



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: Council Chamber - Civic Office

Date: Thursday, 9th September, 2021

Time: 10.00 am

PLEASE NOTE: Due to 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 the Governance team on telephone 01302 734941 or 735682 to request a place, no later than 12 noon on 7th September, 2021. Please note that the pre-booked places will be allocated on a 'first come, first served' basis and once pre-booked capacity has been reached there will be no further public admittance to the meeting. For those who are attending the meeting, please bring a face covering, unless you are exempt.

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Damian Allen
Chief Executive

Issued on: Wednesday 1 September 2021

Governance Officer for this meeting

Caroline Martin
Tel: 01302 734941

Items for Discussion:

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 meetings of the Overview and Scrutiny Management Committee held on the 4th February 2021 and the 24th June 2021.
(Pages 1 - 18)
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. 2021/2022 - Quarter 1 Finance and Performance Improvement Report
(Pages 19 - 68)
7. St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update 2021/2022 Quarter 1 (Q1) (Pages 69 - 82)
8. Performance Challenge of Doncaster Children's Services Trust Quarter 1, 2021/22 (Pages 83 - 110)
9. Complaints and Compliments Annual Report 2020/21 (Pages 111 - 152)
10. Overview and Scrutiny Work Plan 2021/22 and the Council's Forward Plan of Key Decisions (Pages 153 - 162)

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Chair – Councillor Jane Kidd
Vice-Chair – 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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Public Document Pack Agenda Item 4

DONCASTER METROPOLITAN BOROUGH COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 4TH FEBRUARY, 2021

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held by MICROSOFT TEAMS - VIRTUAL MEETING on THURSDAY, 4TH FEBRUARY, 2021 at 10.00 AM

PRESENT:

Chair - Jane Kidd

Councillors Andrea Robinson, Neil Gethin, Richard Jones, Majid Khan

Co-optee: Bernadette Nesbitt

Other Councillors: Linda Curran, Frank Tyas, Nigel Cannings, David Nevett,

ALSO IN ATTENDANCE:

DMBC:

Riana Nelson - Director of Learning, Opportunities and Skills

Leanne Hornsby - Assistant Director, Education, Skills, Culture and Heritage

Peter Lowe - Senior Policy & Insight Manager

Danielle Adams - Policy & Insight Manager

		<u>ACTION</u>
1	<u>APOLOGIES FOR ABSENCE.</u>	
	Apologies for absence were received from Councillors Susan Durrant, Mark Houlbrook, John Healy and the Co-optee John Hoare.	
2	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	None	
3	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations of interest made.	
4	<u>PUBLIC STATEMENTS.</u>	
	There were no public statements made.	
5	<u>EDUCATION AND SKILLS 2030 STRATEGY</u>	

The Panel received a presentation on the 2030 Education and Skills Strategy.

The presentation reminded Members of;

- The vision for the strategy
- Priorities
- Principles
- The approach
- Alignment with the Borough Strategy
- Format and Audience

Following the presentation, Members asked a number of questions as addressed under the following headings;

Covid-19 – It was recognised that as a result of the pandemic, there would need to be flexibility and a level of adjustment built into the implementation plan, concern was raised over how much the strategy would need to alter.

It was explained to Members that the pandemic resulted in an opportunity for the strategy to be means-tested and reassurance was provided that its contents were still relevant. It was noted that the pandemic had highlighted inequalities within our society and that additional investment was needed for the provisions currently in place.

Concern was raised about Early Years and the impact Covid had on young children and their education (as well as young people taking exams during the lockdown period).

Assurances were provided and it was explained that underneath the overarching priorities, were more comprehensive plans including Early Year's provision and how it would be moved forward. It was noted that in some areas, Covid had improved family engagement, with Family Hubs seeing increased registrations and being able to provide a virtual offer to families. It was commented on that Early Years settings remained open throughout the crisis and continued to offer high quality services.

It was highlighted that Covid may have been a catalyst for an accelerated change, and that opportunities had been presented that may remain for the future.

Linkages to Economy – Members stressed the importance of engaging businesses both locally and nationally to support skills development and training. It was confirmed that there was a net deficit of people moving out of Doncaster for work and acknowledged that there was a need to provide the right economic and industry mix to retain skilled individuals within the borough. The Panel was assured that under the Inclusive Growth Strategy, the economic mix was changing. It was continued that monitoring would take place as part of

the strategy's implementation stage and that organisations would be encouraged to offer quality jobs.

Education and Training – It was recognised that the strategy presented opportunities in improving outcomes within the existing system as well as through a transformation of Doncaster's broader education and skills system. Members commented on the benefits of being able to educate and access higher skilled jobs within the Borough.

Members were advised that the strategy aimed to ensure that children and adult learners were prepared for the opportunities around them in the community. It was explained that embedded within the strategy were development plans for four Centres of Excellence, with openings already in engineering and adult social care, and these centres should harness those too. It was continued that support staff currently working in post were to be included and consideration would be given of how they could be supported to upskill whilst continuing in employment. Members were advised that the strategy looked to support everyone to identify pathways of opportunities, which would be further shared within communities.

Academies – The importance of academies in driving the strategy forward was noted, with clarification being provided about their role and how we can influence them.

Assurance was provided, that all system leaders of academies and their wider partners were involved in the development of the strategy. In addition, engagement and consultation were undertaken with the Department for Education and RSC. Members were advised that the curriculum was set nationally and where there were areas of concern, then academies could be challenged in partnership with RSC through standards and effectiveness. Members were reassured that termly meetings with Chief Executive Officers and leadership teams were in place to challenge and help support development.

Careers Advice and Support - Members stressed the importance of good careers advice and support that meets the needs of Doncaster's residents and employers.

Members were referred to Priority 4 of the strategy that extensively detailed how careers advice and support would be provided. It was advised that it would be incorporated into the education system at an earlier stage, using Gatsby benchmarks that included experience with employers and workplace institutions.

It was added that schools had a responsibility to deliver a certain amount of careers advice and it was acknowledged that the level and standard of that can be variable. Members were informed that there was also a Careers Hub that actively delivered advice in schools whilst working alongside the Chamber, connecting young people with

employers to create a valuable careers experience.

Learners for Life – It was felt that adult learners may require a wider range of support (in particular, financial support), in order for them to achieve their educational or qualification goals (in light of their own commitments).

Members were reminded that there was support available for adult learners, and that a basic provision of education was free. It was considered that these pathways might not be as visible and accessible as they could be. It was noted that the Government recognised that adult learners may still need to borrow money to achieve their own further education. It was explained that new mechanisms and non-financial support would be made available for individuals looking to complete their learning or training, for example, by giving them the time to do so whilst they are working. It was commented that it would be helpful if individuals were made more aware of available financial support and by introducing additional funding.

Linkages to Health – A Member expressed their beliefs around the significance of links between the strategy and other health related issues such as mental health and child obesity.

It was explained that there was a Recover and Resilience Partnership and Programme in place and that health partners were more engaged than ever. It was continued that close partnership working between education and health were focusing on improving outcomes.

Vulnerable Children and Young People – Concern was raised around the most vulnerable children at risk of exclusion and the need for better provision within Doncaster to help reduce need.

Reassurance was provided that contact was currently made with academies on a weekly basis, to help ensure that educational settings and its young people were supported. It was explained that figures reported around exclusions were from previous years, and that permanent exclusions through the pandemic had since significantly reduced. It was explained that instances of fixed term exclusions were given, only when necessary and for a short as possible time. It was continued that a group was in place that looked at behaviour and wellbeing as part of the curriculum. Members were assured that the authority was acutely sensitive to the emotional needs of children and young people. In addition, the group looked at how those needs impacted on their behaviours, such as mental health and provisions in schools were enhanced and were ran in conjunction with a national programme for helping children back into school. It was felt that these projects had also provided an opportunity for professional development, with some staff trained in trauma informed practice.

Implementation – Concerns were raised around the reality of being able to resource the implementation of the priorities set out in the

strategy.

The Panel were informed that the more explicit delivery reports contained the detail on resources and implementation that sit beneath the strategy. It was explained as the system leader and being accountable for the outcomes for children, the Council would convene the partnerships to work together on implementation and should both offer support and challenge to each other. It was added that partners would work collectively to effect change, which was already demonstrating success in Doncaster. Members were told how the strategy had been co-produced with key partners and which should be reflected through the strategy. It was recognised that the systemic change approach, with the backing of partners, would be a challenge over the next 10 years but was the only way to develop a joined up system where all the partners have a role to resource and deliver.

In terms of funding, it was noted that whilst we were not able to influence the funding required for the NHS, we were looking to fill the careers and skills gaps with local residents and would not require additional funding.

Life Skills – It was recognised that children and young people needed to develop broader life skills alongside academic skills such as numeracy and literacy.

Members heard that when developing the strategy in consultation with employers within the borough, they had expressed a requirement for employees to have good literacy or numeracy skills (although not necessarily to a degree standard) and that they look for people with other broader vocational qualifications.

Members were advised that whilst there was existing work ongoing to develop essential life skills in Doncaster, part of the new strategy would look at how to recognise and accredit broader life skills and learning that were applicable to the workplace. It was noted that part of the pathways and Centres of Excellence work would consider ways of evidencing those competencies.

The suggestion was made that taking young people through apprenticeships sooner to learn broader skills maybe advantageous.

It was also noted that there were different ways to access different types of qualifications (alongside other support pathways residents could take), which would be communicated in a variety of ways to communities.

Links to Other Strategies – It was reiterated throughout the discussion that this was a high-level overarching, 10-year strategy. Through the debate, it was recognised that there were a number of other important plans and strategies that underpin and supports the delivery of the strategy, for example, the Inclusive Growth Strategy and Borough Strategy that were all vital in its delivery. It was explained that

	<p>those strategies would triangulate through the current economic climate.</p> <p>Members welcomed the five priority areas for transformation, actions and set of shared principles that will help deliver the strategy. Members recognised that there were a number of potential barriers such as lack of funding, restrictions on how academies can be influenced, the long-term effects of COVID on the economy and education, difficulties with people being able to afford lifelong learning and the lack of the particular types of industries in the Borough such as manufacturing.</p> <p>RESOLVED that the Committee and the Children and Young People Overview and Scrutiny Panel supported the Strategy.</p>	
6	<p><u>OVERVIEW AND SCRUTINY WORK PLAN AND THE COUNCIL'S FORWARD PLAN OF KEY DECISIONS</u></p>	
	<p>The Senior Governance Officer presented the 2020/21 Scrutiny Work Plan for consideration and reminded Members of the current Forward Plan of key decisions. There was a brief discussion around future items for the Overview and Scrutiny future workplan following the meeting's discussions.</p> <p>RESOLVED the Overview and Scrutiny Work Plan 2020/21 and Forward Plan of key decisions be noted.</p>	

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DONCASTER METROPOLITAN BOROUGH COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 24TH JUNE, 2021

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE , DONCASTER on THURSDAY, 24TH JUNE, 2021 at 10.00 AM.

PRESENT:

Chair – Councillor Jane Kidd

Councillors Daniel Barwell, John Healy, Leanne Hempshall, Majid Khan, Sarah Smith.

Co-optees – Antoinette Drinkhill

ALSO IN ATTENDANCE:

Debbie Hogg, Director of Corporate Resources

Rupert Suckling, Director of Public Health

Dan Swaine, Director of Economy and Environment

Riana Nelson, Director of Learning, Opportunities and Skills

Andy Hood, Head of Young Peoples Services, Doncaster Children's Services Trust.

Rob Moore, Director of Corporate Resources and Company Secretary, Doncaster Children's Services Trust

James Thomas, Chief Executive Doncaster Children's Services Trust

Andrew Sercombe, Governance Manager

Rachel Wright, Governance Officer

		<u>ACTION</u>
1	<u>APOLOGIES FOR ABSENCE.</u>	
	Apologies for absence were received from Councillor Bev Chapman, Councillor Richard A. Jones also Bernadette Nesbit, Paul O'Brien.	
2	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	None	
3	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	None	
4	<u>MINUTES FROM THE MEETING OF THE OVERVIEW AND</u>	

	<u>SCRUTINY MANAGEMENT COMMITTEE HELD ON 11TH AND 25TH FEBRUARY 2021</u>	
	The minutes of the meetings held on 11th and 25th February, 2021 were agreed as a correct record.	
5	<u>PUBLIC STATEMENTS.</u>	
	None	
6	<u>2020/21 - QUARTER 4 FINANCE AND PERFORMANCE IMPROVEMENT REPORT</u>	
	<p>The Director of Corporate Resources provided an overview and reminded Members the report was a summary of activity that took place earlier in 2021, specifically looking at the performance and financial position.</p> <p>It was highlighted to Members that;</p> <ul style="list-style-type: none"> • The Doncaster Council Covid-19 Timeline (Appendix A) identified key milestones and challenges for the Authority. • The Authority received significant additional financial support amounting to £166 million pounds of business. • Some Performance Indicators were modified, or set aside to take into account the affects of Covid-19. <p>The Committee acknowledged it had been a challenging year, and commended the maintained performance. The Authority ended the year with a favourable outturn position, given that it responded to Covid-19 as well as continuing to carry out normal business.</p> <p>Councillors then explored the following topics in more detail;</p> <p>CONNECTED COUNCIL</p> <p><u>Financial Risks</u> - In response to a question it was explained that COVID-19 had amplified risks the Council already had, the top three financial risks were identified as;</p> <ol style="list-style-type: none"> 1. Children – in terms of supporting children that have not been within the normal school environment with learning and attainment. 2. Environment – as a result of people being at home more, there was an increase in waste which had additional costs implications. 3. Council Budget – there would be challenge around the Council's income, particularly business rates. A significant amount of relief was provided by Government during the pandemic, however the level of business support would not continue. 	

It was also advised that as an organisation a number of individual risks could accumulate, and this would be monitored over the coming months. The Authority had received unprecedented levels of initiatives, and some of those resources carried forward into 21/22 to help mitigate other impacts as a result of Covid-19. Implementing them effectively to manage the next phase of recovery was another risk identified to Members.

Council Tax and Business Rates – Members were assured that to help increase income, business rates were monitored monthly making sure appropriate business rate payments by the largest businesses in the Borough were made. This monitoring was to be extended to the next tier of 50 businesses with regular meetings with the Business Rates Team, and Business Doncaster. There were also number of initiatives described to Members that are running to support both existing and new businesses in Doncaster.

Staff Sickness - The Committee acknowledged the positive trend for staff sickness within the report and thanked management and staff for delivering services throughout difficult circumstances. Whilst specific reasons for the trend were unknown it was felt the new way of operating, with most employees working from home, allowed greater flexibility to manage personal wellbeing, childcare and people could work more effectively. Staff surveys showed a positive response to this way of working and therefore it was suggested the trend would continue.

DONCASTER CARING

Carers Additional Needs – Members were provided with a number of examples of initiatives put in place to support the additional needs of carers during and after the pandemic, these included;

- Fighting Back Fund – focussing on investment in the local assistance scheme and the voluntary sector.
- Better Care Fund – money pooled with NHS to develop the ‘Time For You’ scheme, using direct payments for carers.
- Carers Surveys – Recent surveys showed significant stress in communities. Staff working strategically with carers and partners.
- Carers Strategy – A new strategy for 2022, specifically built around what carers say they need to live fulfilling lives, and will have an all age focus.

A Member proposed that the Children and Young People’s Overview and Scrutiny Panel have sight of the newly drafted Carer’s Strategy.

A Member advised that Doncaster Carers Advice Line had received double the amount of calls during the pandemic, and The Committee

recognised it had been a very difficult 18 month period for carers.

Rough Sleepers – With regards to how the Council would continue to support those that were given temporary accommodation during the pandemic it was felt that the national ‘Everybody In’ policy and zero tolerance for homelessness, was helpful.

Issues that otherwise may have remained hidden were highlighted, for example some people placed in temporary accommodation would not traditionally have been recognised under the normal scheme.

Members were informed that through proactive work St Leger had reported fewer numbers of new referrals going into temporary accommodation. It was hoped this would continue with a focus on the most vulnerable cohorts, and through proactively working with them to find suitable alternatives. Signposting to the correct level of support also showed improvement.

Strategically it was believed too many people present as homeless too late, as a direct result of not enough preventative work and a range of those who do present as homeless have more complex needs.

The Committee understood that work would continue around homelessness prevention, including within anti-poverty work, correct supply of hostel and other alternative housing accommodation, and wrap around support and engagement.

Members considered that with correct funding levels and support from Government homelessness in Doncaster maybe eradicated. A Member voiced that it may be beneficial to look in more depth at homelessness and prevention at a later date.

Domestic Abuse – It was recognised the Council’s domestic abuse services worked incredibly hard during the pandemic and concerns were raised around workforce capacity and the intensity of need into those services. In order to alleviate some pressure Members were reassured a range of measures including additional funding and capacity had increased.

Currently the Domestic Abuse Strategy was being refreshed, with some tailored interventions and focus on particular hotspots, Members stressed they wished to review the strategy once refreshed.

A Member sought more clarity on how well the Domestic Abuse partnership that includes group partners such as South Yorkshire Police had been working. It was indicated that the partnership worked well, but in terms of funding and support provided on the

ground more was required.

Health & Social Care Vaccination Programme - Social care staff uptake of the vaccine was reported as good. The Committee were assured that work was ongoing with care home providers, specifically where uptake was low, to understand the reasons for hesitancy and support offered. In regards to the number of cases of Covid-19 in care homes, and those employed in care settings the numbers have decreased, and there was an understanding the vaccine helped during the most recent waves.

A Member queried the plans to help encourage hard to reach communities to accept the offer of a vaccine. Various sites including pop-up clinics and pharmacies were described and it was also explained there would be some groups e.g. those with some health conditions that could not be vaccinated.

Direct Payments – Members were advised that they should not expect to see an increase in the number of direct payments moving forward. As a Borough the use of direct payments was already higher than most. Going forward the focus would be on quality of payments and ensuring these were used effectively, as some of our numbers are as a result of traditional arrangements.

DONCASTER LEARNING

Skills and Learning Recovery – In response to a question about the learning and skills gap created during the pandemic, Members noted there was a focus on making sure schools had good systems and strategies in place to close any gaps, along with making the best use of existing resources. It was advised that there was a need for better engagement between the education system, schools, employers and learners.

A Member asked for clarification of what would be done in addition to the plans pre-COVID, and it was highlighted that;

- There would be a particular focus on read, writing, maths, across every age range.
- Primary level – intensive support and focus on schools where attainment is low.
- Secondary level – improve attainment levels especially around key stage 4 qualifications as there was a gap between level 4 & 5 skills.
- Reduction of fixed term and permanent exclusions remains a priority.
- Assist schools with their COVID recovery plans.
- Wellbeing and Curriculum group emerged in pandemic – particular focus on children’s mental health.
- Equality and diversity.

A Member stressed that the skills and learning gap and how that could be addressed should be looked at in greater detail at the Children & Young People's Scrutiny Panel.

Elective Home Education - Members were advised the Authority saw elective home education rising, with significant increases since the beginning of lockdown. However, the overall proportion of children that continued to be educated at home reduced. This was achieved through implementing a personalised approach with families, or brokering better relationships between families and schools. As a result 19% of cases closed and children returned to school. Working with schools on having a graduated approach with behaviour, and changing approaches of delivering education helped to keep children in school.

Mental Health – In response to a question it was noted there was a significant increase in mental health cases presenting at hospitals this year and families were struggling with emotional wellbeing. A Social and Emotional Mental Health monitoring group established that was tasked with identifying children at risk. Once identified appropriate packages of support were offered to children and their families.

Members were advised a Children's mental health strategy was emerging with partners, and of a successful trail blazing funding bid for mental health support teams allowing a rollout to all schools.

