment; (Accelerated Towns Fund £1.5m attracted and defrayed within 5 months on improvements to Elmfield Park and Stainforth Resource Hub; attracted £5.5m Gainshare funds for electric buses and energy efficiency improvements to homes; attracted £4.5m Get Building Fund for key pedestrian open space improvements within the Town Centre; submitted to Government two Town Centre Investment Plans £25m each detailing a series of projects that will change the foundations of the economies and bring about the attraction of significant employment opportunities.
- Working in collaboration with colleagues from within Financial Management we have collectively worked as a catalyst for changing the very culture of performance management of our existing Capital Improvement Programme, whilst also exploiting and ensuring a robust and strong pipeline of potential

future projects. Summary details on the outturn performance of the capital programme are included under the Capital budget section.

- DIPS – Programme Delivery on a number of digital platforms including DIPs integration into Adults, Health and WellBeing Directorate.
- Domestic Abuse Intelligence – Our robust business partner function has supported the granular narrative of understanding the complex nature of cases and referrals and the identification of trends and remedies.
- Headlines: Total current portfolio of projects equates to 92, 45 on track, 2 off track; 23 in the pipeline and 2 parked. With the collective response to multiple emergencies, resources from both the client and corporate centre have been rightly redirected to deal with these emergencies, as these start to dissipate resources are starting to be reactivated onto Programmes and Projects.

110. Moving forward work continues at pace in ensuring the issues highlighted above are addressed, Business Partners and Programme Managers continue to work with Directors and their Leadership Teams to ensure all Programme and Projects activity is consistently managed and has the appropriate steps in place to manage both deliverability and risk. Where required, additional resources have been flexed to meet the increased demands of a particular projects, examples of this over the last 12 months include: DIPs, Covid Testing & Mass Vaccination, Localities, Social Care Charging Policy and the Environmental Improvement Programme (including Tree Policy) to name but a few.

111. With recent guidance published from Prince 2/ Prince 2 Agile all Programme Management staff are undergoing an intense refresh of our practices, this learning will help deliver and drive changes within Doncaster Council, ensuring we keep resources focused on the quality of the outcome; project assurance has greater level of robustness, ensuring viability of programmes/ projects with greater granular narrative on acceptable tolerance and financial risk, fundamentally driving alignment and improvements in our customer quality expectations.

Market Asset Management (MAM) Doncaster Ltd. Update

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

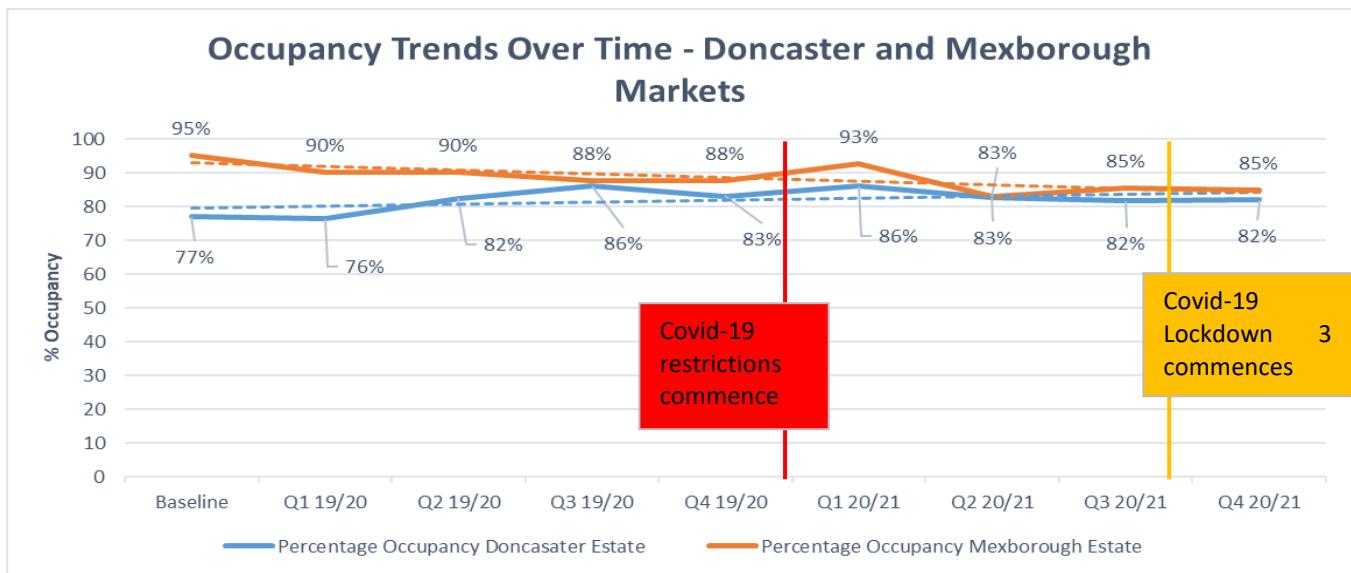
2020-21 Overview

113. Doncaster and Mexborough Markets have continued to provide local people with access to fresh, healthy food and on both estates traders have been able to remain open throughout when selling fresh food and essential retail. During the summer easing of restrictions the Wool Market ran booking and table ordering systems to ensure capacity control and social distancing. During lockdowns many Wool Market food outlets have operated takeaways.

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

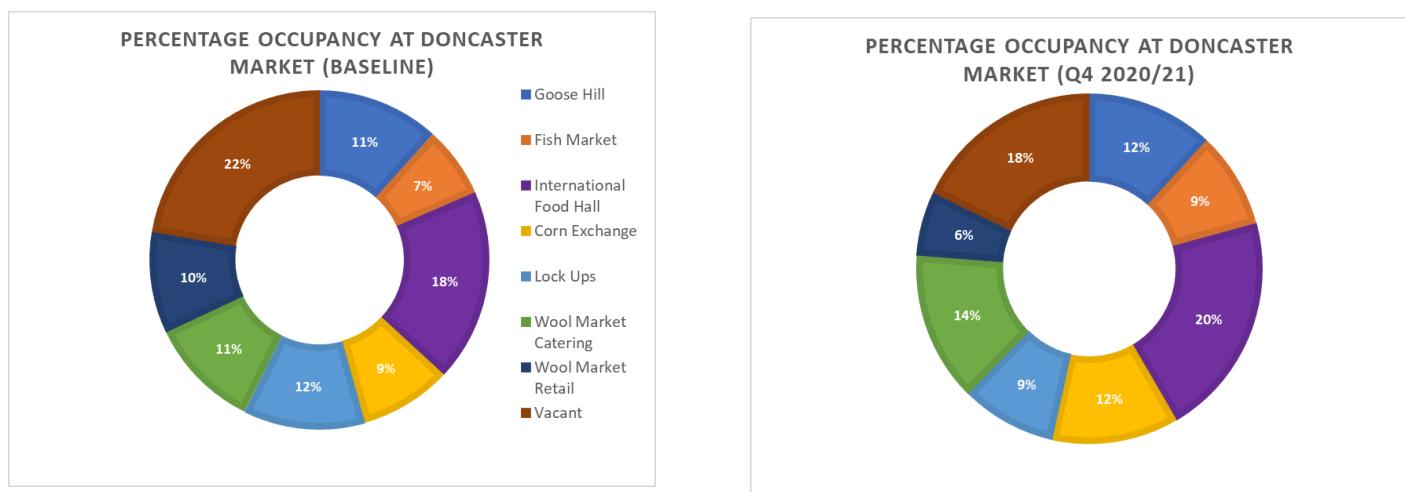
115. Plans are in place to replace the Mexborough roof. This work will be carried out by the Council and will have a significant positive impact to the estate overall.

Occupancy Trends at Doncaster and Mexborough Markets

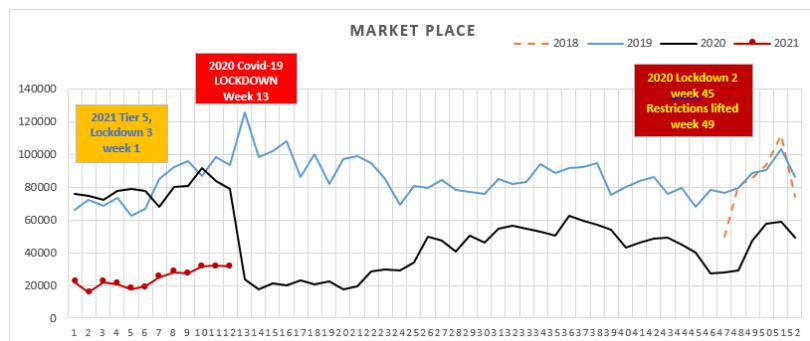


116. Occupancy has remained static on both estates compared to Q3 20/21. Occupancy contracted by 1% over the last year across the Doncaster estate, less than forecast at the outset of the Covid-19 crisis. Mexborough occupancy contracted by 3% from Q4 19/20 to Q4 20/21. Progressing further in to 2021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

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



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



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

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

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

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

2021 – Onwards

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

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

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

Financial Position

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

EU EXIT:

125. During 2020, the Council chaired a multi-agency forum (Brexit Transition Senior Responsible Officer Forum) to ensure a timely review of the risks associated with the end of the Brexit Transition period and the start of the UK's new relationship with the European Union (EU) from 1st January 2021. Building on experience of similar meetings in 2019 to prepare for the UK Exit from the EU in January 2020, a system of RAG rated risks were considered at each meeting. In addition, the Government has provided £220,000 to the Council to support the transition process in Doncaster.

126. Key to preparation for 1st January 2021 has been the resilience of local organisations across the health, local authority, education, social care and

business sectors to manage the transition through proactive reviews of Business Continuity Plans and opportunities for mutual aid and collaboration. Another focus has been to ensure that information gets to the relevant organisations and locally, there is awareness of where to obtain information, for example business support or access to the EU Settlement Scheme. The Council has led on this through social media posts, websites and newsletters.

127. The impact of the UK's new relationship with the EU is yet to fully play out. The SRO forum will continue to meet until Spring 2021 to ensure continuity of oversight and targeting of support to the following themes:

- **Business:** Business has been hit hard by the increase in paperwork, but Doncaster Chamber and Business Doncaster are working with companies that import/export to the EU. The Council is supporting a Brexit Helpdesk at Doncaster Chamber. The UK is now free to determine new trading agreements with non-EU countries – including emerging markets in South America which are already on the radar of Doncaster companies;
- **Regulations and Borders:** Inspections of import and exports have increased, however opportunities for generating increased trade at ports in Doncaster such as the Doncaster Sheffield Airport and Iport are emerging;
- **Health and Social Care:** No specific risks have been identified and protocols are in place to respond.
- **Food and Supply Chains:** Some fresh foods may have intermittent supply until new systems are bedded in, however opportunities exist for local supply chains to grow as a trusted source.
- **EU Settlement Scheme:** Scheme open to applications until 30th June 2021. In Doncaster, 78.4% of estimated eligible persons already provided with settled or pre-settled status (Home Office December 2020).

128. A multi-agency approach to accessing risks and opportunities during the period of Brexit has helped to ensure that the undoubted impact on the operations of many businesses and the lives of many residents of Doncaster has remained at the forefront of key organisations.

FINANCIAL POSITION:

Revenue Budget

129. The Council has received £31.7m in un-ringfenced funding from Government to assist in dealing with the costs associated with COVID-19. Throughout the year significant additional costs, reductions in income and delays to planned savings have been reported. Prior to quarter 3 the Council has used underspends to meet COVID-19 related cost pressures before using the COVID-19 grants. This approach was reviewed in quarter 3 and was changed to ensure that all COVID related pressures were funded using the relevant COVID grant funding provided. Further details on the COVID funding are provided in paragraphs 151 and 152.

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

combination of these factors drove down spending in year and resulted in this favourable outturn position. It's still worth noting that £3.7m savings were delivered against plan with a £5.0m shortfall in 2020/21.

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

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

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

- The Adult Social Care Ladder outturn underspend is £-1.49m. This includes an overspend on residential placements of £0.171m, where the overall reduction in numbers of service users in residential care has been significantly offset by the additional support given to providers via the Supplier Relief Scheme and void payments to care homes. Non-residential care services have underspent by -£1.663m. Individual services have seen significant variations caused essentially by the impact of COVID-19 in terms of a reduction in client numbers in the short term and increased temporary NHS funding, offset by higher ongoing support costs.
- The improved position since quarter 3 has primarily been caused by backdated income from the NHS for hospital discharge and avoidance - £0.76m and various activity forecast variations amounting to -£0.43m primarily as a result of the ongoing impact of COVID-19. Within the care ladder there were estimated COVID-19-related costs of £3.83m.
- Other Adult Social Care (excluding care ladder) have underspent by - £1.36m with the change since quarter 3 primarily made up of -£0.67m underspend on staffing budgets throughout the service, additional COVID-19 grant income -£0.25m and BCF funding -£0.35m identified since quarter 3. Within the above there are estimated COVID-19-related costs of £0.35m.
- Communities have underspent by -£0.84m which is mainly due to - £0.83m underspend on salaries, with the largest change since quarter 3 being in Social work teams -£0.18m. Also there have been savings on

Day opportunities transport -£0.10m due to much reduced service and maximisation of grants -£0.2m which has been offset by bad debt provision £0.26m. Within the above there are estimated COVID-19-related costs of £0.45m.

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

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

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

136. Corporate Resources underspent by £-1.69m at outturn. The Directorate has been proactively managing its establishment and activities and this makes an overall contribution to other areas of the Council. The main areas of underspend are within: -

- Finance £-0.44m underspend: Financial Development & Business Support £-0.21m early delivery of savings and recruitment delays, Trading Services £-0.19m variances across a number of services. The main change from the previous reported position is due to additional income received for meals provided than previously expected of £-0.48m and £-0.2m additional schools cleaning income.
- Legal & Democratic Services £-0.42m: mainly due to an accumulation of salary underspends from across the service arising from vacant posts;

- Customers, Digital & ICT £-0.42m: ICT £-0.18m due to increased income from project work, Revenues and Benefits £-0.16m due to early delivery of staff savings and increased HB admin grant.
- HR, Comms & Exec Office £-0.31m: Human Resources & Organisational Development £-0.14m staff vacancies and £-0.10m additional income from adverts.

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

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

Carry Forwards

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

- Discretionary – these are for items which were already approved in 2020/21, which have justifiable reasons for the delay in implementation and cannot be funded by the directorate in 2021/22. These items are normally funded from the Council's budget but can include items funded from un-ringfenced government grant.
- Non-discretionary Carry Forwards – these are items where we are to comply with financial regulations we are required to transfer unused balances to earmarked reserves. This normally happens where given funding for a specific purpose but there is no threat claw back of the funding, but the expectation is that the Council will spend the money on the intended purpose

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

Initiative	£k
Leisure - refurbishment & facility development at Askern Leisure Centre, Edlington Community Swimming Pool, Rossington Community Swimming Pool & Thorne Leisure Centre and potential Rugby League World Cup legacy contribution	3,906

Additional capital expenditure in 2021/22 – Doncaster Integrated People Solution (DIPS) £95k & Beechfield Centre £34k	129
Severe weather highways maintenance and road safety schemes	2,000
Total	6,035

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

Schools Funding & Dedicated Schools Grant

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

143. Whilst the overspend position is significant it is not uncommon to other Councils. In the last couple of years the Government has recognised the position that many Councils face on their High Needs Block and have increased the DSG High Need Grant, with Doncaster receiving an additional £5m in 2021/22 compared to 2020/21 levels. Work continues over the DSG medium term financial plan with the expectation being to achieve a balanced budget position across the next 4 years. This is mainly expected to be achieved due to the additional permanent funding received in 21/22 which is expected to create a surplus in future years. Along with this there are still anticipated savings on out of authority placements by 2023/24 expected as a result of the Future Placement Strategy.

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

Section 256 agreements with CCG

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

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

Housing Revenue Account (HRA)

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

147. Current rent arrears at year end were £2.0m (2.75% of the rent debit) compared to £2.5m (3.39%) as at quarter 3, this is a £0.5m reduction in the last quarter of the year. The amount of rent to be collected which had been paid to tenants via universal credit (which was previously paid directly to the Council from housing benefit) was £14.6m, an increase of £1.9m from the previous year. Former tenants arrears at year end were £1.1m a decrease of £0.4m from quarter 3, write offs in quarter 4 were £0.5m (the total write offs for the whole year were £0.53m). For comparison current tenant arrears were £2.1m as at 31 March 2020, 2.79% of the rent debit and former tenants arrears were £1.3m and write offs during 2019/20 were £0.13m.

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

Capital Budget

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

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

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

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

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

What was delivered?

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

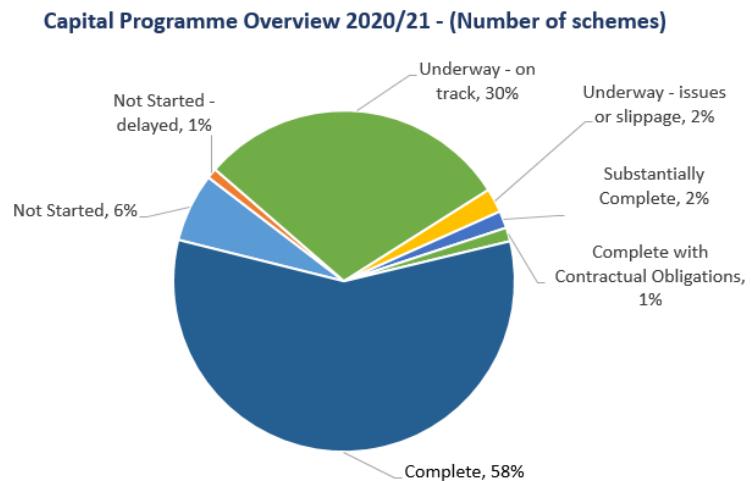
153. The schemes completed in year include the construction of the Bader Academy and the installation of the Miner's statue. Work also continued on the Danum Gallery, Library and Museum and the new cinema and restaurant complex which are now substantially complete.

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

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

Capital Receipts

156. £5.3m of capital receipts were delivered in year. £2.8m related to a delayed payment from the previous year with £2.5m from in-year sales. The shortfall position in capital receipts increased by £1.2m in year due to further slippage. It is assumed that the capital receipts will be delivered in future years leading to a



surplus being available to further contribute to the capital programme in 2022/23. The impact of delayed capital receipts is that the Council has to take out additional borrowing.

Risks

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

Collection Fund

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

- Council Tax:

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

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

The council tax collection fund deficit is attributable to increased levels of Local Council Tax Support (LCTS) £2.55m, lower growth £1.51m and lower collection rates £0.05m due to COVID-19 offset by transfers from general fund relating to locally agreed reliefs (e.g. hardship, floods etc.) £-1.56m.

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

- b. Business Rates:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance* £m
Collection Fund	-97.67	-54.55	43.12	-2.29	3.12	43.94
Doncaster Council	-47.86	-26.73	21.13	-1.12	1.53	21.53

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

The business rates collection fund deficit is mainly due to the expansion of the retail relief scheme announced by the Government to support businesses through COVID-19 £38.27m and valuation adjustments relating to prior years £3.65m. The Council will be reimbursed for its share of the reliefs granted in 2020/21 through section 31 government grants but these are credited to the general fund not the collection fund.

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

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

Collection Fund	2020/21 Impact £m	2021/22 Impact £m
Council Tax deficit	0.00	2.92
Business Rates deficit	0.00	19.67
Section 31 grants	-18.95	0.00
Total	-18.95	21.74

Overall impact of COVID-19 in 2020/21

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

160. Further additional emergency funding will be received in 2021/22 and will be used to meet ongoing COVID-19 pressures. Though the financial position is becoming more stable it is important that managers resume the regularity of budget monitoring and close attention to financial management, the economy opens and the new business as usual resumes.

STRATEGIC RISKS

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

- Children & young people may not achieve national standards in educational attainment which may impact on their readiness for a fulfilling adult life.
162. The complete strategic risk profiles are attached as Appendix B

OPTIONS CONSIDERED

163. Not applicable

REASONS FOR RECOMMENDED OPTION

164. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

RISKS & ASSUMPTIONS

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

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

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

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

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

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

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

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

169. The Connected Council section of the report outlines the significant amount of Digital Transformation work that has been delivered. Technology continues to be a key enabler to support performance improvement and ICT must always be involved via the technology governance model where technology-based procurements, developments or enhancements are required. This ensures all information is safe and secure and the use of technology is maximised providing best value.

HEALTH IMPLICATIONS [Officer Initials: RS Date: 13/05/2021]

170. This report provides an overview on the work of the council and as such the whole of the corporate performance contributes to improving and protecting health. Specific health implications are addressed in each section. Much of the information is presented as summary data and as such the author should be conscious that this may hide inequalities within the data presented

EQUALITY IMPLICATIONS [Officer Initial: SWr Date: 30/04/21]

171. In line with the corporate approach for compliance against the Equality Act 2011 due regard must be shown across all activity within the Council. As the performance report draws together a diverse range of activities at a strategic level a due regard statement is not required. All the individual components that make-up the finance and performance report will require a due regard statement to be completed and reported as and when appropriate.

CONSULTATION

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

BACKGROUND PAPERS

173. Not applicable.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

174. N/A

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FINANCE PROFILE

		Quarter 4 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
<input checked="" type="checkbox"/>	Adults Health & Wellbeing Total	160.157	57.298	-3.874
<input checked="" type="checkbox"/>	Adult Social Care	66.856	49.365	-3.783
<input checked="" type="checkbox"/>	Communities	65.597	38.584	0.091
<input checked="" type="checkbox"/>	Director Of Adult Services	1.511	-25.975	-0.047
<input checked="" type="checkbox"/>	Public Health	26.193	-4.676	-0.136
<input checked="" type="checkbox"/>	Director Of Improvement	0.000	0.000	0.000
Adults Health and Well-Being Capital		Quarter 4 2020/21		
		Budget £m	Outturn Q4 £m	Budget Future Years £m
				Projection Future Years £m
<input checked="" type="checkbox"/>	Adult, Health & Well-Being Total	6.5	5.6	18.6
<input checked="" type="checkbox"/>	Adult Social Care	4.3	2.8	18.4
<input checked="" type="checkbox"/>	Communities	1.1	1.2	0.0
<input checked="" type="checkbox"/>	Modernisation and Commissioning	0.3	0.0	0.2
<input checked="" type="checkbox"/>	Public Health	0.8	1.6	0.0
Corporate Resources Revenue		Quarter 4 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
<input checked="" type="checkbox"/>	Corporate Resources Total	117.904	24.449	-1.692
<input checked="" type="checkbox"/>	Customers, Digital & Ict	73.119	8.479	-0.419
<input checked="" type="checkbox"/>	Corporate Resources Director	0.360	0.016	-0.027
<input checked="" type="checkbox"/>	Finance	27.593	3.081	-0.444
<input checked="" type="checkbox"/>	Hr, Comms & Exec Office	5.712	4.627	-0.314
<input checked="" type="checkbox"/>	Legal & Democratic Services	6.539	4.394	-0.416
<input checked="" type="checkbox"/>	Policy, Insight & Change	4.581	3.852	-0.072
Corporate Resources Capital		Quarter 4 2020/21		
		Budget £m	Q4 Outturn £m	Budget Future Years £m
				Projection Future Years £m
<input checked="" type="checkbox"/>	Corporate Resources Total	27.5	4.5	39.2
⚠	Customers, Digital and ICT	3.5	1.7	0.6
<input checked="" type="checkbox"/>	Finance	24.0	2.8	38.6
<input checked="" type="checkbox"/>	HR, Comms & Exec Office	0.0	0.0	0.0
<input checked="" type="checkbox"/>	Legal & Democratic Services	0.0	0.0	0.0

		Quarter 4 2020/21		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Economy & Environment Total	101.513	45.337	-1.887
	Economy & Development	29.638	8.245	-1.141
	Director Economy & Environment	0.464	0.464	-0.075
	Environment	69.184	35.334	-0.485
	Strategic Housing	2.228	1.293	-0.186

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

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

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

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

Treasury Management Update – Quarter 4 2020-21

1. The outturn for Treasury Management is an underspend of £0.68m. The original budget had a planned underspend of £0.03m. The increased underspend is due to taking advantage of lower borrowing rates than originally forecast.
2. In October 2019 we estimated that we would be paying interest on our new and replacement borrowing at 2%. However, following action taken, in March, by the Bank of England Monetary Policy Committee to reduce Bank Base Rate from 0.75% to 0.1%, to support the economy during the COVID-19 crisis, we have been able to borrow £73m of our £133m requirement at between 0.6% and 1%, generating an in year saving of £0.32m.
3. In April 2020 we prepaid £41m of our pension liability for the next 3 financial years. We budgeted to obtain the loans from the PWLB at estimated rates of approx. 1.9%, (which were the rates at the time), however, again, following the fall in rates we were able to obtain the loans via the local authority market at rates of 1%, generating an in year saving of £0.32m after brokerage costs.
4. As an authority we remain under borrowed by £76m which is 13% of our Capital Financing Requirement (borrowing need). Remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt. This minimises interest paid on external debt but is not a permanent solution and does carry some interest rate risk.
5. Interest rate risk (risk of paying higher rates when borrowing is taken) remains low as borrowing rates remain subdued, due to the COVID-19 pandemic (which has increased global growth uncertainty), trade disputes and the continued uncertainty of establishing beneficial trade agreements after Brexit. We therefore reduced our forecast borrowing rate from 2% to 1.5% during quarter 4 for the remainder of this financial year. During this period of uncertainty, there is a risk that we could see a liquidity squeeze in the local to local lending market, which could force us to utilise the higher rates from the PWLB. However, the liquidity risk is assessed as low.

Borrowing

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

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

6. During the 2020/21 financial year, the Council had a borrowing requirement of £128.4m. £39.9m in new external borrowing to support the Capital Programme, £88.5m to replace loans maturing during the year.
7. Short-term interest rates remained low during the financial year. The Council was able to arrange all its borrowings below the revised borrowing rate of 1.5% during this financial year.
8. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 5th March 2020, have been breached during this financial year.

Investment

9. The investment portfolio can be seen in Figure 2. The investments are a mixture of call and notice accounts for liquidity and fixed rate bank investments.
10. The current average investment rate is only 0.26% compared to the last financial year average return of 0.91%, however, this is due to the collapse of investment rates following the Bank of England Base Rate reduction of 0.65%. Despite increasing the liquidity of the portfolio to support the Council's response to COVID-19 and the uncertainty around current and future income streams, we continue to perform well against a benchmark rate of -0.07%.
11. Officers can report that the counter-party limit with Lloyds Bank was breached on several occasions since October 2020. The counter-party limits form part of the Council's credit risk policy and are based on recommendations from the Council's Treasury Management advisors. The counter-party limit was exceeded following a reduction to the recommended limit for Lloyds in October 2020 which had been notified to the Council

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

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

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

Risks

12. Risks were reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 5th March, 2020. Key risks relate to our investment portfolio: -

- a. The risk of reduced investment interest rates was considered high. The Bank of England, Financial Markets, Think Tanks, Economists all indicate that the current level of low interest rates will need to remain in place until the economy shows signs of recovery and inflationary pressures return. This is very unlikely to be within the next 2 years.
- b. Counterparty risks are reviewed weekly and action taken to minimise the risk that any investments placed are not returned on the due date. Creditworthiness data is received on a daily basis from our Treasury Consultants and action will be taken to reduce exposure or remove institutions from the list if negative indicators deem it appropriate.
- c. The low interest rate environment makes it difficult to place surplus funds without a cost of carry to the council and it is therefore appropriate at this time to remain under borrowed and minimise the cost of holding funds until they are required.

Capital Programme Block Budget Allocations Quarter 4 2020-21

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

Learning & Opportunities: Children & Young People

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

Virements for Elected Mayor / Cabinet / Portfolio Holder Approval

2020/2021 Quarter 4

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

The following virements are proposed for approval: -

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

Carry Forwards 2020/21

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

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

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

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

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

COVID-19 Funding 2020/21

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

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

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

Ref	COVID related funding stream	Description	2020/21 Expenditure £'000
S17	Wellbeing for Education Return (grant from DHSC)	<p>Wellbeing for Education Return (unringfenced grant from DHSC) seeks to better equip schools and colleges to promote children and young people's wellbeing, resilience, and recovery in response to COVID19. As well as strengthening and building wellbeing and resilience, this aims to prevent the onset of mental health problems and ensure those with pre-existing or emerging difficulties access the right support. There are two elements to the project:</p> <ol style="list-style-type: none"> 1. a new national training package providing guidance and resources for education staff on responding to the impact of COVID19 on the wellbeing of their students and pupils. 2. funding to local authorities to help put local experts in place to work with partners to adapt this training, deliver it to nominated staff in education settings, and provide ongoing advice and support until March 2021. 	0
	Total		166,462

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



STRATEGIC RISK PROFILE

Failure to successfully prevent a major cyber attack



Current Profile

25

Target Profile

6

Trend



The assessment score remains at the same level due to the heightened possibility at this time - Critical Impact 5 and Very Likely 5. It will always be possible to suffer from a cyber attack and it would always have a critical impact on the Council, SLHD and DCST. What is important is how we deal with this threat through mitigating actions. Every possible measure is being taken.

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



Current Profile

25

Target Profile

20

Trend



Current Position:

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

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

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

Mitigating actions:

Outlined above.

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



Current Profile

15

Target Profile

10

Trend



Current Position:

No change to risk level at this time.
The Covid-19 pandemic continues to affect services and service delivery. Work ongoing with Public Health & Strategic Commissioning and Adults, Health and Wellbeing directorates on a number of programmes of work, supporting people in the community and in other settings, with regular reviewing/monitoring of the impact any programmes or projects work have on service delivery. This will be monitored and updated regularly as Covid-19 restrictions are lifted and there is a greater focus on future ways of working.

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



Current Profile

15

Target Profile

10

Trend



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

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



Current Profile

12

Target Profile

6

Trend



Economy and Businesses

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

Communities

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

Individuals

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

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

Failure to implement the Partnership priorities across the Team Doncaster Partnership



Current Profile

12

Target Profile

6

Trend



Risk Likelihood Unchanged. Original priorities identified in the Borough Strategy are affected by our response to Covid 19. We continue to function well as a partnership with a Response and Recovery Model with engagement from Team Doncaster which currently meets on a fortnightly basis. We have clear strategies in place for the short term but also will continue to support the development of our response to the big issues such as climate change and the formulation of a new Borough Strategy in Summer 2021. We continue to make sense of national guidance related to Covid and we review regularly the Team Doncaster Strategy to ensure the partnership priorities are updated across our TCG, Renewal Board and Team Doncaster Gold meetings.

Mitigation

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

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



Current Profile 12

Target Profile 12

Trend



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

Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal



Current Profile 12

Target Profile 8

Trend



Risk Unchanged. Politicians and officers continue their ongoing dialogue with SCR colleagues to ensure the best outcomes for our residents and a growing collaborations emerging around key areas of work e.g. gainshare and Community Renewal Fund that increase the connections and maximise the benefit for Doncaster.

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



Current Profile 12

Target Profile 9

Trend



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

Mitigating Actions:

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

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



Current Profile 10

Target Profile 5

Trend



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

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

Mitigating Actions:

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

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



Current Profile

10

Target Profile

5

Trend



Current situation

The **month 9 position shows a shortfall against the £7m (TO BE UPDATED)** 2020/21 savings targets. Individual shortfalls are largely due to delays as a result of the COVID-19 pandemic.

Mitigating actions

The above shortfall can be mitigated by government grant provided to help deal with COVID-19. The grant is sufficient to achieve a balanced budget position in 2020/21. Should this not have been the case the Council would have identified funding to meet the shortfall by reviewing earmarked reserves, corporately held contingency budgets and in-year savings.

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



Current Profile

8

Target Profile

4

Trend



The Corporate Health and Safety Team continue to monitor the effectiveness of all council health and safety arrangements through both active and reactive monitoring.

The Corporate Health and Safety Team continue to support essential/priority council services with any H&S issues during the current COVID-19 Pandemic, including the development, and review of COVID-19 Secure Risk Assessments in line with Government guidance & updates.

Due to the current COVID-19 Pandemic the H&S Training Team will be contacting People Managers to ensure that any H&S Training that has lapsed is refreshed. People Managers are also being requested to undertake a training needs assessment of their teams to ensure any potential H&S training gaps are addressed. Where possible essential H&S training is being delivered via MS Teams. Other essential H&S training, including refresher for priority/essential services is sourced and delivered under covid-secure risk assessments face to face or via MS Teams; as per service business continuity plans.

Doncaster council's H&S Manager and Fire Safety Advisor continue to attend the SLH Building Safety Group, supporting and advising St Leger Homes (SLH) where required on Fire Safety or other Building Safety Compliance issues. Where required virtual meetings are carried out, or direct telephone updates undertaken. Plans are being developed to ensure that the council and SLH meet all of the legislative requirements under the forthcoming Building Safety Act, and ensuring that both SLH and the council have suitable resources in place to meet these duties/requirements.

Residential Caravan Sites - St Leger Homes (SLH) continue to lead on fire safety action plans with input and advice from the Council's Environmental Health Officers (EHO's), South Yorkshire Fire and the Council's Fire Safety Advisor.



GOVERNANCE INDICATORS – Whole Authority

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



DONCASTER COUNCIL COVID TIMELINE 2020/21



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



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Doncaster Council

Report

Date: 24 June 2021

To the Chair and Members of the Overview and Scrutiny Management Committee

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

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

EXECUTIVE SUMMARY

1. As part of the Management Agreement and governance arrangements for SLHD, an Annual Development Plan (ADP) is produced in agreement with Doncaster Council (DC) officers, the Housing Portfolio holder and the Mayor. The ADP identifies the key deliverables, outcomes, milestones and performance measures. Part of the agreed governance framework is a quarterly report of Key Performance Indicators (KPIs) to Cabinet.
2. This report provides an opportunity to feedback on performance successes and challenges against the 2020/21 Key Performance Indicators (KPIs).
3. Seven of the seventeen KPIs did not meet target or were within tolerances as at the end of the financial year 31 March 2021. Commentary appears below

EXEMPT REPORT

4. This report is not exempt.

RECOMMENDATIONS

- That Committee note the progress of SLHD performance outcomes and the contribution SLHD makes to supporting DC strategic priorities.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

- As this report includes the current progress on the SLHD performance indicators, the implications of the contents may ultimately affect the delivery of services to the people of Doncaster.

7. BACKGROUND

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

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

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

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

NB :

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

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

- 8.2. The tolerances which determine the red, amber and green status are consistent with DC and Doncaster Children's Trust measures. Please note performance data is cumulative year to date (YTD) rather than performance in the quarter, as this can be misleading when comparing to target.
- 8.3. As mentioned in 7.4 above, services were severely restricted for most of Quarter 1 because of the Covid19 lockdown. Office based staff were all working from home from end of March 2020 and only business critical services were delivered to our customers, ie gas servicing, emergency repairs and emergency rehousing during April and May. Since Q1, all services have resumed but are being delivered in a Covid secure way which is affecting some service delivery.
- 8.4. As anticipated, this had an adverse impact on a number of KPIs, and also budgets, and overall, in terms of the 'direction of travel', performance has deteriorated from the 2019/20 year end position.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Target	63	
Year end Performance	831	WORSE THAN TARGET – RED

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

	Households placed in B&B accommodation	Total no. of nights in B&B new placements	Total no. of nights in B&B paid for	No. of children placed in B&B accommodation
Q1 18/19	60	n/k	n/k	21
Q2 18/19	81	1,166	1,166	50
Q3 18/19	58	569	569	43
Q4 18/19	75	502	502	45
2018/19 totals	274	n/k	n/k	159
Q1 19/20	28	67	67	15
Q2 19/20	18	41	42	10
Q3 19/20	4	11	11	5
Q4 19/20	34	103	103	5
19/20 totals	84	222	223	35
Q1 20/21	243	2,674	4,679	0
Q2 20/21	134	1,441	6,019	5
Q3 20/21	209	1,009	5,086	15
Q4 20/21	245	2,688	10,696	32
20/21 YTD totals	831	7,812	26,480	52

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

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

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

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

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

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

Target	160	
Year end Performance	398	WORSE THAN TARGET – RED

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

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

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

Quarter	No. of acceptances	Cumulative no. of acceptances	Cumulative target
Q1 19/20	40	40	33
Q2 19/20	66	106	66
Q3 19/20	36	142	99
Q4 19/20	86	228	130
Q1 20/21	77	77	40
Q2 20/21	91	168	80
Q3 20/21	105	273	120
Q4 20/21	125	398	160

8.10. KPI 6: Number of homeless preventions :

Target	800	
Year end Performance	604	
WORSE THAN TARGET – RED		

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

Quarter	No. of preventions	Cumulative no. of preventions	Cumulative target
Q1 19/20	207	207	153
Q2 19/20	244	451	305
Q3 19/20	274	725	458
Q4 19/20	240	965	610
Q1 20/21	159	159	199
Q2 20/21	156	315	399
Q3 20/21	141	456	599
Q4 20/21	148	604	800

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

Target	0.070%	
Year end Performance	0.065%	
BETTER THAN TARGET – GREEN		

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

Complaints are reported one month in arrears to allow time for the complaint to be investigated and closed in line with our service standards. All complaints are investigated and either 'upheld' or not. Complaints are upheld where policies and procedures have not been followed. The table below shows interactions are down compared to previous years but we are better than target in terms of performance.