It was noted higher numbers of children were presenting with eating disorders, therefore preventative campaigns were running in schools and on social media.

In regards to Children and Adolescent Mental Health Service access the authority were in the top quartile nationally for response times with waiting times lower than the national average.

DONCASTER LIVING & WORKING

Recycling during Christmas – In regards to the drop in recycled waste over Christmas, Members were advised that was a normal trend. Currently recycling rates were down, and this was reflected nationally. In response opening times were being increased across the recycling sites, and the Authority was working with site providers to educate and encourage more recycling.

Fly Tipping – Following a question, Members were informed that there was a backlog of fly tipping cases but this was being addressed week on week for example it was stated during the previous week 200 cases were reported but the number resolved and closed was 265.

It was explained that with the 466k extra budget received the department employed additional staff, litter pickers, vehicles, back alley workers and set up a base at North Bridge, it was however too soon to report on the results.

Other areas being considered were the effectiveness of Street Scene shift patterns, structures and resources, online reporting issues and Councillors reporting online. The Authority must continue to reduce the backlog, and to measure and monitor volumes. A new Assistant Director was also appointed and would be looking at furthering Street Scene and the fly tipping programme.

A Member indicated that C&E Scrutiny Panel should also look at the work carried out on shift patterns.

Tree plotting – A Member enquired if there was going to be an increase in the target for tree plotting .It was explained that with partners further locations were being looked at. The challenges noted would be purchasing the trees, allocating the right resource and right expertise internally and managing the ongoing maintenance costs.

Household waste - In response to a question it was stated that the only trend was that there was more waste at all levels, in both black and blue bins and an increase in fly tipping.

Business – Members were informed that in order to effectively communicate with businesses during the pandemic Business Doncaster’s existing networks links were used with the Chamber and businesses in the Borough.

Demonstrating those links were effective the Committee noted that various grants totalling £106 million were administered during that time.

In addition we administered additional grants from Sheffield City Region Fund. Sheffield City Region also financed advisors for businesses on a temporary basis who can offer advice to the authority with business advice and how businesses can access grants.

Local Spend – It was noted by the Committee that there was a need to retain the local spend target as a Local Authority. It was advised that to help the local economy it was important that our spend remains local as much as possible. This could be achieved by facilitating dialogue between businesses and retaining contracts and spend within Doncaster.

RESOLVED that the following be noted;

	The quarter 4 performance and financial information provided within the report.	
7	<u>ST LEGER HOMES OF DONCASTER LTD (SLHD) PERFORMANCE & DELIVERY UPDATE: 2020/21 QUARTER FOUR (Q4) AND YEAR END OUTTURN</u>	
	<p>The Chair of the Committee welcomed the Director of Property Services of St Leger Homes of Doncaster to the meeting.</p> <p>In response to questions there was discussion on the following;</p> <p><u>Performance affected by COVID</u> – Members acknowledged a positive outcome from COVID was that rent arrears had been dealt with more efficiently.</p> <p>It was reported that access to customer’s properties was incredibly difficult during that time. The gas servicing programme required access to every home, which took a disproportionate amount of effort given the extra safety measures and different ways of communication.</p> <p>Voids were a key priority to the organisation but were very challenging given the safe ways of working for trade groups meant scheduled clean downs and prolonged periods of times in homes. As social distancing is lifted this should ease.</p> <p>Nationally Members understood there was a shortage of materials and prolonged delivery times, but this again should ease with the lifting of restrictions, and be a short to medium term issue. Going forward this could affect carbon zero projects, it may push costs up and lengthen projects times. It was noted that currently additional costs were being absorbed, moving forward variations would have to be applied.</p> <p><u>Bed & Breakfast Accommodation</u> – The Committee learnt of some circumstances that led to individuals and families being placed in Bed & Breakfast accommodation during COVID lockdown. These included, evictions, some being asked to leave by family, prison discharge, and domestic abuse. The Government directive in March 2020 was “everyone in” and, and this was achieved in Doncaster.</p> <p>It was reported assistance requests had gone up significantly.</p> <p>Learning from the pandemic had taken place, enabling St Leger to be able to respond to any similar emergency.</p> <p>Members were informed that there were plans in place to move hotel placements into more secure accommodation, which does have its challenges as it is the individual’s choice. Some may not take up the places but work was ongoing to support them into sustained accommodation in the future.</p>	

	<p><u>RESOLVED</u> that the following be noted;</p> <p>The progress of SLHD performance outcomes and the contribution SLHD makes to supporting DC strategic priorities.</p>	
8	<p><u>PERFORMANCE CHALLENGE OF DONCASTER CHILDREN'S SERVICES TRUST: QUARTER 4, 2020/21</u></p>	
	<p>The Chair of the Committee welcomed the Chief Executive, Director of Corporate Resources and Company Secretary, Head of Young Peoples Services from Doncaster Children's Services Trust to the meeting.</p> <p>The Committee addressed a number of areas as set out below;</p> <p><u>Early Intervention</u> – It was clarified to the Committee that whilst there was a significant increase in overall contact to front door services at Childrens Social Care, there was a reduction in those that converted into a referral into social care as families were diverted into early help and preventative services.</p> <p>Referrals into social care had shown evidence of hidden harm and those families were presenting at crisis point, had more complexities and likely to be cases that required Child Protection Plans, safeguarding referrals or care. The complexities were a direct result of the pandemic.</p> <p>It was noted that as the complexity of needs had gone up, the activity and work load of case workers increased.</p> <p><u>Out of area placements</u> – It was explained to Members that the majority of the Trust's budget was spent on the care ladder, of which out of authority placements was a cost pressure. Key to resolving that was the Future Placement Strategy which should see the opening of additional homes this year, bringing back 8 children into the area.16+ accommodation would become regulated this year moving another 4 children into the area. Importantly it was stressed that moving children back to the Borough was the right thing to do by the children, and also the most cost effective solution.</p> <p>The Committee understood that there would always be out of authority placements for various reasons, however they were reviewed regularly, with a focus on 16+ placements.</p> <p>A Member felt that as well as South Yorkshire Police and other partners, Councillors could help by utilising local intelligence, and advising the Trust to ensure any new accommodation was in the right environment for looked after children.</p>	

	<p>The Trust explained plans to reduce costs outside of the care ladder such as to increase in-house foster carers and reduce their estate by possibly co-locating. Also noted was the development of a social work academy, with 3 cohorts of social workers planned for this year. Cohorts would become financially beneficial over the next few years. The Trust described ways to retain and attract social workers with increased social worker pay, and reducing costly agency social workers. Members expressed that it was the right thing to do from a child’s perspective to offer stability and continuity of social workers and it was felt that retaining our own social worker was a priority.</p> <p><u>RESOLVED</u> that the following be noted;</p> <p style="text-align: center;">The Performance Challenge of Doncaster Children’s Services Trust Quarter 4, 2020/21.</p>	
9	<p><u>YOUTH JUSTICE PLAN 2021/22</u></p>	
	<p>The Chair of the Committee introduced the Head of Young Peoples Services, Doncaster Children’s Services Trust.</p> <p>The following areas were then discussed;</p> <p><u>Patterns of Offending</u> – The Committee were advised patterns of offending had not changed through the pandemic. What was seen for a number of years relates to young people’s emotional regulation, and offences that occur when they struggle to regulate their emotions. Offences that are reported were low level violence. The Trust reported that nationally and locally there was more child criminal exploitation.</p> <p><u>Multi Agency Approach</u> – Members were pleased to note that the multi-agency approach was very effective, and Doncaster as a partnership resources its Youth Offending Services very well. The Trust detailed services that other areas do not have access to such as psychology services, seconded police officers and speech therapists. Children in Doncaster have access to services that have significant impact on their lives, which has the ability to prevent offending.</p> <p>In response to the question it was noted that National Police National Computer data for reoffending reported Doncaster was jointly 12th lowest in UK, the best Doncaster had ever been. It was thought this was as a result of the strength of offer the service provides as well as not treating children as offenders. This was seen as an effective way of young people creating aspirations for themselves.</p> <p><u>Education, Employment and Training</u> – It was stated to the Committee that before COVID Doncaster had one of the best performance indicators for children in education and employment whilst subject to youth justice services, this year those figures had reduced but reflected</p>	

	<p>results nationally. The Trust detailed benefits Doncaster had and other areas do not such as a careers advice service, and dedicated staff to provide support and advice so that young people have minimum barriers to opportunities. The Trust believed that by next year the performance should come back to be around the same as in previous years, as the lifting of restrictions eased.</p> <p><u>Engagement with Youth Offending Services</u> – Members noted that all services were delivered in Children’s homes, as COVID restrictions meant in-house provisions were not permitted. The Trust described the process a child goes through when they arrive in to the Youth Offending system such as building relationships with a Case Worker, dyslexia screening and speech and language assessment. It was explained that it was the same offer for all, but if a child did not want to do that at home, then a safe alternative space could be provided.</p> <p><u>Speech and Language Assessment</u> – In response to a question the Committee were informed that due to capacity and a national shortage of speech and language therapists the ability to offer preventative solutions was limited. Although it was agreed that it would be a good idea to have earlier intervention at school level.</p> <p>The Chair concluded that a letter to the Mayor advising of the Committee’s support of the Youth Justice Plan should be submitted, highlighting the shortage of speech and language therapists and need dyslexia screening as these issues had been considered before.</p> <p><u>RESOLVED</u> that;</p> <p style="padding-left: 40px;">The draft Youth Justice Plan 2021/22, be approved.</p>	
10	<p><u>EDENTHORPE NEIGHBOURHOOD PLAN - ADOPTION 'MAKING' OF THE EDENTHORPE NEIGHBOURHOOD DEVELOPMENT PLAN</u></p>	
	<p>The Chair and Members of the Committee recognised the development of the plan and the work of all involved.</p> <p><u>RESOLVED</u> that the following be noted;</p> <p style="padding-left: 40px;">Edenthorpe Neighbourhood Plan – Adoption ‘making’ of the Edenthorpe Neighbourhood Development Plan.</p>	
11	<p><u>OVERVIEW AND SCRUTINY WORK PLAN 2021/22 AND THE COUNCIL'S FORWARD PLAN OF KEY DECISIONS</u></p>	
	<p>The Chair welcomed comments from all the Committee Members, and each described the work of their panels going forward.</p> <p><u>RESOLVED</u> that;</p>	

	<ul style="list-style-type: none">• 2021/22 Overview and Scrutiny work programme – latest version, be approved.• Council's Forward Plan of key decisions, be noted.• Terms of Reference of the Joint Health Overview and Scrutiny Committee, be noted.• Appointment of the Joint Health Overview and Scrutiny Committee, be noted.	
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Doncaster Council

Report

Date: 9th September 2021

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

2021-22 Quarter 1 Finance and Performance Improvement Report

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

EXECUTIVE SUMMARY

1. This report focuses on quarter 1 of the 2021/22 financial year. It indicates our current financial forecast position against our 2021/22 budget and our performance against key Service Standards.
2. A challenging time for the delivery of council services as the COVID-19 pandemic response continued and services across the country progressed through the staged reopening of the economy.
3. Government initiatives have continued to be responded to and the organisation has wrestled with the challenges of opening up services at the same time as considering staff health and safety.
4. Furthermore, the performance of council services have been impacted by changing public behaviours and this has resulted in performance of visible services deteriorating.
5. During 2020/21 the council also went live with the unified system for Education and Adults services. It is pleasing to note that this has resulted in improved performance for schools admissions whilst challenging the timescales for adult services assessments and annual reviews.
6. In addition, the following performance areas are worth highlighting:
 - Business rate collection rate is slightly above target
 - Council tax collection is similar to 2019/20 levels at this point in the year
 - Local spend is £37.7m against available spend of £54.2m (70%)
 - The majority of customers contacting the council are served within 10 minutes and 90% of telephone calls are answered within 150 seconds.

- Recycling rates are below target at 41%
- Fly tipping is below performance target at 36%
- Land audit cleanliness is below target following 43 sites being inspected
- The average number of days to process a new housing benefit claim has increased to 30 days and Council tax support application is currently 39 against target of 21 days.
- 74.4% of Education Health Care plans are completed within 20 weeks.
- Referrals to the Domestic Abuse Hub have reduced slightly from Q4 (20-21) but still remain above target.

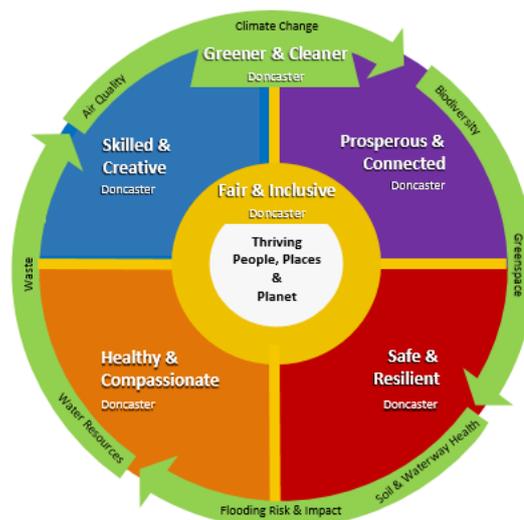
Financial Position

7. Last year we incurred new and additional costs to support operational services, experienced reduced income through less trading activity, pressures on Council tax and Business rates income and saw delays in delivering savings, which are required to achieve a balanced budget. The financial impact of these pressures was wholly funded from COVID-19 funding provided by government. This, coupled with attention being focussed on responding to the emergency situations, resulted in an underspend on the general fund position of £6m and increased level of carry forwards including specific COVID funding. Our financial strategy continues to be focused on managing the short-term position whilst maintaining an eye on the longer-term baseline position.
8. Moving into 2021/22 the COVID-19 pandemic continues to provide significant volatility and ongoing financial challenges. To some extent this was anticipated and the 2021/22 budget included estimated cost increases as a result of COVID and reduced income from Council Tax and Business Rates, balanced using a modest level of COVID reserves carried forward. The financial position continues to be carefully monitored on a monthly basis and reported. At quarter 1, we are seeing forecast pressures increase, including children's social care placement budgets and schools catering lower meal uptake, plus further slippage on the delivery of savings. However, it is anticipated that through proactive budget management we can continue to meet all COVID related pressures from either the COVID funding carried forward from 2020/21 or the 2021/22 specific COVID grant allocations, and effectively manage the in-year financial position. The 2021/22 specific COVID funding allocated is detailed at Appendix A Finance Profile to this report, this includes emergency COVID-19 funding and the hardship funding of £12.6m. The current forecast for the council tax and business rates collection fund is also looking more positive than expected when the 2021/22 budget was set, although there remains a great deal of uncertainty for businesses and employment. Full details on the main variances are provided in paragraphs 100 to 109.
9. During quarter 2 the cost pressures will be examined in more detail to determine the extent to which they will need to be factored into the budget setting process for 2022/23 and beyond. It is anticipated that this exercise may reveal a budget gap for 2022/23 that will need to be addressed in budget setting process.

Performance

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

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



The 'Greener & Cleaner' Outer Circle prioritises:

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

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

- Tackling inequalities and improving social mobility

EXEMPT REPORT

11. This report is not exempt

RECOMMENDATIONS

12. The Chair and Members of the Overview & Scrutiny Management Committee are asked to note and comment on the quarter 1 performance and financial information.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

GREENER CLEANER

Waste Management & Street Scene

Waste Management

13. Recycling rate for household domestic waste: 41% achievement against a target of 50% - this signifies maintained performance from Q4 20/21. In 20/21 the rates (recycling/composting) were: Q1 38.4% Q2 51.7% Q3 40.2% Q4 41.0% the variations were, and continue to be caused by COVID related disruption of services. For example, disruption to Green Bin collections appear to correspond with an increase in residual waste collected, and, the more residual waste collected the more recycling we need to collect in order to maintain the % performance.

14. In terms of tonnage, residual waste and recycling have both grown significantly since the start of the present collection contract in 2018 (including the introduction of blue bins); this trend continued over Q1.
15. Successful household waste and recycling collections achieved was 99.98% against a 100% target
16. In June '21 Street Scene began using a new quality inspection system called LAMS. The LAMS inspection system replaces NI 195 inspections for street cleanliness and also covers a wider spectrum of categories which are graded according to nationally recognised quality standards. Street Scene Managers, Supervisors and Chargehands have undertaken training on using the system to ensure consistency during the grading process.
17. By the end of Q1 43 sites had been selected as part of a random sampling process and were assessed for both street cleansing and grounds maintenance standards. The standards assessed were for grass cutting (73% of sites passed), shrub and flower bed maintenance (50% passed), weed control (43% passed), litter (93% passed), detritus (67% passed), fly tipping (98% passed) and fly posting (100% passed).
18. The low percentage of sites passing all standards can be attributed mainly to the grounds maintenance standards – primarily weed growth. The spraying of weeds has been hampered by weather conditions along with the loss of working hours due to ongoing Covid restrictions. Actions are in place to address the weed growth with more resources being deployed to this operation over the short term. Remediation work takes place at the sites which fall below the required standard ensuring they are brought back to an acceptable level. We expect to see an improvement to these standards each quarter of this year – there is a risk that this could be impeded by reduced staffing (COVID) and/ or a mandated requirement to reduce use of Glyphosate.
19. Because the use of LAMS is still being trialled within Street Scene these results have not yet been benchmarked against national returns – it is the intention to do this as use of the system matures. Over the course of the remaining year more sites will be randomly selected for inspection – it is expected that via the use of LAMS Street Scene will inspect a significantly greater number of sites than previously achieved. Furthermore it is expected that the use of this system will promote better quality assurance and therefore promote higher quality outcomes.

Fly Tipping

20. Fly tipping continues to be a national, regional and local issue for all Councils dealing with the complexities of tackling the magnitude of illegal waste dumping. Doncaster Council in its progressive and toughened stance has made a significant additional investment of £466k for 2021/ 22.
21. Whilst for Quarter 1, the tonnage of waste has increased dramatically in certain areas, for example 15 tonnes of waste were cleared in Hexthorpe in May 2021 and 28 tonnes in June 2021, the tonnage of waste cleared across the borough during quarter 1 was 1601.98 tonnes, (the equivalent weight of 80 school buses).
22. Within the industry there is national recognition that jobs can differ dramatically in size and complexity, in some cases could take several days to clear and sometimes require specialist equipment. Any jobs with asbestos have to be

passed to a specialist contractor leading to delays in response time. Given this challenging position and the amount of flytipping we have experienced locally we strategically determined within Q1 to prioritise the clearance of back-logged (as opposed to most recent) cases. This is principally because they represent longer-standing resident issues, but also because if we don't clear these long-standing issues we will not be able to start managing our performance from a 'clean slate' – which has been identified as an improvement process necessity.

23. We are now consistently closing more cases than we are receiving, and consequently the number of cases in the back-log (i.e. cases open beyond the SLA) has reduced significantly. During Q1, 2186 new cases were opened and 2993 were closed - i.e. 807 more jobs were completed than were raised, and consequently the log of open jobs reduced from 1278 at the start of April to 471 at the end of June (a 69% reduction).
24. As a result of our adopting this apt and necessary approach, recently raised cases have been taking longer to be cleared – which has affected the percentage of cases closed within the SLA time. The target for quarter 1 is 65% whereas the actual figure is 36% (largely due to the backlog of older cases now being closed). However, given our performance in clearing back-logged jobs, we are confident performance in clearing newly raised jobs will significantly improve over Q2. If we carry on with the same progression of closing more cases than we receive we will be hitting the target by the end of next quarter.
25. Over Q1 Street Scene have also been working closely with colleagues in Digital to improve back-office systems related to Fly & Litter. The 'Report It' aspect of the Council website has been updated to ensure it captures the information needed to appropriately respond to incidents – and work has been initiated to allow the service to return to a system of automatically deploying staff to incidents on an optimised basis. These system improvements will also enrich service intelligence and promote enhanced operational and strategic decision making.

Parks and Open Spaces

26. At the end of Q1 we have 4 parks with national (Keep Britain Tidy awarded) Green Flag status across the borough against a target of 4. 5 parks have been submitted for the award this year - Sandall Park, Bentley Park, Quarry Park, Campsall Park and Elmfield Park. Council officers met with judges at Elmfield Park in June, the remaining 4 parks will be 'mystery' judged at any given time during the summer. The results will announced in October 2021.
27. 154 mechanical inspections have been carried out at play areas around the borough this quarter. This includes play areas on behalf of St Leger homes and parish councils as well as all Doncaster owned sites. This is a 100% achievement
28. 2,326 new trees were plotted on Treewise and surveyed (height, spread, etc.) during quarter 1 against a target of 2500. 1,967 were added on land excluding SLHD, mostly on Strategic Asset Management land at Lakeside and an SLA is being developed for these. 356 new trees were plotted on SLHD sites, including 184 in enclosed gardens.
29. 156,300m² of local authority land has been allowed to naturalise/wildflower against a target of 140,000. Following the authorities declaration of a Bio-diversity/climate change emergency Street Scene have developed a naturalisation trial across the borough. 78 sites of green space are being

managed to assist in promoting bio-diversity across the area. The management of sites ranges from reducing cutting regimes to planting trees to individual bespoke site management. These areas are in support of 47 areas of wildflower meadows – some of these areas re-sown yearly with annual type flowers but predominantly perennial flowers which ‘come again’ each year.

Delivery has taken place of specialist machinery, which will enable these areas to be more effectively managed.

Highways Maintenance

30. 2020 National Highways Maintenance satisfaction survey value is 48%, which is 1% behind the National average at 49% (and our target). Over the last three years our results have followed the slightly decreasing national trend.
31. The 2020 National Highways maintenance survey also includes benchmark of how effective the Highways maintenance and management practices are for each Highway Authority based on customer satisfaction, cost and performance. Doncaster has been ranked within the top ten Authorities nationally for three consecutive years in this measure.
32. There has been £12m of spend on roads, of which £6m is additional funds over these last two years, made up of additional funds received from the Government and Council. The length of roads resurfaced or repaired for this sum - at the end of this year - will be 139.2 km, which is 8% of the total 1700km road network
33. The classified roads within the Borough are in top quartile position nationally and the unclassified (estate) roads have improved 6% in their condition in the last year due to targeted and prioritised interventions from additional investment secured from both internal DMBC funds and the Department of Transport.

Energy

34. Electricity consumption in 2019/20 was down 2,176,861 kWh's against the previous year of 2018-19. There are a significant number of variables that could affect the usage and further analysis needs to be undertaken to see where the reductions have come from. It will be important to understand how much of the reduction has come from efficiency and improved usage, or the shrinking of the portfolio. The reduction delivers a 663 tonnes of CO2 equivalent saving.
35. Gas consumption in 2019/20 was up 647,216 kWh's against the previous year of 2018-19. Again, there are a significant number of variables that could affect the usage and further analysis needs to be undertaken to see where the increases have come from. It will be important to understand how much of the increase has come as a result of weather or overheating (i.e. greater levels of consumption on days where the temperature was the same on others). The increase delivers a 118 tonnes of CO2 equivalent increase.

PROSPEROUS & CONNECTED

Non-domestic Rates

36. The percentage of non-domestic rates collected in Q1 was 96.52% against a target of 96%. In the first quarter 28.50% of the total debit has been collected. This compares with 28.53% for the same time in 2019/20 and 25.75% for the same time last year. An additional £9m debit has been added on the 1st July due to MHCLG phased approach to the expanded retail discount award. Prior

to the additional debit being added, collection was tracking at a comparable level with 2019/20 pre-covid levels. Whilst it is anticipated that most of the additional £9m will be paid and that collection figures will remain on track to pre-Covid levels this is not guaranteed because this additional debit has been charged to businesses that have been receiving 100% relief since the start of the pandemic and are mainly in the hospitality and leisure sectors who have been hardest hit in terms of loss of trade. It is hoped that as lockdown measures continue to ease and businesses start to return to a degree of normality in their trading positions, but there still remains a great deal of uncertainty in the current climate.

Planning

37. 88.89% of major planning applications were delivered within timescale against a target of 94%. This figure is in excess of the 70% national target but has a large reliance on successfully negotiating extension of times (EOT) with the applicant. This need to agree an EOT on major applications 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. It is important that officers continue to work with our customers (by agreeing EOTs where needed for the more major, transformational projects) to achieve a positive outcome. Quarter 1 shows a 88.89% determination rate, which is below the 94% internal stretch target but is a result of 2 of the 18 majors not being determined with an extension of time agreed. This will continue to be monitored and it is envisaged that the percentage will improve closer towards the internal stretch figure by the end of quarter 4.
38. It is well recognised that not all applications are equally complex to deal with and unforeseen issues or the need for amendments may arise through the course of considering an application. Had these extensions not been secured our performance for major applications would be 33.33%.
39. The Council received the Local Plan Final Report from the Planning Inspectorate on 30 June 2021. In summary, the Inspector concludes that, with the recommended changes set out in his Report, and as consulted on in February-March 2021, the Local Plan can be adopted and used to determine all future planning applications. The Examination is now closed and the conclusions of the Inspector's Report means the Council can now move towards adoption of the Local Plan via resolution of Full Council on 23 September 2021.

SAFE & RESILIENT

Domestic Abuse

40. Doncaster like other places has seen a significant rise in Domestic Abuse incidents over the last 18 months. There have been 401 referrals to the Domestic Abuse hub this Quarter, which is a decrease from the previous Quarter (415). This remains significantly higher than the historical target set of 250 referrals per quarter, which is subject to review by the Chief Officer Partnership Board. The number of clients accepting support from services was 46.38% (those identified as standard and medium risk referrals).
41. A huge amount of work has progressed over the last 12 months through the Domestic Abuse Partnership Chief Officer Board, including having clearer oversight of victims and their children whilst also improving the support and

protection they receive whilst importantly holding perpetrators to account and supporting behaviour change. Doncaster's new Domestic Abuse Strategy 2021/24 and associated quality and performance framework will demonstrate progress made in terms of improvement over the coming year.

42. There have been a very high number of referrals into the Independent Domestic Violence Advocates (IDVA) service, with an engagement level of 70% during Quarter 1. The target for engagement is 80%. The number of referrals identified as 'high risk' into the service supported through the Multi-Agency Risk Assessment Conference (MARAC) during this period was 408, which is a reduction of 38 (Quarter 4 number was 446).
43. In Quarter 1, the number of 'high risk' cases referred to MARAC was 298, which sees a significant increase from the previous quarter. Please note, this figure only includes those cases identified as 'high risk' and not standard or medium risk. 231 of the 298 were discussed in this quarter. There were 7 MARAC meetings in Quarter 1, compared to 6 in Quarter 4. In Quarter 1, 42% of the referrals to MARAC were repeat referrals. The Safelives target for a 'well-performing' MARAC suggests that this figure should be between 28% and 40%.

Safeguarding

44. In Quarter 1, there were 75 people recorded as achieving their expressed outcomes following a safeguarding intervention. This number represents 32% of the people who were recorded. However, 86% of people who have had a safeguarding intervention are recorded as feeling safer following that intervention. Work continues on the practice of ensuring that this information is recorded following all safeguarding interventions.

SKILLED & CREATIVE:

Access to free childcare:

45. Across Doncaster 81.7% of 2 year olds were taking up the funding to access free childcare in the Summer term 2021. This is an increase of 3.6% from the Spring term 2021 and a 7.3% increase from Summer 2020 when 77.4% were accessing free childcare. Central, North and South locality areas have an increased percentage accessing childcare from Summer 2020 and Spring 2021. However the East locality area has an increase from Summer 2020, but decrease from Spring 2021, which is most likely linked to the closure of school nurseries who were able to take 2 year old children during lockdown. Doncaster continues to be in sixth place nationally out of 151 Local Authorities.
46. Doncaster has 94.7% of 3 and 4 year olds accessing free childcare in the Summer term 2021, which is a rise of 0.7% in take up from the Spring term. This is a significant increase from the Spring term 2020, when only 70.9% were accessing free childcare. This was during the initial lockdown period when access to childcare was limited to certain groups of children. The take up of the funded entitlements for 3 & 4 year olds decreased in the Summer term 2020 as anticipated because of day nurseries, childminders and school nursery classes being open only for critical workers and vulnerable children, between March and June 2020. A further lockdown period between January and the beginning of March 2021 appears to have only limited impact on take up. Although the target of 95% was not met in this quarter, access to free childcare has continued to maintain at a level above the national average, demonstrating parental confidence in the safety of the providers in Doncaster. There is no

current national figure published, however the last reported figure was 94% nationally.

Access to primary and secondary school places:

47. Secondary school places were offered to 3555 Doncaster children, with 97% being offered a place at one of their preferred secondary schools. There was an increase of 2% from the previous year, seeing 88% of children offered their first preferred school compared to 81.1% nationally.
48. 3346 reception places and 483 junior school places were offered to Doncaster children in 2020/2021. In Doncaster, 99% of primary school children were offered a place at one of their preferred primary schools compared to 91.8% nationally. An increase of 1% from the previous year.

Quality of provision:

49. Current Ofsted outcomes for early years providers are strong, being above both national and regional levels. The overall percentage of Early Years Providers rated Good or Outstanding by Ofsted in Doncaster currently stands at 99% against a national figure of 96%.
50. The percentage of pupils accessing good or better education in secondary settings remains unchanged at 52.5% and 68.7% for primary settings. The percentage of pupils accessing good or better education in secondary settings have been paused, due to the lack of school inspections taking place during the Covid-19 pandemic. The inspections which are taking place, are not currently providing judgements. The Council continues to work closely with schools and have developed a programme of school visits to all 18 secondary academies, to support them with their identified improvement priorities.

School assessment results:

51. Due to the ongoing Covid-19 pandemic and the disruption to education, there will be no published assessment results in 2021 for Key Stage 1 or Key Stage 2. The Council continues to work with schools to develop strategies that will help children and families to continue to learn in the new academic year. This work will focus on developing good habits of learning and readjusting to full time school. The team have also planned and delivered a range of courses and activities for the Summer term along with a training programme for the Autumn term. The priority is to ensure schools have good systems in place for identifying and addressing gaps in pupils' knowledge caused by the recent disruption in school attendance.
52. There will be no GCSE examinations in 2021 and results will be based on teacher assessments. Guidance material and examples will be provided schools to help teachers make accurate assessments.

Educational, Health Care Plan assessments:

53. The number of requests to make assessments for Educational, Health and Care Plans increased from 38 in Q4 to 90 in Q1 which equates to an unprecedented 136% increase. Due to the large increase in number of assessments, only 74.4% (64) of plans were completed within the statutory 20 weeks, a 9.8% decrease from the previous quarter. Although there has been a slight decrease, Doncaster continues to compare well to the national average of 59%. The increase in volume of requests will be monitored to see if this level of demand continues. The team are also looking to increase staffing levels to ensure they

are able to meet future demand. Temporary funding has been identified to increase capacity within the SEND team to deal with the increasing numbers of requests.

Safeguarding Children & Young People

54. During the last 18 months the number of out of authority regulated external placements for looked after children have increased from 32 at end of Sept 2019, 43 end of March 2020 to now 58 placements. This also represent greater % of the overall children in care. The complexity of cases has also increased at the same time as a national shortage of suitable placements.
55. Demand and short supply is driving up placement costs and the need to source education for these out of borough placements is putting increasing pressure on the Dedicated Schools Grant
56. The requests for Education Health plans have increased dramatically which provides an indicator of the impact of challenging needs of school aged children.
57. Safeguarding concerns have been raised regarding an independent residential provision within the Borough. A multi-agency enquiry is underway, partners and DMBC have taken swift action and the commissioning of such provisions are being reviewed and strengthened.
58. These issues all have separate improvement plans and additional resources have been sourced to support to bring about change and stem the flow. The heightened issues have prompted a review of the corporate risk in relation to safeguarding of children and to elevate the current risk profile.

Total volunteer hours across libraries, heritage and culture:

59. At the end of Q1 there were 322 volunteers registered at community libraries. This is significantly less that at the end of March 2020, when there were 507 volunteers; however, this was just before library closures due to the Covid-19 pandemic. There are 15 out of 21 community libraries currently open and operating. Community Library volunteers work adhoc hours that can vary week to week and library to library. Even though this figure is lower than previously recorded, this does not include libraries that are still closed to the public. There is a slow increase in new volunteers in community libraries resulting in a steady increase in volunteer numbers.
60. Heritage and culture contributed 63 hours of volunteer work, 3 hours on the Heritage Health and Happiness programme and 60 hours gardening at Cusworth.

Service Complaints:

61. During Quarter 1 2021, 10 complaints were received. 60% of the complaints were responded to within the Service Standard timescale of 10 working days. 20% were responded to within 11 to 20 working days. 2 complaints currently remain open and within timescales.

HEALTHY & COMPASSIONATE:

Delivering quality care and support

62. In Quarter 1, the waiting time for the completion of an assessment was at 64.7 days, up from 48.1 days in Quarter 4. The current target is set at 42 days. This figure appears high, and is inconsistent with previous Quarterly reports. This

increase coincides with the implementation of a new Case Recording System (Mosaic), and it was anticipated that there would be performance issues relating to this implementation, including staff familiarisation with the system.

63. The latest data in Mosaic shows that 36.1% of people have had an annual review of their care in Quarter 1.
64. Currently, 29.7% of service users receive a direct payment, a small decrease from 30.3% at the end of Q4 in 2020-21. This remains above the target of 25.7%. Work underway to review the way that we support people who receive a direct payment, with the ambition of enabling people to have more choice and control over their care support needs, and have a good life.
65. There have been 14 permanent admissions into residential care for people aged 18-64 years (7.559 per 100,000 population). The current target is 8.7 (or 4.698 per 100,000 population).
66. The latest information from Quarter 1 shows that 236.2 per 100,000 people aged over 65 years were admitted into residential care during this period. This figure is very low compared to previous quarters, and could be attributed to the Mosaic implementation, therefore not capturing or reflecting the accurate figure. This number was at 644.9/100,000 in the last quarter, but this figure has fluctuated somewhat in previous years.

Supporting Rough Sleepers

67. In Quarter 1 there were 48 people known to be rough sleeping. There has been a significant increase in the number of people since the 16 people who were recorded in the last period. This rise has been attributed to hotel and hostel evictions, and people who are new to the Doncaster area. As in previous months, many were accommodated quickly and this does not reflect the usual daily and weekly figures (around 20 people per week).

Housing Adaptations

68. When a recommendation is received from social care for major housing adaptations work, it is agreed that the person's home will be visited within five days of receipt of the recommendations to carry out a survey or an order will be raised for the work to be carried out. In Q1, approximately 85% of referrals met this criteria, keeping in line with performance throughout the last financial year.

Support for people with Learning Disabilities

69. There is some work to be undertaken in relation to the proportion of adults with a learning disability who live in their own home or with family. This is required due to the migration of data from CareFirst to Mosaic, following the Mosaic implementation at the end of Quarter 4. Provisionally, 688 of 795 people known to Doncaster Council, or 86.6%, with a learning disability live at home or with family.

Communities

70. There have been 13 compliments received this quarter with three dissatisfaction reports for the same period, one relating to anti-social behaviour in the South Area, the second associated with SMILE Day Services and the third was related to Allotments.

CONNECTED COUNCIL:

Supporting Staff Well-being

71. Work to support staff health and wellbeing provisions is continuing, particularly staff who may be experiencing social isolation or mental health impacts working from home and where staff are on site or working in the community that they feel safe. The HR & OD team have continued to support managers and staff throughout this time in a variety of ways, including enhanced health and wellbeing resources particularly around mental health with both internal and external resource links, financial wellbeing, healthy home working and other different ways of working. Regular communications are ongoing on key workforce issues to inform and advice and implementing actions from the staff surveys on wellbeing. The next health and wellbeing focussed survey is to be launched this month to inform any further support actions required for our workforce.
72. Staff development has continued with key e-learning modules and on-line workshops, particularly around personal resilience, Health and Safety and data protection. The team has also continued to support deployment of staff to critical areas to build capacity and enable the organisation to deliver.
73. The sickness absence rate for the quarter was 9.15 days per full time equivalent employee, against a target of 8.25 days. This is an increase of 0.90 days from 8.25 days in Q4. While there has been an increase in sickness during the quarter (and appropriate work is being undertaken to establish any underlying reasons for this), there has also been a decrease in the FTE of the organisation, which has also affected the increase in the FTE days. 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.
74. Agency worker usage and spend has increased this quarter by 11% (£63k) from quarter 4; with 37% of assignments continuing for more than 6 months, 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.
75. The council's corporate Health and Safety team continue to work with HR and Public Health to ensure up to date COVID-19 secure documents and support are in place, and advice to help manage risk and protect employees during the pandemic. This includes generic risk assessments based on national government guidance for managers to utilise and amend to meet the circumstances and needs of their service activities.
76. The number of reported injuries at work in this quarter compared to the same period of last year, during the height of national restrictions and Covid-19 outbreak, are higher and are predominantly in front facing services that are operational across the borough. The most common reported incident type are slips and trips with no identifiable causational trends. However, RIDDOR reports continue to be low, with only two employee RIDDOR reports in this quarter compared to none in the previous year's Q1.

Ensuring the Council Spends Money Locally

77. 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. In quarter 1 70% of council spend in was with local firms, this equates to £37.7m out of a total spend of £54.2m.

Responding to Freedom of Information Requests

78. 320 freedom of information requests (FOI) requests were received in quarter 1 and 301 were responded to within the 20 day time limit (94%).

	Received	Responded on time	%
Adults, Health & Wellbeing	33	30	90
Learning & Opportunities	42	36	86
Corporate Resources	106	99	93
Economy & Environment	139	136	98
DMBC	320	301	94

FAIR & INCLUSIVE:

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

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

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

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

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

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

- Strive to be an inclusive employer, creating a culture where diversity is valued and celebrated.
 - Ensure staff have a good understanding of EDI and are equipped to design and deliver inclusive services.
 - Embed EDI to build a positive reputation internally and externally, through policies and practices.
81. Over the coming months the council will review its equality, diversity and inclusion objectives in line with its responsibility under the Public Sector Equality Duty. These objectives will inform the content of this section of the report.
82. While work is underway to develop the EDI objective we strive to keep inclusion and fairness at the heart of everything we do. Recent activity includes:
- Mental health event aimed at tackling barriers to accessing service and culturally appropriate service provision reforms
 - The inclusion and Diversity Newsletter has been developed and is routinely shared with the Minorities Partnership Board and partners
 - Work recently commenced with Inclusion & Fairness Forum around STEM education and higher and further education
 - Targeted Covid vaccination pop up clinics arranged in underserved communities
 - Minorities Partnership Board and partners produced an ethnic minorities Covid vaccination leaflet which was converted into a number of languages
 - Culturally sensitive training to be explored via the Primary Care Network/TARGET

PROGRAMMES & PROJECTS

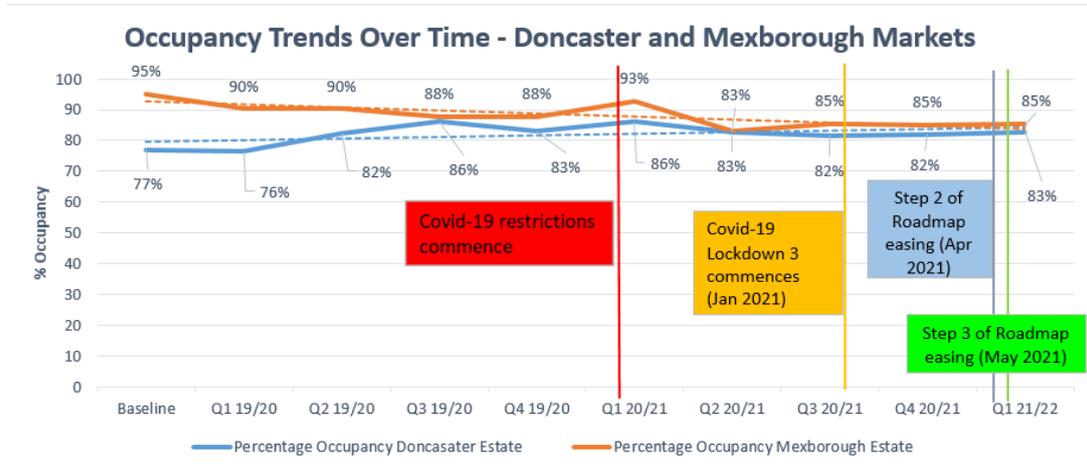
83. At the end of Quarter 4 (2020/21) we identified both the fluidity and challenging circumstances we all face in delivery programme and project management functions in a unique, uncertain, turbulent and unprecedented environment. Whilst we continue to support our residents and partners through the current stages of this pressing emergency, Programmes and Project teams continue to solidify and deliver programme related activities for the longer term benefit of our residents and communities.
84. In measuring the impact of Programmes and Projects for Quarter 1 (2021/22), below is a flavour of some headlines from the current portfolio:
- Programme & Projects staff continue to support the response to Covid and Mass Vaccination (Multiple roles – Management of governance principles, including documentation, structure, templates/ returns, providing the foundations for recovery; for Tactical Coordination Group; supporting numerous Recovery Cells, Locality Meetings, Team Doncaster Partnerships Board etc.)