Period	Interactions	Complaints	Upeld	% Upeld	% Target
12 months to Feb 19	347,517	878	243	0.070%	0.075%
12 months to Feb 20	423,223	821	240	0.057%	0.070%
12 months to Feb 21	357,229	803	233	0.065%	0.070%

The main theme for upheld complaints relate to staff actions.

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

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

Target	90.00%	
Year end Performance	97.25%	BETTER THAN TARGET – GREEN

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

Period	Cases closed 6 months previously	No. of tenancies sustained after 6 months	% of tenancies active 6 months after support ended	Target %
Q1 19/20	214	199	92.99%	85.00%
Q2 19/20	211	200	94.79%	85.00%
Q3 19/20	262	247	94.27%	85.00%
Q4 19/20	313	292	93.29%	85.00%
2019/20 YTD	1,000	938	93.80%	85.00%
Q1 20/21	263	251	95.44%	90.00%
Q2 20/21	254	248	97.64%	90.00%
Q3 20/21	162	158	97.53%	90.00%
Q4 20/21	193	191	98.96%	90.00%
2020/21 YTD	872	848	97.25%	90.00%

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

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

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

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

Target	92.00%	
Year end Performance	90.92%	WITHIN TOLERANCES - AMBER

This was a new KPI for 2019/20 to measure the number of responsive repairs completed at the first visit without the need for the operative to return a second time because the repair was inaccurately diagnosed and/or did not fix the problem.

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

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

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

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

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

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

Following the lockdown announcement and guidance on social distancing, this service was suspended for approximately ten days whilst landlords obtained HSE and Regulator for Social Housing clarification on whether to continue with gas servicing. Once notice to continue was clarified, we followed Public Health England guidance and recommenced gas servicing in early April.

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

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

Target	7.90	
Year end performance	6.60	
BETTER THAN TARGET – GREEN		

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

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

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

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

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

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

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

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

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

8.16. KPI 12: Percentage of Local Expenditure :

Target	70.00%
Year end performance	52.07%

WORSE THAN TARGET - RED

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

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

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

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

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

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

Target	95.00%	
Year end performance	95.19%	BETTER THAN TARGET – GREEN

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

Quarter	YTD % ASB cases resolved	Target %	YTD cases completed no.
Q1 19/20	96.49%	90.00%	424
Q2 19/20	95.51%	90.00%	866
Q3 19/20	96.43%	90.00%	1,309
Q4 19/20	95.55%	90.00%	1,703
Q1 20/21	95.51%	95.00%	317
Q2 20/21	97.92%	95.00%	970
Q3 20/21	94.65%	95.00%	1,403
Q4 20/21	95.19%	95.00%	1,727

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

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

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

Target	56	
Year end performance	30	WORSE THAN TARGET - RED

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

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

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

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

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

Target	25	
Year end performance	28	BETTER THAN TARGET – GREEN

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

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

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

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

9. Annual KPIs

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

9.2. KPI 15: Tenant satisfaction levels :

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

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

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

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

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

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

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

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

9.5. KPI 18: Energy efficiency ANNUAL KPI :

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

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

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

OPTIONS CONSIDERED

10. Not applicable

REASONS FOR RECOMMENDED OPTION

11. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	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>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p>	

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

RISKS AND ASSUMPTIONS

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

LEGAL IMPLICATIONS

SF, Asst. Director Legal & Democratic Services, 21.05.21

13. There are no legal implications for this report.

FINANCIAL IMPLICATIONS

JC, Director of Corporate Services SLHD, 18.05.21

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

HUMAN RESOURCES IMPLICATIONS

AC, HR & OD Business Manager, 26.05.21

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

TECHNOLOGY IMPLICATIONS

PW, Technology and Governance Support Manager, 21.05.21

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

HEALTH IMPLICATIONS

CT, Public Health Theme Lead 25.05.21

17. The pandemic has without doubt impacted on the delivery of the service. Most notably the increase in bed and breakfast placements and the decrease in the number of homeless preventions.
18. However, there are some really positive successes which shouldn't go unnoticed such as the number of tenancies sustained post support and the number of tenants and residents helped in to employment. Although the number of tenants and residents helped in to training and education is lower than the target the service has still managed during difficult times to progress 30 people. Maintenance of properties and gas checks have also remained on target, or within tolerance, ensuring our tenants are living in properly maintained properties. These outcomes are fundamental if we want to address the wider determinants of health and improve health equity as well as overall health.
19. As a safe, stable and secure home is an essential contributor to good health and wellbeing Public Health would like to see a renewed focus on homeless preventions and less reliance on bed and breakfast placements as we move forward into the recovery stage of the pandemic.

EQUALITY IMPLICATIONS

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

CONSULTATION

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

BACKGROUND PAPERS

22. None

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

ADP	Annual Development Plan
APA	Alternative Payment Arrangement (for Universal Credit benefit)
ASB	Anti-Social Behaviour
CIPD	Chartered Institute of Personnel and Development
CV	Curriculum Vitae
DC	Doncaster Council
DWP	Department for Work and Pensions

FTE	Full Time Equivalent
HRA	Homelessness Reduction Act
HSE	Health and Safety Executive
KPI	Key Performance Indicator
MHCLG	Ministry of Housing, Communities and Local Government
SLHD	St Leger Homes of Doncaster
STAR	Survey of Tenants and Residents
UC	Universal Credit
VRL	Void rent loss
WoW	World of Work
YTD	Year to date

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BACKGROUND PAPERS

23. None

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

KPI	Indicator	19/20 Outturn	Q1	Q2	Q3	Q4	Target	DoT	R/A/G
1	Percentage of current rent arrears against annual debit	2.79%	3.12%	3.05%	3.39%	2.75%	2.80%	↑	
2	Void rent loss (lettable voids)	0.59%	0.97%	0.97%	1.02%	1.00%	0.50%	↑	
3	Average Days to Re-let Standard Properties ytd	22.68	55.05	49.32	48.27	46.11	20.00	↑	
4	Number of Households Placed in B&B Accommodation ytd	84	243	379	586	831	63	↓	
5	Number of Full Duty Homelessness Acceptances ytd	228	77	168	273	398	160	↓	
6	Number of homeless preventions	965	159	315	456	604	800	↓	
7	Complaints upheld as a % of customer interactions	0.061%	0.065%	0.055%	0.062%	0.065%	0.070%	↓	
8	Number of tenancies sustained post support	93.80%	93.05%	94.67%	96.72%	97.25%	90.00%	↑	
9	Number of repairs first visit complete	90.24%	93.83%	91.32%	90.67%	90.92%	92.00%	↑	
10	Gas servicing – % of properties attended against target	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	↔	
11	Days lost through sickness per FTE	8.22	1.22	2.64	4.62	6.60	7.90	↔	
12	Percentage of Local Expenditure	59.06%	46.47%	53.99%	52.25%	52.07%	70.00%	↓	
13	ASB Cases Resolved as a % of All Cases Closed	95.55%	95.51%	97.92%	94.65%	95.19%	95.00%	↑	
14a	Number of residents undertaking training or education	53	3	16	29	30	56	↑	
14b	Number of residents supported into employment	31	1	14	20	28	25	↑	
15	Tenant satisfaction levels	87.00%	Annual KPI	Annual KPI	Annual KPI	87.00% *	89.00%	↔	
16	Percentage of homes maintaining decent standard	100.00%	Annual KPI	Annual KPI	Annual KPI	99.99%	100.00%	↓	
17	Tenant satisfaction with property condition	89.40%	Annual KPI	Annual KPI	Annual KPI	89.40% *	89.00%	↔	
18 ²⁰²⁰	Energy efficiency. Aim is to achieve EPC Level C by 2030. Target set 41.53% 20/21 and 68.37% for 2021/22	99.96%	Annual KPI	Annual KPI	Annual KPI	64.74%	41.53%	↑	

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* Results are from 2019/20 STAR survey

Notes :

- Direction of travel (DoT) is against performance in the previous quarter. = Improving, = No Change, = Declining.
- Targets are for the end of the year performance unless indicated otherwise (ytd = cumulative year to date).
- R/A/G status is against the cumulative year to date (ytd) or year-end target. R/A/G

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24 June, 2021

To the Members of the OSMC

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

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 2020/21 key performance indicators and management information.

EXEMPT INFORMATION

3. Not exempt.

RECOMMENDATIONS

4. That the OSMC note the progress of DCST performance outcomes and the contribution that the Trust makes to support the Council's strategic priorities.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. This report includes current progress of DCST's performance, including the response to the Covid local epidemic curve which may impact on the delivery of services to the people of Doncaster, as well as the reputation of public services across the Borough. The Trust has taken steps to mitigate this risk, working closely with DMBC and DMBC's Director of Children's Services.

BACKGROUND AND CURRENT POSITION

6. New governance arrangements were introduced in April 2019 and officers in DMBC and DCST have worked together to devise a new service specification with associated metrics. The 39 KPIs are separated out into 12 contractual KPIs and 27 strategic partnership indicators, two of which are annual measures, two are measures externally provided from the Youth Justice Board and are not available due to Covid.
7. In addition to these operational performance indicators, the latest monthly management accounts will be shared with officers in DMBC and are within this report.
8. The Trust continues to respond to Covid, risk rating all children and young people and ensuring all visits to children and young people are at the forefront of Performance

demonstrated through the DfE Covid-19 Vulnerable Children Survey is comparable with national, regional and statistical neighbours.

9. Summary of Operational Performance and Management Information

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

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

11. High level six month trend:

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

12. Breakdown of the strategic partnership indicators as follows:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- **Proportion of children in care experiencing three or more placements in a 12-month period. This measure is known as the “short term stability measure”.** Performance has improved throughout 2020/21 to c.7.3% at the end of the year, where only 40 out of 551 children have experienced three or more moves in the last 12 months. This will include children with very challenging behaviours as well as planned moves early in a child's care pathway where they may be moved to long term or adoptive placements and placement moves are in the child's best interests
- **Percentage of care leavers that the Trust remains in touch with.** Performance has improved as a result of the use of the case tracking and management oversight meaning we are consistently in touch with 193/194 of care leavers in their 17th-21st year and work hard to maintain engagement.

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

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

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

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

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

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

27. Contract KPIs currently outside target range

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

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

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

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

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

28. Contract KPIs currently suspended

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

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

29. Strategic Partnership Indicators

30. The Trust has 27 “strategic partnership” indicators. These are differentiated from the contractual measures as they measure outcomes and activity that are either:

- not entirely within The Trust’s direct control and therefore impacted by the partnership’s response and practice during Covid; or
- closely linked to an existing contractual indicator, so reported in addition.

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

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

- Children ceasing to be looked after due to a Child Arrangement Order (CAO). Due to the low numbers of children leaving care performance will be volatile as moves to independence, adoption or Special Guardianship Orders increase.

No children ceased to be looked after in this quarter through a child arrangement order and 12 (c.39%) of children leaving care moved onto independent living or returned home but not through a Child Arrangement or Special Guardianship Order, 3 (c.10%) left on a Special Guardianship Order (SGO). There were 8 children adopted in quarter 4.

34. **Financial performance – Summary**

35. The 2020/21 outturn is an **operating overspend of £2.2m** (inc. £0.16m funding for quality work that is not available due to the effect of Covid on the Council's finances) which the Council has fully funded. In March 2021 the Council made a payment of £2.4m to the Children's Trust based on the forecast at month ten (£0.15m less than forecast at quarter three mainly due to more funding received from the DfE than previously expected); the year end outturn is an improvement of £0.18m (to be returned to the Council).
36. Some cost-pressures (particularly care ladder) were brought forward into 2020/21, on a reduced budget. During 2020/21 there was an agency cost pressure due to, at times, roughly double social work staff on maternity compared to average, and increased caseloads. The Trust has plans to manage the cost pressures, including care ladder and agency. Some cost pressures are phasing rather than not achieved.
37. The Trust received £1.3m from the Council for estimated Covid costs. At year-end a review of the estimated Covid costs was carried out and, based on the assumptions used, cost pressures totalling £1.36m were identified. It should be noted a different set of assumptions increased the total estimated cost pressures due to Covid to £1.9m. These cost pressures, and potentially new ones, will continue into 2021/22.
38. The main Covid pressures were increased Out of Authority (OOA) Placements £0.58m (based upon 50% of the 2020/21 net increase in numbers), increased Fostering Placements £0.17m (from November onwards), a six month delay to the opening of two-bed homes £0.2m, and Agency costs of £0.27m due to a spike in referral numbers from July onwards which continued for the rest of the financial year.
39. In July 2020-March 2021 the Trust saw an increase in referrals of 720 (+24%), C&F assessments 886 (+26%), S.47s initiated 451 (+56%), and CiC numbers increased from 517 at the end of January 2021 to 550 at the end of March 2021. The Trust is still concerned about what may happen in 2021/22, due to both local and national lockdowns, and the "lag" of the effects, with an adverse impact on next year's costs.
40. In the DfE Vulnerable Children and Young People Survey Summary Wave 8 over 80% of LAs estimate an increase in the cost of fostering and residential placements.
41. The operating overspend of £2.2m not due to Covid is mainly OOA Placements £1.6m, 16+ CiC Placements £0.31m, and Staffing (mainly agency) £0.48m. The 2020/21 projected outturn summary is:

	2020/21 Budget			2020/21 Outturn			2020/21 Variance			Variance due to Covid 19	Change from Q3 non Covid 19	Change from Q3 due to Covid 19
	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Net £000's	Net £000's	Net £000's
Overall Heading												
Children Looked After	32,421	-3,948	28,474	35,432	-4,404	31,028	-3,011	457	-2,554	-992	117	-19
Other Children and Family Services	1,544	0	1,544	1,739	0	1,739	-195	0	-195	-44	-94	-44
Family Support Services	3,044	0	3,044	2,703	0	2,703	340	0	340	0	101	0
Youth Justice	1,817	0	1,817	1,972	0	1,972	-155	0	-155	0	-148	0
Safeguarding Children and Young People's Services	13,179	-39	13,140	13,771	-115	13,656	-593	77	-516	-280	243	0
Services for Young People	292	0	292	417	0	417	-125	0	-125	0	-11	0
Contract Value	0	-51,322	-51,322	0	-55,126	-55,126	0	3,803	3,803	1,304	2,405	0
Support Services and Management Costs	4,605	-1,593	3,013	4,774	-1,342	3,432	-170	-249	-419	-46	180	12
Grand Total	56,900	-56,900	0	60,809	-60,988	-179	-3,909	4,088	178	-58	2,793	-51

42. **Financial report - Introduction**

43. The 2020-21 contract value was £55.4m and at outturn there was an operating overspend of £2.2m. In December 2020 the Trust received £1.3m of funding from the Council for the estimated costs due to Covid and in March 2021 the Council made a payment of £2.4m to the Children's Trust based on the forecast operating overspend at month ten; the £0.18m improvement / balance will be returned to the Council.
44. The number of Children in Care of DCST at the end of March 2021 is 550, an increase of 33 since the end of January 2021. The average Children in Care numbers for April 2020 to January 2021 was 515; ranging from 507 in 2020 to 529 in November. The increase of 33 in the February and March numbers has resulted in an 8.5% increase compared to April 2020. Due to the recent lockdown and school closures there are workload and cost pressures that will impact on the MTFS and 2021/22 budget. The number of 550 may increase if the status of some 16+ children are re-categorised as Children in Care by a review being carried out by the Trust and nationally; there may be additional costs too.
45. At year-end a review of the estimated Covid costs was carried out and assumptions were used to identify additional costs on the Care Ladder. 50% of the 2020/21 net increase in OOA placements numbers and an increase in the Fostering numbers from November onwards being due to Covid were the assumptions used. Other assumptions contemplated increased costs of Covid to £1.9m. It is complex and difficult to estimate the exact costs that are a direct consequence of Covid, but £1.3m to £1.9m is the current range. It is likely that the impact of Covid 19 on 2021/22 will be of a similar, or greater, magnitude if the Children in Care numbers continue to rise and the full-year effect of increased Care Ladder numbers.
46. At the end of March there were 53 OOA placements plus 3 parent and child placements; an increase of 5 since the end of quarter three. With the closure of Tickhill Square there are 5 fewer in-house residential beds. The 4 x two-bed homes could reduce OOA placements by 8 by October 2021. The timing of the planned opening of the two-bed homes has been pushed back to 2021/22 due to Covid.
47. The split of fostering placements at the end of March was 40.3% Independent Fostering Agency (IFA) and 59.7% In-House Fostering against an MTFS target of a 40% / 60%. There has been a nil reduction overall in the number of IFAs in 2020/21 whereas the number of In-House Foster Carer placements have increased by 23 since April 2020. In February and March IFAs increased by 8 and In-House Fostering by 15 – a correlation to the increased Children in Care numbers.
48. The Trust had a higher level of agency in 2020/21, mainly social workers, of which 6 are due to the increased referral numbers from July onwards, whereas the budget for agency cover has been reduced in the MTFS, causing an overspend. Plans to reduce agency numbers have been shared with the Council linked to Social Worker Pay and the new Social Worker Academy.

49. In addition to the contract sum, the Trust has drawn down its £0.22m underspend from 2018/19 that was in the Council's earmarked reserves to use on Ofsted preparation and to offset the current overspend. Prior to Covid the Trust requested £0.16m of its £1.24m 2019/20 underspend to support its quality work; this is no longer available due to the impact of Covid on the Council's finances. The £0.16m was previously reported as a Covid pressure but from month six onwards this is included in the operating overspend to be consistent with the Council's reporting.
50. Key Variances over/under £250k:
51. There are five significant (£250k+/-) variances - Looked after Children, Safeguarding, Family Support Services, Support Services and Management costs, and Contract Value; details below:
52. **Looked After Children - £1.56m operating overspend** (£2.55m total overspend including £0.99m due to Covid):
53. In the DfE Vulnerable Children and Young People Survey Summary Wave 8 over 80% of LAs estimate an increase in the cost of fostering and residential placements.
54. **In-house Residential, including two-bed homes, £0.13m operating overspend** (£0.04m total underspend including £0.17m net cost savings due to Covid)
55. No significant change since quarter three. There was an overspend of £0.26m for the existing In-House Residential homes, mainly due to staffing being over-establishment. The staff over-establishment were due to transfer to the two-bed homes in the second half of the financial year but the timing of the planned opening of the two-bed homes has been delayed to the second quarter of 2021/22 due to Covid. The revised assumptions resulted in a £0.30m saving for the two-bed homes in 2020/21 less £0.11m additional cost of the staff over-establishment in the second half of the financial year; therefore the overall savings due to the delays from Covid is £0.19m. This is offset by loss of savings being delivered in OOA Placements of £0.4m:
56. **Out of Area (OOA) Placements - £1.6m operating overspend** (£2.58m total overspend including £0.98m due to Covid)
57. At the end of March 2021 there were 53 OOA placements plus 3 parent and child placements, which is an increase of 5 since the end of quarter three. There were 13 new placements in Q4 (forecast assumed 2 new placements): 7 new placements to the care ladder, 3 transferred from an IFA placement, 1 transferred from In House Fostering and 2 new parent and child placements. The new placements have been offset by in January from 1 back to Family, 1 transferring to In House Residential Home and 1 transferring to In House Fostering, and 5 placements transferring to CiC 16+ placements in March. The outturn was £0.07m more than forecast at quarter three. The timing of the planned opening of the two-bed homes has been delayed to the first quarter of 2021/22 due to Covid.
58. The year-end total of 53 OOA placements plus 3 parent and child placements is a net increase of 13 more than at the start of the financial year. The Trust's 2021/22 budget assumes OOA numbers would be reduced to 43 for April 2021

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

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

71. **Safeguarding Children - £0.24m operating overspend** (£0.52m total overspend including £0.28m due to Covid):
72. The reason for the overspend is mainly due to agency cover for vacancies, high maternity leave, Front Door Covid impact and caseload cost pressures, against a reduced budget. The outturn is £0.27m less than at quarter three mainly due to the expected Agency costs being less than previously forecast. Agency costs of £0.25m were incurred for 6 workers that were needed following a significant increase in referral numbers from July onwards due to Covid, which will continue into 2021/22.
73. **Support Services and Management Costs - £0.37m operating overspend** (£0.42m total overspend including £0.05m due to Covid):
74. Prior to Covid the Trust requested £0.16m of its £1.2m 2019/20 underspend for Ofsted preparation work; this is no longer available due to the impact of Covid on the Council's finances. The £0.16m was previously reported as a Covid pressure but from month six onwards this is now included in the operating overspend to be consistent with the Council's reporting. The one-off £0.22m from the Council's earmarked reserves is allocated here. The Trust received DfE income in 2020/21, higher than forecast in quarter three, but lower than budgeted.
75. **Contract Value - £3.8m additional funding (£1.3m to fund Covid pressures):**
76. In December 2020 the Trust received £1.3m from the Council for the estimated costs of Covid and in March 2021 the Council made a payment of £2.4m to the Children's Trust based on the forecast operating overspend at month ten; the £0.18m balance will be returned to the Council. The other additional funding of £0.1m is in-year grant increases passed onto the Trust and budget to cover an increase in the DIPS SLA.
77. **Key action being taken to achieve efficiencies into 2021/22**
78. The Trust will continue to actively review costs across a number of headings in 2021/22 (but noting Covid pressures will continue), such as:
- OOA placements will continue to be reviewed via monthly "deep dives" into the best options for bringing children closer to home safely
 - Specific CiC packages will also be reviewed monthly
 - The cost of agency is planned to reduce as a consequence of:
 - increased social worker pay across some (but not all) areas to result in attraction and retention of employed social workers
 - the new social worker academy to "grow and retain our own"
 - changes to the Front Door processes to improved caseloads
 - Implementation of the remaining changes to adoption allowances
 - Pursue the Future Placements Strategy proposals, namely:
 - More children's homes (two-bed and 16+)
 - Increase use of In-House Foster Carers / reduce IFAs
 - Other budgeted efficiencies:
 - savings that accrue from homeworking
 - other overhead savings

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

80. Due to Covid, Ofsted has made fewer visits to children's services, homes etc during 2020/21, including Doncaster. Inspection activity restarted in quarter 4 with offsite "virtual" assurance visits taking place. Physical Inspections of children's homes began from April 2021. It is anticipated that the full inspection regime for children's safeguarding services will return to normal from autumn 2021.
81. The "virtual" Focussed Assurance Visit of Doncaster Children's Safeguarding services took place in February 2021 (published 9 April 2021). The scope had a focus on quality of practice and decision making during Covid. There was no graded judgement at the end of the process (e.g. Outstanding, Good) due to how Ofsted are conducting Focussed Assurance Visits during Covid.
82. The process went smoothly due to good partnership working between the Lead Inspector, Trust, DCS and DMBC.
83. The report concluded that no children were found to be at immediate risk of harm, and the letter does not identify priority actions. It does identify four areas for improvement that are consistent with our existing self-evaluation and improvement plan. These are:
- The focus on the quality and impact of intervention in case-file audits
 - The analysis of risk for children experiencing long-term neglect
 - The consistency of recording to provide evidence of multi-agency reviews of plans and progress
 - Visits to care leavers and management's oversight of the support provided to them
84. Following feedback the Trust established an Ofsted action plan to address the areas identified above. Delivery of this plan is underway with all but one action on-track for delivery and aligned to our wider partnership improvement plan. The one outstanding action will remain a focus for the Trust's leadership team until it is back on-track
85. The inspection team reported back that DCST and DMBC know ourselves well. They could see and reported back positively on our Covid response, including the role of partners. There was praise for our staff with the lead inspector saying it was to their credit that they continued to practice in the community throughout the last year.

86. Activity in Quarter 4 2020/21

87. The Trust was involved in the following activities in quarter 4:
- 11 January at 4.30pm to 7.30pm – Adoption Information Event
 - 13 January at 11am and at 3pm – Fostering Information Event
 - 28 January – Big Steps Challenge
 - 1-7 February – Children's Mental Health Week linked to national campaign
 - 9 February – Safer Internet Day linked to national campaign.
 - 9 February – LGBT History Month
 - 10 February at 4.30pm to 7.30pm – Adoption Information Event
 - 10 February at 11am and at 3pm – Fostering Information Event
 - 15 February - #CareDay21
 - 24 February – Step Up to Social Work
 - 2 March – Recruitment Event 7pm – 8pm.
 - 8 March – International Women's Day
 - 10 March at 11am and at 3pm – Fostering Information Event

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

88. Activity in Quarter 1 2021/22

89. The Trust will continue to work with colleagues in DMBC on the delivery of the Integrated People's Solution (DIPS project).
90. The Trust will continue to take action in response to Covid including regular meetings with the Council, the Council's DCS and the Children's Directorate, develop action plans to support our work, support vulnerable children to attend school, update internal performance measures and work with Team Doncaster partners.
91. We will continue to use Public Health England and local Public Health to guide our decisions, operate 'business as usual' when possible, review the contract with DMBC to reflect current circumstances, promote the wellbeing of our colleagues and use technology where possible e.g. virtual CP conferences.
92. The following events are scheduled or have taken place in quarter 1 2021/22:
- 1 April – Stress Awareness Month
 - 6 April – Easter celebrations
 - 9 April – Care Experience Month
 - 14 April at 4.30pm to 7.30pm – Adoption Information Event
 - 14 April at 11am and at 7pm – Fostering Information Event
 - Spring Staff Summits – 20 and 26 April
 - 20 April – The Big Ask
 - 28 April – Deaf Awareness Week
 - Foster Care Fortnight – 10 to 23 May
 - Mental Health Awareness Week – 10 to 15 May
 - 10 May at 4.30pm to 7.30pm – Adoption Information Event
 - 12 May at 11am and at 7pm – Fostering Information Event
 - 19 May at 11am and at 7pm – Fostering Information Event
 - Volunteers Week – 1 to 7 May
 - 16 June at 11am and at 7pm – Fostering Information Event
 - 16 June at 4.30pm to 7.30pm – Adoption Information Event

93. IMPACT ON COUNCIL'S KEY OBJECTIVES

Outcomes	Implications
All people in Doncaster benefit from a thriving and resilient economy: <ul style="list-style-type: none"> • Mayoral priority – creating jobs and Housing • Mayoral priority: Be a strong voice for our veterans • Mayoral priority: protecting Doncaster's vital services 	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: <ul style="list-style-type: none"> • Mayoral priority: Safeguarding our Communities 	Ensuring children and young people are free and feel from harm are key ambitions of both the Council and The Trust.

Outcomes	Implications
<ul style="list-style-type: none"> • Mayoral priority: Bringing down the cost of living 	
<p>People in Doncaster benefit from a high quality built and natural environment:</p> <ul style="list-style-type: none"> • Mayoral priority: creating jobs and Housing • Mayoral priority: Safeguarding our communities • Mayoral priority: bringing down the cost of living 	Delivering against the service delivery contract between the Council and The Trust has clear implications for safeguarding communities, in reducing risk and exposure of risk to children; improved early help and thus better outcomes for families.
Working with our partners we will provide strong leadership and governance	Ofsted, in its inspection report commented favourably on the relationship and governance arrangements between the Council and The Trust, recognising that formal arrangements for monitoring and challenge exceed the requirements set out in the contract between the two organisations.

94. RECOMMENDED OPTIONS

To note the report.

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

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

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

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

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

There are no equality implications directly arising from this report.

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

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

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

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

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

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

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

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

102. CONSULTATION

Consultation has taken place with key managers and Directors.

ATTACHMENTS

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

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ACRONYMS

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

Appendix I

Contractual and Strategic Key Performance Indicators

MEASUREMENT DETAILS			TARGETS AND COMPARATORS					PERFORMANCE													
Measure Type	Measure	Reporting Frequency	Polarity	Target Range			Benchmarking data available	2019/20				2020/21		2020/21		2020/21		Position		CV Position	Trend
				Target	Tolerance	Covid19 Tolerance		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Position	CV Position				
Contractual Key Performance Indicators	Assessments completed within <45 days	Quarterly	Bigger is better	90%	75%	>=75%	Yes	87%	91%	96%	90%	95%	92%	84%	85%	In Tolerance	Better Than Target	Improving			
	Children in need with an appropriate and current plan in place	Quarterly	Bigger is better	95%	80%	>=80%	No	94%	96%	95%	95%	96%	94%	90%	93%	In Tolerance	Better Than Target	Improving			
	Percentage of cases where the lead social worker has seen the child/young person in accordance with the timescales specified in the child protection plan. For all children who were the subject of a child protection plan during the year	Quarterly	Bigger is better	80%	75%	>=75%	No	85%	95%	83%	98%	95%	93%	90%	92%	Better Than Target	Better Than Target	Stable			
	Initial Child Protection Conferences achieved within the statutory 15 day timescale	Quarterly	Bigger is better	95%	80%	>=80%	Yes	100%	96%	100%	98%	100%	100%	100%	99%	Better Than Target	Better Than Target	Stable			
	Short term stability of placements of children in care: % of children experiencing 3 or more placements in the year	Quarterly	Smaller is better	9%	15%	<=15%	Yes	11%	10%	8%	9%	9%	8%	8%	7%	Better Than Target	Better Than Target	Stable			
	Statutory Looked After reviews completed in time scale	Quarterly	Bigger is better	95%	80%	>=80%	No	91%	92%	94%	93%	95%	91%	95%	91%	In Tolerance	Better Than Target	Declining			
	Children who wait less than 14 months between entering care and moving in with their adoptive family.	Quarterly	Bigger is better	Suspended***		Suspend	Yes	71%	60%	42%	56%	-	-	-	-	-	-	-			
	Care leavers the Trust is in touch with	Quarterly	Bigger is better	95%	75%	>=75%	Yes	98%	98%	98%	96%	97%	95%	94%	99%	Better Than Target	Better Than Target	Improving			
	Care Leavers with pathway plans which have been reviewed in timescale	Quarterly	Bigger is better	95%	80%	>=80%	No	74%	79%	67%	89%	92%	83%	88%	99%	Better Than Target	Better Than Target	Improving			
	Front line staff receiving Supervision in Timescale	Quarterly	Bigger is better	90%	80%	>=70%	No	84%	86%	79%	80%	85%	87%	89%	84%	In Tolerance	Better Than Target	Declining			
Strategic Key Performance Indicators	Freedom of Information Requests responded to within timescale	Quarterly	Bigger is better	Suspended***		Suspend	No	89%	94%	92%	90%	-	-	-	-	-	-	-			
	Case file audits graded good or better	Quarterly	Bigger is better	>=80%	>=60%	>=60%	No	72%	82%	83%	83%	70%	61%	-	55%	Outside Tolerance	Outside Tolerance	Declining			
	Length of intervention for family support services (days)	Quarterly	Smaller is better	140 days	180 days	-	No	193	173	210	196	149	192	181	173	In Tolerance	-	Improving			
	Families demonstrating improved outcomes at point of closure to Parenting and Family Support Team	Quarterly	Bigger is better	60%	40%	-	No	69%	82%	87%	83%	88%	91%	80%	88%	Better than target	-	Improving			
	Referrals that are re-referrals within 12 months	Quarterly	Smaller is better	22%	28%	-	Yes	27%	27%	26%	28%	26%	26%	26%	26%	In Tolerance	-	Stable			
	Assessments completed within 20 days	Quarterly	Smaller is better	25%	15%	-	Yes	19%	18%	12%	11%	26%	19%	19%	31%	Better than target	-	Improving			
Indicators	Percentage of Children in Need open for a) >6 months < 1 year	Quarterly	In range is better Smaller is better	15%	20%	-	Yes	21%	14%	11%	13%	13%	12%	13%	15%	On Target	-	Declining			
	b) >1 year < 2 years	Quarterly	In range is better Smaller is better	15%	20%	-		17%	15%	13%	12%	11%	10%	10%	12%	Better than target	-	Declining			

Appendix I
Contractual and Strategic Key Performance Indicators

MEASUREMENT DETAILS				TARGETS AND COMPARATORS				PERFORMANCE										
Measure Type	Measure	Reporting Frequency	Polarity	Target	Target Range Tolerance	Covid19 Tolerance	Benchmarking data available	Qtr1	Qtr2	Qtr3	Qtr4	2020/21	2020/21	2020/21	2020/21	Position	CV Position	Trend
Strategic Partnership	c) > 2 years	Quarterly	In range is better Smaller is better	25%	30%	-		32%	32%	33%	32%	31%	29%	30%	31%	Outside Tolerance	-	Declining
	Children becoming the subject of Child Protection Plan for a second or subsequent time	Quarterly	Smaller is better	10%	16%	-	Yes	24%	3%	3%	7%	6%	8%	11%	7%	Better than target	-	Improving
	Case file audits graded outstanding	Outstanding is better		RI+: 95% Good+ 80%	RI+: 90% Good+ 60%		No	13%	20%	17%	6%	15%	8%	Suspended	7%			
	Case file audits graded good							60%	61%	66%	77%	54%	52%		38%			
	Case file audits graded requires improvement							26%	16%	15%	15%	24%	36%		49%			
	Case file audits graded inadequate							2%	2%	2%	2%	7%	3%		7%			
	Percentage of monthly case file audits rated as 'requires improvement' or better							98%	98%	98%	98%	93%	97%		93%			
	Child Protection Plans lasting two years or more for child protection plans which have ended during the year	Quarterly	Smaller is better	3%	5%	-	Yes	0%	0%	0%	3%	0%	0%	0%	2%	Better than target	-	Declining
Participation	Young offenders aged 10-17 who reoffend	Quarterly	Smaller is better	42%	50%	-	Yes	41%	30%	30%	36%	Not Available	Not Available	Not Available	Not Available	-	-	-
	Rate of first time entrants to youth justice (per 100,000)	Quarterly	Smaller is better	170	210	-	Yes	190	200	190	223	Not Available	Not Available	Not Available	Not Available	-	-	-
	Care proceedings on track to be completed within 26 weeks	Quarterly	Bigger is better	80%	70%	-	No	65%	66%	65%	61%	56%	52%	58%	61%	Outside Tolerance	-	Improving
	Long term stability of placement of children in care: % of long term children in care in stable placements	Quarterly	Bigger is better	70%	60%	-	Yes	62%	58%	55%	54%	53%	57%	62%	65%	In Tolerance	-	Improving
	Percentage of LAC that had a missing incident in the year	Annual	Smaller is better	11%	13%	-	Yes	13%				Annual Measure	Annual Measure	Annual Measure	Not Available	In Tolerance	-	Stable
	Trust residential settings rated good or better	Quarterly	Bigger is better	100%	80%	-	Yes	83%	83%	80%	80%	80%	80%	80%	80%	In Tolerance	-	Stable
	Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family	Quarterly	Smaller is better	121	200	-	Yes	55	90	154	69	55	110	248	197	Outside Tolerance	-	Improving
	Average time in days between a child entering care and moving in with their adoptive family	Quarterly	Smaller is better	426	460	-	Yes	285	378	372	365	241	443	384	520	Better than target	-	Declining
	Children ceasing care to be looked after under a Special Guardianship Order (SGO)	Quarterly	Bigger is better	15%	10%	-	Yes	20%	11%	19%	20%	22%	12%	14%	10%	In Tolerance	-	Declining
	Children ceasing care to be looked after under a Child Arrangement Order (CAO)	Quarterly	Bigger is better	10%	7%	-	No	17%	17%	4%	9%	0%	0%	2%	0%	Outside Tolerance	-	Declining
	Rate of children adopted from care	Quarterly	Bigger is better	19%	14%	-	Yes	17%	13%	17%	15%	12%	24%	6%	24%	Outside Tolerance	-	Improving

Appendix I
Contractual and Strategic Key Performance Indicators

MEASUREMENT DETAILS			TARGETS AND COMPARATORS					PERFORMANCE										Position		CV Position	Trend		
Measure Type	Measure	Reporting Frequency	Polarity	Target Range			Benchmarking data available	2019/20				2020/21		2020/21		2020/21		2020/21		Position		CV Position	Trend
				Target	Tolerance	Covid19 Tolerance		Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Position	CV Position	Trend	
	Rate of 19 & 20 year olds Staying Put with their foster carers after their 18th birthday	Quarterly	Bigger is better	25%	20%	-	Yes	New contract measure for 2019/20	30%	30%	23%	26%	23%	25%	24%	In Tolerance	-	-	Declining				
	Care Leavers in suitable accommodation (age 19-21)	Quarterly	Bigger is better	85%	80%	-	Yes	96%	94%	95%	95%	93%	92%	95%	93%	Better than target	-	-	Stable				
	Care Leavers in Employment, Training and Education (age 19-21)	Quarterly	Bigger is better	48%	40%	-	Yes	52%	51%	50%	45%	51%	48%	48%	51%	Better than target	-	-	Improving				
	Full time equivalent posts covered by agency staff	Quarterly	Smaller is better	8%	12%	-	Yes	6%	5%	6%	5%	5%	6%	5%	6%	Better than target	-	-	Stable				
	Staff turnover rate	Quarterly	Smaller is better	16%	18%	-	No	12%	14%	12%	14%	15%	15%	16%	13%	Better than target	-	-	Improving				
	Achieve a minimum of Bronze level rating in child friendly rating	Annual	NA**	NA**	NA**	-	No	Awaiting data from DMBc regarding accreditation process set up with DMBc Young Advisors				Annual Measure	Annual Measure	Annual Measure	Not Available	NA**	-	-	-				

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

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

*** Suspended due to Covid-19

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Report

To the Chair and Members of the Overview and Scrutiny Management Committee

Youth Justice Plan 2021/22

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Lani-Mae Ball Lead Member for Education, Skills and Young People	All	Yes

EXECUTIVE SUMMARY

1. The purpose of this report is to present the statutory Youth Justice Plan for 2021/22, covering the work of the Youth Offending Service (YOS) in Doncaster, where responsibility for the discharge of the Plan lies. The Plan is a requirement of the 1998 Crime and Disorder Act and is to be submitted to the Youth Justice Board for England and Wales annually.
2. The Plan sets out the resourcing and value for money, performance against last year's plan, structure, governance and partnership arrangements and risks to future delivery for the service. Actions and timescales are set to develop the service and ensure the best provision for the children and young people of Doncaster.
3. In addition to the statutory plan, we will produce a Young People's Youth Justice Plan which is designed to be accessible and understandable for our young people and families. Historically the Young People's Youth Justice Plan has been identified by the Youth Justice Board as a national example of good practice and has been adopted by other areas throughout the country. We have also consulted young people in relation to their experiences of the ongoing pandemic and the service they have received from the YOS. Their comments are populated throughout the plan and available in full in Appendices 1 and 2.
4. The plan shows some good performance against the targets set in last year's plan particularly in relation to re-offending and the use of custody.