- Direct Programme Management support on Floods; To ensure a robust response to any future flood events by addressing lessons learned from November 2019 and January 2021 floods in Doncaster. Programme Management resources are supporting colleagues to refresh, deliver revised Plans and processes, adapt new data intelligence and embed new technologies, supporting and defining significant infrastructure asks, to testing existing support structures through designated training programmes.
 - Awarded significant amount of external funding (£25m Doncaster Urban Centre Town Deals) and bid for other external investment (Awaiting the outcome of the £25m Stainforth Towns Fund, £17m Levelling Up Fund submission submitted for the Doncaster Urban Centre; £2.8m Community Renewal Fund Submission submitted).
 - Continued to manage existing Funding Programmes; European Structural Investment Fund (ESIF), Accelerated Towns Deal Funding (£1.5m); Section 106 and Doncaster Movement.
 - Continue to support the Transition of EU exit – 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.
 - Continue to support the transition of Key Strategies and Policies to actual deliverable action plans: Environmental Strategy; Tree Policy; Housing Strategy; Health & Well-Being 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.
 - DIPS – Adults phase 2 of Programme Delivery with further integration into Adults, Health and Well-Being, and Learning and Young People Directorates.
 - 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.
85. During 2021/22 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 particular projects, examples of this over the last quarter include: DIPs, Floods, Cyber Security and Your Ways of Working.
86. 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.

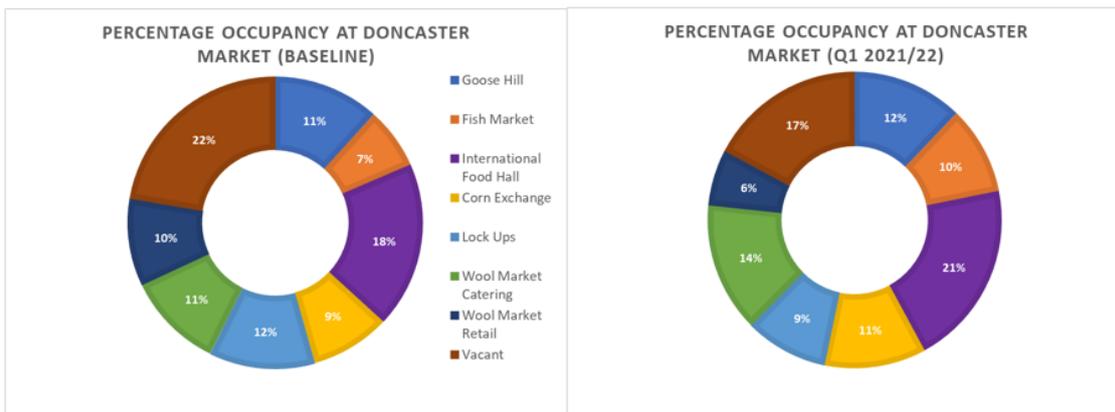
Market Asset Management (MAM) Doncaster Ltd. Update

87. The first quarter of 2021-22 signalled Step 2 of the Roadmap out of Lockdown on 12th April where non-essential retail could re-open and hospitality re-opened outdoors with customers not having to order a meal in order to consume alcohol. Step 3 of the Roadmap occurred on the 17th May where groups of up to 30 could meet outdoors and indoor hospitality re-open with the rule of six.

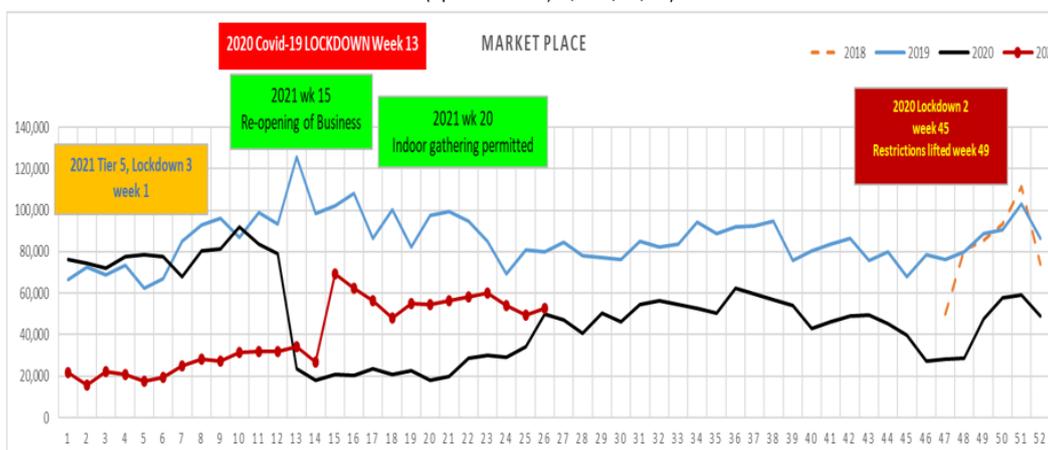


- 88. MAM have maintained occupancy levels during Q1, with new tenants joining the Wool Market, Mexborough Market, and the Fish Market.
- 89. A number of businesses have been expanding and have taken on additional units in the Fish Market, which is now at full occupancy.
- 90. MAM are working with Business Doncaster to offer Test Trading units as part of grant support packages, and hope to see this initiative expand going forward.

Doncaster Market Occupancy Level Changes per area of the estate (Percentage) at Baseline (May 2019) and Q1 2021/22



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



91. The footfall in 2021/22 Q1 in the market is significantly higher than the same period in 2020 but remains to be reduced when compared to Q1 in 2019/20. Footfall numbers increased from approx. 26,500 in the first week of Q1 to approx. 69,000 the following week (week 15; which coincided with Stage 2 of the Roadmap out of lockdown and has seen the peak of footfall during 2021). Footfall since 12th April has been consistently above approx. 55,000 on all but two weeks which corresponded with poor weather. The move to stage 3 of the easing of lockdown in week 20; where non-essential retail could re-open and indoor dining could resume do not seem to have impacted footfall either positively or negatively. This trend was also visible across the main shopping sites in the town centre.
92. MAM have continued to be compliant with Covid regulations as policy has been updated. This has included the re-introduction of the Quiz nights at the Wool Market, indoor seating and ongoing table service. As the next step of the roadmap is finalised, we will continue to operate the market in a safe environment whilst re-introducing our footfall-driving events programme.
93. Doncaster Market also held the Young Traders event in collaboration with the National Market Traders Federation (NMTF). After receiving excellent feedback from traders, customers, local judges and the NMTF Doncaster has been chosen to host the Regional Finals in July.
94. With the easing of restrictions a number of events are being planned, in conjunction with the council's events team, to be held in the market area. Events include a return of the successful Delicious Doncaster Food Festival and DN1 Live albeit on a smaller scale due to increased al-fresco areas for bars surrounding the market estate and the wool market.
95. MAM are involved in regular meetings with the Council to maintain the ongoing conversation regarding the development of future plans across both Doncaster and Mexborough estates.
96. MAM continue to provide monthly income and expenditure reports and quarterly management accounts. Council officers have been through this in detail and are monitoring the position however due to commercial sensitivity, the income and expenditure projections are not disclosed within this report.

EU EXIT:

97. The UK left the European Union on 31st December 2020, introducing new arrangements under a Trade and Co-operation Agreement signed by both parties in December 2020. The agreement contained new rules to be applied from 1st January 2021, flexibilities for trading conditions for a period of 6 months and areas where discussions will continue e.g. security, fishing and implementation of the Northern Ireland Protocol.
98. Chaired by the Council, a multi-agency forum (Brexit Transition Senior Responsible Officer Forum) ensured 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 and 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.
99. A collaborative effort has aimed to ensure that Doncaster business and communities are as resilient as possible and information gets to the relevant organisations and residents. The Council has led an awareness campaign through social media posts, websites and newsletters to raise the profile of issues, in particular signposting support for businesses and the EU Settlement Scheme to local residents .
100. The impact of the UK's new relationship with the EU is yet to fully play out. The SRO forum will continue to meet into quarter 2 (2021/22) to ensure continuity of oversight and targeting of support to the following themes:
 - **Business:** Business has been hit hard by the increase in paperwork and intermittent delays in supplies. However, but Doncaster Chamber and Business Doncaster are working with companies that import/export to the EU. 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:** This scheme closed on 30th June 2021. Figures available up to March 2021 confirmed that 23,580 applications had been received by the Home Office from residents in Doncaster. 21,970 of these had been processed with 96% securing settled and pre-settled status. This issue will continue to be monitored and efforts are being made to identify difficulties that may arise for residents should they not be successful or fail to apply.

FINANCIAL POSITION:

Revenue Budget

101. The current position shown below is a balanced budget (no under/overspend). This position has been achieved, in part, by the use of £6.82m of COVID-19 emergency funding to meet increasing and emerging COVID-19 related cost pressures, and new initiatives as part of the Council's recovery phase. Examples of the pressures are children placed out of authority and income shortfalls in Schools Catering due to lower take-up of school meals (full details are shown in Appendix A - Finance Profile). During quarter 2 the cost pressures will be examined in more detail to determine the extent to which they will need to be factored into the budget setting process for 2022/23 and beyond.
102. The position includes £8.2m being delivered against planned savings, although overall savings remain off track with a £1.9m shortfall estimated. A summary and further details by service area is provided below: -

	Quarter 1				
	Gross Budget	Net Budget	Variance		COVID-19 Costs
	£m	£m	£m	%	£m
Adults Health and Wellbeing	163.0	72.6	0.4	0.2%	7.6
Learning Opportunities, Skills & Culture	65.5	15.0	1.2	1.8%	1.8
Doncaster Children's Services Trust (DCST)	57.9	53.1	0.8	1.4%	2.9
Corporate Resources	115.9	24.2	-0.1	-0.1%	1.7
Economy & Environment	97.3	41.0	-0.1	-0.1%	2.9
Services Budgets	499.6	205.9	2.2	1.0%	16.9
Council-Wide budgets	17.3	-57.3	-2.2	-12.6%	0.0
Grand Total	516.9	148.6	0.0	0.0%	16.9

103. AHWB outturn position is a forecast overspend of £0.40m. The main variances are as follows:
- The Adult Social Care Ladder outturn position is a forecast overspend of £0.70m following a review of activity and spend forecasts across the care ladder with some work still ongoing as outlined. This overspend is primarily driven by an overspend on older people's residential placements of £0.80m caused by fewer people than budgeted leaving the service from April to June. This has meant placement numbers in this area have increased over recent months even though new placements have remained relatively stable across the past 6-9 months. These numbers are forecast to remain in service for the rest of the year, and for growth in overall numbers to level off with average monthly leavers increasing over the next few months. Working Age Adults residential placements are also forecast to overspend by £0.11m, primarily due to back-dated payments which were picked up late due to the transfer of case management systems. Non-residential care services are forecast to underspend by -£0.15m overall, however this includes overspends in direct payments £0.19m, based on current client number projections, and supported living £0.48m which has been caused by a number of factors that are being investigated to determine underlying causes and likely duration. These are

offset by increased income of £0.62m from the additional placements, recharges to the NHS of hospital discharge costs and a review of prior year invoices and related accruals being resolved.

- Other Adult Social Care costs are forecast to underspend by £-0.08m, balancing a forecast overspend on Community Equipment of £0.14m based on an assumption of similar levels of activity as last year and pending a service review just underway, with general staffing underspends of £-0.13m and on the Workforce Development budget of £-0.10m. Communities is forecasting a -£0.22m underspend mainly in Communities Wellbeing which is forecast to underspend by -£0.21m relating to temporary staffing vacancies and reduced transport running costs within the SMILE service due mainly to the pace of the COVID recovery. Staffing underspends are being checked to ensure staffing levels in care and support services remain safe. The SMILE day service will be fully stood up again following easing of COVID restrictions as soon as it is safe and practicable to do so on every site.
104. Learning Opportunities, Skills & Culture (LOSC) is forecast to overspend by £1.2m at quarter 1 and there are additional pressures, which are a consequence of the pandemic of £1.85m, and as such are proposed to be funded from COVID-19 monies. The overspend and additional funded COVID-19 pressures includes: -
- Travel Assistance £0.11m, of which £0.2m is a demand pressure above the additional budget of £0.68m agreed as part of budget setting, offset by additional DSG funding of -£0.09m. There was a delay in delivering savings in 2020/21 due to the impact of COVID-19 and this is expected to continue into 2021/22; only savings of £0.09m expected to be delivered in 21/22 leaving a balance of £0.64m in 21/22 (which is being covered with additional COVID-19 funding). There is currently an action plan being drawn up to review delivery of those prior year savings targets. The demand pressure element of the overspend will also be reviewed to understand any permanent pressure that will need to be reviewed as part of budget setting for 2022/23.
 - CWD placements pressure of £0.6m due to the full year effect of 4 new OOA placements in 2020/21 and 1 placement move from In House Fostering to OOA in 2021/22 that are currently expected to remain throughout 2021/22 but the impact will be monitored throughout the year and updated. This is partially due to the needs of the 4 young people, and partially due to the inability to move forward certain elements of the Future Placements Strategy. For example, if we had a greater foster carer offer for children with complex needs (as per the strategy) then potentially they could have been kept in Borough. Work is ongoing with the Trust to ensure progress on the Future Placement Strategy remains a top priority along with placement decisions made through Joint Resource Panel. The overspend will also be reviewed to understand any permanent pressure as part of budget setting for 2022/23.
 - Libraries and Culture £0.26m as the new structure is still awaiting implementation, following previous savings targets and delayed due to COVID in 20/21, with consultation commencing and implementation expected later in 2021. Work on the new structure will also look at external funding sources and potential income to fund some of the changes to the structure.
 - Shortfall in traded income from schools across a range of LOSC services and cost pressures for the central Buy Doncaster team amounting to £0.21m.

- Short Breaks packages £0.06m due to increases in existing packages and growth. £0.43m of Short Breaks savings delayed as new overnight provision currently not expected to open until Jan 2021 (this has been funded from COVID-19 monies).
 - There are additional pressures of £0.54m being funded from COVID-19 monies to cover mainly loss of Attendance Fixed Penalty Notice fines income £0.33m and additional capacity in Locality Delivery £0.2m.
 - These are offset in part by an underspend of -£0.15m in Educational Psychology due to managed staffing vacancies.
105. The Doncaster Children's Services Trust (DCST) forecast outturn at quarter 1 is an overspend of £2.14m to the 2021/22 contract value, of which £1.32m is attributable to the impact of COVID-19 and is being funded by additional COVID-19 grant (Out of Authority (OOA) Placements £0.89m, Fostering Placements £0.13m and additional Agency costs of £0.3m). The forecast is net of additional funding of £0.93m for Care Ladder pressures which is subject to approval in this report, allocated to OOA £0.53m, Independent Fostering Agency (IFA) £0.25m and In House Fostering £0.15m. In addition to the £1.32m COVID-19 pressure, the 2021/22 contract sum included £0.71m to fund COVID-19 Care Ladder pressures and £0.13m to fund agency pressures identified as part of budget setting, and £0.74m of the additional £0.93m is due to the impact of COVID-19; therefore, the Council will have provided £2.89m in total to cover DCST's COVID-19 pressures. The non-COVID-19 overspend of £0.82m includes: Out of Authority (OOA) Placements £0.80m and 16+ Placements £0.73m, offset by additional funding of -£0.76m from the DSG High Needs Block (note this increases the budgetary pressure to High Needs Block, which is detailed below under Dedicated Schools Grant).
106. In summary, the overall pressure on children's placement budgets across DCST and the Council is £2.6m; this includes external residential placements (looked after children and children with disabilities), Independent Fostering Agencies (IFA), in-house fostering and 16+ placements. The gross cost is circa £28m of which the majority is funded from the general fund, £5m Dedicated Schools Grant (DSG) and contributions from continuing health care. This is a significant demand pressure for the Council and delivering the actions within the Future Placement Strategy remains a priority, further work will be undertaken to understand the longer-term impact as part of the budget setting process for 2022/23.
107. Corporate Resources is forecast to underspend by £-0.10m at quarter 1. The main areas of overspend are within Customers, Digital & ICT: £0.30m in Revenues & Benefits (after the allocation of COVID-19 funding of £0.38m to cover the additional estimated costs of COVID-19) due to a reduced level of overpayments reducing the ability to achieve subsidy income and in HR, Comms & Exec Office: £0.17m in Corporate Health & Safety due to reduced income from training courses. The main areas of underspend are within Finance: £-0.21m (after the allocation of COVID-19 funding to cover additional costs of COVID-19 including £0.77m for Schools Catering (impact of reduced meal uptake) and £0.08m Metroclean due to cover for sickness/self-isolation). The main reasons for the resultant underspend position is the early delivery of future budgeted savings £-0.1m and underspend on Fleet management budgets. There are underspends of £-0.26m across the Directorate relating to vacant posts.

108. Economy and Environment (E&E) is forecast to underspend by £-0.10m at quarter 1. The estimated cost of COVID-19 is expected to be £2.9m and £2.7m of additional budget has been allocated to support this. The main areas of projected overspend are: Strategic Asset Management - £0.20m overspend due to reduced income from rent and service charges; Waste and recycling - £0.16m overspend mainly due to increased tonnage, increase of hazardous waste collection and disposal. These overspends have been mitigated mainly by a projected overachievement of income within Highways Operations of £0.35m which is reliant on successful delivery of planned works and a £0.15m underspend on Street lighting energy costs.
109. Council Wide is forecast to underspend by £-2.18m at quarter 1. The main areas of underspend are: £-1.79m Minimum Revenue Provision (MRP) is lower than estimated due to DGLAM and new cinema complex not becoming active in 2020/21 and less spend on fleet replacement in 2020/21; £-0.64m Treasury Management on interest payable due to historically low interest rates and not replacing maturing loans due to being under-borrowed partly mitigated by lack of investment income due to historically low interest rates; £0.23m lower pension costs for former employees. These are partially offset by overspends in the following areas: £0.04m buy-back of leave - expected shortfall on profile from previous years; £0.17m capital receipts - there is an estimated shortfall on capital receipts required to fund the capital programme in 21/22 so there are insufficient receipts available to transfer to revenue to offset the costs of disposal; £0.20m senior management savings and £0.05m consolidation of common functions across Doncaster service delivery partners savings assumed not achievable. It is assumed that the currently uncommitted contingency budget of £1.65m will be needed in full.
110. The above figures do not include any estimated loss of income from Council Tax and Business Rates. These form part of the Collection Fund and due to statutory accounting requirements the impact of losses in the Collection Fund in 2021/22 won't affect the Council's General Fund until 2022/23. The impact on the Collection Fund is discussed below.