EXEMPT REPORT

5. This is not an exempt report.

RECOMMENDATIONS

6. OSMC approves the Youth Justice Plan 2021/22 prior to Cabinet.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

7. The citizens of Doncaster will be protected from youth offending, re-offending and the fear of youth crime. The successful implementation of the Youth Justice Plan will contribute to an overall reduction in youth offending.
8. This has significant and far-reaching positive consequences in terms of raising aspirations with young people and their families, making communities safer and more inclusive. Crucially, the targeted work of Team EPIC will continue to assist those communities experiencing anti-social behaviour, by intervening earlier with young people at risk of Child Criminal Exploitation (CCE).

BACKGROUND

9. This strategic plan impacts upon the delivery of Youth Justice in all wards of Doncaster. It involves expenditure of £1.9 million in 2021/22 (estimated, some contributions to be confirmed) of which £833,541 comes from Doncaster Metropolitan Borough Council (DMBC) as part of its contractual arrangements with Doncaster Children's Services Trust (DCST).
10. The Crime and Disorder Act 1998 sets the statutory functions for Youth Offending Teams. The relevant provisions dealing with the Youth Justice System are set out in Part III of the Crime and Disorder Act 1998 ("the 1998 Act"). Section 37(1) of the 1998 Act states that it shall be the principle aim of the Youth Justice System to prevent offending by children and young persons.
11. Section 38 places a duty on Local Authorities, acting in co-operation with the agencies listed below, to secure that, to such extent as is appropriate for their area, all "Youth Justice Services" are available there. Those agencies are:
 - Chief Officer of Police or Police authority, any part of whose Police area lies within the Local Authority's area.
 - The Secretary of State in relation to his functions under sections 2 and 3 of the Offender Management Act 2007.
 - Every provider of Probation services that is required by arrangements under section 3(2) of the Offender Management Act 2007 to carry out the duty under this subsection in relation to the Local Authority.
 - Every local Probation Board, Strategic Health Authority, Local Health Board or Primary Care Trust, any part of whose area lies within that area.
12. Section 40 of the 1998 Act sets out the duty of each Local Authority to formulate and implement an annual Youth Justice Plan, setting out how Youth Justice Services in their area are to be provided and funded, and their functions and composition. Youth Offending Teams must co-ordinate the provision of Youth Justice Services for all those in the authority's area that need them and carry out the functions described in the Youth Justice Plan.

OPTIONS CONSIDERED

13. The Youth Justice Plan is a statutory Plan, the option is to approve in its current format or return the plan to the Head of Service of Young People's Services for further consideration and review.

REASONS FOR RECOMMENDED OPTION

14. The only options are to approve the plan or request amendments.

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 more prosperous future:</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Reducing First Time Entrants into the Youth Justice System significantly reduces the financial burden on other statutory services, and therefore protects against services being overwhelmed and placed under budgetary pressure when earlier intervention could have been undertaken successfully. Creating an aspirational culture amongst young people involved in anti-social behaviour and offending will lead to greater engagement with education, training and employment opportunities.</p>
<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time:</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster clean • Building on our cultural, artistic and sporting heritage 	<p>Doncaster YOS is committed to ensuring that all young people have access to a Speech and Language Therapist, Systemic Family Psychotherapist and Forensic Psychologist. In addition, as part of the prevention offer, Doncaster YOS will continue to engage young people on the cusp of offending and anti-social behaviour. Through the work of Team EPIC we will engage young people in a range of diversionary activities which includes sports and fitness.</p>
<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling:</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>A successful implementation of the Youth Justice Plan will divert young people on the cusp of offending, but crucially will also prevent recidivism in those who do offend. A reduction in offending will lead to safe communities, in which its young citizens are more invested and consequently are actively engaged in the development of those communities.</p>

<p>Doncaster Caring: Our vision is for a Borough that cares together for its most vulnerable residents:</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>The Youth Justice Plan will support families who have presenting issues, through ongoing contribution to the Stronger Families initiative, the outcome of which will be that more families are helped to reach their full potential.</p>
<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>Doncaster YOS has always strived to deliver value for money by tracking best national practice and amending service provision to meet identified needs. All posts are reviewed when they become vacant to assess the need for the post or provision in the future. In 2021/22 the YOS will continue its campaign of recruiting volunteer mentors to supplement the full time staffing resource.</p>

RISKS AND ASSUMPTIONS

15. The risk factors are outlined in the Youth Justice Plan itself. The most significant risks relate to young people at risk of CCE and an increase in the custody rates. These issues are explored within the plan itself with appropriate mitigations in place where possible.

LEGAL IMPLICATIONS [Officer Initials RM Date 14/06/2021]

16. There are no legal implications associated with this report.

FINANCIAL IMPLICATIONS [Officer Initials RM Date 14/06/2021]

17. The majority of contributions have already been agreed and there are presently no financial implications associated with this report.

HUMAN RESOURCES IMPLICATIONS [Officer Initials LE Date 14/06/2021]

18. There are no Human Resources implications associated with this report

TECHNOLOGY IMPLICATIONS [Officer Initials RM Date 14/06/2021]

19. There are no technological implications associated with this report.

HEALTH IMPLICATIONS [Officer Initials LE Date 14/06/2021]

20. There are no health implications associated with this report.

EQUALITY IMPLICATIONS [Officer Initials LE Date 14/06/2021]

21. There are no equality implications associated with this report.

CONSULTATION

22. As a statutory plan, consultation occurs with the relevant boards, notably YOS Management Board, Safer, Stronger Doncaster Partnership (SSDP), Doncaster Children's Services Trust Executive management Team, DMBC Executive Management Team and young people and families who are in receipt of services from the YOS.

BACKGROUND PAPERS

23. Youth Justice Plan 2021/22 (attached).

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

DMBC	Doncaster Metropolitan Borough Council
YOS	Youth Offending Service
DCST	Doncaster Children's Services Trust
EPIC	Encouraging Potential Inspiring Change
SSDP	Safer Stronger Doncaster Partnership
CCE	Child Criminal Exploitation

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Doncaster Children's
Services Trust



www.doncasterchildrenstrust.co.uk

Youth Justice Plan 2021/22 (DRAFT)

NHS
Doncaster
Clinical Commissioning Group

National
Probation
Service



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Approval and Sign-off

The Youth Justice Plan 2021/22 as detailed below is approved by the Chair of the Youth Offending Service Management Board and the Lead Member of DMBC for Education, Skills and Young People:

Superintendent Neil Thomas

Chair of the Youth Offending Service Management Board

Signature:

Date:

Cllr Lani-Mae Ball

Lead Member for Education, Skills and Young People

Signature: Date:

DRAFT

What things in your life have got better? 'I'm in college now and have an apprenticeship! I'm so happy with it all'

What things in your life have got better? 'I am not smoking cannabis anymore. I have passed my theory test'

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APPENDIX 1
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Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**The anger stuff has helped. I know I still get angry but not as often'**

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life?
'Concentration and being able to focus. They helped me mature.'

1. Foreword from the Chair of the Management Board

For the past 5 years, Doncaster YOS has been on a journey to embed relationship based and trauma informed practice which puts children at the heart of all decision making relating to them.

We pride ourselves on being a child first organisation that seeks to understand the underlying issues which brings children into the criminal justice system rather than reacting to the behaviours they may present.

In undertaking this approach, we have seen massive reductions in the First Time Entrant (FTE) rate over the past 5 years, a significantly below average binary re-offending rate and a very low custody rate. We think that this is good evidence of the efficacy of our approach in terms of helping young people to understand how their lives can be better and providing the specialist interventions necessary to help them achieve this.

This is very much a Partnership approach and could not be achieved without contributions from the Clinical Commissioning Group (CCG), National Probation Service (NPS), Doncaster Metropolitan Borough Council (DMBC), The Junction Project, Change, Grow, Live, Office of the Police and Crime Commissioner (OPCC) and my own organisation, South Yorkshire Police (SYP).

During this journey we have developed psychological formulation, speech language and communication assessments, cognitive functioning assessments, multi-systemic family psychotherapy interventions alongside more traditional services such as dedicated careers advisers and access to substance misuse services.

We will continue to develop our therapeutic and clinical offer in light of the challenges brought by Covid and therefore for the first time, we will recruit a dedicated counsellor for young people to complement the existing services we can already provide. We are also hopeful that in the near future we will be able to resume our group therapy model, Dialectical Behaviour Therapy.

Despite our previous successes, the last year has brought significant challenges, particularly in relation to Child Criminal Exploitation (CCE). For most children who become open to the YOS, the level of exploitation diminishes due to the additional support and monitoring that a child receives, however in relation to a number of serious offences which occurred in 2020/21, the YOS had had no previous involvement in these children's lives. We need, therefore, to become more effective in supporting children at risk of exploitation and, to that end, the EPIC offer has been restructured to offer direct 1-1 support for children at risk of, or experiencing exploitation. There are some early indications that this approach is being effective and this will be monitored throughout the course of this year.

Throughout all stages of the pandemic, I was very proud that the YOS continued to see children, young people and families face to face in their homes, in their gardens, in parks and pretty much everywhere else. This was achieved through the application of a Safe Visiting Guidance Policy which allowed for staff to undertake a telephone triage of the young person's environment prior to attending the property, supported

through access to the appropriate PPE (Personal Protective Equipment). Feedback from young people indicates that this approach was most welcomed and has led to us reconsidering our future model. Moving forwards, wherever work can be undertaken in a child's home or community setting, it will be.

Our targets for this year reflect our ambition to continue to drive down FTE's and to ensure that young people do not go on to re-offend by providing the help they need. We also note that for the first time in a number of years, we will likely see an increase in the custody rate due to a serious offence which has not yet been brought before the court. It is hoped that the restructuring of EPIC services alongside the robust MACE (Multi-Agency Child Exploitation) arrangements will see further reductions in young people at risk of exploitation and therefore fewer young people entering the youth justice system.

Another significant area of challenge in the past year has been in relation to the Education, Employment and Training (EET) rates for young people. Historically this is an area of high performance for Doncaster with a percentage of young people in education, training or employment at between 80 and 90% at the end of their order. In the past year, this has halved. We understand on a granular level that these outcomes are directly linked to Covid, in some cases young people lost jobs due to staffing reductions and elsewhere the right type of training provision was not available for them to progress prior to the end of their order. To try and mitigate this, we have provided all young people with access to online learning via the allocation of laptops or mobile devices. It is however likely to be another challenging year in ensuring young people have meaningful education, training and employment options.

Finally, I would like to highlight how proud I have been by the resilience shown by young people during this pandemic. This plan has been shaped by their voices and feedback and you will see some of their comments embedded throughout the Plan. It is incredibly encouraging that based on their own voices we know that they are happy with where they live, they understand where to get help with their mental health and more broadly, have benefited from the services provided by the YOS which for me is the most important thing.

Superintendent Neil Thomas
10/05/2021

2. Introduction

Doncaster Youth Offending Service (YOS) is part of Doncaster Children's Services Trust's (DCST) Young People's Services (YPS). YPS is overseen by a Head of Service and is comprised of the YOS, the youth crime prevention service, (known as EPIC - Encouraging Potential Inspiring Change) and a range of other services that support vulnerable young people and their families. The service is committed to improving outcomes for young people, specifically to help them lead happy, safe and aspirational lives.

Youth Offending Teams (YOT's) were formed in England and Wales under the Crime and Disorder Act 1998, providing a multi-agency approach to preventing offending by children and young people. As Doncaster's YOT, the YOS consists of professionals

from a range of disciplines including Police, CCG, Probation, Youth Justice, Social Work, Education, Housing, Information Advice and Guidance, Substance Misuse and Systemic Family Therapy.

The statutory aim of the Youth Justice System, as laid out in the 1998 Act, is to prevent youth offending. The YOS works with children and young people to prevent them from offending and entering the Youth Justice System and, if they do enter it, to prevent them from re-offending.

In conducting this work, the YOS also works to keep young people safe from harm and to protect the public from young people who may pose a risk of causing serious harm to others. The YOS conducts these responsibilities through robust risk management processes including engagement with forums such as MAPPA (Multi-Agency Public Protection Arrangements).

In its work to divert young people from entering the Youth Justice System for the first time, the YOS uses a robust triage model to offer voluntary intervention as an alternative to a formal Police Caution or prosecution, where it is safe and proportionate to do so. In addition, EPIC delivers a number of programmes based in schools, in the community and via a “Team around the Street” model to build young people’s consequence awareness, whilst encouraging them to engage in programmes and interventions designed to increase aspiration and opportunity.

The YOS uses the AssetPlus assessment tool with all young people made subject to a criminal Court Order. This is a “strengths based” predictive methodology to help practitioners understand the issues young people face in relation to their offending, to formulate an intervention plan to address any presenting needs and to build on the strengths already displayed by young people. The YOS also undertakes specialist work alongside the Barnardos Junction Project with young people who present sexually harmful behaviours.

Young people referred to the YOS by the Triage Panel are screened via a locally and specifically designed tool to identify the appropriate interventions to help them avoid re-offending and entering the formal Youth Justice System. If more detailed assessment is required following the screening, then this is carried out using the AssetPlus assessment tool.

Doncaster YOS is committed to the use of whole family approaches to achieve sustained change to familial cultures which supports better outcomes for children and young people.

In 2021/22 Doncaster YOS will also be focused on ensuring that children and families have the right support to manage their emotional and social wellbeing arising from the Covid-19 pandemic. As part of this plan, the voice of young peoples lived experience through Covid will help to shape the operational priorities for the next year.

One of the challenges which has presented during the pandemic relates to an increase in CCE and the YOS response to this in terms of disruption activity and support will also be included. Once again, young people have been consulted on their views about gangs and exploitation and their voice will help to shape these strategies.

3. Doncaster demographics

Doncaster's population total is 310,542 and ranks 41 in the ranking for deprivation.

Children In Need (CIN): the total number of open CIN cases including Care Leaver's as at 31st January 2,618. Excluding Care Leavers: 2,308.

Doncaster has 409 children with a Child Protection Plan, 519 children are in care and has 311 Care Leavers.

66,918 children and young people under the age of 18 years live in Doncaster (based on ONS Mid-Year Estimates). This is 21% of the total population in the area.

Approximately 22% of the Local Authority's children aged under 16 years are living in low-income families.

The proportion of children entitled to free school meals:

- in primary schools is 20.5% (the national average is 17.7%)
- in secondary schools is 19.5% (the national average is 15.9%)

Children and young people from minority ethnic groups account for 11% of all children living in the area, compared with 27% in the country as a whole.

The largest minority ethnic groups of children and young people in the area are White Eastern European, including Gypsy/Roma communities.

The proportion of children and young people with English as an additional language:

- in primary schools is 12.0% (the national average is 21.3%)
- in secondary schools is 8.9% (the national average is 17.1%)

Doncaster has a number of large traveller sites, distributed across the Borough.

4. Team Doncaster Charter

Our purpose – Doncaster Council's purpose is to ensure that Doncaster and its people thrive. We will ensure that value for money is at the heart of everything we do.

PEOPLE - Putting people first and helping them to help themselves.

PLACE - Creating, regenerating and supporting communities.

PRIDE - Proud of Doncaster and our contribution to it.

PROGRESS - Taking advantage of opportunities and aiming to be the best we can.

Doncaster Children Services Trust Values

Excellent

We'll constantly strive to provide the best service for our children, young people and families, by ensuring their voices are at the heart of everything we do.

Respectful

We'll always treat everyone as equal, be reliable, fair and honest. Above all we will take pride in our work and take ownership of our actions.

Make a difference

We'll always be child focussed;

We'll take the time to listen;

It's a two way conversation;

We'll support families to help their children and young people have a good start in life. And above all we will help our children and young people achieve their hopes and dreams.

5. Structure, Governance and Partnership Arrangements

The operational work of Doncaster YOS is overseen by its strategic Management Board which is composed of Senior Managers and leaders from partner organisations who have the operational and strategic expertise to challenge and develop the offer from Doncaster YOS.

The Management Board composition is as follows:

Neil Thomas	Superintendent - South Yorkshire Police - Chair
James Thomas	Chief Executive Officer, Doncaster Children's Services Trust
Claire Scott	Head of Service, Communities and Wellbeing - DMBC
Caroline James	National Probation Service
Cllr Lani-Mae Ball	Lead Members for Education, Skills and Young People, DMBC
Jane Cresswell	Virtual Head - DMBC
Carrie Wardle	Public Health Specialist – DMBC
Emma Price	Head of Strategy and Delivery – CCG
Alex Heeley	Commissioning Officer – OPCC
Kathryn West	Operational Manager - YOS

In addition to the core members, several other organisations who are involved in the commissioning of services which impact on the work of the YOS also attend on occasion as required and receive copies of the minutes These include:

- The Youth Justice Board
- St Leger Homes
- Her Majesty's Courts and Tribunals Services (HMCTS)

YOS Management Board meetings are held quarterly and in order to be quorate there must be senior representation from DMBC, South Yorkshire Police and Doncaster Children's Services Trust. A comprehensive performance report is presented to each board meeting and the Head of Service is held to account for performance, casework quality, safeguarding, staffing/secondment arrangements, commissioning of services and other key strategic issues affecting the development of the service.

The YOS Management Board also holds the Head of Service to account for how the conditions set out in grants made by the YJB are monitored and met, e.g.

- the timely submission of data
- compliance with secure estate placement information requirements
- completion of national standards audits

In addition, the Board supports the YOS in overcoming barriers to effective multi-agency working and ensures that partner agencies make an effective contribution to delivery against key Youth Justice outcomes.

The YOS Management Board also feeds into the following Local Strategic Boards:

- Safer, Stronger Doncaster Partnership Board
- Strategic Education Attendance Board
- Children Young People and Families Board
- Doncaster Safeguarding Children's Partnership
- EXPECT Youth Board

In Doncaster, children's services are delivered by the Doncaster Children's Services Trust, which from April 2019 has become an Arm's Length Management Organisation (ALMO) of the Doncaster Metropolitan Borough Council (DMBC). The local Youth Justice partnership is therefore comprised of:

- Doncaster Metropolitan Borough Council
- Doncaster Children's Services Trust
- South Yorkshire Police
- The National Probation Service
- The Clinical Commissioning Group

In terms of safeguarding young people who offend, the YOS works closely with the locality-based children's Social Care teams within the Trust and Youth Offending staff are able to interrogate the children's Social Care case management system routinely as required.

The Police Officers within the YOS are able to consult the Police National Computer (PNC) and other police databases as required and to share information with colleagues under the terms of the Data Protection Act.

All staff seconded to the service from other agencies are able to use the YOS case management system as well as their own agencies' databases. In early 2020 the YOS migrated to a new case management system – Core+, which is able to provide better functionality and reports than was previously available with the old CareWorks case management system.

There is a section within the quarterly performance report to the YOS Management Board which highlights any concerns about young people placed in secure remand accommodation or serving custodial sentences, albeit the numbers are now very small.

There are a number of organisations commissioned to provide discrete services for youth offenders. Substance misuse support is provided through Project 3, provision of "Appropriate Adults" for young people in local police custody is provided through Change, Grow, Live (formerly SOVA) and specialist work with young people displaying sexually harmful behaviour is undertaken through the Barnardos Junction Project. In each case there is a service-level agreement which is regularly reviewed.

a. The Youth Justice Team

The multi-agency Youth Justice Team oversees all prevention and statutory case work for young people who have committed offences. This ranges from voluntary preventative disposals that come through the Triage panel through to community sentences such as Referral Order's (RO's) and Youth Rehabilitation Order's (YRO's) and custodial cases that come through the Courts.

The team operates a relational, restorative, desistance and trauma informed approach, focusing in on the underlying causes of complex and challenging behaviours rather than just on the symptoms of such.

The team are skilled in creating positive professional relationships with young people which help support desistance from offending. In addition, the team is responsible for ensuring the safety of the public from any potential harm and the safety and wellbeing of the children and young people it supports. This is achieved through robust risk management processes that ensure young people receive the support and interventions that they require to lead pro-social, offence-free lives.

The team's focus over the next year will be to continue with the face-to-face contact that has taken place throughout Lockdown and as restrictions ease, increasing this to include face-to-face Panels.

b. The Interventions Team

The Interventions Team is a team of specialists across a range of disciplines who work alongside Case Managers in the Youth Justice Team and other professionals involved in the young person's life to keep them safe and support them not to re-offend.

Systemic Family Support is offered in the form of family therapy and whole family working. Parents and carers are empowered to make positive changes for their children in a non-judgemental way. Without harnessing the support of parents/carers and families we are unlikely to bring about sustainable improvements in young people's capacity to avoid offending. There are close working relationships with Children's Social Care so that, where appropriate, young people can remain at home, with wider family members or in their Social Care placement. This contributes to our target of 100% of young people known to YOS being in suitable accommodation.

To work towards the very aspirational target of 90% of all young people being in suitable Education, Training and Employment provision at end order stage, the YOS has access to an Education Co-ordinator. This role encompasses advocating for young people without suitable provision, liaising with schools and other Education providers, maintaining strong working relationships with Education stakeholders within the Local Authority and offering practical support to ensure young people have the best chance possible to attend and maintain their provision and achieve in that provision to the best of their ability.

In addition to the Education Co-ordinator role there is a sub-team of experienced and dedicated Careers Information Advice and Guidance workers offering bespoke support to those young people post-16. They can support with access to training

courses, employment, benefits and also offer funding with practical considerations. They offer advice and guidance in relation to accessing ETE with a criminal record.

The recruitment of a Speech and Language Therapist has been instrumental in identifying and providing support for those young people with significant speech, language and communication needs. This has had the over-arching effect of impacting young people's understanding of Youth Justice processes and procedures and how other professionals make themselves understood by young people. Language based interventions and materials used with young people have been re-framed thus making them more meaningful thereby reducing the number of young people who go on to commit further offences.

Substance misuse is a significant issue in the lives of some young people who offend. To offer support with this, the YOS has a dedicated Substance Misuse Worker who undertakes assessments and offers advice and guidance to young people around their problematic substance use. Where young people require medication and more intensive support we have strong links with local substance misuse support services and can help young people to access this. The dedicated Substance Misuse Worker within YOS can offer flexible support tailored to the needs of young people and be responsive to those needs quickly. Additionally, as part of this service we can offer basic sexual health screening and smoking cessation advice.

Victim work is now undertaken by a dedicated Restorative Practitioner employed directly into the service. This role can offer direct and indirect mediation, working closely with Case Managers to intervene at the right time to effect the most positive outcome. The Restorative Practitioner attends the Triage panel process offering a Restorative service at an early stage thus contributing to the reduction in First Time Entrants as well as reducing re-offending rates.

All of these specialists work in partnership with Youth Justice Team Case Managers and other professionals involved with the young person to offer a co-ordinated service to work towards reducing the risk of re-offending, keeping young people out of custody and keeping young people safe whilst raising aspirations for those that they work with.

c. Psychological services

The Psychology Service provides direct work to young people open to the Criminal Justice System and also consultation to professionals working with young people. Direct work takes the form of assessment and intervention, these can include assessment of violent risk, sexually harmful behaviours, the impact of trauma and early childhood experiences. This may also include how a young person sees themselves in terms of self concept and their levels of resilience. In-depth assessment of cognitive and adaptive functioning is also provided.

In terms of interventions, these are provided in a bespoke manner fitting to each young person's needs which may include emotional awareness and regulation, work to reduce risk of violent behaviours and improve inter-personal skills, work can also be completed around improving a young person's thinking skills. The Psychology Team also offer a model of therapy based upon Dialectical Behaviour Therapy (DBT). Where young people present with sexually harmful behaviours, the Psychological Service works closely with the Junction project to create individualised intervention plans

based within the AIM2 and the PROFESOR assessment model and Good Lives treatment model.

The Psychology Service supports the wider staff team in terms of consultation of cases, this often takes an Multi-Disciplinary Therapy (MDT approach in which a formulation is developed for a young person.

The Psychology Service also offer a range of training packages to compliment staffs professional development.

d. Team EPIC

The Encouraging Potential Inspiring Change (EPIC) service is a key part of Doncaster's prevention strategy. Whilst the Youth Justice Team holds responsibility for statutory prevention activity, including the assessment and direct work undertaken with children who come into contact with Criminal Justice agencies, EPIC employs a preventative outreach model delivered in community settings and with educational providers.

The approach engages young people with a range of street based activities which include:

- Zorbing
- Archery
- Fencing
- Football
- Rope games
- Tennis

Through engagement with these activities, EPIC staff are able to build positive relationships with young people which are then used to encourage young people's involvement in universal activities such as the National Citizenship Service (NCS) Programme. EPIC's efficacy is due, in large part, to its ability to stage events in locality settings such as streets and parks where young people congregate.

For the first time EPIC will also be deployed to specifically address the issue of CCE having developed a tiered intervention offer which can be accessed through the MACE Panel.

EPIC also delivers an Alternative Education Provision for children excluded from mainstream school for possession of bladed article. The experiential learning approach employed by the provision has high levels of success in reintegrating children into mainstream settings within 12 weeks.

EPIC also deliver a range of Educational workshops working with both primary and secondary schools alongside our Alternative Provisions across Doncaster and the Pupil Referral Units (PRU). The 'Think Series' has been developed as a resource to engage young people in consequential thinking and assessment of personal risk. The 'Think Series' has been recently commissioned by the West Midlands Violence Reduction unit (VRU) as part of a Youth Endowment Fund commissioned activity.

EPIC has also developed an immersive engaging Virtual Reality (VR) package funded by (NESTA philanthropic technology for social good association). The VR experience is also designed to inform and create a better understanding for professionals working with young people at risk of CCE.

More recently EPIC has facilitated sub-regional partnerships with other South Yorkshire Local Authorities, universities and third sector organisations with the aim of creating a collegiate response to the issue of CCE. This activity has led to the development of a regional bid to the Youth Endowment Fund to implement a consistent approach to diversion. The model, if successful, will deploy Navigators in schools to help children to navigate both universal and targeted services when they are at risk of exploitation, this builds upon the successful tri-borough CCE project delivered by EPIC between 2018-2020, which has been independently evaluated by both Sheffield Hallam University and ECORYS as a model of good diversionary practice.

6. Performance against last years plan and targets for 21/22

Due to the Covid-19 pandemic, there was no statutory requirement for the production of a Youth Justice Plan in 20/21. However, a plan was produced to guide the work of the YOS and to help establish its efficacy against key indicators.

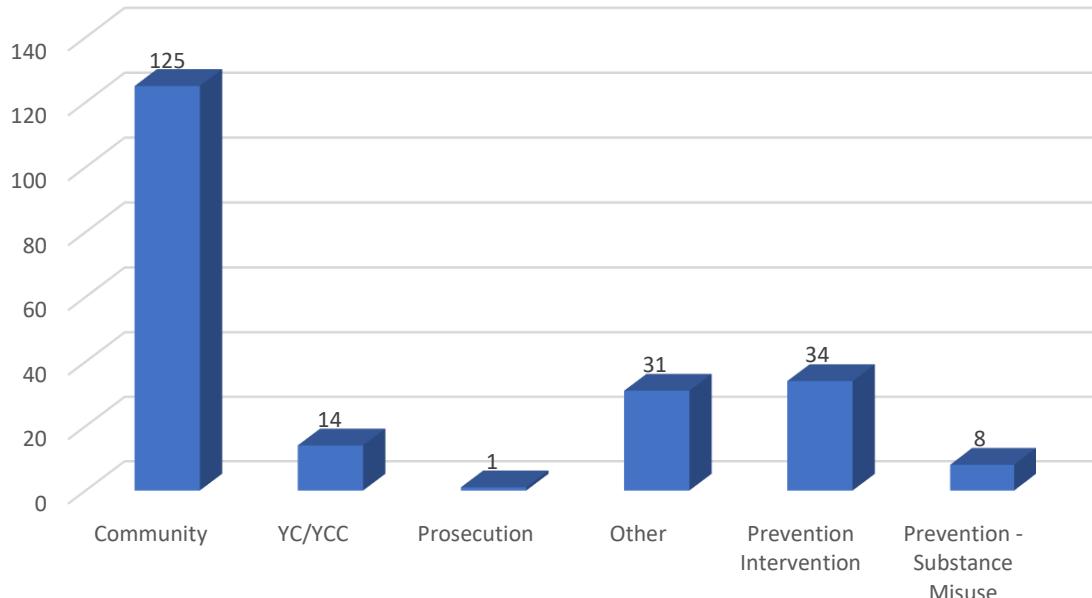
The last year has been a challenging one for all organisations and this is reflected in some aspects of the YOS's performance. In other areas, the YOS has performed well despite these challenges. The following section will detail how the YOS has achieved its results against these targets in the past year. It must be noted that there is a delay in the national publication of PNC data for FTE's and re-offending with the last published data set being in April 2020. Consequently, the evaluation of performance is based against locally held live re-offending data and nationally published data where it was available.

a. Reducing First Time Entrants

Young people who enter the Youth Justice System for the first time are known as First Time Entrants (FTE's). Entering the Youth Justice System can have a severe impact on young people's career prospects as they acquire a criminal record which may have to be disclosed to prospective employers. There is also a risk that bringing young people into the Youth Justice System prematurely can "criminalise" them, such that they start to see themselves as "offenders" and begin to adopt pro-criminal associates and lifestyle. Therefore, bringing young people into the Youth Justice System should be a last resort, taken only when all other viable options for diversion have been exhausted.

Where children have come into contact with Criminal Justice agencies, the multi-agency triage process has continued as normal. This has meant that where ever possible, children have been diverted to the lowest possible disposal in line with an assessment of their risks, needs and vulnerabilities.

The Doncaster Triage Panel received a total of 213 referrals from South Yorkshire Police between April 1st 2020 and March 31st 2021, of which 59% received a community resolution.



The above chart represents the number of outcomes in terms of quarters ranging from Q1 – Q4 in 2020 left to right.

The strategy for reducing FTE's has been impacted by the pandemic. Under normal circumstances Team EPIC would be actively engaged in communities where there are higher instances of youth crime and anti-social behaviour. With the purpose to reduce young people coming into contact with Criminal Justice agencies through the offer of positive and aspirational activities. This has not been possible for any sustained period within the past year.

The data set for 2020/21 a small decrease in the number of young people entering the Youth Justice System for the first time. In Doncaster, making a young person an FTE is only done so when it is appropriate. The Youth Justice Triage Panel can use a number of different disposals to ensure that a young person doesn't become an FTE whilst ensuring that the victims views are considered alongside the needs of each individual young person. Doncaster has a locally devised assessment tool which is used to identify the most appropriate disposal for each young person as well as informing any interventions that will be completed with the young person and their family to try and prevent further offending.

The Restorative Practitioner is a permanent member of the Youth Justice Triage Panel, representing the victims views and where appropriate carrying out restorative interventions.

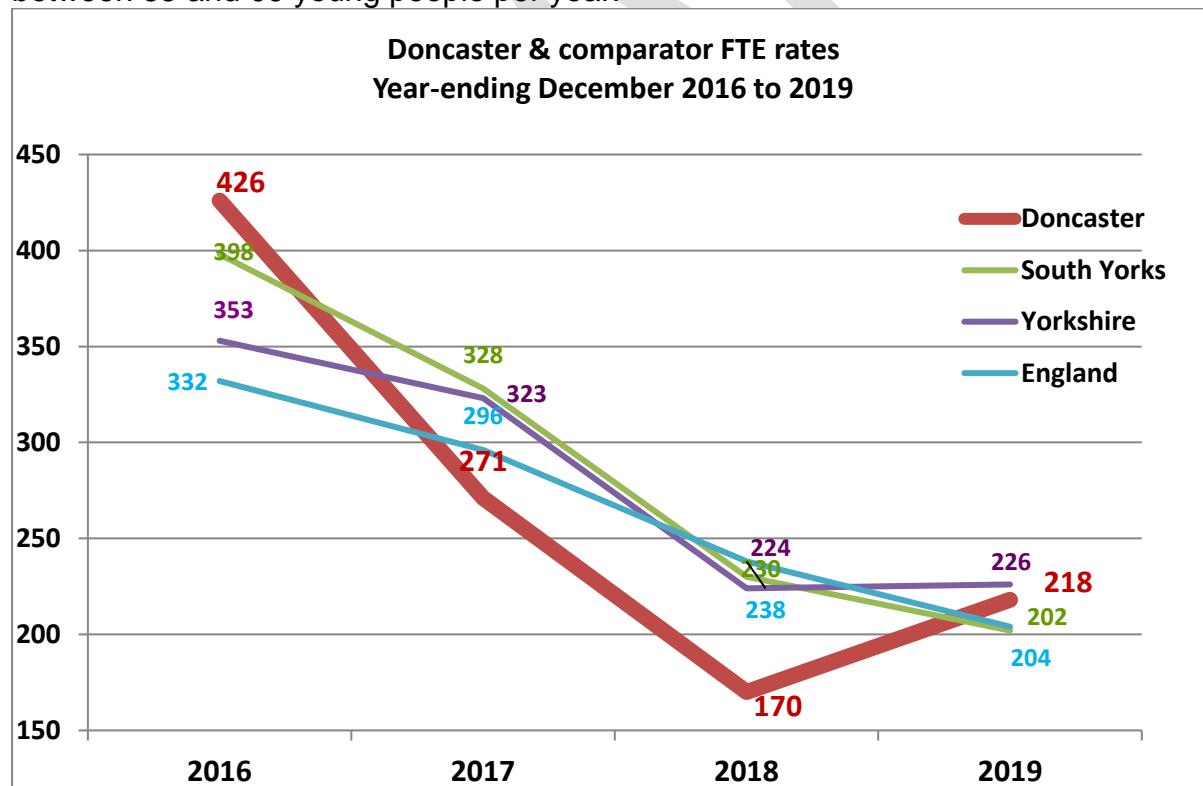
The target set for FTE's in 20/21 was **60** young people per 100,000 of the 10-17 population, the following table contextualises the anticipated reduction between 2019 and 2020.

Performance indicator	Outturn year ending Sept 2019	Target year ending Sept 2020
First Time Entrant (FTE) PNC rate per 100,000 of 10-17 population YJB data. This comprises young people who receive a Police Caution or a Sentence.	223 (63 young people)	212 (60 young people)

In the absence of PNC data, and with the caveat that there is usually a variance of between 3% and 5% between locally held and PNC data, the YOS achieved its target with a rate of **194 per 100,000** of the 10-17 population equating to **57** young people, **3** young people lower than the target.

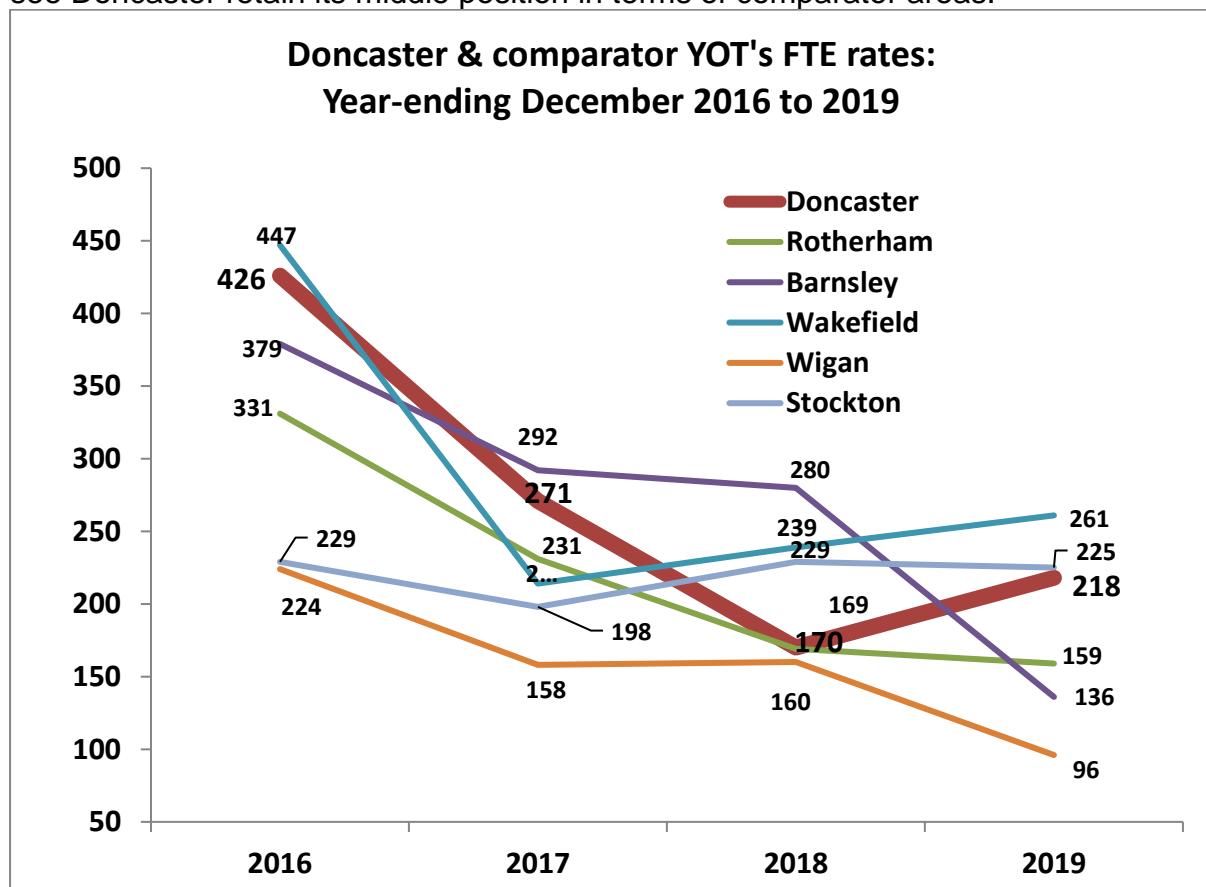
It is noteworthy that the number of external restrictions on young people probably impacted positively on the reduction on FTE's and it will be challenging to maintain this performance in 21/22.

The following chart represents the last published full year cohort. This demonstrates the challenges in terms of an increase for Doncaster following several years of significant reductions in the FTE rate. It is now expected that the FTE rate will plateau around the **190 – 212** point (per 100,000 of the 10-17 population) which equates to between **55** and **60** young people per year.



The following chart demonstrates Doncaster's performance in relation to demographically similar areas for the last **published** data period. Although there is significant volatility from year to year across all areas. It is noteworthy that the live re-

offending data, if the current trends are stable across the comparator YOT's, would see Doncaster retain its middle position in terms of comparator areas.



b.FTE target 21/22

The impact of Covid on young people's emotional regulation, mental health and cognition is not yet fully understood. Although the live re-offending data indicates a small decrease in the number of FTE's, it is likely that this will be challenging to reduce further as the impact of restrictions ending is liable to have an impact on young people's behaviour.

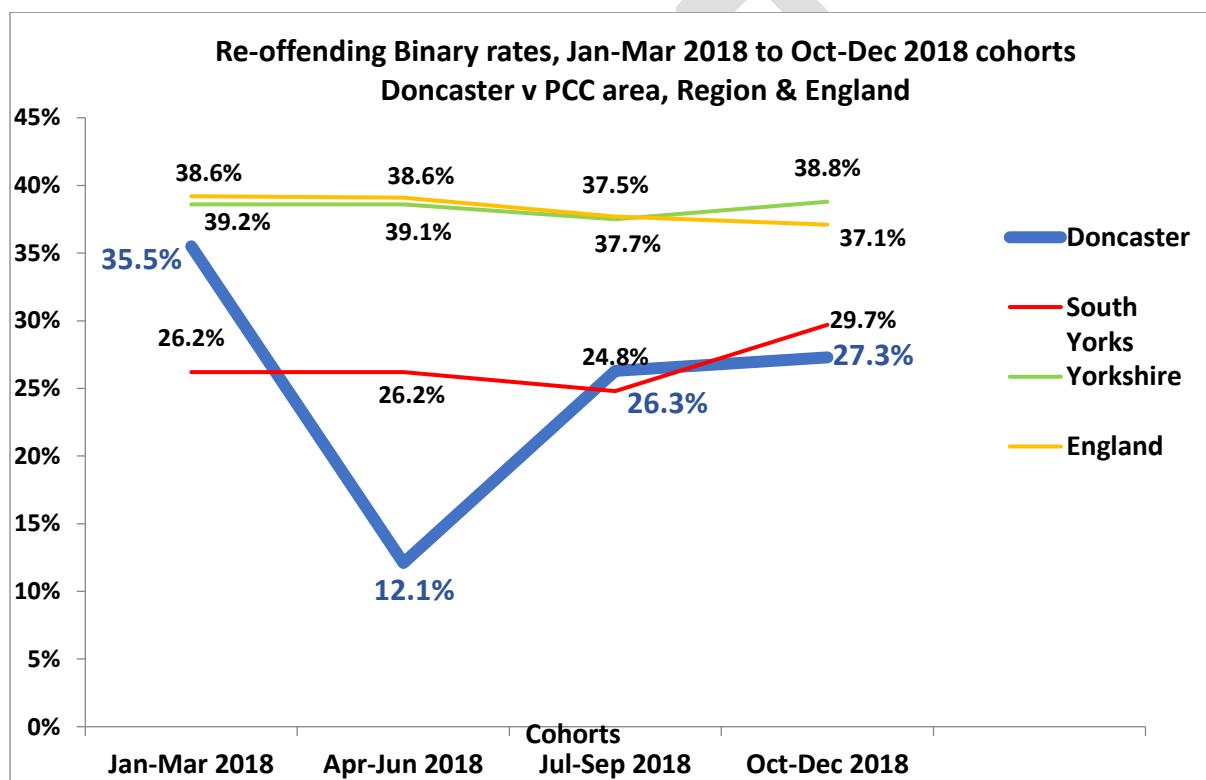
It is expected that young people will engage in adolescent risk taking behaviours which may not have been accessible in the past 12-18 months. In such a scenario, it is possible that young people will make ill-advised choices which results in them becoming an FTE into the Criminal Justice System. The YOS Triage panel and the community based work of Team EPIC will both mitigate some of these potential issues and therefore a challenging target of maintaining the current performance of **57** young people becoming FTE's will be set. This equates to a rate of **194 per 100,000 of 10-17 aged young people**.

b. Re-offending

As with FTE's, the most up to date PNC information is not available. Consequently, we are again reliant on locally held data.

Performance Indicator	Outturn Jan-Mar 2018 cohort	Target Jan-Mar 2019 cohort	Target Jan-Mar 2020 cohort
Proven binary re-offending rate for cohort members. This is the percentage of young people who re-offended in the identified cohort	35.5%	37%	37%

The target for 2020/21 was 37% binary re-offending rate, and based on local data, this target has been significantly surpassed.

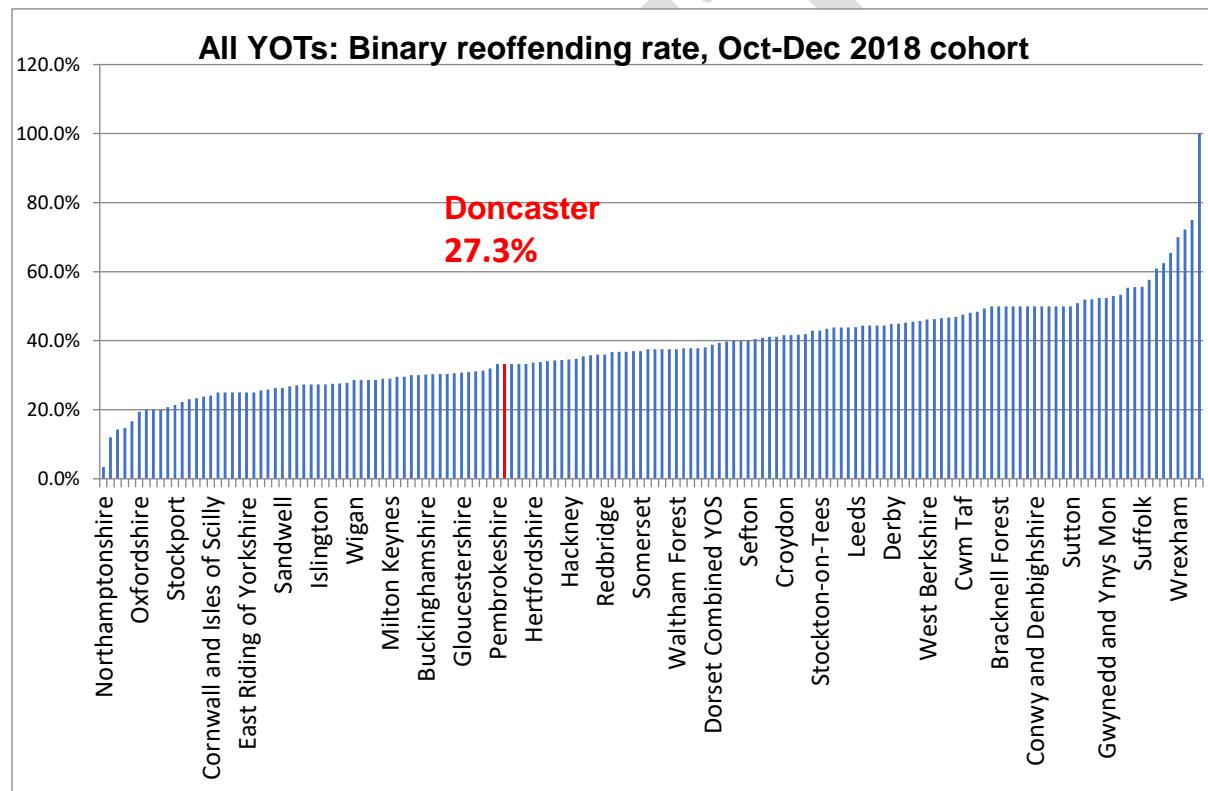


The last published PNC information indicates that Doncaster has a binary rate of **27.3%**. The latest locally held data indicates that the binary re-offending rate is **25.1%**. Consequently, it is reasonable to assume that the target has been surpassed, although it is again worth noting that the restrictions imposed on young people will have contributed to the positive performance and the rate which is substantially below both the English and Yorkshire averages.

The above is encouraging however in terms of Doncaster's efficacy in preventing re-offending and it is noteworthy that Doncaster has been below the England average for the last 3 years.

c. Re-offending target 21/22

Doncaster's re-offending performance has been strong for a number of years and this has not changed during the pandemic. It should be noted however that based on the last nationally published data, Doncaster is a full **10** percentage points lower than the national average. This should be considered as extremely strong performance in relation to Doncaster's deprivation indices. It is also strong evidence that the child first, relationship based practice approach is effective. The re-offending toolkit utilising live data indicates that the binary rate is **25.1%** and the target will be **25%**. This is a highly aspirational target as some of the high performance from last year is likely linked to lockdown and young people not encountering the normal risk factors which may impact on their behaviour. It should be noted that if a **25%** binary re-offending rate is achieved, it will represent Doncaster's best ever performance against this indicator. The following chart highlights Doncaster's re-offending performance against national comparators. Doncaster is just outside the top quartile, but the live tracked data indicates that Doncaster will be well within the top quartile if the locally held data is accurate and the 21/22 target is met.

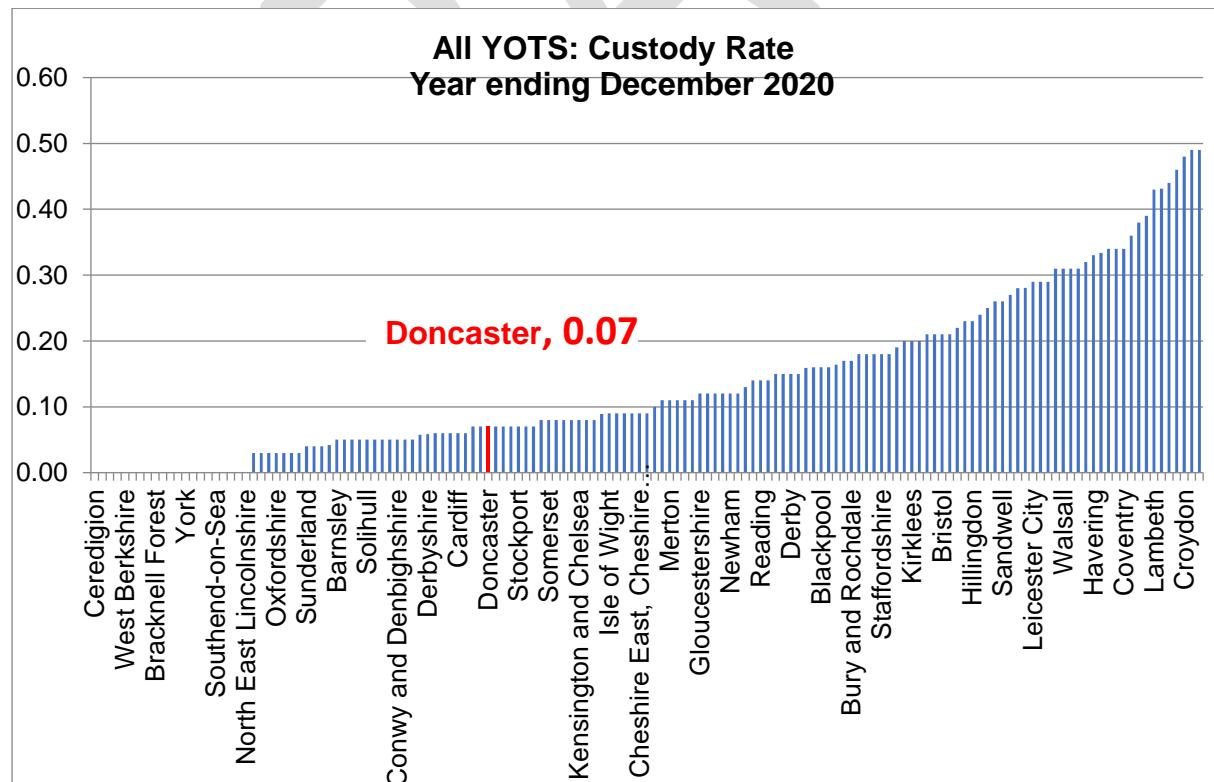
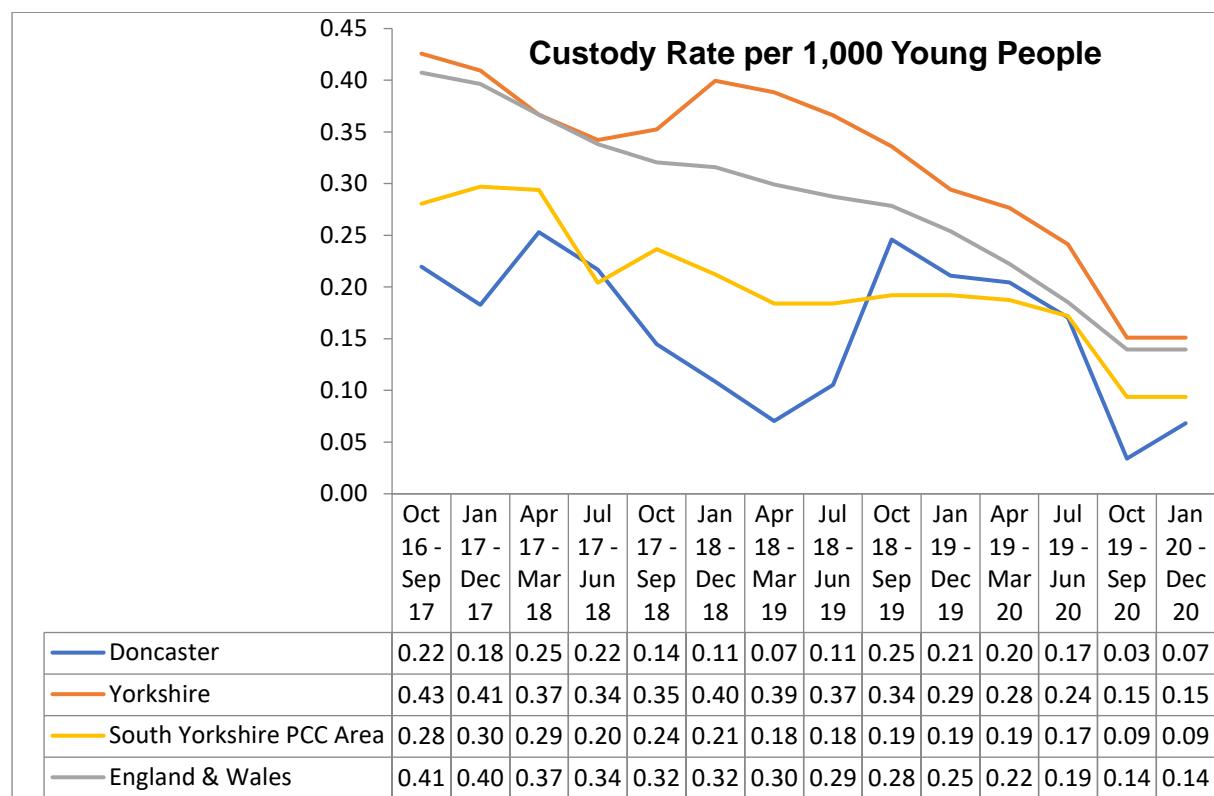


d. Custody

The following demonstrates the total use of custody in the period year ending December 2020 which is the most current published data. During this period, Doncaster has maintained its historically strong performance in relation to young people receiving custodial sentences. During this period, only 1 young person (this equates to a rate of 0.07 of the 10-17 population) received a custodial sentence.

It is important this is viewed within a reduction of young people in the custodial estate across the country, however, Doncaster's performance in this area remains very

strong. Whilst some areas of the UK have experienced significant delays in court hearings due to Covid, there are no outstanding cases within Doncaster which means that the number of custody cases reflected is an accurate representation of the period.



The above chart contextualises Doncaster's performance on a national level in terms of the use of custody. Again Doncaster is just outside of the top quartile in terms of performance. However the difference between Doncaster's custody rate and those in the top quartile is very small in terms of the overall rate and more indicative of the population size than the number of custodial episodes, given Doncaster only had one.

However, given that there are a number of young people currently on remand for serious offences, it is highly unlikely that his level of performance can be maintained in 2021/22. It is likely that the custody rate will rise significantly to at least 4 young people giving a rate of 0.28 per 1000 of the 10-17 population.

This does not account of any new serious offences which may occur in the remainder of this year. This has the potential to place Doncaster in the lowest quartile, if performance in all other areas has been maintained.

It is important to note however, that none of the children remanded were in receipt of services from the YOS prior to their offence and all the offences are linked to two incidents, which are evidentially linked to organised crime activity and exploitation.

Custody Target 21/22

In light of the young people already on remand and liable to receive a custodial sentence the target must reflect the fact that no action which can be taken by the YOS can now impact on this performance if they are convicted if these offences.

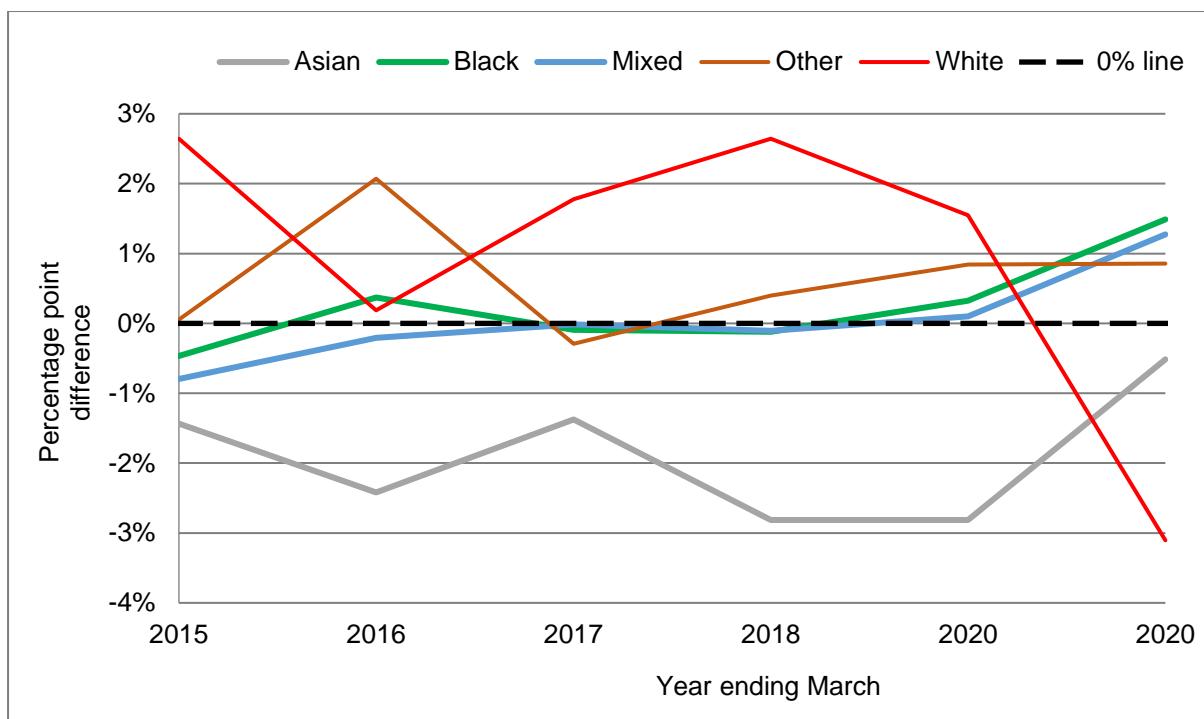
Consequently the target is set at **0.35** per 1000 of the 10-17 population, which would reflect 5 young people receiving a custodial sentence.

e. Disproportionality Analysis

Over-representation of particular ethnic groups in the Youth Justice System is a national problem. Each Youth Offending Team should undertake an annual analysis of disproportionality within the local Youth Justice System at a summary level. If the summary analysis indicates a significant over-representation of a particular ethnic group then a case-level analysis should be carried out to gain an understanding of how, when, where and why this arises in order to tackle the problem.

The summary analysis for Doncaster is shown below.

The latest figures available are for the year ending March 2020. The chart below is taken from the Youth Justice Board's Summary Disproportionality Toolkit and shows the extent to which each ethnic group has been over or under-represented in Doncaster's Youth Justice System over the last 6 years.



The above chart therefore demonstrates that although Doncaster has seen an increase in children from BAME backgrounds over the past year, the increase is not so substantial as to warrant further analysis under the auspices of the disproportionality toolkit. The total number of children from BAME backgrounds is 6 and although this represents a marginal increase on previous years, it is not in fact out of proportion with the general Doncaster population.

f. Reducing the offending of Looked After Children

In Doncaster we are particularly concerned to reduce the number of Looked After Children (LAC) within the Youth Justice System. We undertake an annual audit of the number and proportion of Looked After Children aged 10-17 who are in the system. There were **13** Looked After Children in the Youth Justice System 1 April 2020 to 31 March 2021, and this amounts to **3%** of the total 10-17 Looked After Children population. However, it should be noted that **5** of the **13** children became Looked After by virtue of LASPO and were not Looked After prior to being remanded.

The national proportion of Looked After Children in the Criminal Justice System is **6.2%**.

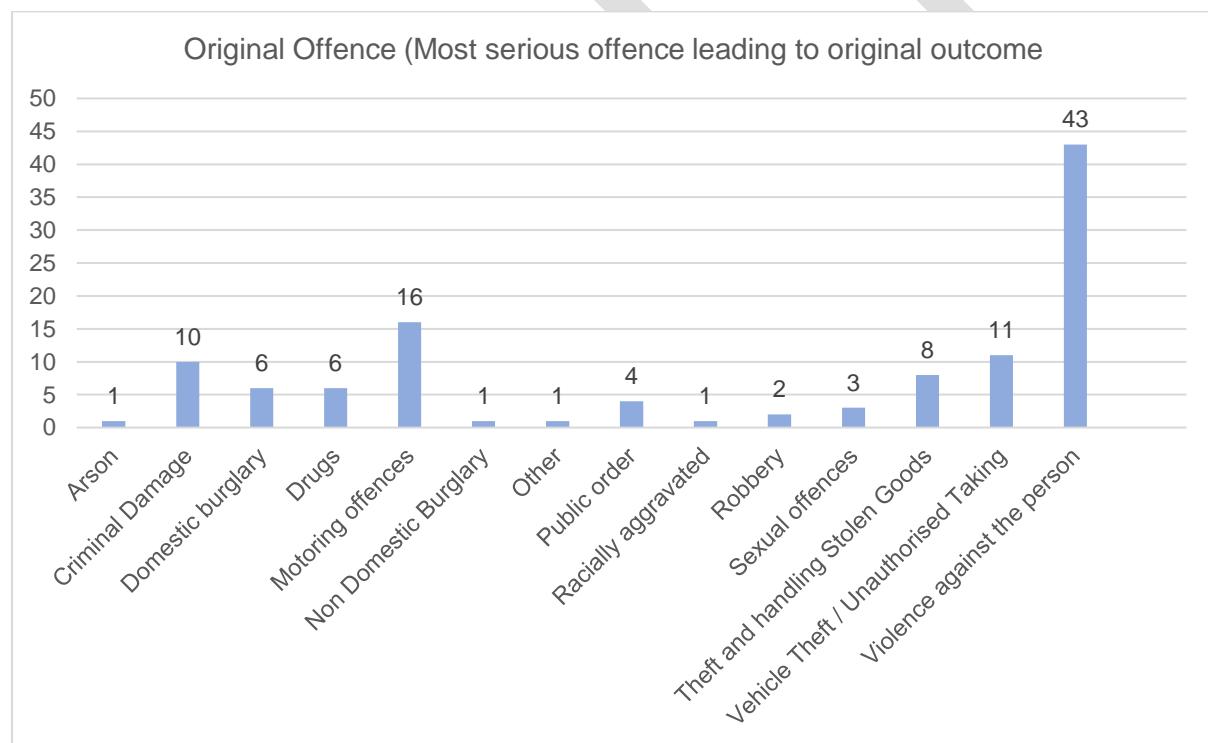
The proportion of Doncaster young people who are within the Youth Justice System is **0.17%** of the total youth population, conversely the total number of Looked After young people in the Youth Justice System accounts for **3%** of the total population of Looked After Children in the Trust. Consequently, it is imperative to bring the Looked After Children percentage closer to that of the wider Doncaster average.

The YOS is always mindful that when a Looked After Child appears at Triage for offences which have occurred within their home setting, that the decision is reflective of the child's status and they are not unduly penalised for being a Child in Care.

Although a lesser occurrence, there are still some occasions when offences committed in a Residential Child Care setting are referred to the Triage Panel, which one may argue would not occur if the child resided in the family home. Consequently, the default position for such offences is that no further action is taken against the child, however, voluntary restorative processes are always offered to support better functioning within the child's home. On occasions where no further action cannot be recorded as an outcome, this is usually resulting from an offence against a staff member. In such scenarios staff members are committed to pursuing a formal Criminal Justice outcome.

We are also mindful that children who are looked after are at greater risk of exploitation than other children. This also has the potential to bring them into contact with Criminal Justice organisations. In order to mitigate this, EPIC staff have been working on a one to one basis with children who may be at risk from Exploitation and offending to ensure that they do not become First Time Entrants or their offending escalates to more serious disposals.

7. Offending Analysis

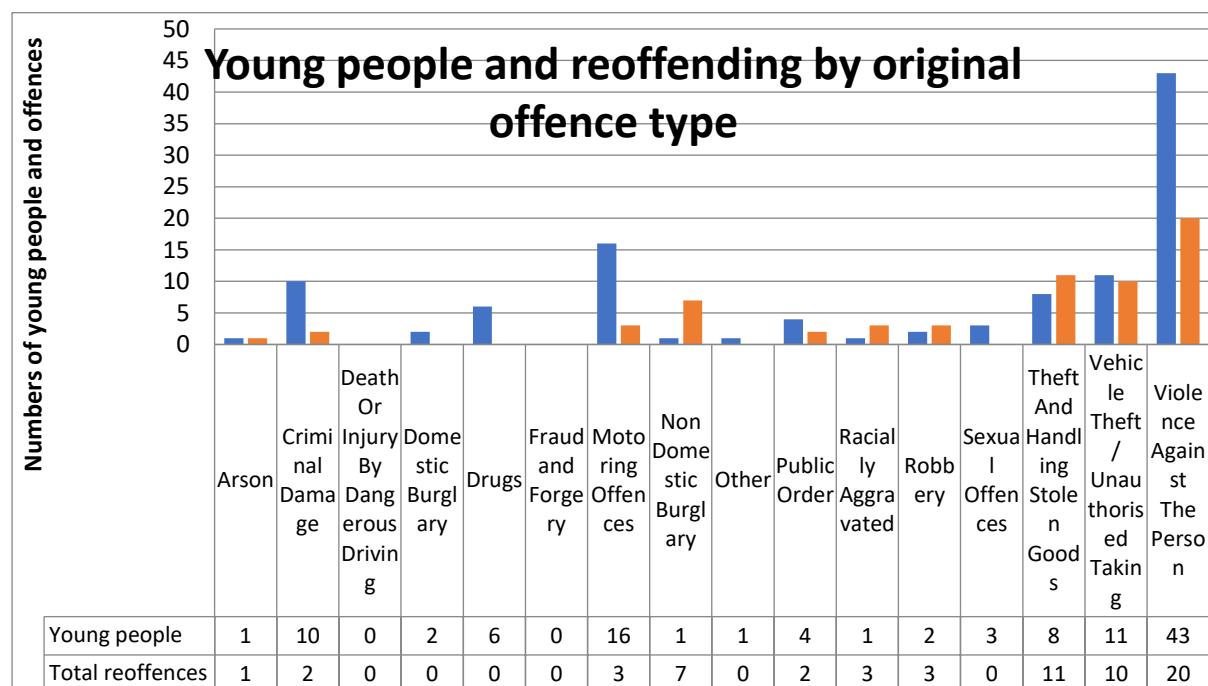


The above chart demonstrates all the index offences which brought children into the Criminal Justice System between 01/01/19 to 31/12/19. As with previous years, young people involved in violent offending remains the most significant offence type. This is not surprising, many young people have difficulties with emotional regulation and this transpires into offences involving violence. It should be noted that the majority of violent offending is at a low level.

The second most frequent offence type is collectively acquisitive offending, this is often linked to young people dealing with substance misuse issues and the offences are undertaken in order to fund their activity. It is also noteworthy that there is a correlation

between young people involved in acquisitive offending and those who are at risk of exploitation and open to MACE.

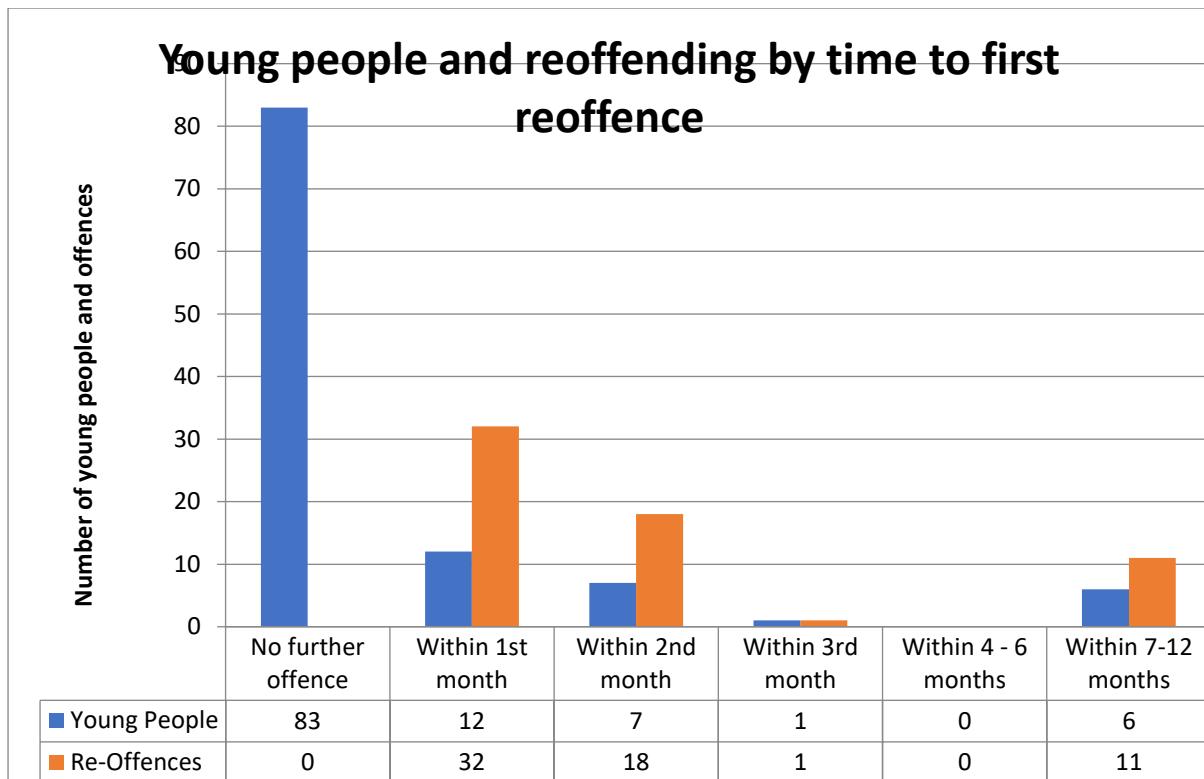
Sexual offending remains relatively low and all young people who commit such offences receive a bespoke intervention offer from the Junction Project, usually in combination with our Psychological Services.