Housing Revenue Account (HRA)

111. The outturn projection at Quarter 1 is breakeven i.e. no under or overspend, subject to the approval of the recommendations detailed in this report. An underspend of £0.5m is projected on rent income and interest received on the HRA balances. This underspend will be utilised to fund the backlog of responsive repairs as a result of COVID-19, which will be delivered through the contract management arrangements. In addition, it is proposed to utilise £0.5m of the HRA balances to carry out a rich picture stock condition survey, which will enable the completion of the actions in the recently approved St Leger Asset Management and Environmental Strategies.
112. The revised budget previously assumed a contribution of £2.8m from balances; the above updates means that the contribution from balances will increase to £3.3m, with HRA balances estimated to be £4.9m as at 31st March 2022.
113. A £0.2m carry forward was approved in the Quarter 4 Performance and Finance report for management fee to St Leger Homes to be spent on arboriculture and improvement of compliance reporting, this expenditure is on track for delivery this financial year, with 43% having been spent and a further 43% being committed.

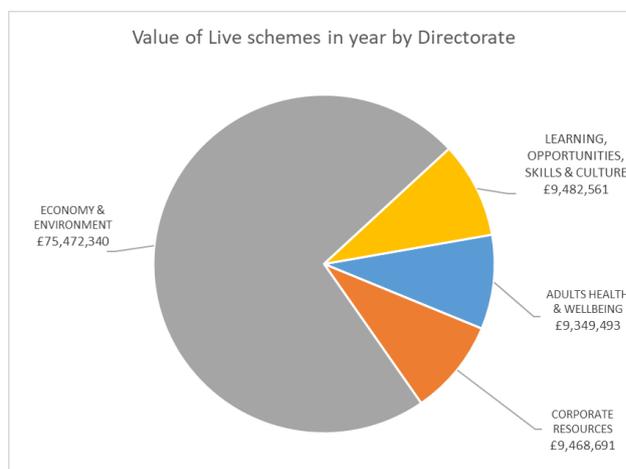
114. Current rent arrears at Quarter 1 are £2.0m (2.64% of the rent debit); this is same value as at year end (2.75%). As at 30th June, the amount of former tenants' arrears was £1.1m, the same figure as at year end, write offs in this period were £43k.

Capital Budget

115. The current year capital programme is made up of 376 schemes and current projections total £103.8m. 66% of the schemes and 73% of the projected spend sits within E&E.

Projected Budget	
Directorate	Current Year
ADULTS HEALTH & WELLBEING	£9,349,493
CORPORATE RESOURCES	£9,468,691
ECONOMY & ENVIRONMENT	£75,472,340
LEARNING, OPPORTUNITIES, SKILLS & CULTURE	£9,482,561
Grand Total	£103,773,085

Count of schemes	
Directorate	in Current Year
ADULTS HEALTH & WELLBEING	17
CORPORATE RESOURCES	39
ECONOMY & ENVIRONMENT	248
LEARNING, OPPORTUNITIES, SKILLS & CULTURE	72
Grand Total	376



116. Due to the high amount of slippage in the previous year's capital programme, officers have been asked to ensure projections are as accurate as possible and reflect what is deliverable in year. This has been supported and reviewed by holding workshops with the relevant budget holders, finance and PIC officers. This provided an opportunity to discuss and raise issues on individual schemes, highlight capacity issues and any required additional support.

117. As at Q1 there has been an overall 10% reduction in projected in year spend when compared to the opening budget of £115.5m, which is a reduction of £11.7m.

Row Labels	Current Year		Projected Budget Update		% reduction in forecast spend after 3 months
	Budget Brought	Current Year	Current Year	Current Year	
ADULTS HEALTH & WELLBEING	£ 10,184,732	£ 9,349,493	£ 9,349,493	£ 9,349,493	-8%
CORPORATE RESOURCES	£ 11,749,677	£ 9,468,691	£ 9,468,691	£ 9,468,691	-19%
ECONOMY & ENVIRONMENT	£ 83,362,321	£ 75,472,340	£ 75,472,340	£ 75,472,340	-9%
LEARNING, OPPORTUNITIES, SKILLS & CULTURE	£ 10,199,190	£ 9,482,561	£ 9,482,561	£ 9,482,561	-7%
Grand Total	£ 115,495,921	£ 103,773,085	£ 103,773,085	£ 103,773,085	-10%

118. Actual in year spend to date is £10.5m which is around 10% of the £107.2m projection. Learning, Opportunities, Skills & Culture current actuals are only 1% of their £9.5m projection but a large proportion of work is expected to happen during the school summer holidays so it is expected to be higher at Q2 and Q3.

Row Labels	Sum of Current		Sum of Projected Budget		% of budget spent after 3 months
	Year Actuals	Update Current Year	Update Current Year	Update Current Year	
ADULTS HEALTH & WELLBEING	£ 1,443,831	£ 9,349,493	£ 9,349,493	£ 9,349,493	15%
CORPORATE RESOURCES	£ 827,440	£ 9,468,691	£ 9,468,691	£ 9,468,691	9%
ECONOMY & ENVIRONMENT	£ 8,163,931	£ 75,472,340	£ 75,472,340	£ 75,472,340	11%
LEARNING, OPPORTUNITIES, SKILLS & CULTURE	£ 114,757	£ 9,482,561	£ 9,482,561	£ 9,482,561	1%
Grand Total	£ 10,549,959	£ 103,773,085	£ 103,773,085	£ 103,773,085	10%

There are 184 schemes that are yet to incur any in year spend which is almost half of the current number of schemes and accounts for £37.3m of current year projections.

Directorate	Total for budgets with no spend in year	Number of Schemes	Schemes with no budget spend	Schemes with no spend - as proportion of total schemes	Schemes with no spend - as proportion of full year budget
Adults Health & Wellbeing	441,569	17	9	53%	5%
Corporate Resources	3,901,521	39	23	59%	41%
Economy & Environment	25,201,416	248	102	41%	33%
Learning, Opportunities, Skills & Culture	7,720,727	72	50	69%	81%
Grand Total	37,265,233	376	184	49%	36%

Current Status of Schemes in the programme

119. 168 schemes have either not started or are still at the planning phase which is 45% of all the current year schemes. 108 schemes have been classified as

Row Labels	Count of Budget Holder	% in phase based on scheme numbers
Not started	100	26.60%
Planning Phase	68	18.09%
Underway	108	29.26%
Completion phase	81	21.54%
Block Budget	17	4.52%
Grand Total	374	100.00%

underway. The number of schemes in the completion phase may look high for this time of year but this is due to them being substantially complete in the previous year and being finished this year.

120. Looking at this from a projected spend perspective there is around £34m worth of in year schemes that are currently yet to start with £55m of the current year programme classified as underway.

Capital Receipts

121. Based on current estimates the capital receipts to be generated in year will be sufficient to cover current requirements. If the receipts are delayed any shortfall will need to be met via additional borrowing.

Risks

122. There are risks in the capital programme around rising costs of supply and materials, having the capacity to deliver the current programme as well as the capacity to develop and deliver schemes in order to maximise external funding opportunities.

Collection Fund

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

Council Tax:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Use £m	Closing Balance* £m
Collection Fund	-145.28	-147.79	-2.52	3.53	-2.47	-1.46
Doncaster Council	-119.75	-121.83	-2.07	2.95	-2.07	-1.20

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

The council tax collection fund surplus is attributable to higher growth £-0.42m and higher collection rates £-2.25m partially offset by increased levels of Local Council Tax Support (LCTS) £0.15m.

Council Tax arrears were £26.15m compared to the target of £26.79m at the end of quarter 1. The target for reduction of Council Tax arrears was £1.71m for quarter 1 and the actual reduction in arrears was £2.35m. The main reason for this above expected reduction in arrears is debt recovery returning to normal to a large extent, with enforcement agents also beginning to re-engage with debtors. As things start to return to normal it is hoped that this level of reduction will continue as staff target all Council Tax debt irrespective of age.

Business Rates:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance* £m
Collection Fund	-93.90	-72.59	21.31	43.94	-42.00	23.25
Doncaster Council	-46.01	-35.57	10.44	21.53	-20.58	11.39

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

The business rates collection fund deficit is mainly due to the introduction of the retail relief scheme announced by the Government to support businesses through COVID-19 £23.81m partially offset by lower decline in growth than expected £-2.15m. The Council will be reimbursed for its share of the reliefs granted in 2021/22 through section 31 government grants but these are credited to the general fund not the collection fund.

Business Rates arrears were £8.53m compared to the target of £8.20m at the end of quarter 1. The target for reduction of Business Rates arrears was £0.6m for quarter 1 but the actual level of arrears only reduced by £0.3m. The main reason for the reduction not being on target is due to retrospective changes in liability being carried out in the current year back into the previous year which actually increase the arrears figure from the year end position. These changes reduce through the year and it is expected that performance will improve through quarter 2 and beyond. There is also the continuing impact of COVID-19. Many businesses are still struggling to get back to normal and therefore recovery action has been reasonably lenient so far. It is hoped as lockdown restrictions continue to ease businesses will be able to get back to their normal trading positions and the level of arrears will start to come down.

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

Collection Fund	2021/22 Impact £m	2022/23 Impact £m
Council Tax surplus	0.00	-1.20
Business Rates deficit	0.00	11.39
Section 31 grants	-11.77	0.00
Total	-11.77	10.19

Overall impact of COVID-19 in 2021/22

124. Central government has allocated £9.8m of un-ringfenced emergency grants to the Council in 2021/22. In addition, £5.3m is available from the 2020/21 allocation and £1.5m is available from the un-ringfenced Local Council Tax Support scheme grant. This report recommends the approval of funding for new COVID-19 related initiatives and funding for budget pressures (these are detailed in virements section of Appendix A – Finance Profile).
125. The table below summarises these sums and shows an unallocated balance of £9.8m.

	£m
2021/22 emergency funding allocation	9.8
Carry forward unallocated from 2020/21	5.3
Balance of Local Council Tax Support scheme funding	1.5
2021/22 Q1 Finance & Performance Improvement report allocation	-6.8
Total	9.8

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

Schools Funding & Dedicated Schools Grant

128. The Dedicated Schools Grant (DSG) is projected to overspend by £3.045m during 2021-22 to create an overall overspend on DSG of £12.095m. The overspend position is mainly due to pressures within the High Needs Block which includes expenditure on Out of Authority placements, Specialist Post 16 Institutions, Education Health & Care plan (EHCP) Top Up payments. The increase in spend for children placed in SEN out of authority placements, is due to a combination of levels of need and local schools provision, and there has been delays due to COVID-19 in delivering savings on Children with Disabilities (CWD) placements as part of the Future Placements Strategy. There is a significant amount of work being completed at both operational and strategic levels. Operationally funding requests are now submitted to the multi-agency Joint Resource Panel, which has a mandate to ensure all local options have been explored prior to any SEN out of authority placement being agreed and also review the decisions made by the Trust in relation to CWD & Looked after children (LAC) placements. There is an expectation that this will stem the flow and allow 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.
129. Whilst the overspend position is significant it is not uncommon to other Council positions. In the last 2 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 extra £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 which is mainly expected to be achieved due to this additional permanent funding received in 2021/22 which is expected to create in year surpluses 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 needs strategy.

130. During Quarter 1 of 2021/22 Doncaster's maintained schools have received additional funding from the Department for Education specifically relating to COVID-19 as follows:-
- a. Catch Up premium of £0.33m,
 - b. School Fund grant of £0.01m,
 - c. Schools Free School Meals additional costs of £0.07m and,
 - d. School Mass Testing Grant of £0.05m.

Reserves

131. As part of the strategy to streamline and reduce the number of specific earmarked reserves, a review is being undertaken with a view to repurposing balances no longer required for their original purposes. In 2020/21 £4.2m was identified and transferred to the Service Transformation Fund, further balances are expected to be identified in 2021/22.
132. In the 2020/21 Quarter 4 Finance & Performance Improvement report the carry forward of various balances to be spent in 2021/22 was approved. An update of progress of spending these balances is shown in Appendix A – Finance Profile.

STRATEGIC RISKS

133. The register contains 12 risks all have been profiled for quarter 1. 10 risks have retained the same profile.
134. The following 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.
- The following risk profile has increased:
- Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk.
135. No risks have been demoted and no new strategic risks have been identified this quarter.
136. The complete strategic risk profiles are attached as Appendix B.

OPTIONS CONSIDERED

137. Not applicable

REASONS FOR RECOMMENDED OPTION

138. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

Outcomes	Implications
Connected Council: <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

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

LEGAL IMPLICATIONS [Officer Initial: SRF Date: 04/08/21]

140. 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: RI Date: 16/7/21]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initial: SH Date: 04/08/2021]

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

TECHNOLOGY IMPLICATIONS [Officer Initial: PW Date: 04/08/2021]

143. There are no specific technology implications. Technology continues to be a key enabler to support performance improvement and Digital & ICT must always be involved via the technology governance model where technology-based procurements, developments or enhancements are required. This ensures all information is safe and secure and the use of technology is maximised providing best value.

HEALTH IMPLICATIONS [Officer Initials: RS Date: 04/08/2021]

144. 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: 16/07/21]

145. 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

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

BACKGROUND PAPERS

147. Not applicable.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

148. N/A

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FINANCE PROFILE

Adult Health and Well-Being Revenue		Quarter 1 2021/22		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Adults Health & Wellbeing Total	162.991	72.601	0.408
✓	Adult Social Care	65.036	49.346	0.275
✓	Communities	64.572	40.323	0.138
✓	Director Of Adult Services	1.288	-24.160	0.000
✓	Public Health	31.249	6.462	0.000
✓	Localities	0.846	0.630	-0.005

Adults Health and Well-Being Capital		Quarter 1 2021/22			
		Budget (£m)	Projection Q1 (£m)	Budget Future Years (£m)	Projection Future Years (£m)
✓	Adult, Health & Well-Being Total	10.2	9.4	19.9	21.2
✓	Adult Social Care	6.0	5.1	19.9	20.9
✓	Communities	0.4	0.5	0.0	0.0
✓	Modernisation and Commissioning	0.1	0.1	0.0	0.0
✓	Public Health	3.7	3.7	0.0	0.3

Corporate Resources Revenue		Quarter 1 2021/22		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Corporate Resources Total	115.932	24.191	-0.098
✓	Customers, Digital & Ict	72.948	9.794	0.188
✓	Corporate Resources Director	0.383	0.039	-0.024
✓	Finance	25.875	1.019	-0.213
⊘	Hr, Comms & Exec Office	5.656	4.678	0.091
✓	Legal & Democratic Services	6.907	4.696	-0.047
✓	Policy, Insight & Change	4.164	3.964	-0.093

Corporate Resources Capital		Quarter 1 2021/22			
		Budget (£m)	Q1 Projection (£m)	Budget Future Years (£m)	Projection Future Years (£m)
✓	Corporate Resources Total	11.8	9.5	1.6	3.9
⚠	Customers, Digital and ICT	3.9	3.9	0.8	0.8

Corporate Resources Capital	Quarter 1 2021/22			
	Budget	Q1 Projection	Budget Future Years	Projection Future Years
 Finance	7.9	5.6	0.8	3.1
 HR, Comms & Exec Office	0.0	0.0	0.0	0.0
 Legal & Democratic Services	0.0	0.0	0.0	0.0

Learning Opportunities, Skills & Culture	Gross Budget (£m)	Quarter 1 2021/22	
		Net Budget (£m)	Variance (£m)
 Learning Opp, Skills & Culture Total	123.357	68.078	1.935
 Centrally Managed	8.303	0.278	-0.001
 Early Intervention & Localities	14.301	3.443	0.052
 Education Skills Culture & Heritage	42.87	11.27	1.061
 Childrens Services Trust	57.883	53.088	0.824

Learning Opportunities, Skills & Culture Capital	Quarter 1 2021/22			
	Budget	Q1 Projection	Budget Future Years	Projection Future Years
	£m	£m	£m	£m
 Learning & Opportunities - CYP Total	10.2	9.5	17.3	20.4
 Centrally Managed	0.2	0.2	0.3	0.6
 Commissioning & Business Development	7.5	7.4	10.1	18.1
 Partnerships and Operational Delivery	1.2	0.5	0.0	1.2
 Children's Services Trust	1.3	1.4	0.7	0.5

Council Wide Budgets Revenue	Gross Budget (£m)	Quarter 1 2021/22	
		Net Budget (£m)	Variance (£m)
 Council Wide Budget Total	17.295	-57.272	-2.180
 Change Programme	0.000	-0.150	0.000
 Gnrl Financing/Treasury Mngmen	6.569	5.908	-0.640
 Levying Bodies/Parish Precepts	16.231	16.231	0.000
 Other Centrally Funded	4.553	-0.110	0.483
 Revenue Costs Ex Capital Progrmm	-21.185	0.000	0.000
 Technical Accounting	5.804	5.804	-1.792
 Business Rate Retention	0.000	-90.098	0.000
 Severance Costs	5.322	5.143	-0.231

Treasury Management Update – Quarter 1 2021-22

1. The estimated outturn for Treasury Management is an underspend of £0.64m on interest payable due to historically low interest rates and not replacing maturing loans due to being under borrowed partly mitigated by lack of investment income due to historically low interest rates.
2. The Council remains under borrowed and on average in 2020/21 this was £66m which was 11% of our Capital Financing Requirement (borrowing need). Due to a favourable cashflow position in the first few months of the financial year this level of under borrowing is now at £131m which is 22% of our borrowing need. This is not expected to continue and the Council will have to borrow in the later part of the financial year. As previously mentioned remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt. This minimises interest paid on external debt but is not a permanent solution and does carry some interest rate risk.
3. However, currently interest rate risk (risk of paying higher rates when borrowing is taken) remains low as borrowing rates remain subdued and are forecast to remain that way in the short term, due to the COVID-19 pandemic (which has increased global growth uncertainty). 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 and is being monitored carefully.

Borrowing

Figure 1: The following table summarises the Council's forecast Debt Portfolio as at 30th June 2021: -

Doncaster Council Debt Portfolio and Maturity Profile as at 30th June 2021				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	13.11	60.004
12 to 24 Months	50	0	5.46	25.000
24 Months to 5 Years	50	0	7.90	36.168
5 Years to 10 Years	75	0	2.58	11.820
10 Years to 20 Years				51.355
20 Years to 30 Years				18.325
30 Years to 40 Years	95	10	70.95	154.301
40 Years to 50 Years				100.880
50 Years and above				0.000
TOTAL			100.00	457.853

4. Short-term interest rates are forecast to remain low during the remainder of the financial year. The Council should be able to arrange all of its borrowings within the budgeted borrowing rate of 0.8% during this financial year.
5. Treasury Management Officers confirm that there were no breaches of Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 1st March 2021, during this financial year.

Investment

6. 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.
7. The current average investment rate is 0.15% compared to the last financial year average return of 0.26%. This is due to the collapse of investment rates following the Bank of England Base Rate reduction to 0.01% at the beginning of the COVID-19 pandemic. Work remains ongoing to maximise our investments in line with the strategy agreed on 1st March 2021.
8. Treasury Management Officers confirm that there were no breaches of investment limits during this financial year.