The above chart represents re-offending by the original offence type. Whilst most young people do not go on to re-offend, the greatest risk is aligned to offences relating to violence. This, as previously indicated, relates to issues around emotional regulation and our analysis of the time from receiving an order to a child's first re-offence indicates that the majority of these episodes takes place within the first 2 months of a child receiving an order.

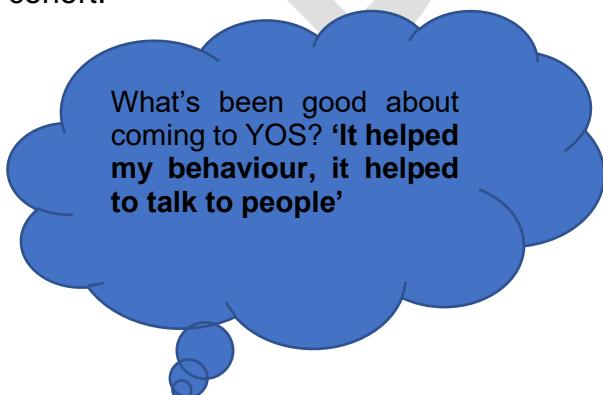
Think about the things you have been doing at the YOS. What helped you sort out any problems in your life?
'Talking has helped to keep me calm at times'

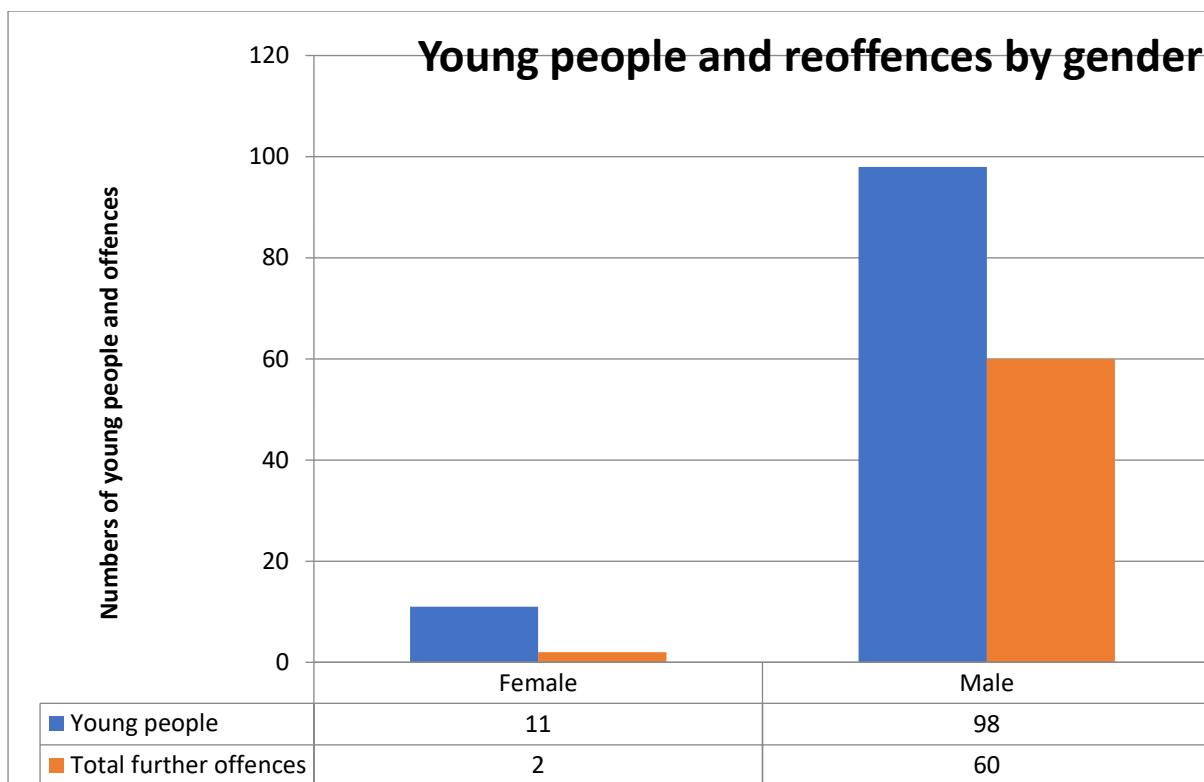
What's been good about coming to the YOT? '**I feel more confident talking to adults and the thing that Steve has talked about relaxing has helped'**



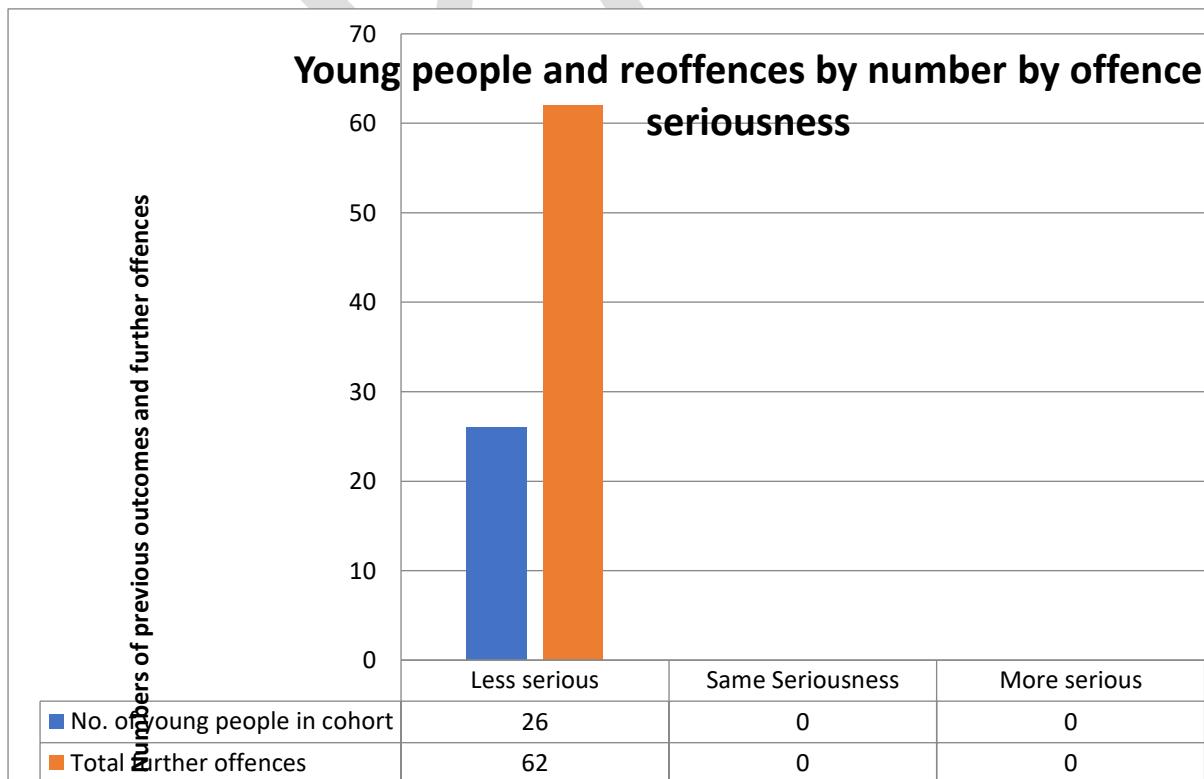
The above chart highlights the amount of time between a young person receiving intervention and subsequent re-offending. It is encouraging that the vast majority of young people do not go on to re-offend. However, for those that do, the majority of offending takes place within the first 2 months of the order and again, within 7-12 months of the order being made. This is not surprising, the YOS operates a relationship based practice model and therefore its efficacy in building relationships and working with young people to prevent re-offending takes time. It is also noteworthy that occasionally offences have already occurred when they child receives an order but the outcome is not yet recorded which is also an issue.

Consequently, this pattern is liable to be replicated in the coming year. In respect of those children re-offending between months 7 and 12, some of these children will have completed their order and therefore will not be in receipt of intervention from the YOS at the time when they re-offend. However, this represents a small number of the overall cohort.

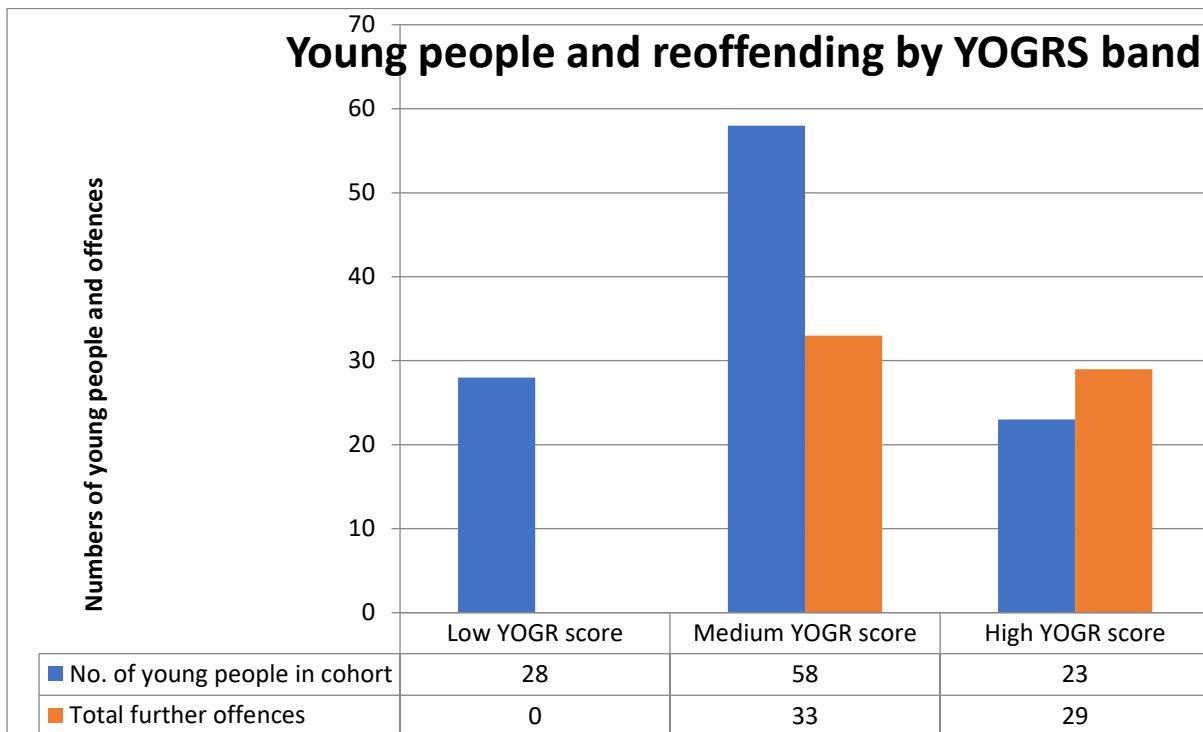




As with most areas of the UK, females are underrepresented within the Criminal Justice System and this is also the case in Doncaster. The profile of young people offending in the borough has been for a substantial period, predominantly white males, born in Doncaster, aged between 14 and 17. It is anticipated that this trend will be replicated in the coming year.

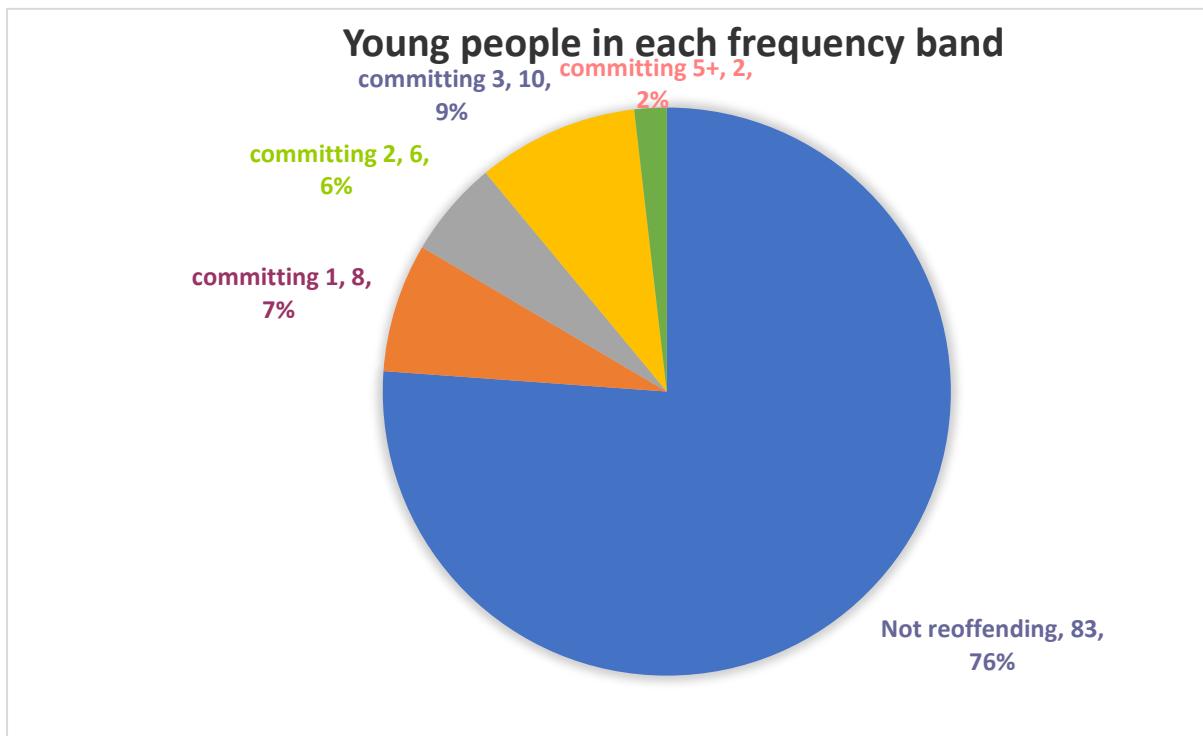


The above chart is highly encouraging and indicates that in the past 12 months no child has gone on to commit an offence which is more serious than the offence which brought them into the Criminal Justice System. This is a good indication of the efficacy of the intervention offered by the YOS. That said, for some young people, although they may be offending at a less serious level, the frequency of their offending at a lower level will still have a demonstrable impact on their lives and the communities they live in.



The above chart demonstrates the effectiveness of the congruence between the assessed likelihood of a child re-offending and actual re-offending episodes. In most cases, the YOS is accurate in its assessed level of re-offending risk. In that, the number of re-offences in each of the domains is broadly what you would expect to see in relation to the assessed risk level. As part of AssetPlus methodology, a Youth Justice Officer can apply a manual override of the YOGRS score if there are exceptional circumstances relating to a child's offending episode. It is estimated that override judgements are applied in between **10 – 20%** of cases per year and therefore the above should be considered within that context. Even with the variances described, the congruence levels are still strong.

What helped you sort out any problems in your life? '**I apologised to teachers it was nice to know that they forgave me'**.



The above chart indicates the percentage of young people who go on to offend in terms of frequency. The vast majority of young people do not re-offend. For those that do, generally the majority commit no more than 3 offences with most young people only re-offending on one or two occasions. A small number of young people commit five or more offences and these are generally assessed as high risk of re-offending, are also frequently involved in issues of CCE and have associated vulnerabilities such as being frequently missing. It is anticipated that this trend will be reflected in the coming year.

8. Interventions delivered to young people

a. Psychology Services

Doncaster YOS recognises that some young people have complex needs which require specialist assessments in order to fully understand the underlying issues which bring young people into contact with the Criminal Justice System.

As part of this offer, the Psychological Service works across the Trust with children who present various levels of risk, some of whom have not yet come into contact with Criminal Justice agencies, but whose behaviours and needs are indicative of children who are on the periphery of offending. Consequently, the Psychological Service is considered as part of both the prevention offer and the statutory offer.

The Psychology Service also offers training to the YOS and broader children's services teams in the areas of:

- Emotional awareness and regulation
- Attachment and trauma
- DBT awareness

- Personality Disorder awareness

In the past year, the Psychological Service has worked with **22** young people with varying degrees of risk and need.

b. Substance Misuse Intervention

The YOS offers discreet Substance Misuse services to young people who have either committed an offence involving the possession or supply of substances or for young people for whom substance misuse is a secondary issue to their offending. For the vast majority of cases where the index offence did not include possession of substances, the young person's offending profile is predominantly acquisitive and associated to their substance misuse.

The substance misuse provision offers 2 predominant intervention activities, the first is singular awareness sessions for young people subject to out of court disposals. The second is direct intervention which can take place over a period of between 3 and 9 months.

The approach to supporting young people is based around relationship based practice incorporating elements of auricular and talking therapies. The service also offers voluntary urine screening to young people and non-invasive STI (Sexually Transmitted Infection) screening (within the confines of Covid restrictions).

It is noteworthy that during the past year only **1** young person was re-referred to the provision indicating a strong level of efficacy for this type of intervention.

Referrals for Substance Misuse Interventions - April 2020 to March 2021													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
New	3	0	2	3	5	2	2	8	1	2	1	8	37
Closed	1	1	4	5	9	7	0	1	2	0	1	8	39

New Referrals to the Service													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Male	2		2	3	5	2	2	7	1	2	1	8	35
Female	2							1					3

Age at the time of Referral									
10	11	12	13	14	15	16	17	18	
		1	5	3	7	11	9	1	

Use at the end of the Intervention (NDTMS)				
Reduced Use	Maintained same use	Custody with substance misuse	Non - compliance /re-sentenced	Awareness session Triage
2		1		23

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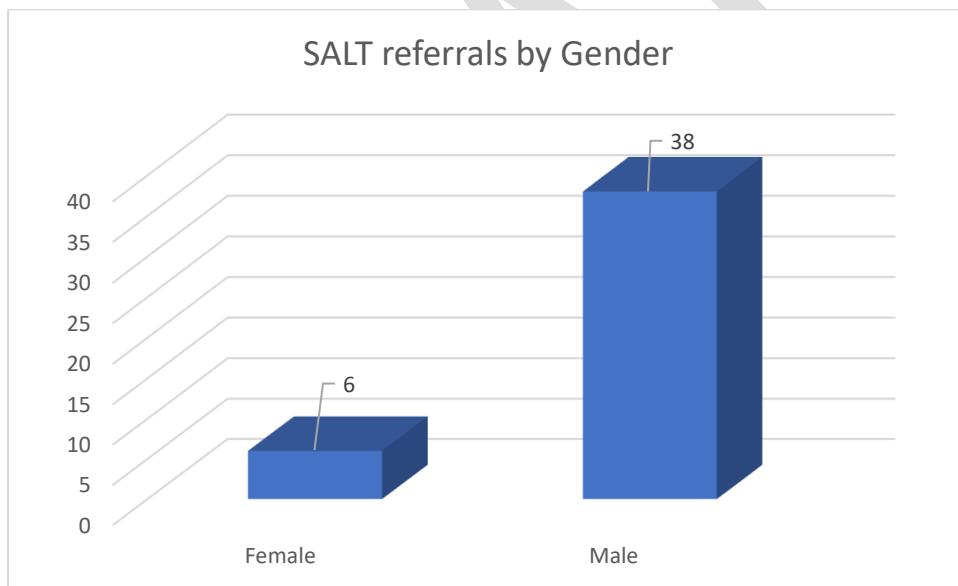
Speech and Language Therapy

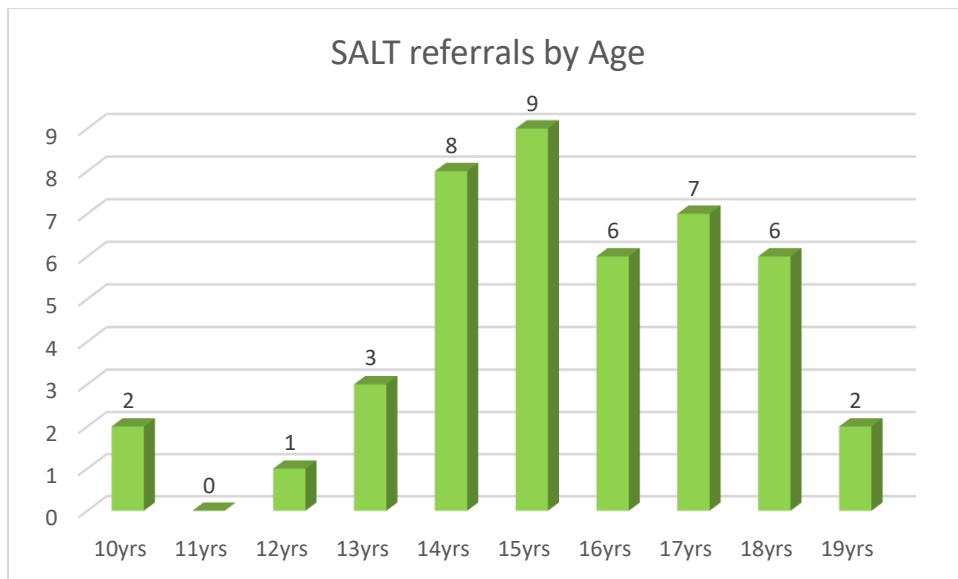
There is a considerable evidence base which highlights that young people with undiagnosed speech, language and communication difficulties are more likely to enter the Criminal Justice System than a comparator group.

The YOS is committed to ensuring that where children enter the system, they receive the offer of a Speech and Language assessment which also may include screening for dyslexia where appropriate.

In addition, the Speech and Language Therapist supports the YOS to ensure that its outward facing materials, particularly those for young people, are written in such a way that they are easily accessible and understood.

The following charts represents the total number of young people who have received a speech and language assessment and/or intervention in 2020/21 split by gender and age.





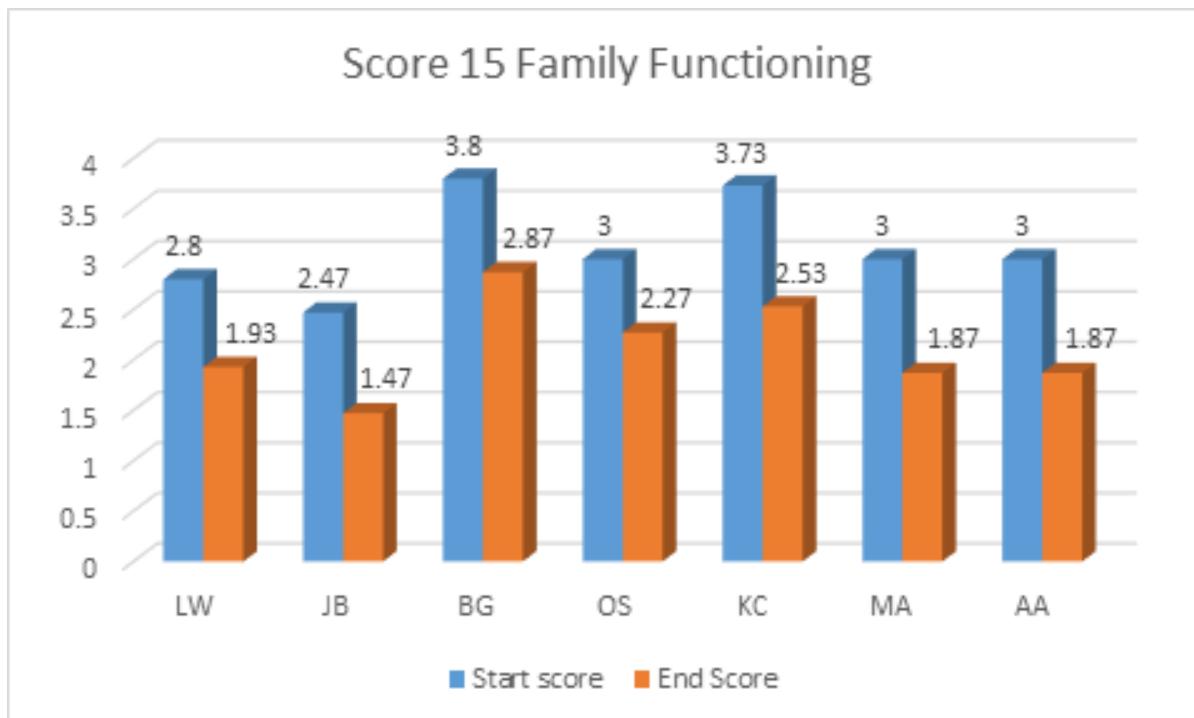
It should be noted that during the pandemic the Speech and Language therapist was recalled to the NHS to undertake frontline duties relating to Covid for a period of 10 weeks. Consequently, it is likely that for a small group of children at prevention stage, SALT intervention was not available at the time they received the service. Consequently, it is likely that the number of children receiving speech and language therapy will increase in 2021/22 but this is not indicative of an increase in prevalence rather, availability.

Multi-Systemic Family Psychotherapy

Multi-Systemic Family Psychotherapy (MSFP) is utilised to improve familial functioning in cases where the family dynamics have a direct correlation to the issues which brought a child into the Criminal Justice System.

The average length of a therapeutic intervention with a family is between 3 and 6 months. Although in some cases, this is extended if progress is demonstrable but all outcomes have not yet been achieved. Quite often, this means that the MSFP therapist continues to work with families after the youth justice element of the order has been completed.

The provision utilises a dedicated assessment to understand familial issues and utilises the Score 15 evaluation tool which families complete at the start and end of intervention to understand the efficacy of the intervention.



The Score 15 measure is a self-reporting measure of family processes. These measures are designed to indicate crucial aspects of family life that are relevant to the needs for therapy and therapeutic change.

The Score 15 has 15 Likert scale items and six separate indicators, three of them qualitative, plus demographic information. The Score 15 records perceptions of the family from each individual member over the age of 11. The lower the score in each category and in the overall score is indicative of improved family function. The graph demonstrates that in all cases family functioning was deemed to have improved following intervention.

EET

DATA NOT AVAILABLE UNTIL 24/05/21

9. Child Exploitation Response

Like many areas, Doncaster has seen an increase in issues of Child Exploitation (CE) and this has predominantly manifested as CCE. Doncaster has a high proportion of mapped OCG's (Organised Crime Groups) and at least 3 of these have been proven to have exploited young people who have been in receipt of services from the YOS.

The issue of CCE has worsened during the pandemic and this is due, in part, to the difficulty in delivering on-street diversionary activities within the restrictions imposed during the various periods of lockdown. The YOS, as part of a multi-agency response to these issues, attends weekly MACE meetings, which focus on the identification and classification of children at risk of exploitation utilising the Vulnerable Adolescent

Tracker (VAT) as recommended by the National Crime Agency (NCA) and supported by evidence from the University of Bedford. This ensures that young people receive a supportive and bespoke multi-agency response to the issues which contributed to their risk of exploitation.

In addition to the above, the YOS has led on the development and implementation of CCE mapping meetings. This is a process whereby a contextual safeguarding approach is employed to understand the relationships between young people and locations within a given ward. With the purpose of ensuring that professional plans relating to these young people are co-ordinated and that intervention can be undertaken at the earliest opportunity for young people who may be on the periphery of involvement with gang related issues.

There is significant research which highlights the correlation between children who repeatedly go missing and an increased risk of exploitation. YPS oversees the Return Home Interview (RHI) service for the borough and ensures that intelligence relating to young people who go missing is shared both through the exploitation mapping meetings and also with the Chair of the MACE Panel.

As a part of our prevention offer, Team EPIC will continue to undertake detached based youth work in communities where there are high levels of crime, exploitation and anti-social behaviour. However, for the first time, Team EPIC will work on a one to one basis with children identified through MACE meetings offering dedicated support to divert children when they are initially becoming either involved with gang related activity or there is substantial professional concern that they may be.

The EPIC offer is tiered in terms of response as follows:

Tier 1

Information, Advice, Guidance and Support

In some cases a single intervention or training episode will be sufficient to address the presenting issues of a child, family or concerns expressed through an educational setting.

In these circumstances EPIC can provide a single intervention which highlights the signs, dangers and risks of CE and this can be delivered to all children and families in families homes (supported by safe visiting guidance), virtually and in DCST office spaces. In addition, EPIC can provide a training package to schools and other professionals which highlights the language, iconography and theory relating to the management of CCE. In the vast majority of these cases it is anticipated that Tier 1 intervention will consist of 1 or 2 sessions at the most.

Level of contact; 1 or 2 sessions (facilitated either online, in homes or in DCST estate)

Tier 2

Early intervention and support

This intervention is targeted at young people who are on the periphery of CCE but are not as yet being exploited themselves. This intervention may be beneficial for children in areas where there are concerns about OCG activity which targets young people.

Utilising elements of the ‘Think Forward’ programme, EPIC will work on a one to one basis for a number of sessions agreed at MACE to increase young people’s understanding of the risks of CE within the local context. In addition, EPIC will undertake positive activity sessions with young people to promote engagement and will also seek to ensure that there is a pathway for the young person into positive universal activities at the end of the intervention (this might include a referral to the NCS programme or activities facilitated by EXPECT youth).

Level of contact; 4 sessions (delivered either in homes, communities or in the DCST estate)

Tier 3

Team Around the Street provision

This is a core EPIC activity and when restrictions allow, EPIC will deliver street based positive activities in high risk communities aimed at engaging and diverting young people from both offending and exploitation. The average length of a deployment of an EPIC Team Around the Street intervention is 6 months. This allows for positive relationships to develop with schools and community leaders so that the approach is sustainable once EPIC’s deployment comes to an end.

Specifically in relation to CCE, a Team Around the Street intervention can be requested by MACE if there are concerns about groups of young people or locations where CCE may be occurring. In situations such as these, deployment of a Team Around the Street can substantially support a local intelligence profile and help statutory services to understand the dynamics and risk of a given location or group.

Level of contact; as determined by MACE (in community settings for up to 15 young people per session) availability of this provision is also determined by EPIC deployment of its assets in other locations

Tier 4

Enhanced tailored support

This is the highest tiered intervention and is only accessible for children who have a defined legal status due to the level of concern (i.e. CIN, CP), however, there may be a small group of children where the level of concern is high but as yet have not received a social care response. At the discretion of the chair these children may also be considered for enhanced tailored support based on the levels of intelligence, risk and need in each individual case.

Enhanced support will take place for no less than 3 months and is focused on a relationship based approach between the allocated EPIC worker and the young person. Whilst this will include elements of intervention from the ‘Think’ series, it may also include intervention from other specialists within Young People’s Services

(Psychology, SALT, etc) to support ongoing assessments in relation to the young person which have the potential to minimise risk.

A key aspect of this offer will be to support the child into appropriate education or training, either through the Pathways to Progression programme or via negotiation with the DMBC Inclusion Team via the YOS Education Co-ordinator.

Level of contact; weekly for a period of 3 months (delivered in homes, community settings, DCST estate or virtually)

In addition to the above, the YOS is always mindful of issues relating to potential exploitation of children during its decision making at the Youth Justice Triage Panel and seeks to ensure that children are not unnecessarily criminalised for behaviour indicative of exploitation. The YOS works closely with SYP to ensure that National Referral Mechanism's (NRM's) are in place where evidence of exploitation has clearly impacted on a child's offending.

10. Resources and Services

Partner contributions to the youth offending partnership pooled budget 2021/22 and variance from 2020/21:

The figures below are indicative until final confirmation of funding is received:

Agency	Cash (£)	Payments in kind – (Including staffing) (£)	TOTAL (£)	Variance from 2020/21 (£)
Youth Justice Board for England & Wales (YJB)	£664,523	£0	£664,523	+£69,910
Doncaster Metropolitan Borough Council	£833,541	£0	£833,541	£0
National Probation Service	£0	£54,609	£54,609	£0
South Yorkshire Police & Crime Commissioner	£152,000	£0	£152,000	£0
Doncaster CCG	£57,348	£67,832	£125,180	£0
South Yorkshire Police	£0	£88,524	£88,524	£0
Youth Custody Service	£			
Total				£69,910

The YOS is committed to ensuring that it constantly reviews its performance and strategic offer to ensure that it meets the needs of young people. This has never been more important than now following the Covid-19 pandemic. Doncaster YOS has

benefited from its core partners maintaining or increasing funding allowing the YOS to maintain high levels of individualised service for children and young people.

Grant Funded Activities

The grant from the YJB is used exclusively for delivery of Youth Justice Services, the largest proportion being allocated to fund the staffing establishment. However it should be recognised that the majority of the contribution from partners is an "In Kind" resource in terms of the provision of staff as listed in the table above.

The totality of the Youth Justice Board grant is aligned to the YOS staffing budgets and operational running costs. Partner contributions are either in kind in relation to seconded staff or include cash sums to support seconded staffs activity within the organisation. The largest single contributor to the YOS budget remains DMBC and these funds are also allocated against staffing, but include commissioned services in the following areas:

- Appropriate Adult Services (Change, Grow, Live), are commissioned on a regional basis by the 4 south Yorkshire YOT's. Change, Grow, Live (formerly SOVA) have delivered this contract in excess of 10 years. This has included 2 re-tendering opportunities for which Change, Grow, Live have been the preferred candidate. Performance in relation to Appropriate Adults attending interviews within 1 hour of a request is consistently over 95% across the region
- Sexually harmful behaviour services provided by The Junction Project
- Street Doctors

Provision	Cost for 20/21
The Junction Project 2021-22	£45,828.00
Appropriate Adult – Change, Grow, Live (formerly SOVA)	£18,500.00
Street Doctors	Up to £2,000

In addition, some staff require clinical supervision in respect of their professional disciplines and this is also maintained through the overall budget.

The budget also is designed to provide specialist reports as required by the Court.

2020/21 was highly challenging in respect of remand costs, which significantly exceeded the grant allocation. (YCS grant not yet received, to update following receipt).

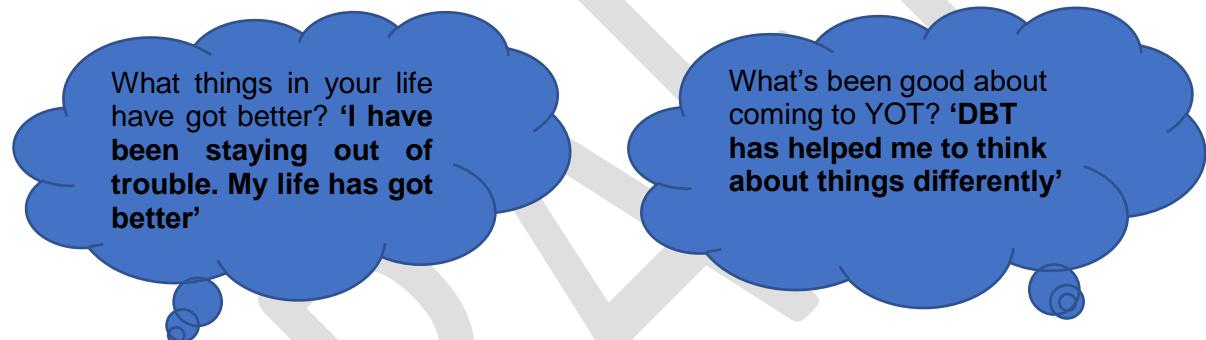
The Staff

The most important resource is of course the staff who make up the YOS. Without their on-going commitment, dedication, child-centred approach, willingness to embrace change and to innovate then very few of the achievements described above would have been possible and very few of our aspirations for the future within this plan would be realised.