Figure 2: The following table summarises the Council's investment portfolio as at 30th June 2021.

Investment	£m
GOLDMAN SACHS	20.00
FIRST ABU DHABI BANK	10.00
LLOYDS BANK	5.01
HANDLESBANKEN	15.00
SANTANDER UK	20.00
Total	70.01

Risks

9. Risks were reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 1st March, 2021. Key risks relate to our investment portfolio: -
 - a. The risk of reduced investment interest rates is 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 1 2021-22

	Funding Source	Allocation of block budget 2021/22 £m	Allocation of block budget Total £m
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Learning & Opportunities: Children & Young People

Centrally Managed

Kirton Lane Fencing	Government Grant	0.023	0.023
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Partnerships and Operational Delivery Centrally Managed

Plover HI	Government Grant	0.003	0.003
Seedlings fencing		0.003	0.003
Total Children & Young People		0.029	0.029

Economy & Environment

Economy & Development

Integrated Transport Block (ITB) – Economy	Local Transport Programme (LTP)	Revised allocation 0.946	0.721 (with 0.225 c/fwd 22/23)
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Environment

Highways Capital Maintenance (HCM)	Local Transport Programme (LTP)	Revised Allocation 4.958	4.958
Pothole & Challenge Fund	Department for Transport (DfT)	Revised Allocation 4.413 (inc c/fwd)	4.413
Integrated Transport Block (ITB) – Environment	Local Transport Programme (LTP)	Revised allocation 0.535	0.535
Total Economy & Environment		6.439	6.439

Virements for Elected Mayor / Cabinet / Portfolio Holder Approval

2021/2022 Quarter 1

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

The following virements are proposed for approval: -

	Reason	Directorate	£
1	Transfer of budget from learning opportunities, skills and culture to AHWB re localities working	LOSC AHWB	(630,250) 630,250
2	Transfer of PA budgets from AHWB, LOSC & E&E to Corporate Resources following the PA review.	AHWB E&E LOSC CR	(87,050) (92,160) (88,380) 267,590
3	<p>Allocation of COVID-19 emergency funding to support increasing and emerging pressures, in addition to new initiatives identified:--</p> <ul style="list-style-type: none"> • Corporate Resources - Coroners - additional cost of dealing with inquests backlog - accommodation, support staff, assistant coroners, jury fees (£97,000) • Corporate Resources - Democratic Services - accommodation for Annual General Meeting of Council (£2,140) • Corporate Resources - ICT - Hybrid meeting solution equipment costs for 12 large meeting rooms and 21 small/medium meeting rooms (£136,000) • Corporate Resources - ICT - provision of laptops and connectivity to school children not covered by previous schemes (£209,170) • Corporate Resources – Schools Catering income losses due to lower uptake (£769,730) • Corporate Resources – Metroclean additional relief staff costs due to self-isolation (£80,000) • Corporate Resources – benefits subsidy shortfalls relating to people in B&B/hotel accommodation (£380,000) • Council Wide - Staff recognition markets vouchers (£20,000) • LOSC - Temporary posts to assist LOSC DLT in managing the response to the pandemic and wider key priorities (£149,000) • LOSC - Temporary additional staffing to support vulnerable children and young people (many with SEMH needs) who step down from social care, in particular into educational settings. (£202,000) • LOSC – Travel Assistance savings delay (£655,230) • LOSC – Short Breaks savings delay (£425,000) • LOSC – school attendance income losses (£320,000) • LOSC – other fees and charges income losses (£94,530) • Doncaster Childrens Services Trust - additional out of authority placements due to COVID-19 (£2,055,000) • Doncaster Childrens Services Trust - increased resources in the Domestic Abuse Navigator team to support whole family approach to reduce risk of domestic violence and abuse and address the impact on children and young people. (£100,000) • E&E - Car parks - provision of free parking for 3 months at Markets and St Georges' car parks from 2pm and at Chappell Drive car park all day on Saturdays (£120,000) • E&E - Emergency Assistant Director for 7 months (£72,000) • E&E - Support for Shopappy app to help promotion of businesses across Doncaster (£24,000) • DCST – out of authority placement increases (£1,318,000) • E&E – rent shortfalls on commercial properties (e.g. cinema, car parks, Herten triangle) (£539,320) • E&E – car parks income shortfalls (£372,000) 	E&E LOSC CR EMR	1,127,320 4,000,760 1,674,040 (6,822,120)

2021/22 COVID-19 Funding and Doncaster Council allocations

Covid related funding stream	Description	Spend to date (£k)
COVID-19 pressures funding	Unringfenced funding to support discharge from hospital, children services, waste, homelessness and other COVID related services. Allocated £9.8m for 21/22, amounts for allocation included in the virements proposed.	0
Sales, fees and charges compensation	Where losses are more than 5% of a council's budgeted income for sales, fees and charges, compensation will be paid at 75%. Only available for first 3 months of 21/22.	154
Local Council Tax Support Scheme (known as Hardship Fund in 20/21)	£670m allocated nationally, of which Doncaster's allocation is £2.79m. Provided to local authorities in recognition of the extra cost to them of local council tax support at a time when more households are facing financial difficulties because of the pandemic. There are no specific requirements connected to the grant regarding the design of local council tax support schemes for 2021/22	2,791
Business Restart Grant	On 3 March 2021, Government announced the introduction of grant support for non-essential retail, hospitality, accommodation, leisure, personal care and gym businesses in England. This support will take the form of a one-off grant funding scheme in Financial Year 2021/22.	15,738
Welcome Back Fund	Funding to support the safe return to high streets. Builds on the £50m Reopening High Street Safety Fund. The fund will allow local authorities to put in place additional measures to create and promote a safe environment for local trade and tourism, particularly in high streets as economies reopen, including improving green spaces and providing more outdoor seating areas, markets and food stall pop-ups – giving people more, safer options to reunite with friends and relatives.	0
Local Support Grant	In April 2021 govt allocated a further £40m to June 2021 The Local Support Grant has the same eligibility criteria and reporting requirements as the Winter Pressures Grant. Doncaster allocated £283,179. Further allocation for July-Sept 21 £1,132,714 approved by rule 16 KDR	193
Infection Control & Testing fund	Merges previous Infection Control Fund (S1) and Rapid Testing Fund (S15). Additional £341m provided nationally to extend the schemes until June 2021. Purpose of the fund is to reduce the rate of COVID-19 transmission between care settings and conduct rapid testing of staff and visitors to care homes, high risk supported living and extra care settings. Doncaster allocated £1,881,405 Further allocation for July-Sept 21 £1,367,761 subject to rule 16 KDR.	1,881
Wellbeing for Education Return (grant from DHSC)	£39,080 received in 20/21. This further funding is intended to be spent on local wellbeing and mental health expertise and resources in the 2021/22 financial year.	0
Elections	Funding to cover the additional costs of holding the May elections during the COVID-19 pandemic.	102
Contain Outbreak Management Fund	Ongoing financial support to local authorities through the COVID-19 Test and Trace Contain Outbreak Management Fund Grant was confirmed in May 2021. This is an extension to the previous Contain Outbreak Management Funds received in 2020/21. The Fund supports proactive containment and intervention measures. A detailed plan is in place. Expenditure to date is nil as the £4.7m balance carried forward from 20/21 is being spent first. The allocation for 2021/22 is £2.527m.	0
COVID Community Testing	An overarching Doncaster COVID Testing Strategy is in place which aligns to the objectives of Doncaster's outbreak control plan. It outlines the wide range of testing approaches including symptomatic testing and asymptomatic testing.	707

Carry forwards from 2021/22 – Progress update

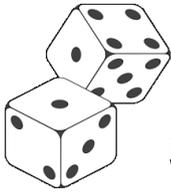
Reserve	Purpose	Balance at 1/4/21 (£k)	Estimated balance at 31/3/22 (£k)	Update
Leisure Park Ph2 Plot 6 Service charge	£300k received from sale of Plot 6 Lakeside for the future ongoing maintenance / enhancement / improvements including renewing the soft landscaping around the lakeside.	300	300	Assets and Design are working on proposals to spend this year on a programme of works including the replacement of landscaping.
Port Transition Funding	DEFRA grant to support Port Health Function during Brexit Transition	191	-	It is anticipated that the majority of the reserve will be used in 21/22. Money will be used for Railport developments and we're just waiting on the outcome of ongoing discussions to decide when this can commence.
Music Services Insurance	Insurance monies received to purchase new musical equipment that were lost in floods.	134	-	Monies will be spent this year when the goods are received (expected over next few of months).
COVID-19 Wellbeing Education Return grant	Covid Wellbeing Return to Education Grant received during the year. The monies will be used to meet the objectives of the grant.	45	-	Project has been completed but money not spent yet with charges expected in the next few months from Doncaster Childrens Services Trust.
Diamond/Solar Centre	The Local Authority and Doncaster CCG are jointly funding the spend on the Diamond Centre provision and continue to review the service. Monies are being carried forward in order to meet committed spend in 2021/22.	674	-	All of this reserve is expected to be utilised in 21/22 by the Local Authority and Doncaster CCG for purpose as stated but no final agreement/spend to date.
Fleet Electric Vehicles/Infrastruture	Reserve created for future Electric Vehicle pool car purchases and infrastructure development. Delayed in 20/21 due to COVID-19 but under review to establish working practices and vehicle demands post COVID-19.	410	-	Reserve created for future Electric Vehicle pool car purchases and infrastructure development. Delayed in 20/21 due to COVID-19 but still under review to establish working practices and vehicle demands post COVID-19.
COVID-19 Test & Trace Grant	This reserve has been established to continue to fund COVID 19 test & trace activity into 2021/22 and support costs associated with dealing with the pandemic	2,234	-	This reserve has been established to continue to fund COVID 19 test & trace activity into 2021/22 and support costs associated with dealing with the pandemic. This is expected to be spent in full in 21/22

Reserve	Purpose	Balance at 1/4/21 (£k)	Estimated balance at 31/3/22 (£k)	Update
COVID-19 Contain Outbreak Management Fund	This reserve has been established to continue to fund COVID 19 related activities into 2021/22 and support costs associated with dealing with containing further outbreaks of the pandemic	4,742	-	This reserve has been established to continue to fund COVID 19 related activities into 2021/22 and support costs associated with dealing with containing further outbreaks of the pandemic. This is expected to be spent in full in 2021/22
COVID-19 Community Champions	This reserve has been established from the Community Champions Government Fund which aims to support a range of interventions to build upon, increase or improve existing activities to work with residents who are most at risk of Covid-19 and will be spent in 21/22	317	-	This reserve has been established from the Community Champions Government Fund which aims to support a range of interventions to build upon, increase or improve existing activities to work with residents who are most at risk of Covid-19 and will be spent in 21/22
Digital Recovery & Renewal	The reserve was created to roll forward grant for Digital Recovery & Renewal.	170	-	Used towards Local Solutions Lab. A 1 year project to create an intelligence led approach to produce innovation, expertise and creativity and create data products to be embedded into the Council's operating model to improve outcomes.
COVID-19 Track & Trace Support Payment	COVID-19 Test & Trace Support Payment - Discretionary Payments. The Government funded a scheme to make payments available to individuals who are asked to self-isolate due to a positive COVID-19 test result (or a parent/guardian of an isolating child), who suffer a financial loss through not being able to work during the isolation period. This reserve relates only to the discretionary element of the scheme, funded by an unringfenced government grant.	305	-	Fully drawn down during Q1 - The approved Council support scheme is still in place and payments continue to be made to claimants during Q1 & Q2. It is anticipated that this funding will be spent in full especially in light of higher isolation numbers during the summer.
COVID-19 Business Grants	COVID-19 Business Grants - Doncaster specific schemes to support local businesses - Sheffield City Region (SCR) paid the full £844k Additional Restrictions Grant (ARG)	529	-	Fully drawn down during Q1 - all spent on discretionary business support grants, with nil balance remaining.

Reserve	Purpose	Balance at 1/4/21 (£k)	Estimated balance at 31/3/22 (£k)	Update
	discretionary allocation to Doncaster in 2020/21 and so the unspent balance has been carried forward to be spent in 2021/22.			
Adwick Sec Capital Programme	This was an agreed Revenue Contribution to Capital during the budget setting process for 20/21. The scheme slipped and will incur expenditure in 2021/22.	250	-	Will be used for financing the Adwick SEC Capital Scheme at the end of the financial year 21/22. There is a start date of early September and the works have a turnaround time of 8-10 weeks.
One Adoption hub funds	Yorkshire and the Humber Regional Adoption and Special Guardians Leadership Board (RASGLB) agreed that the all funds relating to the One Adoption Hub would be sent to Doncaster following the termination of the service. The funds have been paid for by the 15 local authorities and voluntary agencies who were members of the Hub, but the members have requested that Doncaster will hold the funds and the RASGLB will determine how they will be used in the future.	14	14	Yorkshire and the Humber Regional Adoption and Special Guardians Leadership Board (RASGLB) will determine how the funds relating to the One Adoption Hub, held by Doncaster, will be used in the future. No plan yet as to how this funding will be spent.
One Public Estate Programme	Grant received from Govt in March 20/21 to fund masterplanning for Doncaster Council, RMBC and BMBC	360	60	Grant received from Govt in March 20/21 to fund masterplanning for Doncaster Council, RMBC and BMBC. All funds drawn down in year apart from the Sustainable Grant element which will need to be paid back to the funder in future years as per MoU.
Economic Recovery Grants	The reserve is to fund Economic Recovery Grants in 21/22 in support of the Sheffield City Region Gainshare scheme which will pay up to £5,000 to businesses affected by COVID 19.	637	537	This reserve is in addition to a further balance of £637k, which is expected to be received in revenue within this financial year. It is the intention to allocate £1.2m in Economic Recovery Grants in 21/22 but actual spend to date is around £50k at Q1. Business Doncaster are currently working with 84 applicants which would result in expenditure spend of up to £420k. They are opening up for further Expressions of Interest each month so it is

Reserve	Purpose	Balance at 1/4/21 (£k)	Estimated balance at 31/3/22 (£k)	Update
				likely that more applicants will come forward and more grants issued.
COVID-19 Clinically extremely vulnerable grant	Clinically Extremely Vulnerable (CEV) Covid Grant monies (unringfenced grant) received in year, expected to be spent in 21-22.	975	928	A plan for spending the reserve will be put forward to Cabinet for approval.

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STRATEGIC RISK PROFILE

Failure to successfully prevent a major cyber attack

	Current Profile	25	Target Profile	6	Trend	
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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. These include:

- Continuous monitoring for threats using the relevant products;
- Taking all required technical actions;
- Ensuring all services have business continuity plans relating to this type of scenario;
- Ensuring all staff and Councillors undertake necessary training and are vigilant at all times; and
- Maintaining communication and links with relevant advisory bodies and networks.

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

	Current Profile	25	Target Profile	20	Trend	
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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.

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	25	Target Profile	10	Trend	
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Measures to mitigate against this risk are as follows:

- DSCP Business Plan approved with priority areas - The DSCP Business Plan was approved by the DSCP on 26th May. this is now being embedded in the partnership sub structure for taking forward in line with key milestones

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

- DSCP sub group structure enables accountability and reporting - the sub groups are accountable to the DSCP through Chair Summary Reports relating to progress against the DSCP Delivery Plan. In addition, the Quality Sub group presents a Quality and Performance highlight report with identifies performance, key themes and trends for the partnership to receive and make recommendations on. The partnership is also updated on the work of the Partnership Improvement Board and the Recovery response to Covid-19 for assurance purposes.
- Key areas being developed to improve outcomes, e.g Neglect Strategy - key areas to improved outcomes for Children are set out in the DSCP Delivery Plan in terms of Neglect and Child Exploitation. Strategies are being revised and will be launched through the partnership during 2021-22 in line with the priorities set by the DSCP
- EduLog sent into schools weekly
- Regular safeguarding updates provided
- Sharpening of safeguarding checks in relation to out of authority placements
- Auditing of current independent provisions in Doncaster.
- Monthly performance Trust meetings in place – 100% ATTENDANCE by schools for the 6th month running
- Case File Audits
- Early Help expansion of service – 12 new workers
- No schools judges ineffective for safeguarding
- New working group established for sexual harassment (Education/schools)
- CYP Mental Health Group (Schools/Education) LADO meetings attended by LOCYP Safeguarding Manager – with school actions completed 21 LADO meetings Jan-JUNE 2021
- Parental Alcohol Misuse Group Action Plan – Development work with Huddersfield University to engage schools
- Safeguarding Policy and Whole School Training to be revised for Sept 2021
- New DSCP L3 training in place

Current experience

Complexity of cases has increased resulting in the increased reliance of out of borough placements. This is in the context of a national shortage of suitable placements.

Demand and short supply is driving up placement costs and the need to source education for these out of borough placements is putting increasing pressure on the Dedicated Schools Grant

The requests for Education Health plans have increased dramatically which provides an indicator of the impact of challenging needs of school aged children.

Safeguarding concerns have been raised in relation to specific accommodation provision within the borough and this is subject to a multiagency investigation being undertaken by the safeguarding partners. In addition the safeguarding arrangements are being reviewed and strengthened.

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



Current Profile

15

Target Profile

10

Trend



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

The Covid-19 pandemic continues to affect services and service delivery and work with the Public Health & Strategic Commissioning and Adults, Health and Wellbeing directorates continues. Programmes and Projects continue to be reviewed and monitored regularly and updates given to and received from Directors meetings to

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

ensure the focus remains on the impact any programmes or projects work have on service delivery. We will continue to monitor and update, as required, as and when the Covid-19 restrictions are lifted.

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.

Mitigation

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

Communities

Through the localities model work has commenced to produce Locality Plans that reflect the strengths and priorities for local people. These will start from an understanding of community strengths and assets, what communities have already told us about their needs and priorities and what plans and investment are already in place to address these. Throughout the summer, a programme of Appreciative Inquiry will take place in the top 20 most deprived areas to intensely engage with members of the community and in other areas specific engagement will take place where there are gaps in local intelligence and understanding. Around 70 people have so far been trained to carry out this local research which includes communities themselves. Alongside this other data and existing plans will be brought together to shape the Locality priorities going forward. Local Solutions teams and Bronze Groups continue to address immediate issues, particularly responding to Covid and working together to address the impact of Covid on our communities.

Individuals

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

Key mitigation – Continue to work towards zero/low COVID through COVID control plan; utilise community development approaches including MHCLG funded community connectors 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. Use of COVID control monies to support clinically extremely vulnerable, respond to domestic violence and alcohol misuse. Secure additional monies from PHE and MHCLG to support public mental health, weight management and rough sleeping.

Failure to implement the Partnership priorities across the Team Doncaster Partnership



Current Profile

12

Target Profile

6

Trend



Risk Likelihood Unchanged. 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. 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.

We anticipate that this risk will reduce once an agreement on the New Borough Strategy and Team Doncaster Operating Model is agreed in autumn 2021

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



Schools have fully reopened although the Delta variant has caused an increase in infections leaving large number of pupils self-isolating and accessing remote education.

The assessment of risk has not changed but this will need to be reviewed in the light of the further easing of restrictions from 19 July and potential impact on school attendance in September 2021.

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.

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

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



Current Profile

12

Target Profile

9

Trend



Current Position: Workforce numbers have remained relatively stable and all service areas are covered. Overall sickness absence has slightly increased this quarter across all directorates and relevant support activity is in place to manage this without any major disruption to services. Although the resilience, health and wellbeing of staff continues to be monitored.

Mitigating Actions:

- Short term agency and temporary staff are employed to support gaps in the workforce to deliver organisational objectives.
- Extensive wellbeing provisions in place to support workforce during challenging times with enhanced resources particularly 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

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 or the mitigating actions.

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



Current Profile

10

Target Profile

5

Trend



Current situation

The month 3 position shows a shortfall against the £10m 2021/22 savings targets. Some of the shortfalls are due to delays as a result of the COVID-19 pandemic.

Mitigating actions

The above shortfall can be mitigated in part by government grant provided to help deal with COVID-19. The Council's overall position is currently a projected overspend but, should this projection remain the same later in the year, there are measures available that mean a balanced position can be achieved (i.e. releasing earmarked reserves, use of corporately held contingencies and in-year savings).

Failure to maintain and improve the management of health and safety may impact on the councils ability to mitigate risk to both colleagues and members of the public and our inability to deliver effective services



Current Profile

8

Target Profile

4

Trend



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

The H&S team continue to support services through the Governments 4 step road map and with preparation for ongoing Government announcements, this includes:

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

The Health and Safety Team are currently undertaking site H&S and Fire Safety audits at schools, under covid secure risk assessment, giving schools an additional layer of assurance that suitable and sufficient mitigating controls are in place.

The Civic Building had a second unannounced visit from the HSE to audit covid secure control measures. The visit went very well with no issues found and positive feedback.

H&S Training continues to be predominantly delivered through MS Teams or for essential face-to-face training under a covid secure risk assessment at the Mary Woollet Centre. Due to the limited numbers of staff that can be trained under social distancing measures, demand is very high for some face-to-face training. Plans are being put in place to increase candidate numbers when Govt guidance allows so the H&S training team can increase supply to meet the current demand.

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

The councils Fire Safety Advisor and Health and Safety Manager continue to attend the SLH Building Safety Group to support and provide advice on any building safety compliance issues. The councils Fire Safety Advisor has undertaken site visits to premises where actions are outstanding as an additional level of assurance and provide advice where needed, no areas of concern have been raised at this time. The Councils H&S Manager continues to have regular partnership meetings with SLH to share H&S information and experiences during the pandemic. This includes regular updates for the ongoing works to remove and replace EWI on some blocks of flats.

Residential Caravan Sites - St Leger Homes (SLH) continue to lead on fire safety action plans with input and advice from the Council's Environmental Health Officers (EHO's), South Yorkshire Fire and the Councils Fire Safety Advisor, progress is being made on designs and sourcing suppliers for fire mitigation measures.



GOVERNANCE INDICATORS

Whole Authority

Whole Authority	Value	Target	DoT	Traffic Light
Sickness – Days per FTE	9.15	8.25	↓	🔴
PDR Completion - % of workforce with a PDR recorded	0%	0%	↓	🟢
Whole Authority Internal Audit High Risk Level Recommendations	1	4	↑	🔴
Whole Authority Internal Audit lower Risk Level Recommendations	17	53	↑	🔴
% of Large Transactions (over £25k) that are under contract	100%	100%	▬	🟢
% of Freedom of Information Requests responded to within timescale	94%	95%	↓	🟢

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Doncaster Council

Report

Date: 9 September 2021

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

St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2021/22 Quarter One (Q1)

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

EXECUTIVE SUMMARY

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

EXEMPT REPORT

4. This report is not exempt.

RECOMMENDATIONS

5. 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?

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

7. BACKGROUND

- 7.1. **Appendix A** contains the SLHD 2021/22 Performance summary for Quarter 1. Commentary on the performance against all indicators is provided below.

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

- there are 19 KPIs;
- two are measured quarterly – residents supported in training and employment;
- four are measured annually - STAR survey (2), energy efficiency and Decent Homes Standard;
- three KPIs relating to Homelessness do not yet have a target due to ongoing Covid19 requirements. Targets will be considered after the end of Q1; and
- the only KPI change from 2020/21 is gas servicing; we now report properties with a valid safety certificate rather than properties attended.

- 7.3. This report provides an opportunity to feedback on performance successes and challenges against the 2021/22 Key Performance Indicators (KPIs).

8. 2021/22 QUARTER 1 PERFORMANCE

- 8.1. The table below summarises the KPI dashboard as at 30 June 2021. Comparatives have been included from 2020/21 as the KPIs are the same this year, apart from the gas servicing KPI. There are **six** KPIs not meeting target – data appears below

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

NB:

- ¹ For 2020/21, there were four annual KPIs. Two of these are related to STAR survey results for overall satisfaction and property condition satisfaction. STAR was originally planned for January 2021 but deferred until July 2021 as part of a wider programme of surveys.

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

Year end target 21/22 **3.00%**
Profiled Target June 21 **3.16%**
Q1 21/22 Performance **2.64%**

BETTER THAN TARGET – GREEN

	June 21/22	May 21/22	April 21/22	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 %	2.64%	2.57%	2.56%	2.75%	3.39%	3.05%	3.12%	2.79%	3.29%	2.95%	2.77%

The exceptional performance in Q4 of 2020/21 continued throughout Q1 of 2021/22, with arrears below target throughout the first three months and ending the quarter at 2.64%, well below the 3.16% profiled target.

There have been no evictions since the ban was lifted and waiting times for court dates are still lengthy due to the backlog of cases being handled. The Eviction Panel is in operation and will be convened when required with representatives from Tenancy Sustainability, Home Options and Housing Management.

Arrangements for the introduction of Voicescape in Tenancy Sustainability and Income Management Teams are now in place, with training underway and a launch date of 19th July. Work amongst the Income Management and Tenancy Sustainability Teams continues to focus on early intervention and supporting tenants to maximise incomes in order to manage their rent accounts successfully.

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

Target **0.50%**
Q1 21/22 YTD Performance **0.81%**

WORSE THAN TARGET – RED

	June 21/22	May 21/22	April 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Void rent loss %	0.81%	0.81%	0.86%	1.00%	1.02%	0.97%	0.97%
Voids at month / quarter end	142	139	162	159	216	195	209

Performance is still worse than target but void numbers are reducing slowly from the high levels in early 2020/21 that arose due to Covid19.

The number of voids held at the end of June at 142, includes 8 non lettable voids and 11 acquired properties, hence the baseline void number is 123 lettable properties. The Scheduled Repairs team are completing work on all acquisitions.

In-month (June) performance at 0.81% shows a slight decline when comparing to May’s performance of 0.78%. Cumulative year to date (YTD) performance remains the same at 0.81%.

The number of terminations is showing an increase, totalling 353 YTD and exceeds the YTD number of re-lets at 274. The number of re-lets must be higher than the number of terminations to ensure a continued improvement in performance.

There are a number of issues contributing to the slight, recent increase in voids held; shortage of materials, delays waiting for the delivery of non-stock items, and a reduction in resources due to isolation or Covid-19 infection.

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

Target 20.00 days
Q1 21/22 YTD Performance 32.72 days **WORSE THAN TARGET – RED**

	June 21/22	May 21/22	April 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Re-let days	32.72	32.81	34.61	46.11	48.27	49.32	55.05

In month performance for June stands at 32.54 days and shows a slight decline when comparing to May's 31.50 days.

Cumulative performance shows a slight improvement, standing 32.72 days but is still worse than target. At the end of June, the number of lettable voids held is 123, of which 108 require standard repair work. Of the 108 standard voids, 38 are above the 20 day target (35%), a slight increase when comparing to the previous month, with 42% of standard voids held above the target of 20 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 to ensure a continued improvement in performance.

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

Target 193 **No target until Q2 (Covid19 restrictions dependent)**

	no.
April	78
May	54
June	61
Total YTD	193

The number of nights remains high but is improving slowly. Progress is ahead of our projected milestones within the 'Roadmap' to reduce placements into hotels, aligned to the easing of restrictions and return to pre Covid levels by the end of September 2021.

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

Target **No target until Q2 (Covid19 restrictions dependent)**
Q1 21/22 YTD **112**

	no.
April	31
May	45
June	36
Total YTD	112

The number of cases reaching full duty decisions in June was lower than May, reflecting the high volume of cases opened during the last 3 months and the reduced opportunities to prevent and secure alternative accommodation, resulting in a Full Duty decision having to be made at the end of the 56 days of relief.

8.8. KPI 6: Number of homeless preventions :

Target **No target until Q2 (Covid19 restrictions dependent)**
Q1 21/22 YTD **154**

	no.
April	50
May	41
June	63
Total YTD	154

We successfully prevented or supported a successful intervention for 63 households during June compared with 41 in the previous month. Due to the reasons for homelessness continuing to be at the 'Relief' stage of homelessness the number of opportunities to prevent homelessness remain limited.

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

Target **0.070%**
Q1 21/22 YTD Performance **0.092%** **WORSE THAN TARGET – RED**

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

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

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

In May 2021 we received 87 complaints. This is 24 more than we received compared to May 2020 due to the start of the Covid pandemic however, similar to last month, this is also the highest number received in the month of May over the past three years.

As with the overall number of complaints received, the number of complaints upheld has increased by 4 from 2020. 28 complaints were upheld in May 2021, compared to 24 in May 2020.

The information for May 2021 shows that we have not achieved our 0.070% target, achieving 0.090%. Cumulatively we are also over our target, achieving 0.092%.

The main themes for upheld complaints relate to time taken to complete a repair and lack of information / communication. Additional resources have been allocated to catch up on the backlog of repairs which should reduce the number of repairs going forward.

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

Target **90.00%**
Q1 21/22 YTD Performance **98.88%** **BETTER THAN TARGET- GREEN**

	June 21/22	May 21/22	April 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Tenancies sustained %	98.88%	98.04%	96.36%	97.25%	96.76%	96.67%	95.59%

An excellent performance in Q1 21/22, continuing the above target performance all year in 20/21. Tenancies sustained post support continue to perform well with June results showing for the 2nd month running that 100% of tenants are still in their tenancies 6 months after their support concluded. This gives a cumulative performance thus far of 98.88% against a target of 90%.

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

Target **92.00%**
Q1 21/22 YTD Performance **90.93%** **WITHIN TOLERANCES - AMBER**

	June 21/22	May 21/22	April 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
First visit complete %	90.93%	91.10%	90.57%	90.92%	90.80%	91.24%	93.38%

In-month performance for June was 90.55% compared to target of 92% and slightly below May's performance of 91.80%. YTD cumulative performance is 90.93% and a consistent performance throughout Q1 at around the 91% level.

Of the 3,216 completed repairs, which met the criteria to be included in the right first visit report, 2,912 were completed on the first visit. Repairs volumes are currently around 20-25% up on pre Covid performance impacting on the indicator.

8.12. KPI 10: Gas servicing, % of dwellings with a valid gas safety certificate:

Target	100.00%	
Q1 21/22 YTD Performance	99.98%	WORSE THAN TARGET – RED

This is a changed KPI for 2021/22 and reports the percentage of dwellings with a valid gas safety certificate rather than percentage of properties attended (2020/21 KPI). This change offers clarity on the number of properties that are in the no access procedure. This process starts well before the anniversary of the gas service and allows time to gain access whilst still having an in date gas safety certificate. Once the certificate is out of date we can then start the legal process of gaining access to undertake the essential compliance work. As at end of June 2021, there were **four** properties that didn't have a valid gas safety certificate, however, these are still classed as compliant within the Gas safety regulations as they are being managed in our no access procedure.

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

Year end target	7.90 days	
Profiled Target YTD	1.82 days	
Q1 21/22 YTD Performance	1.98 days	WITHIN TOLERANCES - AMBER

Consistent sickness levels during Q1, with April (0.60), May (0.69) and June (0.69) days absence per FTE. The monthly target is 0.60 days. This drives the YTD attendance to 1.98 days per FTE against the target of 1.82.

Year end projections at this stage are 7.37 days per FTE which would be better than target. Property Services sees the highest absence per FTE at 0.70 days this month followed by Housing at 0.62 days and Corporate at 0.59 days.

The highest reason for absence continues to be stress, depression and anxiety accounting for 36.6% of all absence, a slight decrease on last month (38.4%), but with a continuing similar number of days lost 144.90 in comparison to 149.28. Cases of stress related absence are occurring primarily in Housing and Property Services.

For work related stress, appropriate stress risk assessments have been undertaken to facilitate return to work plans.

Quarter 1 has seen around 25% more stress related cases than the highest quarter last year, although remembering that last year was an exceptionally good year for absence overall. We also know that for those dealing with work related stressors we have had contact to our Employee Assistance Programme (EAP) provided through Medicash with themes such as work life balance, workloads and control over work being themes raised.

Musculo-Skeletal remains the second highest reason for absence accounting for 29% of absence year to date. Covid related absence whilst not high on the list of absence reasons does account for 4.8% and a total of 67.5 days YTD.

In all cases absence continues to be managed in line with the attendance management policy. Some cases are now being impacted by NHS wait delays and

where possible we are looking for alternatives to achieve a return to work in some capacity whilst this wait is ongoing.

8.14. KPI 12: Percentage of Local Expenditure :

Target	70.00%	
Q1 21/22 YTD Performance	51.65%	WORSE THAN TARGET – RED

Local (revenue) spend during Quarter 1 was £1.56m (51.65%) of the overall £3.0m contracted (revenue) spend for the month. This is against the target of 70%. In monetary terms this under performance is £0.55m.

If capital spend was included, then the position would be 71% spent locally.

Changing the balance of local spend is only potentially possible at the point that contracts are renewed and if local suppliers are appointed as part of this process. This is not always possible if local suppliers do not exist, do not put forward bids or tender submissions, are not part of consortia frameworks being utilised, 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.

In addition, the Procurement Strategy and Contract Standing Orders have been developed to try and optimise local spend and social value.

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

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

Target	95.00%	
Q1 21/22 YTD Performance	96.65%	BETTER THAN TARGET – GREEN

No specific issues at this stage. Monthly performance has been above target all quarter and the YTD performance stands at 96.65%. In June, we opened a further 152 cases and we currently have 930 cases open across the borough, comprising 386 ASB, 492 tenancy breach and 52 are safeguarding related.

In terms of ASB, we currently have 93 noise cases open, 80 verbal abuse and harassment cases open and 59 garden cases.

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

Target YTD	19	
Q1 21/22 YTD Performance	10	WORSE THAN TARGET – RED

Despite the same number of opportunities made available as planned, due to fewer initial enquiries to SLHD and Job Centre Plus, which resulted in fewer course participants than planned this target has not been met for this quarter.

Work continues in the coming months, strengthened by the agreement of the revised Early Careers Frameworks which identifies further opportunities to expand the support and learn cohorts and introduce traineeships, it is hoped that there will be increased opportunity introduced appealing to a wider audience.

8.17. KPI 15 : Number of tenants and residents helped in to employment:

Target YTD	7	
Q1 21/22 YTD Performance	7	ON TARGET – GREEN

No issues at this stage and target achieved for Quarter 1.

9. Annual KPIs

9.1. For 2021/22, there are four annual KPIs that will be reported at the end of the financial year. Performance figures shown are based on most recent information.

9.2. KPI 16: Tenant satisfaction levels :

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

The main satisfaction level will be monitored through the bi-annual STAR Survey which will be undertaken in July 2021. A local, transactional, operational indicator has been developed to monitor satisfaction levels of some key transactional services to enable proactive management and results will be reported throughout the year as appropriate.

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

Target	100.00%	
Performance	99.99%	(Q4 2020/21)

There were 8 properties that were non-decent at year end. All these properties are included in the capital re-inclusion programme for this financial year.

9.4. KPI 18: Tenant satisfaction with property condition ANNUAL KPI :

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

This was a new KPI for 2019/20 and is reported annually. As with KPI 16, a local, transactional, operational indicator has been developed to monitor satisfaction levels of some key transactional services to enable proactive management, and results will be reported throughout the year as appropriate

9.5. KPI 19: Energy efficiency ANNUAL KPI :

Target	68.37%	
Performance	64.74%	(Q4 2020/21)

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

OPTIONS CONSIDERED

10. Not applicable

REASONS FOR RECOMMENDED OPTION

11. Not applicable

IMPACT ON THE COUNCIL’S KEY OUTCOMES

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

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

RISKS AND ASSUMPTIONS

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

LEGAL IMPLICATIONS

Scott Fawcus, Asst. Director Legal & Democratic Services, 16.08.21

13. There are no specific legal implications arising from this report.

FINANCIAL IMPLICATIONS

Julie Crook, Director of Corporate Services SLHD, 18.08.21

14. In 2021/22 SLHD will receive management fees of £34.4m from DC. This is made up of £32.9m from the Housing Revenue Account and £1.5m from the General Fund to pay for the general fund services managed by SLHD.

HUMAN RESOURCES IMPLICATIONS

Angela Cotton, HR & OD Business Manager, 16.08.21

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

TECHNOLOGY IMPLICATIONS

Peter Ward, Technology and Governance Support Manager, 19.08.21

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

HEALTH IMPLICATIONS

Karen Horrocks, Public Health Improvement Coordinator 16.08.21

17. The pandemic continues to impact on the delivery of the service. Most notably the continued bed and breakfast placements, upheld customer complaints and limited opportunities to proactively prevent homelessness. It is encouraging to see that the tenancy sustainability team are maintaining their focus on early intervention and support, and that the number of tenancies sustained post-support exceeds target.
18. A suitable, safe and good quality home is essential for good mental and physical health, as are communities that support people and enable them to thrive. Work to resolve antisocial behaviour is exceeding target. Effectively reducing antisocial behaviour can be expected to have a positive impact individual wellbeing and potentially on community cohesion. Quarter 1 performance in regards to complaints is below target and the main themes include delays to completing a repair and lack of communication/information. In addition to this, a number of properties do not have a gas safety certificate which highlights a safety risk, however, the report states that these are being dealt with through a no access procedure. It is important to ensure that everything is done to ensure that tenants' homes support their health, wellbeing and safety.
19. As a key local organisation, St Leger Homes of Doncaster has the opportunity to improve health and wellbeing by maximising local social, environmental and economic benefits. This can be done in a number of ways, including good working conditions, local purchasing and training and development opportunities. It is positive to see the number of tenants and residents helped into employment is meeting target, although the number of tenants and residents helped into training and education is lower than the target currently. Understanding the causes of employee sickness absence and improving the working environment has the potential to improve employee health and wellbeing and reduce preventable days lost to sickness, which is currently within tolerances. In addition to this, further benefits can be realised by continuing to explore opportunities to increase social

value through local revenue expenditure.

20. As a stable and secure home is an essential contributor to good health and wellbeing Public Health 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

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

CONSULTATION

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

BACKGROUND PAPERS

23. None

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

ADP	Annual Development Plan
ASB	Anti-Social Behaviour
DC	Doncaster Council
FTE	Full Time Equivalent
KPI	Key Performance Indicator
SLHD	St Leger Homes of Doncaster
STAR	Survey of Tenants and Residents
VRL	Void rent loss
YTD	Year to date

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BACKGROUND PAPERS

24. None

Appendix A - St. Leger Homes Key Performance Indicator summary Q1 2021/22

KPI	Indicator	20/21 Outturn	Q1	Q2	Q3	Q4	Target	DoT	R/A/ G
1	Percentage of current rent arrears against annual debit %	2.75%	2.64%				3.16% ytd 3.00% year	↑	🟢
2	Void rent loss (lettable voids) %	1.00%	0.81%				0.50%	↑	🔴
3	Average Days to Re-let Standard Properties ytd days	46.11	32.72				20.00	↑	🔴
4	Number of Households placed in B&B Accommodation ytd	831	193				tbc Q1	n/a	n/a
5	Number of Full Duty Homelessness Acceptances ytd	398	112				tbc Q1	n/a	n/a
6	Number of homeless preventions ytd	604	154				tbc Q1	n/a	n/a
7	Complaints upheld as a % of customer interactions %	0.065%	0.092%				0.070%	↓	🔴
8	Number of tenancies sustained post support	97.25%	98.88%				90.00%	↑	🟢
9	Number of repairs first visit complete	90.92%	90.93%				92.00%	↑	🟡
10	Gas servicing: % of properties with a valid gas certificate	n/a	99.98%				100.00%	↓	🔴
11	Days lost through sickness per FTE	6.60	1.98				1.82 ytd 7.90 full year	↓	🟡
12	Percentage of Local Expenditure %	52.07%	51.65%				70.00%	↓	🔴
13	ASB Cases Resolved as a % of All Cases Closed	95.19%	96.65%				95.00%	↑	🟢
14	Number of residents undertaking training or education ytd	30	10				19 ytd 67 full year	↑	🔴
15	Number of residents supported into employment ytd	28	7				7 ytd 30 full year	↑	🟢
16	Tenant satisfaction levels %	87.00%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	89.00%	n/a	n/a
17	Percentage of homes maintaining decent standard %	99.99%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	100.00%	n/a	n/a
18	Tenant satisfaction with property condition %	89.40%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	89.00%	n/a	n/a
19	Energy efficiency. Target: achieve EPC Level C by 2030	64.74%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	68.37%	n/a	n/a

Notes :

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



9 September 2021

To the Members of the OSMC

Performance Challenge of Doncaster Children's Services Trust: Quarter 1, 2021/22

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?