11. Young People's Views

In respect of this years Youth Justice Plan. The views of **96** young people have been obtained. These are available to view in totality in appendices 1 and 2. The YOS consistently collects young people's feedback throughout the year, however specifically for the Youth Justice Plan, young people were consulted. The total number of young people who have responded to these questions was **36**. Young people have been consulted in 5 key areas, these are:

- 1) How is my life different now because of covid? (*case manager to present the visual prompt to help young person to generate ideas and give answers – can talk about each relevant point with them if YP needs it*)
- 2) What do you worry about where you live? (*case manager to present visual prompt that represents 'home' and 'community' to help YP generate ideas and give answers about both of these areas as applicable to the YP*)
- 3) Can you get help with your mental health when you need it? (*case manager to explore why/why not and to record the discussion*)
- 4) What do you think would stop young people from joining gangs?
- 5) What do you think would help young people to get out of gangs?



A key theme has been young people's different responses to the pandemic and the subsequent lockdowns. Some young people have adapted well to the restrictions and others have found this more challenging. However, a third of young people reported that there had been no substantial change to their lives as a result of the pandemic.

In respect of young people's views about where they live, these have generally highlighted that young people are not worried about their communities and feel safe.

It is also encouraging to see that young people are aware of the importance of their own mental health and in the majority of cases, know where to go to seek help should they require it. In fact, over 95% of young people were confident of how to access mental health services or support if they required it.

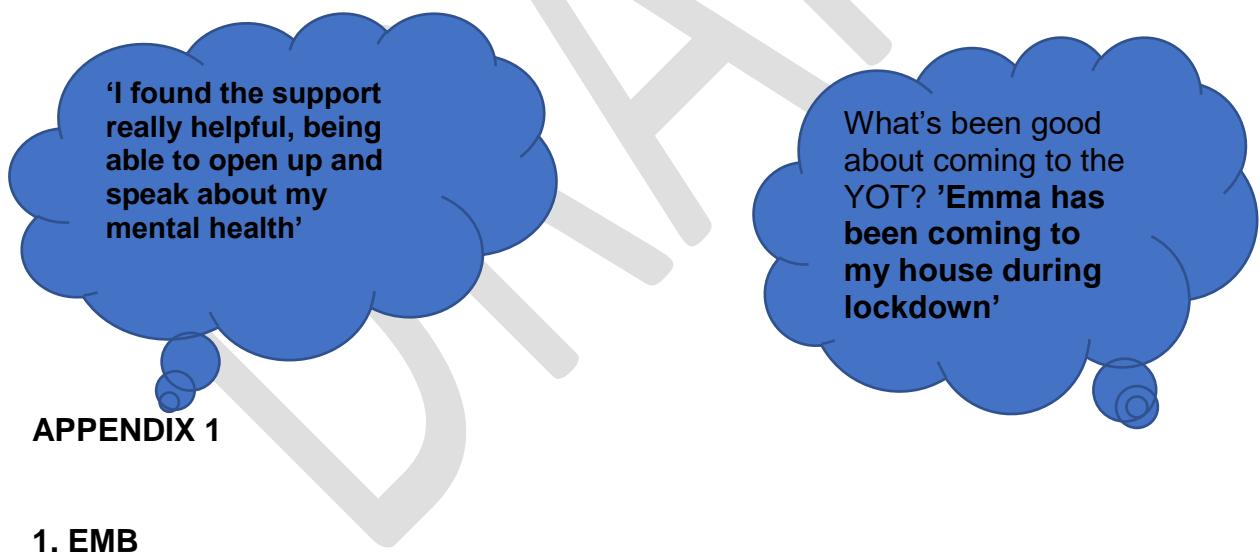
In respect of issues relating to gang involvement and how to prevent this, there is a clear theme that young people want safe spaces and activity to support them to avoid becoming involved in gang related issues. The issue of adequate youth club provision has obviously been a challenge during the pandemic and it is hoped that as restrictions ease, providers are able to offer these type of opportunities to young people once again.

Young people also highlighted the issues of power and money as reasons why they might become involved in gangs and it is therefore crucial that young people are supported to access appropriate education and training opportunities to ensure that their financial futures are secure. The YOS has direct access to an ETE provision, Pathways to Progression which ensures that every young person who requires it has the benefit of a suitably qualified careers advisor from the age of 16-19.

As well as the 5 questions asked to young people, the YOS routinely seeks feedback on young people's feedback of the service, all of which can be found in Appendix 2

Overall, young people are complementary about the support they have received from the YOS, with particular reference to the support they receive from their Case Managers and the hep they have received in relation to their education or training, substance misuse and emotional regulation.

Issues highlighted by young people for improvement related, in the main, to the location of the office and the size of the interview rooms. One of the key lessons from the pandemic has been the efficacy of undertaking almost all our work in community settings and young people's homes. Consequently, with the exception of meetings which require the use of restorative circles, the YOS will operate on an outreach basis permanently to mitigate the issues highlighted by young people but also because of the benefits that have been realised as a result of this approach.³



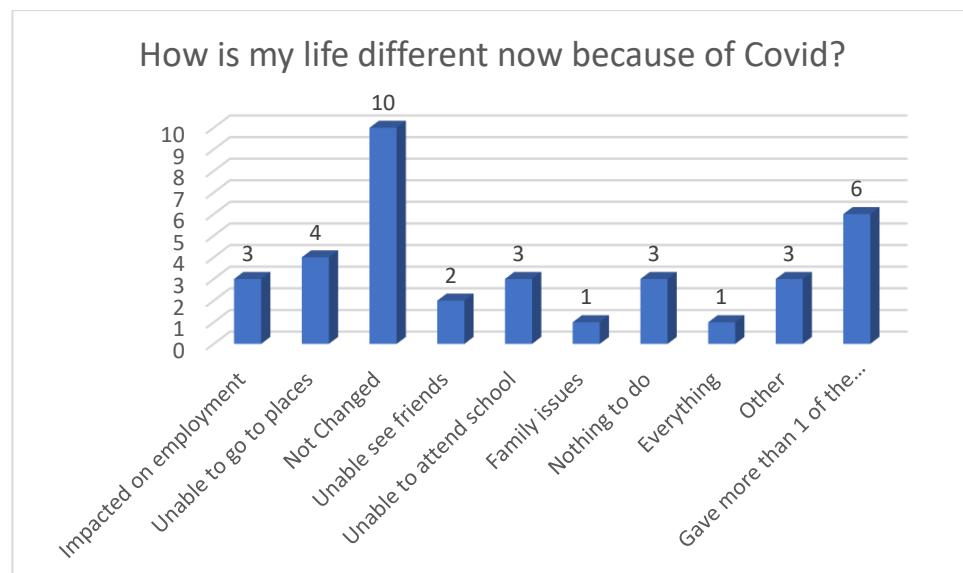
1. EMB

- 1) How is my life different now because of covid? "**Well I'm restricted from doing a lot of things such as shopping and going out with my friends to eat which I used to do a lot**".
- 2) What do you worry about where you live? "**Nothing really**"
- 3) Can you get help with your mental health when you need it? "**If I had it then yes, I can but I've never been in that position before, I know I have people who I can talk to that's probably why I've been okay in the past**".
- 4) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? "**Probably more gang awareness in school, I didn't get any awareness and how it affects people. Probably giving them opportunities like clubs and stuff (diversionary) because I used to go to a**

youth club. When you're on the streets and bored, that's when trouble starts, just to get attention".

2. HT

- 1) How is my life different now because of covid? **My life has been impacted, I used to like going to the cinema and clothes shopping. I can only meet my girlfriend in Parks & open areas. HT also said that due to being on Tag/curfew he has been restricted anyway so Covid may not have impacted as much as it would had he not be on tag**



- 2) What do you worry about where you live? **Nothing**
- 3) Can you get help with your mental health when you need it? **Yes if I wanted it, I could speak with staff at placement or go to doctors, only thing I am finding frustrating is being on tag, I can't go anywhere and the weather is nice and bright on an evening and I have to be in at 6**
- 4) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? **We just need something to do, for the younger ones there should be more youth clubs and those older like me jobs or training courses. Think there should also be dirt tracks where we can go and ride motorbikes**

3. HM

- 1) How is my life different now because of covid? **'Have to stay in for ages, wear masks everywhere'**
- 2) What do you worry about where you live? **'Don't worry about nothing really, know everywhere, only think is seeing Buck (adult male who assaulted HM) ride past, it aggravates me'**
- 3) Can you get help with your mental health when you need it? **'If I need it I can, I would go to my Mum and she would ring someone'**

- 4) What do you think would stop young people from joining gangs? 'Don't know, it's the community thing, bad areas, I think people with lesser money go there, its easy money isn't it, they think that then they get in debt and beat up'. 'If you are smart you stay out of it'.
- 5) What do you think would help young people to get out of gangs? 'Move aboard, move out of South Yorkshire, move anywhere out of the vicinity of gangs so you are safe and free'.

4. EM

- 1) How is my life different now because of covid? limited places to go out now, can't meet new people, can't meet friends that don't live round here'
- 2) What do you worry about where you live? 'Dog nappers, don't want Monty (dog) to get knicked' 'I don't really worry about anything at home'
- 3) Can you get help with your mental health when you need it? *Yep - Talk to my Mum'*
- 4) What do you think would stop young people from joining gangs? 'If they knew the consequences what would happen after'
- 5) What do you think would help young people to get out of gangs? 'don't know'

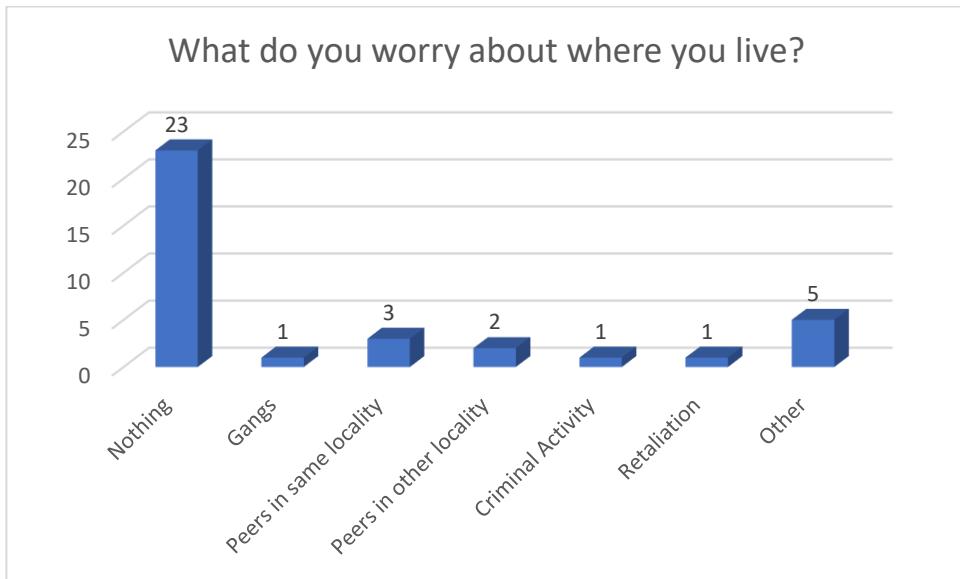
5. DC

- 1) How is my life different now because of covid? 'nothing good to do', 'boring'
- 2) What do you worry about where you live? 'out and about I worry someone random I know and have beef with would do something to me' 'at home my mum or Brothers annoying me and I retaliate'
- 3) Can you get help with your mental health when you need it? '*Yes, I would speak to my Mum'*
- 4) What do you think would stop young people from joining gangs? 'no idea - if laws were put in place that 3 or more lads on the street were searched'
- 5) What do you think would help young people to get out of gangs? 'moving out of the city'

6. JS

- 1) How is my life different now because of covid? It's boring you can't go out

- 2) What do you worry about where you live? Don't know if I will be able to stay there all the time.**



- 3) Can you get help with your mental health when you need it? Yes. I've got a woman I can ring. I have some numbers for teams that can help me if I need it there and then.**
- 4) What do you think would stop young people from joining gangs? There is no gangs in Donny**

7. HC

- 1) How is my life different now because of covid? I've got no issues with my mental Health. The only difference is that I didn't see my mates at school. I did boxing before, but haven't since it closed, but I'll go back to that. I had to wear a mask in school too, and didn't get to see people from different year groups. I want a decent day out too!**
- 2) What do you worry about where you live? I've got no worries at all in Woodlands - none at all. I have in Donny like, but that's just normal stuff, nothing at the moment though.**
- 3) Can you get help with your mental health when you need it? I'd ask school or my mum.**
- 4) What do you think would stop young people from joining gangs? There are no gangs in Donny. Doing other stuff, like boxing would stop it I suppose.**
- 5) What do you think would help young people to get out of gangs? No, if you're in it, you're in it for good.**

8. KW

- 1) How is my life different now because of covid? **It isn't, I am still wheeling and dealing. I can still see everyone that I want to.**
- 2) What do you worry about where you live? **Nothing**
- 3) Can you get help with your mental health when you need it? **Yes. I can speak to these (meaning staff) and they help me.**
- 4) What do you think would stop young people from joining gangs? **I don't know cos I'm not part of a gang.**
- 5) What do you think would help young people to get out of gangs? **Go to the local police and ask for help**

9. DL

- 1) How is my life different now because of covid? **Not many things to do**
- 2) What do you worry about where you live? **Nothing, I don't worry about anything.**
- 3) Can you get help with your mental health when you need it? **I've got no trouble with my mental health but if I needed to I can get help.**
- 4) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? **It depends who their friends are but I don't have a clue, I'm not in a gang.**

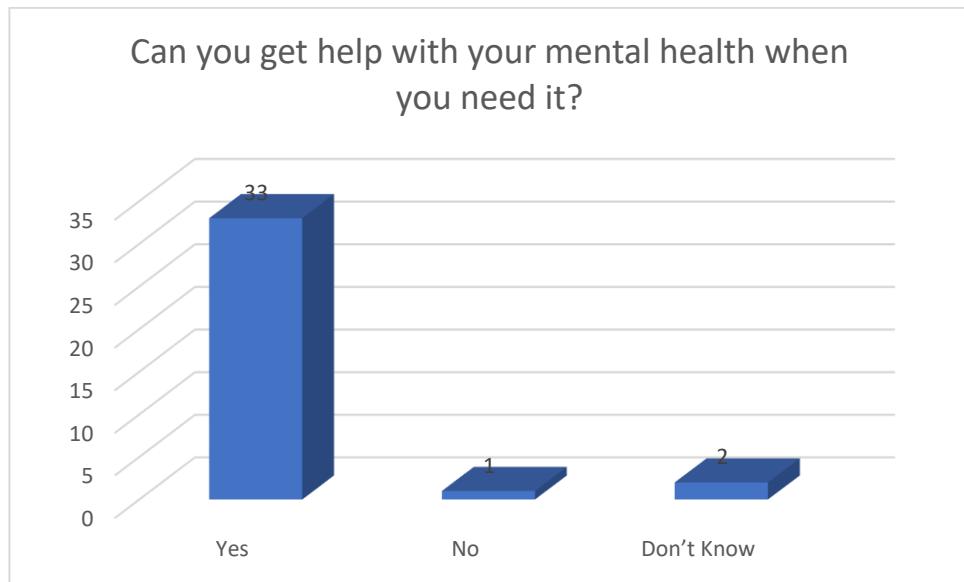
10. JB

- 1) How is my life different now because of covid? "**not changed one bit**"
- 2) What do you worry about where you live? - "**it's boring. I want to live down bottom end**"
- 3) Can you get help with your mental health when you need it? - "**yes. I can get help of anyone**"
- 4) What do you think would stop young people from joining gangs? - "**nowt**"
- 5) What do you think would help young people to get out of gangs? - "**paying them a grand a week**"

11. DJ

- 1) How is my life different now because of covid? – "**can't actually do owt**"
- 2) What do you worry about where you live? - "**nothing**"
- 3) Can you get help with your mental health when you need it? - "**yes. I got a camhs worker**"
- 4) What do you think would stop young people from joining gangs? - "**you're not going to stop that. They're not going to give a f**k until they're locked up and then they still won't give a f**k**"

- 5) What do you think would help young people to get out of gangs? - "**can't get out of it once you're in. you get tattoos and that. They will kill you if you try**"



12. LW

- 1) How is my life different now because of covid? – "**can't do anything. Had time off school. Smoke more weed cos I'm bored. Gives me something to do**"
- 2) What do you worry about where you live? - "**worry that my house gets smashed or windows getting shot through from people who are after me.**"
- 3) Can you get help with your mental health when you need it? - "**yes. Would go to my mum first**"
- 4) What do you think would stop young people from joining gangs? - "**I don't know. If you're scared to do something. Like shoot someone. If you're scared to do it then you wouldn't join a gang**"
- 5) What do you think would help young people to get out of gangs? - "**nothing. When you are in you are in and you don't get out**"

13. OW

- 1) How is my life different now because of covid? **I lost my job as a landscape garden, nothing else.**
- 2) What do you worry about where you live? **No, it is OK.**
- 3) Can you get help with your mental health when you need it? **Yes, I have worked with CAMHS in the past.**
- 4) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? – **Get a job. To get out of a gang get a job and move to a different area.**

14. TC

- 1) How is my life different now because of covid? **Not much. I can still do just about the same stuff. I still go out every day to chill**
- 2) What do you worry about where you live? **Nothing bro**
- 3) Can you get help with your mental health when you need it? **My mum and I have him from CAMHS**
- 4) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? **F**k knows, I don't know, I'm not in a gang and don't know no one who is**

15. JB

- 1) How is my life different now because of covid? – “**a lot different. Don't see parents. Have to wear masks all time. Everything virtual. Have to keep away from people. Can't play cards. Can't hug family to say goodbye. Can't see my dog”**
- 2) 2) What do you worry about where you live? - "**nothing**"
- 3) 3) Can you get help with your mental health when you need it? - "**yes. Go see camhs team**"
- 4) 4) What do you think would stop young people from joining gangs? - "**some kids join cos parent's arnt involved in their life. A kid on his own with not much money. To help stop would be activities in community. Football things. Teams onsite to talk to and go see. Things to get involved in. to have a good excuse to say no.”**
- 5) 5) What do you think would help young people to get out of gangs? - "**move them away. Take them on holiday. Try hang around with different people. Get family to show that they care about them. Give kids excuses to get away”**

16. RC

- 6) How is my life different now because of covid? **My work was affected and me and my partner got evicted out of our house because the landlord needed to move in with his family because he had lost money cause of covid. My mental health has been affected because I have had to move into my partner's mums house and I like to have my own space**
- 7) What do you worry about where you live? **No**
- 8) Can you get help with your mental health when you need it? **Yes I can speak to my partner, she helps me a lot because I have mental health problems. I use to go to NHS and CAHMS, now I would go to my GP.**
- 9) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? **Young people think they can get a lot of money. They see people with lots and money so join because of that. It's not easy to get out, I was in one until I was 17 then I got an easy way out cause I got a job. People are put under pressure to stay in them by the big drug dealers because they will say to them that they need to pay a lot of money for them to get out.**

17. BB

- 1) How is my life different now because of covid? – “**its not”**
- 2) 2) What do you worry about where you live? - "**nothing**"
- 3) 3) Can you get help with your mental health when you need it? - "**probably yes but depends whether I choose it”**

- 4) 4) What do you think would stop young people from joining gangs? - "get counsellor to do more in community. Open more s**t for young people to do. Give more opportunities to young people to earn money. Open youth clubs again"
- 5) What do you think would help young people to get out of gangs? - "cant get out of it once you're in. wish you could but you're in for life"

18. KW

- 1) How is my life different now because of covid? **It caused me family issues.**
- 2) What do you worry about where you live? **Kushty – I like me workers and the house.**
- 3) Can you get help with your mental health when you need it? **Yes, I would ask one of my workers.**
- 4) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? **Stay away from gang members and move out of Doncaster.**

19. JS

- 1) How is my life different now because of covid? **I can't go places anymore. I haven't been on holiday**
- 2) What do you worry about where you live? **Nothing**
- 3) Can you get help with your mental health when you need it? **I would tell my mum and dad and they would help me go to the doctors**
- 4) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? **Knowing the impact of what they are doing and the consequences. If they had someone to talk to like their mum or dad or a good mate**

20. WG

- 1) How is my life different now because of covid? **I Missed some school, but that was alright. I did army cadets before but now I'm out of shape (identified weight gain as result of covid)**
- 2) What do you worry about where you live? **Nothing (though mum informs me that Will does not leave the home to socialise anymore – as this was an assessment, further details are to be established regarding this.)**
- 3) Can you get help with your mental health when you need it? **I have a counsellor at school – I use it to get out of lessons**
- 4) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? **I'm lucky, I've got a motorbike and me and dad go to tracks with it – that sort of stuff.**

21. LC

- 1) How is my life different now because of covid? **Dunno, nothing's changed**
- 2) What do you worry about where you live? **Everyone is sound round here mate! Me and my bro (Lee-John) are getting on better too (issues previously)**
- 3) Can you get help with your mental health when you need it? **I talk to you don't I?**
- 4) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? **I've no idea**

22. JA

- 1) How is my life different now because of covid? **Ha, It's been mint! Loved it, seen everyone all the time – school told me I didn't have to go – so I didn't!**
- 2) What do you worry about where you live? **Nothing in Edlington – at all. I do a bit in Donny, beef with others and that, but nothing at the moment. No other worries from that list, no.**
- 3) Can you get help with your mental health when you need it? **Talk to my brother, mum and that.**
- 4) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? **Get us a proper bike track so we don't have to break onto the brickyard – that'd be mint mate**

23. EJ

- 1) How is my life different now because of covid? **Not much, did school at home but now we're back. All that mask stuff is different.**
- 2) What do you worry about where you live? **Not bad where I live, I know everyone. I had some problems with a girl from somewhere else, so town, I suppose is where I'd worry**
- 3) Can you get help with your mental health when you need it? **Don't know, I'd ask my boyfriend's mum (identified as the adult she turns to when confronted with an issue)**
- 4) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? **More to do, but I don't know what. I haven't got a clue to be honest.**

24. CC

- 1) How is my life different now because of covid? **It's not really**
- 2) What do you worry about where you live? **I don't have any worries about that**
- 3) Can you get help with your mental health when you need it? **Yeah**
- 4) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? **I don't really know**

25. RS

- 1) How is my life different now because of covid? **It's not really different, only like what it has been for everyone like got to wear a mask**
- 2) What do you worry about where you live? **Nothing**
- 3) Can you get help with your mental health when you need it? **Yes, I could ask my mum**
- 4) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? **I don't know to be honest. I'm not a part of that kind of thing and it's not really a big thing around here.**

26. LC

- 1) How is my life different now because of covid? **Can't go to places, but I can now – like the gym. Apart from that – not much. Just chilled.**
- 2) What do you worry about where you live? **Nah, not at all. There's some people (in Balby) that I don't like but we all just keep away from each other. Home is good, got no worries.**
- 3) Can you get help with your mental health when you need it? **I have my brother and family, but I'd get my mum to call the doctor I suppose.**
- 4) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? **School doesn't do anything but kick you out. I suppose giving them more help to get a job would help.**

27. SM

- 1) How is my life different now because of covid? **I cant go out and see my friends**
- 2) What do you worry about where you live? **Not really**
- 3) Can you get help with your mental health when you need it? **I don't know I've never had any issues with that**
- 4) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? **I don't really know**

28. MF

- 1) How is my life different now because of covid? '**Not being able to play out with friends'**
- 2) What do you worry about where you live? '**Not much, nothing'**
- 3) Can you get help with your mental health when you need it? '**yes – ask someone'**
- 4) What do you think would stop young people from joining gangs? '**I don't know'**
- 5) What do you think would help young people to get out of gangs? '**I don't know, ask teacher or parent for help'**

29. AL

- 1) How is my life different now because of covid? '**Nothing, same as it was before'**
- 2) What do you worry about where you live? '**nothing'**
- 3) Can you get help with your mental health when you need it? '**Yes – my mum or someone'**
- 4) What do you think would stop young people from joining gangs? '**I don't know'**
- 5) What do you think would help young people to get out of gangs? '**talk to someone'**

30. DB

- 1) How is my life different now because of covid? **It's ok, everything stayed the same**
- 2) What do you worry about where you live? **Nothing**
- 3) Can you get help with your mental health when you need it? **Yeah I'd ask my mum**

- 4) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? **I don't know why would you ask me that question?**

31. AG

- 1) How is prison life different now because of covid "**I'm not allowed out of cell as much**", "**if I wasn't on gold level I would only get 1 hour a day**".
- 2) What do you worry about whilst in custody. "**Nothing, im fine**" "**im staying off cigarettes**" "**I have no worries**"
- 3) Can you get help with your mental health when you need it "**I don't have any fears or worries**" "**I have a number in my cell for Barnardos and CAMHS, I have also been going to the Chapel on Thursdays**".
- 4) What do you think would stop young people from joining gangs? What do you think would help young people to get out of gangs? "**they do it to make a name for themselves**" "**it's their own decision**" "**explain to them warn them and give them information**"

32. AA

- 1) How is my life different now because of covid. "**Its not, I haven't got covid**". I explained that it was about how he felt the covid pandemic had affected him, he stated it "**hadn't, I still go out the same**".
- 2) What do you worry about where you live? "**No worries**".
- 3) Can you get help with your mental health when you need it "**yeah man**"
- 4) What do you think would stop young people from joining gangs? "**Why are you asking me that**" what do you think would help young people to get out of gangs? "**nothing**".

33. KG

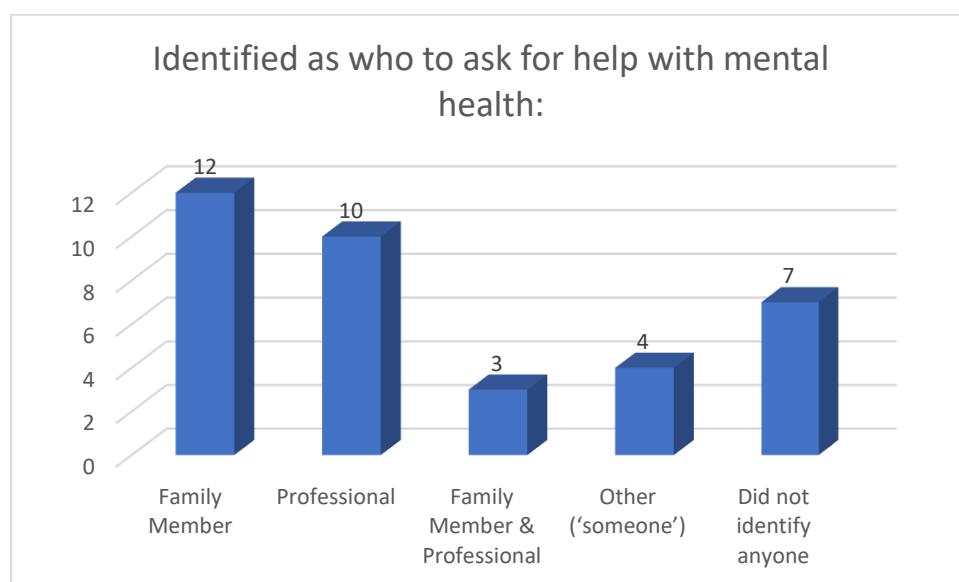
- 1) How is my life different now because of covid? "**yes work because I could have got a job working on the dog track**"
- 2) What do you worry about where you live? "**nothing**"
- 3) Can you get help with your mental health when you need it "**I know I could get it if I needed it I'm ok**"
- 4) What do you think would stop young people from joining gangs? what do you think would help young people to get out of gangs? "**if they made guns legal, thats why people join gangs to get hold of guns**", "**they do it for power and for fights**" "**they also do it for money**" "**money is the centre of everything it affects your mental health, family drug use, relationships, pets being able to get food, health it affects you being able to buy paracetamols, your feelings, your home and your friendships, although they are not true friends if they only want your money**". "**Get them jobs so they'd have money**"

34. TM

- 1) How is my life different now because of covid? **I just couldn't get to the shops and that, had to order online.**

- 2) What do you worry about where you live? **There's f*****g PSB, they don't worry me but they worry my family and try to get to them. My parents have had to move.**

- 3) Can you get help with your mental health when you need it? **I ask someone I know for help if I did.**



- 4) What do you think would help young people from getting involved in gangs/getting away from gangs once involved? **Having exciting things in your area and something to do, not to be bored. People join gangs because they don't have any money, so for somehow for them to have access to money. Join the army.**

35. CC

- 1) How is my life different now because of covid? **You can't do 'owt. It's a bit mad, init? It's a bit s**t.**

- 2) What do you worry about where you live? **The people, all the lads my age around here. I can't wait to get away from Balby**

- 3) Can you get help with your mental health when you need it? **No. I don't want to talk about it.**

- 4) What do you think would help young people from getting involved in gangs/getting away from gangs once involved? **I don't know.**

36. JL

- 1) How is my life different now because of covid? **It's different because you can't do no jobs or anything.**

- 2) What do you worry about where you live? **Nothing**

- 3) Can you get help with your mental health when you need it? **Yes, my family.**
- 4) What do you think would help young people from getting involved in gangs/getting away from gangs once involved? **Not even sure. Can't think of anything.**

APPENDIX 2

October 2020 – Feedback on Service Delivery

Review stage:

JHW

Did you find it easy to attend appointments? ‘**No**’ Why? ‘**Just talk rubbish and its boring’**

What things at YOT didn’t you like doing? ‘**All of it**’

GWG

What things in your life have got better? ‘**Work, myself like I take more care of myself. Like before YOS I didn’t care about myself, whereas now I do. My family, I make effort with them whereas in 2017 I didn’t. Friendships, I’m more friendly, it’s nice to be nice. Everything in general has got better, but those are the main ones.**’

What’s been good about coming to the YOT? ‘**I get to see how much I’ve improved and I feel like I’m bettering myself when I come here.**’

What’s been bad about coming to the YOT? Why has it been bad? ‘**Obviously it’s bad that I have to come here in the first place but it’s not that bad, I’ve learnt things by coming here.**’

KP

What things did you like about YOT? ‘**Talking to Kevin**’

What problems did YOT help you with? ‘**help me to understand the law**’

Did you find it easy to attend appointments? '**No, getting the bus and stuff was hard'**

MA

Did you find it easy to attend appointments? '**No, I live at the other side of town'**

NM

What problems did the YOT help you with? '**Quite a lot to be honest – confidence in myself'**

Did you find it easy to attend your appointments? '**Yes, because they have been phone calls and when I come in it's made when I'm not working'**

GWG

What things in your life have got better? '**Work, myself like I take more care of myself. Like before YOS I didn't care about myself, whereas now I do. My family, I make effort with them whereas in 2017 I didn't. Friendships, I'm more friendly, it's nice to be nice. Everything in general has got better, but those are the main ones.'**

What's been good about coming to YOT so far? '**I get to see how much I've improved and I feel like I'm bettering myself when I come here'**

What's been bad about coming to YOT so far? Why has it been bad? '**Obviously it's bad that I have to come here in the first place but it's not that bad, I've learnt things by coming here'**

SS

What's been good about coming to YOS so far? "**Learning a lot. Nice meeting you's. I'm happy for what you've done for me. Like to get to know new people**"

Think about the things you have been doing at the YOS. What is helping you sort out problems in your life? "**Learning more about words**"

JW

What's been good about coming to the YOS so far? '**Getting support for Cannabis use and finding a job**'

Think about the things you have been doing at the YOS. What is helping you sort out problems in your life? '**Drugs and Career**'

HH

What problems did the YOT help you with? '**Speech, trying to get me into school, not got into trouble'**

Is there anything else you would like the YOT to help you with? '**Yes the garage training/job that Leroy has mentioned'**

CH

What's been good about coming to the YOS so far? '**Getting on to cscs course**'

DS

What's been good about coming to the YOS so far? "**Getting CV done**" What things in your life have got better? **Everything really" "life at home. College. Got another bike"**

NM

What problems did the YOT help you with? '**Quite a lot to be honest - confidence in myself'**

Did you find it easy to get to your appointments? '**Yes because they have been phone calls and when I come in it's made when I'm not working'**

HT

What's been bad about coming to the YOT? Why has it been bad? '**It's a pain in the arse coming into Town all the time, I don't like it, and it's a shithole.'**

OW

What things in your life have got better? '**Behaviour and going to school.'**

What's been bad about coming to the YOT? Why has it been bad? '**Waste of time coming to Town.**'

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**I don't know, it's taught me a lesson about Court and that.**'

OB

Think about the things you have been doing at the YOS. What is helping you sort out problems in your life? '**My school has got better.**'

Do you feel listened to by your case manager? '**Yes, she is brilliant**'

End of intervention Stage:

HG

What things in your life have got better? '**I am back in school and I like it, I'm happier than before.**'

What's been good about coming to YOS? '**It helped my behaviour, it helped to talk to people'**

What helped you sort out any problems in your life? '**I apologised to teachers it was nice to know that they forgave me**'.

What other help do you think you'll need, how can YOT help you get this? '**Peer mentors, already made a referral to this**'

BJ

What things did you like about YOT? '**A lot of help with stuff, but too many appointments sometimes**'

Did you find it easy to attend your appointments? '**Yes and my YOT worker sometimes picked me up**'

What things in your life have got better? '**Me not reoffending and not getting arrested. Not getting involved in the police and being able to keep my mouth shut. Drug use has got better and I haven't done any coke, mdma, acid and pills and I have reduced my weed use. I have got accommodation now.**'

What's been good about coming to YOS? '**Teaching me good ways and how not to reoffend**'

What's been bad about coming to the YOT? '**I loved it because at the end of the day I knew where I was and and I wasn't getting into trouble. I actually loved it and when I did my reparation I wanted it to continue - I made a bird box and a baccy box.**'

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**Concentration and being able to focus. They helped me mature.**'

What other help do you think you will need? '**Anger management, Peer pressure, continue working with Jenny to get a job**'

BM

What things in your life have got better? '**I haven't got into trouble or lost my temper'**

What's been good about coming to YOT? '**I've really enjoyed it. At one point, when things were bad, I saw Danny all the time.**'

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**It was nice to have someone to talk to, who I got on with.**'

LF

What things in your life have got better? '**I am now going to a new college'**

What's been good about coming to YOT? '**Finding somewhere new to go and learn about what I want to do for a job**'

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**Talking about what I did and finding something new to do**'

Who will help you with any problems you have after you leave here? '**I can ring YOT if I have any problems or get some counselling through YOT**'

DS

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**Careers - "told me about opportunities. Did CV", substance use - "alright. Made me think a bit but already knew what she was telling me to be fair", speech and language - "easy" (Dylan agreed with report) supervision sessions - "alright...easy to talk to"**'

TL

What's been good about coming to YOT? '**DBT has helped me to think about things differently**'

DH

What's been good about coming to YOT? '**Reparation**'

What's been bad about coming to YOT? '**Getting to town and back**'

BS

What's been good about coming to YOT? '**It gives me a second chance and prevents me from getting a conviction**'

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**Talking about what could go wrong, ages and laws of sexual stuff, stopping conversations going the wrong way**'.

ES

What's been good about coming to YOT? '**Having someone different to talk to**'

JS

What things in your life have got better? '**My anger is better. I have only really kicked off twice'**

What's been good about coming to the YOT? '**Talking to you and Emma'**

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**The anger stuff has helped. I know I still get angry but not as often'**

Who will help you with any problems after you leave YOT? '**You are still going to see me'**

What other help do you need? '**Getting a job. John is coming here latter'**

LR

What things in your life have got better? '**Not sure, I've not got involved in any crime though'**

What's been good about coming to the YOT? '**It's been alright – can't think'**

JR

What's been good about coming to the YOT? '**Everyone is open'**

KL

What's been good about coming to the YOT? '**Made me keep track of days and times'**

What's been bad about coming to YOT? '**Having to come to town'**

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**Yes made me realise consequences'**

CG

What's been good about coming to the YOT? '**I feel more confident talking to adults and the thing that Steve has talked about relaxing has helped'**

What things in your life have got better? '**I have been staying out of trouble. My life has got better'**

Is there anything else you would like the YOT to help you with? '**I don't think so, another school maybe'**

MCL

What things in your life have got better? '**Know how to handle my anger'**

What's been good about coming to the YOT? '**Helping me out'**

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**Road safety course helped me'**

AR

What's been good about coming to the YOT? '**Emma has helped me get a job and other stuff'**

BM

What things in your life have got better? '**I'm in college now and have an apprenticeship! I'm so happy with it all'**

What's been good about coming to the YOT? '**Danny has been great, I wish he could still pop round!**'

What's been bad about coming to YOT? '**Nothing at all'**

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**During lockdown it was all a bit weird, so it was nice seeing Danny. He helped sort the college thing out too'**

KC

What things at YOT didn't you like doing? '**Coming to Colonnades'**

JH

What's been good about coming to the YOT? '**Helped me with school'**

TA

What's been good about coming to the YOT? '**Meeting and speaking with Steve'**
Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**Anger management has helped me a lot'**

EW

'**I found the support really helpful, being able to open up and speak about my mental health'**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**The things that are helping me out with my problems is the support of yot and my accommodation at Doncaster Foyer also my family too'**

Is there anything else you would like the YOS to help you with? '**Hopefully I want to be helped with getting into some kind of education and helping out with my anger'**

BS

What's been good about coming to YOS so far? '**Street doctors was ok an doing reparation at the boxing gym, getting support from John Jackson'**

Is there anything missing in the service? '**Would like more activities like street doctors I got to learn something from it'**

CC

What things in your life have got better? "**School - got a lot better" "My self-confidence.....I think I am more confident about myself." "Before Me kind of let my anger choose (decisions)" "Relationship with Mum and Dad, especially mum compared to this time last year"**"

What's been good about coming to the YOT? '**It's helped me, gave me opportunities'.** What's been bad about coming to the YOT? Why has it been bad? "**Nothing really just time (length)." "But in long run its better. All this time and effort I've put in, I feel better."**"

What things at the YOT didn't you like doing? '**Meeting new people. Did it help me introducing new people (workers) to you? "Yeah"**

What things did you like about being at the YOT? '**It's ok. I don't really enjoy it but it's alright'**

What problems did the YOT help you with? "**My anger... school"**

SW

What problems did the YOT help you with? '**My anger, talking about stuff'**

What things would you still like to change? '**Get a job'**

FD

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**The work we do and as I'm in education now it helps me in the future'**

TC

What's been good about coming to the YOT? '**Kept me out of trouble, Tings would have got a lot more serious'**

What's been bad about coming to the YOT? Why has it been bad? '**Nothing - YOS has been good to me'**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**CV, Job application, Jenny's action plan'**

JR

What other help do you think you will need? How can YOT help you get this? '**I am going to ask college to help me to make an application for an apprenticeship with the National grid'**

What things in your life have got better? '**I am not smoking cannabis anymore. I have passed my theory test'**

LT

What problems did the YOT help you with? '**Keeping calm'**

What things at the YOT didn't you like doing? '**Spending too long there'**

What things in your life have got better? '**I have a place at college'**

What things would you still like to change? '**Get a part time job'**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**Not sure. Talking about my future'**

TL

What things in your life have got better? '**We have moved from Thorne, I am on a training course'**

What's been good about coming to the YOT? '**DBT has helped me to think about things differently'**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**Talking with people and DBT'**

JM

Is there anything more we can do (to improve the service)? '**Make the (interview) rooms bigger, I don't like being in small rooms'**

CH

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**Careers advice - helpful. Got casks card, drugs - not really helpful**

Salts - thrash my head a bit. Proper therapist questions, hours - it was alright. Leroy made it alright by conversation, case manager - alright. Don't enjoy it but don't hate it. Text me to remind me about appointments'

KC

What's been good about coming to the YOT? '**You have tried to help me. You listen to me.**'

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**Talking has helped to keep me calm at times'**

RS

What things did you like about being at the YOT? '**If I need to say something I can say it. I can talk to you'**

DH

What's been good about coming to the YOT? '**Reparation'**

What's been bad about coming to the YOT? Why has it been bad? '**Getting to town and back'**

What problems did the YOT help you with? '**Try and stop offending'**

LF

What's been good about coming to the YOT? '**Finding something new to go to and learn about what I want to do for job'**

What things in your life have got better? '**I now go to college'**

DM

What things in your life have got better? '**I have more awareness about alcohol and all that'**

JR

What's been good about coming to the YOT? '**Somewhere I can learn to control my anger'**

AO

What things in your life have got better? '**Family relationships, my behaviour, my drug issue'**

What's been good about coming to the YOT? '**Working with you and people like Fiona. Supportive, helping me out a lot'**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**Fiona - "helped me understand better", John - "helped me get in college", Hayley - "helping me get through YOT, because you are nice", Street Doctors - "useful"**

What other help do you think you will need? How can YOT help you get this? '**John - careers advice'**

KL

What things in your life have got better? '**Been wiser with choices, have got my head screwed on'**

What's been good about coming to the YOT? '**Made me keep track of times and days'** What's been bad about coming to the YOT? Why has it been bad? '**Having to come to town'**

FD

'The education help, finding what I like doing'

RS

What's been good about coming to the YOT? '**Emma has been coming to my house during lockdown'**

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**I've been able to talk and now I can use my thinking again'**

AA

What's been good about coming to the YOT? '**I get help and support with the things I need like college'**

EW

'**I found the support really helpful, being able to open up and speak about my mental health**' Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**The things that are helping me out with my problems is the support of yot and my accommodation at Doncaster Foyer also my family too**' Is there anything else you would like the YOS to help you with? '**Hopefully I want to be helped with getting into some kind of education and helping out with my anger**'

KC

What's been good about coming to the YOT? '**You have tried to help me. You listen to me**'

What's been bad about coming to YOT? '**Coming into town centre'**

ER

As the intervention was ending, the young person was referred onto another service provider (Emma Palframan – Systemic Family therapist) to continue support as part of the exit plan, which both the young person and parent were happy with.

MH

Found it helpful meeting with John Jackson to get careers advice and working with her YOS mentor has been very successful.

OW

'I felt listened to by my case manager'

HB

Parents felt that the HB having a mentor had been a positive influence, having support from the case manager at meetings with professionals was really appreciated.

KL

Think about the things you have been doing at the YOS. What helped you sort out problems in your life? '**Talking to John (case manager)**'

What's been good about coming to the YOT? '**Helped me stop absconding and getting into trouble with police'**

BH

What's been good about coming to the YOT? '**Learnt stuff**' what things in your life have got better? '**School'**

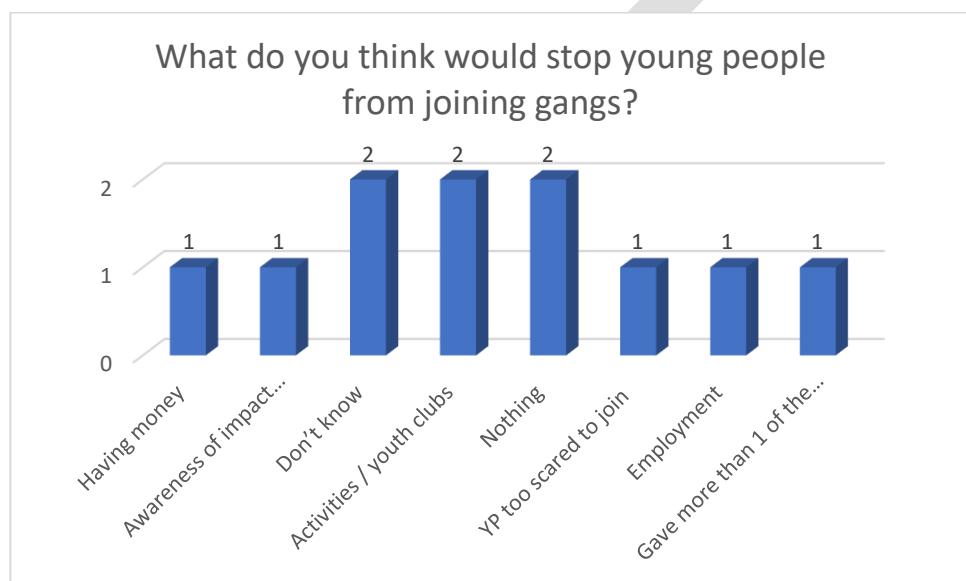
MJ

Have any things in your life got worse? If yes, what? '**I've gotta take different routes all over Balby'**

What's been bad about coming to the YOT? Why has it been bad? '**It's not bad because it stopped me getting a caution'**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**Nothing to be honest'**

Who will help you with any problems you have after you leave here? '**Nobody I only help myself**'



BB

What things in your life have got better? '**Cut down cannabis use'**

What's been good about coming to the YOT? '**Learning about the consequences'**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**Going to project 3'**

I know where I can get help in the future if I need it? '**Yes**'

GW

What things in your life have got better? '**Going to school full time, no more social care involvement'**

JB

What's been good about coming to the YOT? '**Working with the horses at Askern'**

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**The advice I have been given from Steve'**

BH-

What's been good about coming to the YOT? '**For someone to help me with my problems'**

RB

What's been bad about coming to the YOT? Why has it been bad? '**Sometimes it can be boring'**

JG

What's been bad about coming to the YOT? Why has it been bad? '**It hasn't been bad it's helped me'**

OW-

What's been good about coming to the YOT? '**It has been good it's helped me at school'**

HG

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**I apologised to the teachers, its nice now they have forgiven me' 'I am happier than before'** what other help do you think you will need? How can YOT help you get this? '**Peer mentor**'

BS

What's been good about coming to the YOT? '**It gives me a second chance and stops me getting a conviction'**

ES

What's been good about coming to the YOT? '**Someone different to talk to'**

MCL

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**Road safety course helped me'**

KP

Did you find it easy to get to your appointments? '**Yes, I am at engage training and it is over the road'**

LC

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**Talking about things when they've gone wrong'** What things in your life have got better? '**School is good now'**

RP

What things in your life have got better? '**I know I need help in school, because of the meeting we had (screening)**'

BM

What's been good about coming to the YOT? '**I've really enjoyed it. At one point, when things were bad, I saw Danny all the time.'**

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**It was nice to have someone to talk to, who I got on with.'**

KW

What's been good about coming to the YOT? '**Good relationship with Steve. We don't fallout. I think that there was one time but that was nothing to do with Steve I was just in a really bad mood that day.**'

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**We have looked at ways of keeping control of my temper and being able to relax.**'

RP

What things in your life have got better? '**I know I need help in school because of the meeting we had' (screening)**

What's been good about coming to the YOT? '**Yeah, enjoyed the meetings with you (case manager) – it's been alright**'

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**I was gonna smack someone but thought of what Danny said about what would happen, so there's that**'

BS

What's been good about coming to YOT? '**Street doctors was ok and reparation at the boxing gym. Getting support from John Jackson'**

Who will help you with any problems after you leave here? '**Dad, John Jackson and Emma Mckinstrey said I can contact her**'

What other help do you think you will need? '**Nothing Emma and John have been helping me look for jobs**'

AO

What things in your life have got better? '**Family relationships, my behaviour, my drug issue**'

What's been good about coming to the YOT? '**Working with you and people like Fiona. Supportive, helping me out a lot**'

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**Fiona - "helped me understand better", John - "helped me get in college", Hayley - "helping me get through YOT, because you are nice", Street Doctors - "useful"**'

AB

What's been good about coming to the YOT? '**It was fine, no problems at all)**

AW

What things in your life have got better? '**Getting into less trouble, and I now have a school sorted out'**

What's been good about coming to the YOT? '**I and Danny (case manager) got on well'**

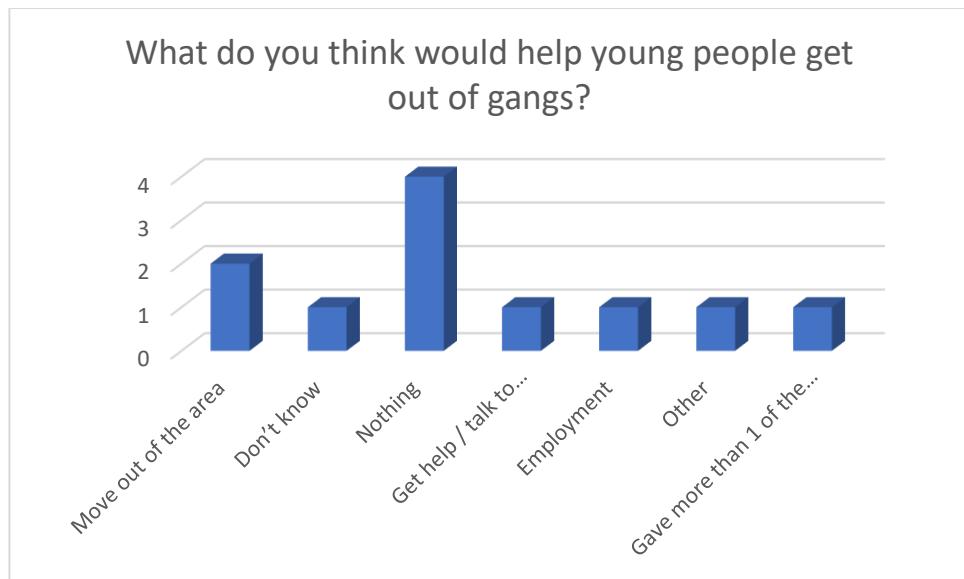
Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**They helped me with education stuff**'

GM

What's been good about coming to the YOT? '**Going to the horse place'**

What's been bad about coming to the YOT? '**Having to get up early'**

What other help do you think you will need? '**Money, education'**



BM

What's been good about coming to the YOT? '**I've really enjoyed it. At one point, when things were bad, I saw Danny all the time.**'

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**It was nice to have someone to talk to, who I got on with.**'

RP

What things in your life have got better? '**Everything, relationship with mum and dad, they trust me more, College is going better**'

What's been good about coming to the YOT? '**Whenever I felt I can't do it, they check in with me**'

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**Just thinking the right way, telling me how things can get better, telling me about opportunities**'

JK

What things in your life have got better? '**Got a CV, I've started going to school now working towards my GCSE's**'

What's been good about coming to the YOT? '**Meeting Becky and all of the above supporting with school and being a positive influence**'

SO

Think about the things you have been doing at the YOS. What helped you sort out any problems in your life? '**Thinking about how I have upset people.**'

What's been bad about coming to the YOT? Why has it been bad? '**Speaking with that Kate and those square things, they did my head in**'

JM

Is there anything more we can do (to improve the service)? '**Make the (interview) rooms bigger, I don't like being in small rooms**'

DM

What things in your life have got better? '**Nothing was really bad, I have more awareness about alcohol and all that'**

What's been good about coming to the YOT? '**Learning about alcohol awareness, I've learnt a lot'**

What's been bad about coming to YOT? Why has it been bad? '**It hasn't been bad'**

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**The alcohol awareness and learning about units and all that'**

EG

What's been good about coming to the YOT? '**It was alright and better than I thought it would be, I thought it would be boring'**

What's been bad about coming to YOT? '**Nothing, everything was ok'**

OW

What things in your life have got better? '**At school things have got better'**

What's been good about coming to the YOT? '**It has been good because it helped me at school'**

JG

What's been good about coming to the YOT? '**Talking to my worker'**

What's been bad about coming to YOT? '**It hasn't been bad it's helped me'**

RB

What's been good about coming to the YOT? '**Spending time with people who have changed my life'**

What things have got better in your life? '**I have changed into a total different person and I see my mum a lot more'**

What other help do you think you will need? How can the YOT help you get this? '**Communication is good'**

BH

What's been good about coming to YOT? '**For someone to help me with my problems'**

Think about the things you have been doing at YOT, what helped you sort any problems in your life? '**Talking'**

GL

What's been good about coming to YOT? '**Talking to people and interacting with them and attending Street Doctors, I now know first aid'**

Service delivery feedback: December 2020**Statutory****Final Self-Assessment**

JJS

What's been bad about coming to the YOT? '**Nothing all positive vibes**'
Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**Getting National Insurance number**'

Prevention

Final Self-Assessment:

LJ

What things in your life have got better? '**I can start a new school and meet new friends'**

What's been good about coming to the YOT? '**It has helped me understand the dangers of knives and what kind of people should be my friends'**

YOS Feedback form

CH

1. Did (case manager name) tell you in a way you could understand, why you were working with YOS? **Yes I was informed all the way**
2. Did you understand what would happen if you didn't come to appointments or work with YOS? **Yes, Danny told me**
3. Which people did you see from YOS? **Just Danny**
4. Did you understand what their jobs were? **Yes I think so**
5. How did people from YOS treat you? **Good, no problems**
6. Did the YOS do what they said they would in your Plan? **Yes, everything**
7. Do you feel you had a say in what went into your Plan? **Yes**
8. Do you think the right things went into your Plan? **Yes**
9. Were you told that you could read the assessment YOS had written about you? **Yes**
10. Was there anything else that could have helped you? This could be an activity or help with something specific. **No**
11. What did YOS do well? **Danny was informative and really nice, he always explained everything to me and made sure I knew the consequences of everything**
12. What could YOS do better? **No not at all**

Service delivery feedback: November 2020

Statutory

Review Self-Assessment

RB

What things in your life have got better? '**Nothing really - where I am staying is better'**

Have any things in your life got worse? '**No**'

Is there anything else you would like the YOT to help you with? '**Yes I want to get some help with getting my own place'**

TC

What things in your life have got better? '**Me and mum are getting on better'**

Have any things in your life got worse? '**School. I am not going cos they only give me an hour a day'**

What things would you like to change? '**Dunno'**

What's been good about coming to the YOT so far? '**Nothings been good but its ok'**

What's been bad about coming to the YOT so far? '**Nothing'**

Think about the things you have been doing at the YOT. What is helping you sort out problems in your life? '**I am looking at my emotions'**

Final Self-Assessment:

KP

What's been good about coming to the YOT? '**You have helped me to think about things differently'**

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**Talking with Kevin about relationships. I am not getting angry so often. I try to think about what I am doing now'**

RO

What things in your life have got better? '**Focused with career'**

What's been good about coming to the YOT? '**Getting plenty of help and support'**

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**I'm not sure'**

What other help do you need? How can this YOT help you get this? '**I'm not sure'**

JB

What things in your life have got better? '**Don't get in trouble as much'**

What's been good about coming to the YOT? '**Going on bike rides with John'**

YOS Feedback form

RO

Do you feel you had a say in what went into your Contract/Plan? '**I can't remember anyone writing a contract in front of me but I remember being told what different things could be put into it'**

Did someone tell you in a way you could understand, why you were working with YOS? '**Yes, Emma explained everything to me'**

How did you find Youth Court? '**It is what it is, to be honest I can't remember because it was a long time ago but when you are there you aren't really thinking about what's happening at that moment you are thinking about what's going to be happening the next day or 2 days ahead.'**

Do you feel you had a say in what went into your Contract/Plan? '**I can't remember anyone writing a contract in front of me but I remember being told what different things could be put into it'**

Did the YOS do what they said they would in your Contract/Plan? '**Yes, Emma did everything she said she would'**

How did people from YOS treat you? '**Always treated me good'**

What did YOS do well? '**They have helped me and helped me get through it (referral order) easily'**

Prevention

Final Self-Assessment:

RC

What things in your life have got better? '**Relationships, stopped smoking weed, attitude'**

What's been good about coming to the YOT? '**Very helpful and understanding'**

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**Motivation and someone that understands your problems'**

NCJ

What things in your life have got better? '**I'm back home. Better bond with mom. At college'**

What's been good about coming to the YOT? '**Could just talk to someone when needed'**

YOS Feedback form

RM

13. Did someone tell you in a way you could understand, why you were working with YOS? **Yes**
14. Did you understand what would happen if you didn't come to appointments or work with YOS? **Yes**
15. Were you told that you could read the assessment YOS had written about you? **Yes**
16. Do you feel you had a say in what went into your Plan? **No**
17. Did the YOS do what they said they would in your Plan? **Yes**
18. Do you think the right things went into your Plan? **Yes**
19. Was there anything else that could have helped you? This could be an activity or help with something specific. **No**
20. How did people from YOS treat you? **Good, I felt listened to and I could talk to Steve James if I wanted to**
21. What did YOS do well? **I don't know**
22. What could YOS do better? **Nothing**

MC

1. Did someone tell you in a way you could understand, why you were working with YOS? **Yes**
2. Did you understand what would happen if you didn't come to appointments or work with YOS? **No**
3. Do you feel you had a say in what went into your Plan? **Yes**
4. Did the YOS do what they said they would in your Plan? **Yes**
5. Do you think the right things went into your Plan? **Yes**
6. Did the things that went into your Plan help you? **Yes**
7. Was there anything else that could have helped you? This could be an activity or help with something specific. **No**
8. What did YOS do well? **Don't know**
9. What could YOS do better? **Nothing**

LS

1. Did someone tell you in a way you could understand, why you were working with YOS? **Yes**
2. Did you understand what would happen if you didn't come to appointments or work with YOS? **Yes**
3. Do you feel you had a say in what went into your Plan? **Yes**
4. Do you think the right things went into your Plan? **Yes**
5. Did the YOS do what they said they would in your Plan? **Yes**
6. Were you told that you could read the assessment YOS had written about you? **I can't remember**
7. Was there anything else that could have helped you? This could be an activity or help with something specific. **No**
8. How did people from YOS treat you? **They treated me very good**
9. What did YOS do well? **I thought the way that they worked with me was very good and I liked going out with my mentor**
10. What could YOS do better? **No**

RC

1. Did (case manager name) tell you in a way you could understand, why you were working with YOS? **'Yes'**
2. Did you understand what would happen if you didn't come to appointments or work with YOS? **Yes**
3. Which people did you see from YOS? **Emma**
4. Did you understand what their jobs were? **Yes**
5. How did people from YOS treat you? **Good, Emma was really helpful**
6. Did the YOS do what they said they would in your Plan? **Yes**
7. Do you feel you had a say in what went into your Plan? **Yes**
8. Do you think the right things went into your Plan? **Yes**
9. Were you told that you could read the assessment YOS had written about you? **Can't remember**
10. Was there anything else that could have helped you? This could be an activity or help with something specific. **No**
11. What did YOS do well? **Was helpful and I could talk to Emma**
12. What could YOS do better? **Nothing**

Service delivery feedback: February 2021

Statutory

LC

Message of thanks from parent to Emma Ackroyd and Martin Clayton: "Both me and Lewis can't thank you enough for all you have done u have been absolutely amazing u all have but you and Martin have done so much for us as a family and helped keep my boy on the right track its now down to him to keep on going thank u again you really are one amazing person go above and beyond all the time"

Review Self-Assessment

DC

What things did you like about being at the YOT? '**Help with a college course'**
What problems did the YOT help you with? '**College'**
What things at the YOT didn't you like doing? '**Nothing'**

KC

What problems did YOT help you with? '**Anger'**
What things at the YOT didn't you like doing? '**Talking'**

Final Self-Assessment

RP

What things did you like about being at YOT? '**Support'**
What things at the YOT didn't you like doing? '**Not picking up horse shit, but it's better than being in jail'**
What things in your life have got better? '**I don't think about doing bad behaviour'**
What's been good about coming to YOT? '**The support'**
Who will help you with any problems you have after you leave here? '**Myself, Jenny'**

GWG

What do you think the difference will be between YOT and Probation? '**I'm not sure, I feel like they're going to be, I dunno, I'm gonna have to speak to them more because in the past 2-3 days, I've had to speak to her (Probation) 2 or 3 times and I've got to phone her tomorrow.'**

What is it that you are worried about? '**I dunno I'm used to talking to you (YOS Case Manager) and speaking to you'**

YOS Feedback form

GWG

1. Did someone tell you in a way you could understand, why you were working with YOS? **Yes**
2. Did you understand what would happen if you didn't come to appointments or work with YOS? **Yes**
3. How did you find Youth Court? **Ok**
4. Were you told that you could read the assessment YOS had written about you? **Yes**
5. Which people did you see from YOS? **Emma Ackroyd**
6. Did you understand what their jobs were? **Yes**
7. Do you feel you had a say in what went into your Contract/Plan? **Yes**
8. Do you think the right things went into your Contract/Plan? **Yes**
9. Did the YOS do what they said they would in your Contract/Plan? **Yes**
10. Was there anything else that could have helped you? This could be an activity or help with something specific. **No**
11. How did people from YOS treat you? **Amazing**
12. What did YOS do well? **Everything**
13. What could YOS do better? **Nothing**

Prevention

Final Self-Assessment:

RJ

What things in your life have got better? **Not really**
Have any things in your life got worse? **Not really**
What helped you sort out any problems in your life? **Not sure**
I worry about what might happen after I finish with YOT? **No**
I know where I can get help if I need it in the future? **Yes**

KG

What things in your life have got better? **Moving to Leeds**

Have any things got worse? **No**

What's been good about coming to the YOT? **Talking to Emma**

What's been bad about coming to the YOT? **It's been good learnt a few things**

Think about the things you have been doing at the YOT. What has helped you sort any problems in your life? **The fact about working with Fiona about my drug use and stopping when I work**

I worry about what might happen after I finish with YOT? **No**

I know where I can get help if I need it in the future? **Yes**

YOS Feedback form

JR

23. Did (case manager name) tell you in a way you could understand, why you were working with YOS? **Yes they did but I already understood why I was working with them**
24. Did you understand what would happen if you didn't come to appointments or work with YOS? **Yes they did**
25. Which people did you see from YOS? **Steve Johnson and Kevin Haynes**
26. Did you understand what their jobs were? **Yes**
27. How did people from YOS treat you? **Ok, really good actually. They already knew my situation so adjusted the approach they took with me**
28. Were you told that you could read the assessment YOS had written about you? **No, but I think what was in it was covered in one of the sessions**
29. Do you feel you had a say in what went into your Plan? **I can't remember but knowing how I am I would probably have had a say in it**
30. Did the YOS do what they said they would in your Plan? **Yeah they did most of it but because I spent some time out of Doncaster and Covid-19 we couldn't do some of the sessions**
31. What did YOS do well? **I thought they were great in dealing with it all and they recognised that I had made a mistake and was remorseful and so their approach was adjusted to me.**
32. What could YOS do better? **Nothing**
33. Was there anything else that could have helped you? This could be an activity or help with something specific. **No, everything I asked for I got**

Service delivery feedback: January 2021

Statutory

Review Self-Assessment

LR

What things did you like about being at YOT? '**It's all been ok'**

What problems did YOT help you with? '**All of them'**

Did you find it easy to get to your appointments? '**Yes, everyone's doing home visits'**

Final Self-Assessment

KW

What things have got better in your life? '**Loads of things are better. I am back at home. I have not been arrested for ages. My temper is loads better. I still have a temper and I might feel like throwing my phone. Back then I would have thrown it and then I would have jumped on it just to make sure.'**

What's been good about coming to YOT? '**Good relationship with Steve. We don't fallout. I think that there was one time but that was nothing to do with Steve I was just in a really bad mood that day.**'

Think about the things you have been doing at YOT. What helped you sort out any problems in your life? '**We have looked at ways of keeping control of my temper and being able to relax.**'

SW

What problems did the YOT help you with? **My anger, talking about stuff**

What things at YOT didn't you like doing? **All of it**

What things in your life have got better? **Not in trouble**

What been bad about coming to YOT? **Coming to appointments**

Think about the things you have been doing at YOT. What helped you sort out any problems in your life? **Anger, trying to find a job**

Who will help you with any problems you have after you leave here? **Me and my mum**

What other help do you think you will need? How can YOT help you get this? **Aware of support from John Jackson and referral to job centre**

YJT Feedback form

KW

14. Did someone tell you in a way you could understand, why you were working with YOS? **Yes**

15. Did you understand what would happen if you didn't come to appointments or work with YOS? **Yes**

16. How did you find Youth Court? **Can't really remember but I had been in the [police] cells all weekend and had to go to court on my own. No one from the care placement came and they didn't tell my dad.**

17. Which people did you see from YOS? **Steve Johnson and Jenny Cox**

18. Did you understand what their jobs were? **Yes**

19. How did people from YOS treat you? **Alright**

20. Were you told that you could read the assessment YOS had written about you? **Yes**

21. Do you feel you had a say in what went into your Contract/Plan? **Yes**
22. Did the YOS do what they said they would in your Contract/Plan? **Yes**
23. Was there anything else that could have helped you? This could be an activity or help with something specific. **No**
24. What did YOS do well? **I liked Steve**
25. What could YOS do better? **Nothing**

Prevention

Final Self-Assessment:

MG

What things have got better in your life? '**Behaviour, hair and beauty course'**

What things have been good about coming to the YOT? '**Took me to cirque'**

AM

What's been good about coming to the YOT? '**Learning about bullying and how it effects the victim'**

What's been bad about coming to the YOT? '**Nothing'**

Think about the things you have been doing at the YOT. What helped you sort out any problems in your life? '**Learning about positive and negative friendship groups, learning about bullying and the effects on the victim'**

YJT Feedback form

MG

Did someone tell you in a way you could understand, why you were working with YOS?

Yes she (Case manager) did

Did you understand what would happen if you didn't come to appointments or work with YOS? **No**

How did people from YOS treat you? **Hayley was really nice and helped me with everything**

Do you feel you had a say in what went into your Plan? **Yeah, I told Hayley what I wanted to do and she suggested the course that I'm now doing**

Do you think the right things went into your Plan? **Yeah, I'm doing my hair and beauty course now**

What did YOS do well? **Everything, Hayley was really helpful**

OB

34. Did (case manager name) tell you in a way you could understand, why you were working with YOS? '**Yeah Hayley explained why I had to see her and what her job was'**
35. Did you understand what would happen if you didn't come to appointments or work with YOS? '**She might have done but I can't remember**'
36. Which people did you see from YOS? '**I saw Kevin Hynes and John Clements'**
37. Did you understand what their jobs were? '**Yes I did**'
38. How did people from YOS treat you? '**Good, I felt like they treated me like they would any other kid that they were working with**'
39. Did the YOS do what they said they would in your Plan? '**Yes**'

40. Do you feel you had a say in what went into your Plan? '**Yes I was happy with it**'
41. Do you think the right things went into your Plan? '**Yes I got the help and support I needed**'
42. Were you told that you could read the assessment YOS had written about you? '**I cant remember, probably**'
43. Was there anything else that could have helped you? This could be an activity or help with something specific. '**No**'
44. What did YOS do well? '**Kevin and Hayley were really helpful. Kevin helped me to talk about my feelings and made me feel ok about doing that. I had a lot of appointments with Hayley that I needed as it kept me busy and she took me scuba diving which was great. John helped me find a boxing club and once it reopens I want to go back.**
45. What could YOS do better? '**Nothing**'

Service delivery feedback: March 2021

Statutory

Review Self-Assessment

SM

What things in your life have got better? '**Not getting into trouble, Engage training has given me something to do'**

Have any things in your life got worse? '**Not really no'**

Think about the things that you have been doing at YOT. What is helping you sort out problems in your life? '**Not needed any help'**

Is there anything else you would like the YOT to help you with? '**Not really'**

CC

What things in your life have got better? '**I haven't been smoking as much weed because I am doing a diary and a chart. It's helping me to reduce'**

Have any things in your life got worse? '**I don't know'**

What things would you still like to change? '**I'd like a job. If I had a job it would get my head straight'**

What's been good about coming to the YOT so far? '**The help I've got of you'**

Think about the things that you have been doing at YOT. What is helping you sort out problems in your life? '**Fiona and you've been a big help as well and Steve has been a big help a lot.'**

Is there anything else you would like the YOT to help you with? '**I don't even know'**

BB

What things in your life have got better? '**I don't think they have to be honest, I'm not going to lie**'

Have any things in your life got worse? '**No**'

What things would you still like to change? '**Nothing I can think off**'

What's been good about coming to the YOT so far? '**Got to see my mum without being locked up**'

Think about the things that you have been doing at YOT. What is helping you sort out problems in your life? **Jenny trying to sort cscs card out for me**
Is there anything else you would like the YOT to help you with? **Not what I can think off**

Final Self-Assessment

RB

Think about the things that you have been doing at the YOT. What helped you sort out any problems in your life? **'Don't know'**

I worry about what might happen after I finish at the YOT? **'No'**

I know where to get help if I need it in the future? **'Yes'**

Who will help you with any problems you have after you leave here? **'No one'**

What other help do you think you will need? How can this YOT help you get this? **'Don't know'**

IP

What things did you like about being at the YOT? **I got a lot of help with College and that**

What problems did YOT help you with? **I don't know**

What things at the YOT didn't you like doing? **Waking up early to do my reparation hours**

Did you find it easy to get to your appointments? **Yes** Why? **Home visits were easy but getting up early for working hours wasn't**

What things in your life have got better? **I've been doing college unit covid made it shut but I might be starting a new college course again**

Whats been good about coming to the YOT? **People helping me**

Think about the things that you have been doing at the YOT. What helped you sort out any problems in your life? **Talking to Emma has helped me sort out problems in my life**

I worry about what might happen after I finish at the YOT? **Sometimes**

I know where I can get help in the future? **Yes**

Who will help you with any problems you have after you leave here? **I can still have voluntary support from Emma and Jenny for six months when my order ends**

KC

What problems did the YOT help you with? **Anger, thinking and behaviour**

What do you think the difference will be between YOT and probation? **New worker, all different**

Are you worried about moving from YOT to probation? **Yes** What is it you are worried about? **Anxious about the transition, have been working well with Steve at Doncaster YJS and would like it to stay the same**

Would you like to know more about what happens when you move to Probation? **Yes**

What would you like to know? **What will happen**

JS

What things in your life have got better? **I have managed to realise that carrying a knife is not the reason for protection and will get me into trouble**

Have any things in your life got worse? **Nothing else apart from my mental health**

What's been good about coming to the YOT? **Support and advice**

Think about the things that you have been doing at the YOT. What helped you sort out any problems in your life? **Helped get in touch with CAMHS, helped get into education**

Who will help you with any problems when you leave here? **Usually my family helps give me good advice, CAMHS also**

Prevention

Final Self-Assessment:

TB

What things in your life have got better? **I have not assaulted anybody since John has worked with me**

Have any things in your life got worse? **No**

What's been good about coming to the YOT? **I have not been in trouble with the police**

Think about the things that you have been doing at the YOT. What helped you sort out any problems in your life? **Ways of me dealing with difficult situations instead of hitting people**

I worry about what might happen after I finish at the YOT? **No**

I know where I can get help in the future? **Yes**

Who will help you with any problems when you leave here? **Mum and Dad**

What other help do you think you will need? **Already got other help**

PARENT SELF ASSESSMENT

has the support given to you or your child help you as a parent – **yes**

If yes, please state what you found helpful – **"advice from Jean very helpful in ways to soothe Lewis rather than being angry. Also keeps me calm. After yous have been here Lewis is a lot more calmer in the house. I think Lewis feels he's finally been listened to and getting help "**

Has there been any change in your child's behaviour - **"yes"**

If yes what is different? - **"Calmer in the house. Seems to understand us more now with learnt how to talk to him from Kate"**

what do you feel as helped your child the most during their time with the YOT?
- **"Diagnosis of DLD"**

What you feel has been less helpful? – **"Nothing everything what everybody's done has been amazing"**

I feel a bit worried about what might happen when my child finishes the yot? - **"Yes. But not now that I know you can carry on working voluntary for six-month "**

Do you think the yot has provided your child with services and help he needed? – **"Yes and more so"**

Would you like more information about other services that could help you or your child - "**I think where okay at the moment**"

SELF ASSESSMENT

What things your life have got better? - "**Mum listens to me more. I'm getting the help I need**"

what's been good about coming to the yot? -

Kate - SALTS - "found I had DLD"

Claire Walker - letter of explanation – "good because it is now over and done with"

Fiona - "good she is helping me get off drugs"

Hayley - "good. Helped me with a lot of things. And took me to Maci's and got me laptop"

Jodie - WISC - "can't remember"

Giles - "tested me for dyslexia"

What's been bad about coming to the yot? Why has it been bad? - "**Gets too much sometimes having to meet new people each week. When I have to meet new people or go new places it sets my anxiety off but I know everyone now so it's okay**"

Think about the things you have been doing at the yot. What is helping you sort out problems in your life? - "**Fiona is helping with drugs anxiety and sleeping**" "**good having people to talk to, who listens**"

is there anything else you would like the yot to help you with? - "**No**"



Doncaster Council

Report

Date: 24th June 2021

To the Chair and Members of the Overview and Scrutiny Management Committee

NEIGHBOURHOOD PLANNING – Adoption ‘Making’ of the Edenthorpe Neighbourhood Development Plan

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Mayor Ros Jones Councillor Nigel Ball	Edenthorpe and Kirk Sandall.	No

EXECUTIVE SUMMARY

1. Neighbourhood Planning was introduced by the Localism Act (2011). It gave Town/Parish Councils and communities the power to write their own plans and take more control of planning for their areas.
2. Edenthorpe Parish Council have produced a Neighbourhood Plan for their Parish boundary area. Following a successful independent examination, a Referendum relating to the adoption of the Edenthorpe Neighbourhood Plan was due to be held on Thursday 19 March 2020. The Referendum was postponed due to the outbreak of Covid-19, with the re-arranged Referendum taking place instead on Thursday 6 May 2021.
3. In accordance with Section 38A of the Planning and Compulsory Purchase Act 2004 (as amended) the Council is required to ‘make’ (adopt it as part of the Development Plan) a Neighbourhood Plan following a successful referendum. The amended Neighbourhood Planning Regulations also now require Local Authorities to ‘make’ (adopt) a Neighbourhood Plan within 8 weeks of the date of the referendum.
4. The Development Plan for the borough is a Full Council function so the adoption of Neighbourhood Plans as part of the Development Plan must be considered by Full Council.

EXEMPT REPORT

5. Not exempt.

RECOMMENDATIONS

6. It is recommended that:

Members of the OSMC are asked to receive the Edenthorpe Neighbourhood Plan prior to its formal adoption by Council as part of the statutory development plan for the borough.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

7. Neighbourhood Plans are a key component of the Government's Localism agenda and allow local communities to influence and take more control of decisions around planning in their areas. Producing a Neighbourhood Plan has advantages over other kinds of plans because it enables communities to take a lead in their own neighbourhoods in producing part of the statutory development plan for the area. Where there is a Town/Parish Council that is the qualifying body for producing a Neighbourhood Plan, the Parish/Town Council may choose to put together a steering or working group of community representatives to assist with the process. Plans must be consulted on with the community before being independently examined. Ultimately the decision to endorse the plan is via referendum of the community within the plan's area.

BACKGROUND

8. The Localism Act (2011) allows for local communities to prepare plans and strategies for development in their area called Neighbourhood Plans. The Plans must go through a number of stages as set out in the Neighbourhood Planning Regulations 2012 (as amended) before they can be adopted (called 'made' in the legislation) and Doncaster Council has a statutory duty to advise and assist during the preparation of a Plan, as well as fulfil certain requirements along the way in order to comply with the Regulations. There are currently 11 Neighbourhood Plans for the Borough; 5 adopted (Tickhill and Burghwallis November 2016, Edlington July 2018, Armthorpe November 2018 and Bawtry September 2019) with Edenthorpe now having reached the final stage of the process, adoption (being 'made'), and 5 others in preparation or under consultation (Sprotbrough, Rossington, Auckley, Thorne-Moorends, and Stainforth).
9. Once adopted a Neighbourhood Plan forms part of the statutory development plan and sits alongside the currently adopted Doncaster Core Strategy (adopted May 2012) Unitary Development Plan (adopted July 1998) and the emerging Local Plan (Main Modifications stage as at spring 2021 with anticipated adoption summer 2021). Any planning applications submitted in the Edenthorpe Parish must be determined in accordance with the Development Plan including the appropriate Neighbourhood Plan.
10. There are a number of legally prescribed stages that need to be undertaken in preparing a Neighbourhood Plan:
 - designation of the area (in this case Edenthorpe had the designated area as their parish boundary);
 - publication of the draft Plan;
 - submission of the Plan to the Local Planning Authority;
 - examination by an independent examiner; and
 - referendum

Where a Neighbourhood Plan is subject to a successful referendum (where more than half of those voting have voted in favour of the plan), and the Local Planning Authority is satisfied that EU and human rights obligations have been met, it is a requirement to ‘make’ the Plan and adopt it as part of the Development Plan. The referendum results for the Edenthorpe Neighbourhood Plan are set out below, which was successful at referendum.

11. **Edenthorpe:** The question asked in the referendum was, “Do you want Doncaster Metropolitan Borough Council to use the Neighbourhood Plan for Edenthorpe to help it decide planning applications in the neighbourhood area?”

The number of votes cast in favour of a ‘Yes’ – 950

The number of votes cast in favour of a ‘No’ – 190

Votes cast – 1163

Ballot papers rejected - 23

Electorate – 3922

Turnout – 29.65%

OPTIONS CONSIDERED

12. It is considered that there is only one realistic option available, which is option A:

Option A (recommended):

- Adopt the Edenthorpe Neighbourhood Plan as part of the statutory development plan for the borough.

Option B (not recommended):

- Do not adopt the Edenthorpe Neighbourhood Plan.

REASONS FOR RECOMMENDED OPTION

13. In accordance with Section 38A of the Planning and Compulsory Purchase Act 2004 (as amended) the Council is required to ‘make’ a Neighbourhood Plans following a successful referendum and providing the Local Planning Authority (LPA) is satisfied that EU and human rights obligations (the basic conditions) have been met.
14. The Neighbourhood Plan was successful at referendum and in the opinion of the Local Planning Authority it has met the basic conditions, so in accordance with the Act, the Neighbourhood Plan should now be adopted as part of the Development Plan for Doncaster and be used for determining planning applications in the Edenthorpe Parish area alongside national and other local planning policy.

IMPACT ON THE COUNCIL’S KEY OUTCOMES

15. Neighbourhood Plans have been identified as potentially impacting on the Council’s following key outcomes:

Outcomes	Implications
Doncaster Working: Our vision is for more people to be able to pursue their ambitions	Neighbourhood Plans provide the opportunity to work with

<p>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>Town/Parish Councils and local communities to help them influence and take more ownership of local decisions around Planning and development. Up-to-date policies in Local and Neighbourhood Plans provides certainty for developers and investors.</p>
<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	<p>Gives Town/Parish Councils and local residents another means to influence the development of where they live.</p>
<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>N/A</p>
<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>Neighbourhood Plans can focus on the individual characteristics of their local area.</p>
<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents 	<p>Neighbourhood Plans enable Town and Parish Councils to take more ownership of, and influence, Planning decisions for their areas, including protecting and enhancing their locally important assets.</p>

<ul style="list-style-type: none"> • 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

16. The Local Planning Authority (LPA) has a duty to support Parish/Town Councils in the development of Neighbourhood Plans and to oversee the process (including the referendum) making sure the Plans meet the required legal tests and EU obligations (called the basic conditions). In the opinion of the Local Planning Authority, the Edenthorpe Neighbourhood Plan has met the basic conditions and been successful at referendum, as such the Council will be in breach of its statutory duty under the Town and County Planning Act 1990 if the Plan is not adopted.

LEGAL IMPLICATIONS: [Officer: SC Date: 18/05/2021]

17. In accordance with section 38A (4) of the Planning and Compulsory Purchase Act 2004 the Council is legally obliged to formally adopt a Neighbourhood Plan which has been through a successful referendum (the majority of those voting must agree to it), provided that the Local Planning Authority is satisfied that it does not breach, nor would it otherwise be incompatible with, any EU obligation or any of the Convention rights (within the meaning of the Human Rights Act 1998).
18. Following the adoption of the plan, the Council has to comply with publicity requirements as set out in section 38A (9) and (10) Planning and Compulsory Purchase Act 2004 (as amended) and Regulations 19 and 20 of the Neighbourhood Planning (General) Regulations 2012 (as amended). The Council must publish a Decision Statement which sets out its reasons for the decision to formally adopt the Neighbourhood Plan, publish the Neighbourhood Plan and Decision Statement on its website and send a copy of the Decision Statement to Edenthorpe Parish Council and anyone who asked to be notified of the decision. A hard copy should also be made available for inspection (i.e. at a local library).
19. If the Neighbourhood Plan is formally adopted by the Council it then forms part of the borough's Development Plan and will be taken into consideration when determining planning applications within the parish of Edenthorpe.

FINANCIAL IMPLICATIONS [Officer: BC 18/05/2021]

20. There are no direct financial implications associated with the formal adoption of Edenthorpe Neighbourhood Plan. The Council also received Neighbourhood Planning Grant from MHCLG to assist with the administration costs of the process.
21. For information, the Government recently consulted on changes to the Community Infrastructure Levy, including for it to be replaced with a new Infrastructure Levy. However, at the time of drafting, it should be noted that if the Community Infrastructure Levy is introduced in Doncaster based on the current system, then communities with neighbourhood plans in place will

benefit from 25% of the revenues arising from developments in their area, with the remainder being available to the wider infrastructure requirements of Doncaster Council's whole area. Currently the law is clear that S106 monies received by Doncaster Council must be spent on infrastructure requirements that have arisen directly as a result of a new development taking place.

HUMAN RESOURCES IMPLICATIONS [Officer: KJ Date: 11/05/2021]

22. There are no direct HR Implications in relation to this report and the proposal to introduce the Edenthorpe Neighbourhood Development Plan.

TECHNOLOGY IMPLICATIONS [Officer: PW Date: 11/05/2021]

23. There are no anticipated technology implications associated with this decision.

HEALTH IMPLICATIONS [Officer: CT Date: 19.05.21]

24. Neighbourhoods are places where people live, work, and play and have a sense of belonging. The design of a neighbourhood can contribute to the health and well-being of the people living there. Several aspects of neighbourhood design (walkability and mixed land use) can also maximise opportunities for social engagement and active travel; it can also influence individual physical activity levels, travel patterns, social connectivity, mental and physical health outcomes.
25. Public Health has worked closely with Edenthorpe Parish Council during the development of the Plan and this is reflected within the document. Each section has been underpinned by policy to ensure future development of the area recognises the importance a well-designed neighbourhood has on the health and wellbeing of the residents.
26. Public Health supports the recommendation to adopt the Neighbourhood Plan.

EQUALITY IMPLICATIONS [Officer: TH Date: 07/05/2021]

27. Planning applications for new developments in Edenthorpe will be determined in accordance with the policies in the appropriate Neighbourhood Plan that have been developed in consultation with the local community. The Plan has subsequently been examined by an independent examiner and modified in accordance with their recommendations to ensure that they meet all the required legal tests.

CONSULTATION

28. All Neighbourhood Plans are subject to consultation at various stages of their preparation. For example, a pre-draft Plan is submitted and consulted on for initial comments, the Draft plan is subject to formal consultation for a minimum of 6 weeks before being formally submitted to Doncaster Council. The LPA are then required to carry out its own consultation on the plan before it can be submitted to the independent examination stage. Allowing ample opportunity for input and influence from any interested stakeholder as well as statutory consultees to make comment on. The responsibility for consultation lies with the Town Council, the LPA recommend that Ward

members, MP's and other stakeholders are consulted during the development of the Neighbourhood Plan.

29. The Neighbourhood Plan is examined by an independent examiner and must be accompanied by a Consultation Statement demonstrating that the legal requirements of consultation have been met. Ultimately, the Neighbourhood Plan is voted for by the local community at a referendum hence the importance that the community are engaged with the plan from an early stage

BACKGROUND PAPERS

30. The following links provide a copy of the Edenthorpe Neighbourhood Plan, further background information in respect to the consultations and statutory stages, the Neighbourhood Planning Regulations and the National Planning Practice Guidance.

Edenthorpe Neighbourhood Development Plan (MODIFIED)

<https://www.doncaster.gov.uk/services/the-council-democracy/edenthorpe-neighbourhood-planning-referendum>

Edenthorpe Neighbourhood Plan website

<https://www.doncaster.gov.uk/services/planning/edenthorpe-neighbourhood-development-plan>

Neighbourhood Planning (General) Regulations 2012

<http://www.legislation.gov.uk/uksi/2012/637/contents/made>

Neighbourhood Planning (General) (Amendment) Regulations 2015

<http://www.legislation.gov.uk/uksi/2015/20/contents/made>

The Neighbourhood Planning (General) and Development Management Procedure (Amendment) Regulations 2016

http://www.legislation.gov.uk/uksi/2016/873/pdfs/uksi_20160873_en.pdf

National Planning Practice Guidance: Neighbourhood Plans

<http://planningguidance.communities.gov.uk/blog/guidance/neighbourhood-planning/>

National Planning Policy Framework (2019)

www.gov.uk/government/publications/national-planning-policy-framework--2

Planning and Compulsory Purchase Act 2004

<http://www.legislation.gov.uk/ukpga/2004/5/contents>

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Director of Economy and Environment



Doncaster Council

24th June, 2021

**To the Chair and Members of the
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE**

OVERVIEW AND SCRUTINY WORK PLAN 2021/22

Relevant Cabinet Member(s)	Wards Affected	Key Decision
The Mayor	All	None

EXECUTIVE SUMMARY

1. The Committee is asked to agree an overview and scrutiny work programme for 2021/22.

EXEMPT REPORT

2. This report is not exempt.

RECOMMENDATIONS

3. The Committee is asked to:

- Approve the 2021/22 Overview and Scrutiny work programme - latest draft attached in Appendix A.
- Consider the Council's Forward Plan of key decisions attached at Appendix B; and
- Ratify the Terms of Reference of the Joint Health Overview and Scrutiny Committee (South Yorkshire, Nottinghamshire and Derbyshire in Appendix C).
- Note the appointment of the Joint Health Overview and Scrutiny Committee (South Yorkshire, Nottinghamshire and Derbyshire).

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. Regular review of the Overview and Scrutiny work plan enables the Committee to ensure it remains relevant and is responding to important issues for citizens and the borough. The work plan update helps support

openness, transparency and accountability as it summarises outcomes from overview and scrutiny activities. Citizens are able to contribute to the work of overview and scrutiny by attending meetings or contributing to reviews.

BACKGROUND

5. Overview and Scrutiny has a number of key roles, which focus on:
 - Reviewing decisions made by the Executive of the Council;
 - Policy development and review;
 - Monitoring performance (both service indicators and financial); and
 - Considering issues of wider public concern.
6. Overview and Scrutiny Management Committee (OSMC) manages the work programmes for itself and the standing Panels except the Health and Adult Social Care Panel that manages its own work programme primarily because it has statutory responsibilities relating to Health Scrutiny.
7. The Panels endeavor to deliver a more outcome focused Scrutiny function concentrating on delivering evidence based recommendations whilst OSMC focus on effective Scrutiny and performance monitoring and co-ordination of the wider Overview and Scrutiny activities.
8. The statutory responsibilities that Overview and Scrutiny must undertake include an annual review of the Community Safety Partnership, consultation on budget and policy framework issues and health scrutiny issues.
9. OSMC and the standing Panels held work planning sessions during June 2021 with a view to identifying a small number of review topics. A copy of the draft work plan is attached in Appendix A.
10. In drafting its future work programme, the Committee will need to take account of the capacity of the Committee and the Panels to consider additional issues that may arise during the course of the year.
11. The Committee will also need to ensure that it manages and co-ordinates the work of the Panels to ensure there is an even balance across the Scrutiny function, key issues are being considered and Chairs receive the advice and support to deliver their work plans. Scrutiny Chairs are asked to regularly report back to the Committee on the progress of their reviews.

Council's Forward Plan of Key Decisions

12. Attached at Appendix B is the Council's Forward Plan of key decisions for consideration by the Committee.

Monitoring the Work Programme

13. An updated version of the work plan will be regularly presented to OSMC for consideration and this will include copies of correspondence and briefings in relation to recommendations resulting from Scrutiny Panel reviews. In this way Members will be able to see more clearly the progress and impact being made. The work of OSMC and the Panels will be reported annually to full

Council and the progress of the standing Panels will be reported to OSMC where appropriate and to the Chairs and Vice Chairs Liaison Group.

Joint Health Overview and Scrutiny Committee for South Yorkshire and Derbyshire (JHOSC)

14. The Joint, Health, Overview and Scrutiny Committee for South Yorkshire, Nottinghamshire and Derbyshire (JHOSC) is a collaborative of six clinical commissioning groups (CCGs) and the NHS England across South Yorkshire, Derby and North Derbyshire. The Membership is as follows:
 - Barnsley • Rotherham
 - Doncaster • Derbyshire
 - Sheffield • Nottinghamshire
15. The Chair of Health and Adult Social Care Overview and Scrutiny Panel was appointed by Full Council on the 21st May 2021 as a representative on the JHOSC and Councillor Ransome was appointed as the agreed substitute, their appointments will be in place until the Annual Council Meeting in 2022.
16. The Committee is therefore asked to ratify the attached Terms of Reference (in Appendix C) and note the appointments of the JHOSC for 2021/22.

Partnership Links

17. The Committee and Panels are asked to continue maintaining an overview and understanding of partnership activities. As the delivery of Borough priorities rely on a partnership approach, the Panels are requested to make the necessary arrangements to secure links with relevant partnership bodies. This could include regular updates from the partnership body or Council representative. Information on Team Doncaster is also accessible through Twitter and the Team Doncaster website <http://www.teamdoncaster.org.uk>. It is suggested that a flexible approach to working with the partnership will enable the identification of future work plan issues and help ensure Members gain a greater awareness of partnership activity.

OPTIONS CONSIDERED AND REASONS

18. There are no specific options to consider within this report as it provides an opportunity for the Committee to agree its work plan for 2021/22.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

- 19.

	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	The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and policy development through robust recommendations,

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

	<p>community assets and strengths</p> <ul style="list-style-type: none"> • Working with our partners and residents to provide effective leadership and governance 	
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RISKS AND ASSUMPTIONS

20. To maximise the effectiveness of the Overview and Scrutiny function it is important that the work plan is manageable and that it accurately reflects the broad range of issues within its remit. Failure to achieve this can reduce the overall impact of the function. National research has identified that over ambitious work plans that include too many items are a common cause of frustration for Scrutiny Members as they fail to achieve any outcomes. The work plan will continue to be reviewed at each ordinary meeting and officers will advise on the capacity available to undertake any additional work. This provides an opportunity to ensure work plans can be regularly monitored and reviewed.

LEGAL IMPLICATIONS (Officer Initials: NC, Date: 2/6/21)

21. The Council's Constitution states that subject to matters being referred to it by the Full Council, or the Executive and any timetables laid down by those bodies, Overview and Scrutiny Management Committee (and its Panels) will determine its own Work Programme (Overview and Scrutiny Procedure Rules Rule 6a). Specific legal implications and advice will be provided as required on matters brought to the Committee and Panels.

FINANCIAL IMPLICATIONS (MS 03/06/21)

22. There are no specific financial implications attached to this report.

HUMAN RESOURCES (KM 02/06/2021)

23. There are no specific Human Resource (HR) implications related to the contents of this report. There may be HR implications relating to specific elements on the work plan but these will be highlighted in the relevant reports at the appropriate time.

TECHNOLOGY IMPLICATIONS (PW 02/06/21)

24. There are no specific technology implications in relation to this report.

HEALTH IMPLICATIONS (RS 02/06/21)

25. The Overview and Scrutiny Management Committee can perform a key role in the council's adoption of a health in all policies approach. All areas of the Overview and Scrutiny work plan can impact on health and it is important that the health implications of each item are considered separately given that 20% of what contributes to health is from clinical care, 30% from healthy behaviours, 40% from socio-economic factors and 10% from the built environment.

EQUALITY IMPLICATIONS (CR 02/06/21)

26. This report provides an overview on the work programme and there are no significant equality implications associated with the report. Within its programme of work Overview and Scrutiny gives due consideration to the extent to which the Council has complied with its Public Equality Duty and given due regard to the need to eliminate discrimination, promote equality of opportunity and foster good relations between different communities.

CONSULTATION

27. During June 2021, OSMC and the standing Panels held work planning sessions to identify issues for consideration during 2021/22.

BACKGROUND PAPERS

28. Agenda, guidance and draft work plan produced following Overview and Scrutiny work planning events held during June 2021.

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**Debbie Hogg
Director of Corporate Resources**

Please note dates of meetings/rooms/support may change

OVERVIEW & SCRUTINY WORK PLAN 2021/22

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
May		Friday 4th June, 2021 at 3.30pm			
		Work Planning Meeting			
June	Thurs 3rd June 2021 at 10am		Tues 15th June 2021 at 10am	Wed 9th June 2021 at 10.30am	Monday 7th June 2021 at 2pm
	Work Planning Meeting		Work Planning Meeting	Work Planning Meeting	Work Planning Meeting
	Thurs 24th June 2021 at 10am				
July	<ul style="list-style-type: none"> • Qtrly Finance & Performance Report – Qtr 4 (c) <ul style="list-style-type: none"> ◦ DMBC ◦ SLHD ◦ DCST • Youth Justice Plan (c) • Edenthorpe Neighbourhood plan (c) 				
	Thursday 8th July 2021 at 10am – Briefing session <ul style="list-style-type: none"> • Commissioning • Local Plan – TBC – maybe requires and Extraordinary in August 	Thursday 1st July 2021 at 10amv- briefing session	Thurs 22nd July 2021 at 4.30pm Cancelled Briefing meeting to be arranged		Wednesday 28th July 2021 at 10am <ul style="list-style-type: none"> • Domestic Abuse Strategy • Sustainability / Environmental Strategy update and next steps – 111 actions and maximising funding

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Please note dates of meetings/rooms/support may change

		on local communities becoming healthier.			
Aug	Date TBC				
	Local Plan Borough Strategy 2030 (Well-being Doncaster)				
Sept	Thurs 9th Sept 2021 at 10am	Thurs 30th Sept 2021 at 10am	Thurs 16th Sept 2021 at 4.30pm		
	<ul style="list-style-type: none"> • Qtrly Finance & Performance Report – Qtr 1 <ul style="list-style-type: none"> ◦ DMBc ◦ SLHD ◦ DCST • Compliments and Complaints 	Changes to NHS working (ICS - White Paper) and what this will mean for the Borough's residents (timing TBC)			
Oct	Thurs 7th Oct 2021 at 10am			Wed 13th Oct 2021 at 10am	Monday 11th October at 10am
				<ul style="list-style-type: none"> • Social Housing Post Covid easing restrictions – consequences of rehousing people in temporary accommodation 	<ul style="list-style-type: none"> • Community Safety Strategy • Flood Planning Preparation
Nov	Thurs 4th Nov 2021 at 10am	Monday 22nd Nov 2021 at 1.30pm			
Jan 2022		<ul style="list-style-type: none"> • Winter Planning • Update from Doncaster and Bassetlaw Teaching Hospitals 			

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Please note dates of meetings/rooms/support may change

	Thurs 2nd Dec 2021 at 10am		Thurs 9th Dec 2021 at 4.30pm		
Dec	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 2 (c) <ul style="list-style-type: none"> ○ DMBc ○ SLHD ○ DCST 		<ul style="list-style-type: none"> Doncaster Children's Safeguarding Partnership Annual Report Children and Young People's Plan 		
Jan	Thurs 27th Jan 2022 at 10am	Monday 31st Jan 2022 at 1.30pm			
Feb	Thurs 3rd Feb 2022 at 10am				Wed 9th Feb 2022 at 10am
					Crime and Disorder Committee – theme TBC (Police Resources)
	Thurs 24th Feb 2022 at 10am				
March	Thurs 31st March 2021 at 10am	Thurs 3rd March 2022 at 10am	Thurs 17th March 2022 at 4.30pm	Wed 9th March 2022 at 10am	
	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 3 <ul style="list-style-type: none"> ○ DMBc ○ SLHD ○ DCST 	<ul style="list-style-type: none"> Public Health report – link with the implications of long Covid 			
Page 219 Apr					

Please note dates of meetings/rooms/support may change

May					

POSSIBLE ISSUES FOR FUTURE CONSIDERATION OR TO BE SCHEDULED					
	Quarter 4 Performance OSMC 23rd June, 2022	Adult Safeguarding Report 2022 (date TBC)	<p>Themes:</p> <p>Theme: Participation and Engagement, setting the context and the priorities for the year.</p> <p>Theme: Children's Social Care (DCST).</p> <p>Theme: Education & Skills – to include results</p> <p>Theme: School Organisational.</p> <p>Theme: Sufficiency</p> <p>Reports to include comparators and best practices with comparisons to like authorities.</p>	<p>Town Centre and the Borough's Markets - post Covid easing restrictions – impact on town centre footfall, transportation, Market (invitations to organisations that run the Markets) (timing TBC)</p>	Environment Strategy strands eg. Moorland management, tree planting and carbon emissions
Page 220	Impact of Brexit on housing improvements – building materials and maintenance timeframes (TBC – difficult to provide full picture at time of	Joint Regional Health (JHOSC) – as required Chair only to attend	<p>Following issues to be fed into the above themes:</p> <ul style="list-style-type: none"> • Transition of young disabled adults to adulthood; 	Impact of Brexit on housing improvements – building materials and maintenance timeframes (TBC – difficult to provide full picture at time of	Social Alliance

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Please note dates of meetings/rooms/support may change

	work planning – link with R and H)		<ul style="list-style-type: none"> • Early Years; • Covid theme – impact of children being home schooled; • Domestic Abuse (Youth Council/Young Advisors) • Young people's mental health and resilience • Post 16 employment and education • SEND and Health Plans 	work planning possibly – link with OSMC)	
	Localities	Part 1 - CQC Inspection and Regulation Update – Doncaster Care Quality including inspection ratings. Covid impact and how care providers have risen to the challenge Part 2 - CQC possible part two - Chief Nurse CCG – NHS settings		Local Plan, Environment Strategy and neighbourhood plans - relationship and how they support corporate priorities (timing TBC)	Veterans – specific area to be discussed further
Page 221		Children's Mental Health (TBC) possible input from CYP Panel		Employment and business opportunities following Covid easing (invitation to DWP) (timing TBC)	Environmental Improvement Plan (timing TBC)
				Waterdale regeneration and links to the town centre and CQC (invitation to	Green Space and Parks Champion – Briefing note update timing TBC

Please note dates of meetings/rooms/support may change

				partners/owners of Waterdale area) (timing TBC)	
BRIEFING NOTES					
		Adult Safeguarding Annual report 2021 to be circulated		Housing Allocations Policy	
		Substantial Variation – Update on merger Scawthorpe/Bentley		Preston Model - towns and cities transforming community wealth building	
				City Status Bid	

DONCASTER METROPOLITAN BOROUGH COUNCIL **FORWARD PLAN FOR THE PERIOD 1ST JULY 2021 TO 31ST OCTOBER 2021**

The Forward Plan sets out details of all Key Decisions expected to be taken during the next four months by either the Cabinet collectively, The Mayor, Deputy Mayor, Portfolio Holders or Officers and is updated and republished each month.

A Key Decision is an executive decision which is likely:-

- (a) to result in the Local Authority incurring expenditure which is, or the making of savings which are, significant having regard to the Local Authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the Local Authority;
- (c) any decision related to the approval or variation of the Policy and budget Framework that is reserved to the Full Council.

The level of expenditure/savings which this Authority has adopted as being financially significant are (a) in the case of the revenue budget, gross full-year effect of £250,000 or more b) in the case of capital budget, £1,000,000 or more in respect of a single project or otherwise across one financial year.or the decision has a significant impact on 2 or more wards.

Please note in addition to the documents identified in the plan, other documents relevant to a decision may be submitted to the Decision Maker. Details of any additional documents submitted can be obtained from the Contact Officer listed against each decision identified in this plan.

In respect of exempt items, if you would like to make written representations as to why a report should be considered in public, please send these to the contact officer responsible for that particular decision. Unless otherwise stated, representations should be made at least 14 days before the expected date of the decision.

KEY

Those items in **BOLD** are **NEW**

Those items in **ITALICS** have been **RESCHEDULED** following issue
of the last plan

MEMBERS OF THE CABINET

Cabinet Member For:

Mayor - Ros Jones

Deputy Mayor - Councillor Glyn Jones

Councillor Lani-Mae Ball

Councillor Nigel Ball

Councillor Joe Blackham

Councillor Rachael Blake

Councillor Phil Cole

Councillor Mark Houlbrook

Councillor Jane Nightingale

Councillor Andrea Robinson

- Budget and Policy
- Housing and Business

Education, Skills and Young People

- Public Health, Leisure, Culture and Planning

- Highways, Infrastructure and Enforcement

- Children's Social Care, Communities and Equalities

Finance

- Sustainability and Waste

- Corporate Resources.

Adult Social Care

Some Decisions listed in the Forward Plan are to be taken by Full Council

Members of the Full Council are:-

Councillors Nick Allen, Bob Anderson, Duncan Anderson, Lani-Mae Ball, Nigel Ball, Daniel Barwell Iris Beech, Joe Blackham, Rachael Blake, Nigel Cannings Glenn Bluff, Laura Bluff, Bev Chapman, James Church, Gemma Cobby, Phil Cole, Jane Cox, Steve Cox, Linda Curran, Amiee Dickson, Susan Durant, Sue Farmer, Sean Gibbons, Julie Grace, Martin Greenhalgh, John Healy, Leanne Hempshall, Charlie Hogarth, Mark Houlbrook, Debbie Hutchinson, Barry Johnson, Glyn Jones, R. Allan Jones, Ros Jones, Jake Kearsley Majid Khan, Jane Kidd, Sue Knowles, Sophie Liu, Tracey Moran, John Mounsey, Emma Muddiman-Rawlins Tim Needham, David Nevett, Jane Nightingale, Thomas Noon, Ian Pearson, Andy Pickering, Cynthia Ransome, Rob Reid, Andrea Robinson, Dave Shaw, Glynis Smith, Sarah Smith, Gary Stapleton, and Austen White

WHEN DECISION IS EXPECTED TO BE TAKEN	KEY DECISION TO BE TAKEN	RELEVANT CABINET MEMBER	DECISION TO BE TAKEN BY	CONTACT OFFICER(S)	DOCUMENTS TO BE CONSIDERED BY DECISION MAKER	REASON FOR EXEMPTION – LOCAL GOVERNMENT ACT 1972 SCHEDULE 12A
7 Jul 2021	To accept and allocate COVID control monies 2021/22	Councillor Nigel Ball, Portfolio Holder for Public Health, Leisure, Culture and Planning	Cabinet	Dr Rupert Suckling, Director of Public Health rupert.suckling@doncaster.gov.uk		Open
7 Jul 2021	Approval to submit business cases and enter into a funding agreement with Sheffield City Region to draw down funding for the delivery of schemes associated with the Active Travel Fund	Councillor Joe Blackham, Portfolio Holder for Highways, Infrastructure and Enforcement	Cabinet	Kerry Perruzza, Senior Transport Planner Kerry.Perruzza@doncaster.gov.uk		Open
7 Jul 2021	To give approval to enter into the funding agreement with Sheffield City Region to draw down Capability Funding to deliver the Capability Active Travel programme.	Councillor Joe Blackham, Portfolio Holder for Highways, Infrastructure and Enforcement	Cabinet	Kerry Perruzza, Senior Transport Planner Kerry.Perruzza@doncaster.gov.uk		Open

15 Jul 2021	To approve the Youth Justice Plan 2021/22.	Councillor Lani-Mae Ball, Portfolio Holder for Education, Skills and Young People	Cabinet, Council	Andy Hood, Head of Service, Doncaster Youth Offending Youth Service andy.hood@dcstrust.co.uk		Open
11 Aug 2021	To approve Domestic Abuse Strategy 2021-2024.	Councillor Rachael Blake, Portfolio Holder for Children's Social Care, Communities and Equalities	Cabinet	Karen Shooter, Domestic Abuse Strategic Lead Karen.shooter@doncaster.gov.uk		Open
8 Sep 2021	Quarter 1 2021-22 Finance and Performance Report	Mayor Ros Jones	Cabinet	Matthew, Smith, Head of Financial Management Tel: 01302-737663 matthew.smith@doncaster.gov.uk		Open
8 Sep 2021	St Leger Homes Performance Report 2021/22 Quarter 1.	Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Business.	Cabinet	Julie Crook Tel: 01302 862705		Open

8 Sep 2021	DCST Quarter 1 Finance & Performance Report.	Councillor Rachael Blake, Portfolio Holder for Children's Social Care, Communities and Equalities	Cabinet	Rob Moore, Director of Corporate Services and Company Secretary rob.moore@dcstrust.co.uk	Open
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Terms of Reference for the South Yorkshire, Derbyshire and Nottinghamshire Joint Health Overview and Scrutiny Committee

The South Yorkshire, Derbyshire and Nottinghamshire Joint Health Overview and Scrutiny Committee is a joint committee appointed under Regulation 30 of the Local Authority (Public Health, Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013/218 and is authorised to discharge the following health overview and scrutiny functions of the authority (in accordance with regulations issued under Section 244 National Health Service Act 2006) in relation to health service reconfigurations or any health service related issues covering this geographical footprint:

- a) To review and scrutinise any matter relating to the planning, provision and operation of the health service in its area, pursuant to Regulation 21 of the Local Authority (Public Health, Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.
- b) To make reports and recommendations on any matter it has reviewed or scrutinised, and request responses to the same pursuant to Regulation 22 of the Local Authority (Public Health, Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.
- c) To comment on, make recommendations about, or report to the Secretary of State in writing about proposals in respect of which a relevant NHS body or a relevant health service provider is required to consult, pursuant to Regulation 23 of the Local Authority (Public Health, Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013. Each Local Authority retains the power of referral to the Secretary of State of any proposed “substantial variation” of service, unless the power has been delegated to the JHOSC by that Local Authority in accordance with their local constitution. No Local Authority has made such a delegation and so this power is not exercisable by the JHOSC.
- d) To require a relevant NHS body or relevant health service provider to provide such information about the planning, provision and operation of the health service in its area as may be reasonably required in order to discharge its relevant functions, pursuant to Regulation 26 of the Local Authority (Public Health, Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.
- e) To require any member or employee of a relevant NHS body or relevant health service provider to attend meetings to answer such questions as appear to be necessary for discharging its relevant functions, pursuant to Regulation

27 of the Local Authority (Public Health, Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.

Principles

- The purpose of the committee is to ensure that the needs of local people are an integral part of the delivery and development of health services across this geographical footprint.
- The committee's aim is to ensure service configuration achieves better clinical outcomes and patient experience.
- As new NHS work streams and potential service reconfigurations emerge, the JHOSC will determine whether it is appropriate for the committee to jointly scrutinise the proposals under development. Each local authority reserves the right to consider issues at a local level.
- All Members, officers, members of the public and patient representatives involved in improving health and health services through this scrutiny committee will be treated with courtesy and respect at all times.

Membership

- The Joint Committee shall be made up of six (non-executive) members, one from each of the constituent authorities.
- A constituent authority may appoint a substitute to attend in the place of the named member on the Joint Committee who will have voting rights in place of the absent member.
- Quorum for meetings of the Joint Committee will be three members from local authorities directly affected by the proposals under consideration.

The 6 Committee Member Authorities are:

Barnsley MBC
Derbyshire County Council
Doncaster MBC
Nottinghamshire County Council
Rotherham MBC
Sheffield City Council

Covering NHS England and the following 6 NHS Clinical Commissioning Groups (CCGs):

Barnsley CCG
Bassetlaw CCG
Doncaster CCG
Derby and Derbyshire CCG
Rotherham CCG
Sheffield CCG

Working Arrangements:

- The Committee will meet on an ad-hoc basis as topics require scrutiny.
- The Committee will agree the hosting and chairing arrangements. Meetings will take place in the Town Hall of the local authority hosting the meeting.
- Agenda, minutes and committee papers will be published on the websites of all the local authorities 5 working days before the meeting.
- There is a standing agenda item for public questions at every meeting. Time allocated for this will be at the discretion of the Chair.
- Members of the public are encouraged to submit their questions 3 working days in advance of the meeting to enable Committee Members time to consider issues raised and provide an appropriate response at the meeting.
- The Committee will identify and invite the appropriate NHS witnesses to attend meetings.

Last updated October 2020

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