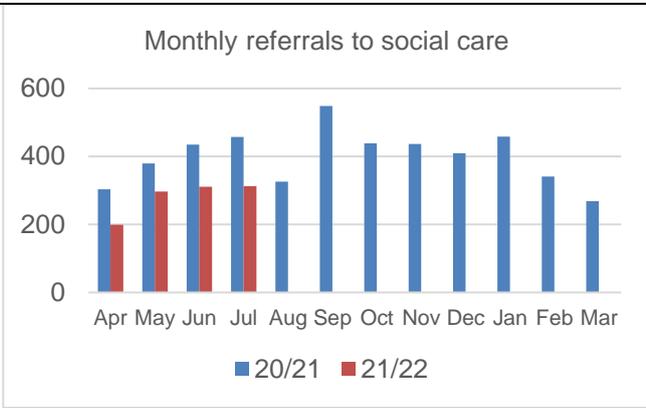
5. This report includes current progress of DCST's performance, including the response to the Covid local epidemic curve that may impact on the delivery of services to the people of Doncaster, as well as the reputation of public services across the Borough. The Trust has taken steps to mitigate this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

BACKGROUND AND CURRENT POSITION

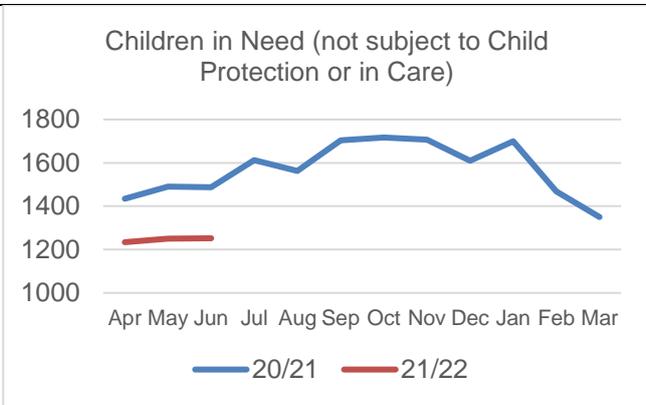
6. New governance arrangements were introduced in April 2019 and officers in DMBC and DCST have worked together to devise a new service specification with associated metrics. The 39 KPIs are separated out into 12 contractual KPIs and 27 strategic partnership indicators, two of which are annual measures and therefore not available in-year.
7. In addition to these operational performance indicators, the latest monthly management accounts are shared with officers in DMBC and are within this report.
8. Where possible, performance is benchmarked against national, regional and similar authority statistics. There is a delay in publication of benchmarking information so

comparisons will be against latest available information which is currently 2019/20. This means we are benchmarking against the performance of our peers pre-Covid.

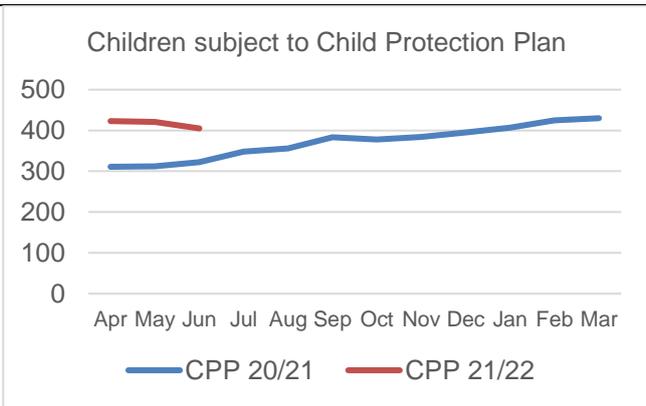
9. The Trust continues to respond to Covid and national/local guidance on infection control. Frontline staff continue to follow safe practice guidance. Challenges remain within our residential homes where we strive to maintain a balance of providing a caring family home whilst minimising risk of transmission between staff and children. Our homes staff have been exceptional in terms of managing this. Performance demonstrated through the DfE Covid Vulnerable Children Survey is comparable with national, regional and statistical neighbours.
10. **Current Demand and activity levels – setting the context for Trust Operational and Financial Performance.**
11. Demand for children’s social care services has been impacted by Covid, with significant variances from quarter to quarter. The charts below seek to demonstrate changes in demand for different sections of the social care pathway, the reasons behind this, and the impact on services and children and families.



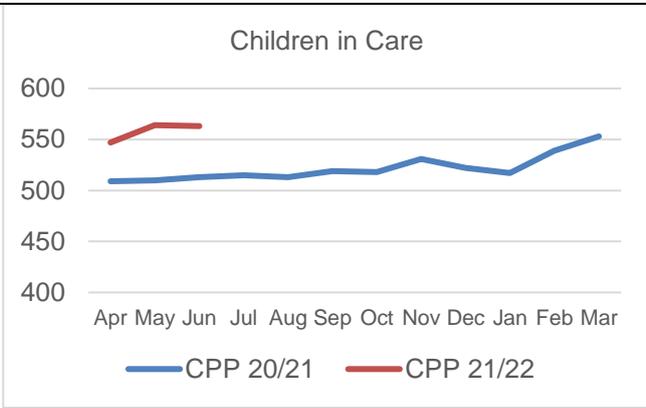
Referral rates are tracking below the same point as last year. Note: we were in lockdown from late March to July 2021. In December 2020 the children's safeguarding partnership agreed to a review of our thresholds for social care and a strengthening of our early help response. This means more children's and families' needs are being met earlier, and without the need for social care intervention. This needs careful monitoring as the longer term impacts of Covid are not yet known, and we need to see the longer term impact of early help services preventing escalation to social care. The early signs are positive, and sampling of cases demonstrate children in right part of social care/support pathway. This means children and families are getting support and help in a timely manner.



The reduction in referrals has meant a reduction in the number of children in need, after we saw a sharp increases as the initial national lockdown was relaxed (July 2020). The sharper decrease from Jan 2021 aligns to changes in our social care front door and increases in early help cases, again demonstrating earlier intervention. We continue to review decisions regarding children's required level of support and to address any drift or delay. Regular review of Child in Need cases through core group meetings provides the opportunity to escalate or step-down cases where appropriate offering assurance that children are getting the right help at the right time. Children with Disabilities will be included in this cohort.



Despite a reduction in child in need numbers we have seen an increase in the number of children subject to a Child Protection Plan since June 2020. A larger proportion of families referred to social care are presenting with more complex needs, requiring a Child Protection Plan to keep children safe. These are subject to more regular reviews, visits and oversight. Recent audits have identified that there are opportunities to support some of these families at a lower level (as Child in Need), (although the decision to make a child subject to a Child Protection is a multi-agency one) and, as a result, cases are being reviewed to address this. The decision to step down from a child protection plan is a multi-agency decision. We are also reviewing the Child Protection Chair handbook to ensure decision-making within Conferences are reviewed.



The number of Children in Care has increased since July 2020 from 515 to 563 at June 2021. The rate of increase in the last quarter of 2020/21 has slowed. The profile reflects the profile of the increase in the rate of children subject to a Protection Plan with a slight time lag. This is unsurprising as the majority of children who come into care do so because of concerns regarding their safety. Despite this increase our numbers are still below the most recently reported figures for statutory comparator authorities.

Our data suggests that we have the right children coming into care; this is evidenced as 85% of children have their Plans endorsed via the courts and through some form of Order. The other 15% is via Section 20 which is voluntary and these are reviewed regularly to ensure appropriate use Section 20.

The number of children leaving care has been lower than the number entering for six of the past seven months. This disparity is the key factor behind the increase in the number of children in care. This is a national trend, reported recently by the Children’s Commissioner for England. These increases are placing pressures on our placement budget, referenced in the finance section of this report. We have reviewed the Care Plans of every child currently in care to identify those who can be safely be returned from care or into long term or permanent care via reunification or Special Guardianship Orders. We have a plan to deliver this for the rest of 2021/22, but it will require care and time to achieve what is in the best interests of the children.

Latest regional information shows that our increase in children in care for quarter 1 is comparable to the region.

12. Changing levels of demand and activity are monitored weekly, alongside caseloads and performance. Caseloads reported below are for a full-time qualified social worker, as there are lower caseloads for recently qualified social workers, those with practice development responsibilities or on a reduced workload.

13. Despite the increase in average caseload, the proportion carrying “high” caseloads, which we determine as over 25, is at 5% (6 workers). This is due to either a worker supporting a large family group, reallocation of work is required or vacancies are being covered. There remain challenges to recruit and retain social workers and even agency staff in a highly competitive market. We now have wage parity within the region for social workers and agency staff and this is attracting greater interest in joining the Trust. The first cohort (6) of our social work academy has begun. A further 15 (possibly 18) will join us during September, some of whom have already started as Social Work Assistant. A further 6 Step-up students join us in January 2022 and 21 students (mix of first and second placement) during October 2021 with two more cohorts joining later this year. On-boarding of these new staff will support continued caseload management and a

reduction in vacancy and use of agency, as well as offer children and families consistency avoiding the need for them to re tell their stories when workers change.

14. Caseload information:

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

15. Our parent and family support services (PAFSS) provide intensive early help and parenting support. Although their caseloads appear lower in the table above they also co-work and support cases that do not appear in their caseload. Q1 has an average of 11.9 - this is Early Help case work i.e. those families who require Targeted Early Help response. PAFSS workers also co-work a number of social care children, those who require parenting support, parenting assessments including specialist assessments; these are not included in the above caseload data and workers can hold anything from 5-10 children which are being co-worked.

16. There were 352 Parent and Family Support Service (PAFSS) allocations in quarter 1 which is broadly in line with the previous quarter, but marks an increase in activity compared to 2020. This is as a result in overall increase in early help activity which the PAFSS service contributes to. As demand has increased this has also meant an increase in waiting list for these non-statutory services, which also require families to agree to be worked with. Waiting lists are around 4-6 weeks, and during this time all children are reviewed weekly and phone contact made with the family to assess the urgency. Where it is assessed as safe to do so they will await allocation; if it is considered that needs are increasing a duty visit will be made and, if needed, the children will be allocated. Therefore whilst there is a period of waiting the families are closely monitored and support is offered during this period.

17. Children with Disabilities (CWD) is a small team with smaller caseloads as this area of work is specialist and often complex; there is a clear criteria relating to this service. These children will often be open longer as they will have care and support place. This team works closely with families to assess and compile a care package and CIN plan to ensure the needs of child and family are met. There are pressures in this service to limited placement provision which can create additional pressures for the family. Short Breaks Services and Funding for CWD sits within the Council and, therefore, the Trust and Council work closely together regarding CWD.

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

19. The Trust agreed revised tolerances as a result of the Coronavirus pandemic for the twelve core contract measures and the breakdown of performance as follows:
- Nine metrics exceeded target
 - Two metrics suspended, due to Covid
 - One metric outside the revised Covid tolerance.

20. From quarter 2 it is proposed we return to pre-Covid target and tolerance ranges
21. In terms of trends over 6 months:
 - Five contract measures are showing improvement
 - Four are considered stable
 - Four are show a decline. However, one of these measures remains better than target and two remain within tolerance
22. In addition to the 12 contract measures, the Trust reports quarterly performance against an additional 27 strategic partnership indicators. These are indicators of the effectiveness of the wider children’s social care system, which are also influenced by performance and activity of our strategic partners. Two of these measures are produced annually and are therefore not available in-year.
23. Performance of these partnership indicators at the end of the quarter one is broken down as follows:
 - 13 out of 27 measures (48%) were performing on target or better than target
 - 7 out of 27 measures (26%) were performance within tolerance
 - 5 out of 27 measures (18%) were performing outside tolerance
 - 2 out of 27 measures (7%) are annual measures and therefore not available in year
24. So, of the 25 available measures, 20 (80%) were performing either in tolerance or better than target at the end of the quarter.
25. Appendix one provides a further breakdown for each measure, including quarterly trends and benchmarking information where available. Not all measures are produced nationally and therefore comparable information is not available.
26. Summary of contract measure position at the end of the quarter. Contract KPIs On or better than BAU target range

- **Percentage Children in Need with an Appropriate and Current Plan in Place**

Performance	97%	Target	95%	Trend	Improving
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Performance remains consistently above tolerance and moved into above target during quarter 1 with 1,663 out of 1,719 children (97%) having a timely plan in place. It is important that Child in Need plans are regularly reviewed to ensure that families and partners agree what steps are needed to keep children safe, measure progress and prevent drift or delay. Plan quality and timeliness is monitored through the regular case supervision, case tracking and audit. The means children are getting the right support at the right time and they are reviewed frequently.

- **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**

Performance	88%	Target	80%	Trend	Stable
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Our expectation is that all children subject to a Child Protection Plan are seen at least every two weeks, Whilst the quarter 1 data dipped a little, this is considered to be due in-part to Covid, with increasing numbers of families and workers having to self-isolate, impacting on ability to visit children in their home. Some will also be due

to delayed recording and some due to refusal by the family, all of which continues to be explored and Plans reviewed. Seeing children frequently enables continuous assessment and assurance around their lived experience. We anticipate this will rise back into the 90% next quarter.

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

Performance	98%	Target	95%	Trend	Stable
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It is important that initial multi-agency conferences take place quickly within the safeguarding process, but also with sufficient assessment and analysis to enable an informed decision of next steps. This means that families are getting the right support at the earliest opportunity. An effective administration and quality assurance system means that performance in this area continues to be a strength for the Trust with 147 out of 150 (98%) children subjected to ICPCs completed within 15 working days. Timely conferences means children are discussed as a multi-agency alongside the parents to explore support, and safety planning. According to the quarter 1 Yorkshire and the Humber benchmark, Doncaster ranks second on this metric.

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

Performance	7%	Target	9%	Trend	Improving
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Children in care benefit from secure and stable placements and therefore we want to minimise the number of unplanned or short-term moves so that children can settle and thrive in their new home. However, it is sometimes necessary and in the child's interest to move. We face the challenge of a saturated private provider market which means care providers are able to serve notice on a placement, safe in the knowledge that they will be able fill it, and to select which children they accept. Our placements team work hard to match children to appropriate carers or homes to prevent this from happening. Performance has improved further to c.7% at the end of the quarter, 39 out of 561 children have experienced 3 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 where placements moves are in the child's best interests. The growth of our in-house foster carers and residential homes will further help us to secure stable placements, as we will be able to provide wraparound support to address challenges and disruptions which will improve outcomes for children

- **Percentage of care leavers the LA is in touch with**

Performance	95%	Target	100%	Trend	Stable
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Our Inspiring Futures Team works with care leavers up to the age of 25, but we have specific responsibilities up to young people's 21st birthday. Personal Advisors work hard to maintain relationships with the care leavers they support so that this is valued and encourages ongoing contact. This allows us to support young people with the accommodation, employment, learning and training needs. Continued use

of the case tracking and management oversight means we are consistently in touch with 201 out of 202 of care leavers. Of the one remaining young person, we last had direct contact with this young person on 6th November and they made it clear that they did not wish to receive any support; the service will remain available to them should they wish, and the personal advisor continues to liaise with family members.

27. Contract KPIs that are performing within tolerance (i.e. not above, but close to target performance)

- **Timeliness of single assessments**

Performance	89%	Target	90%	Tolerance	75%	Trend	Stable
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During quarter one we completed 720 children and family assessments with 641 completed within the statutory requirement of 45 working days. Over the last six months the average time to complete an assessment has been 21 working days, and 99% have been completed within 60 working days. Assessments are started after the initial referral to children’s social care. They are important in understanding the needs of the child, family dynamic, risks and protective factors. At the end of the assessment we determine next steps which may be to step-down to preventative services, continue to support or escalate to child protection or even care proceedings. Sometimes the assessment is sufficient intervention and support in itself, providing families with the tools and support to address concerns from the original referral. Therefore, good assessments are critical for making sure we support families in the right way. As well as timeliness there has been a focus on ensuring a consistent quality of assessment, particularly for referrals where domestic violence or neglect are a factor. We’ve focussed on ensuring staff consider the lived experience of children and the use of additional assessment tools to support analysis. Timely assessments are important to ensuring children and families have access to the support and service at the right time.

- **Percentage of statutory Looked After Children reviews completed in time scale**

Performance	93%	Target	95%	Tolerance	80%	Trend	Stable
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When a child enters care there is a programme of regular multi-agency reviews to ensure care planning is appropriate, meets their health, care and educational need, and changes as the child grows or circumstances change. The reviews are also the route through which decisions are made about changes to care status. For example whether a child could return to their family, be placed for adoption or other routes to a permanent family setting. Children are encouraged to engage in their reviews in whatever way they feel comfortable and confident. At the end of the quarter, 507 of the 546 children due a review had one in timescale. Of the 217 reviews conducted in the quarter, 207 children (94%) were able to make a meaningful contribution so the review can hear directly the lived experience, wishes and feelings of the young people, and ensure plans are progressed and changed if a child or family circumstances change.

- **Percentage of Care Leavers with pathway plans, which have been reviewed in timescale**

Performance	82%	Target	90%	Tolerance	80%	Trend	Variable
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Pathway plans are used to support children in care to plan for adulthood, and then to support them as care leavers. They are started around the child’s 16th birthday but remain with them beyond their 18th birthday, and require regular reviews to ensure they reflect the changing circumstances and need. Performance has been variable in this area as we continue to focus on ensuring consistent quality and also to address issues of high caseloads in this area of business. To address performance, we’ve increased the number of personal advisors within this team. Caseloads have reduced from 23 in October 2020, to 20 in July 2021, but need to reduce further, and will do as the new appointees on-board and pick up workload. In order to address quality we have moved an experienced social worker into the team to hold more complex cases, as well as appointing a dedicated practice development lead to lead the audit and quality assurance activity.

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

Performance	88%	Target	90%	Tolerance	80%	Trend	Variable
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Regular, and reflective supervision is critical to supporting staff, minimising drift and delay in case work and developing practice. Practitioners will both receive support through reflective personal supervision and case supervision, focusing on their caseload. Capturing this information data is reliant on managers inputting data into our “supervision tracker” which can create recording issues so actual performance is likely to be higher. Our regular audits include a focus on quality of supervision to ensure it is supporting good practice, which is evident. Supervision audits were undertaken in March and April completed, concluding that supervision was in most cases was high quality. Recent staff surveys also report that the majority of staff receive and value regular supervision.

Managers are trained via the Managers License on how to complete supervision in the Trust. Both Manager and team member of equal ownership of supervision to ensure it happens and recorded. This is advised during induction and periodic refresher bulletins. The last bulletin for supervision was issued during November 2020 after the supervision template and policy was refreshed by a working group of staff.

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

Performance	92%	Target	95%	Tolerance	90%	Trend	Stable
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The Trust processes FOI requests relating to children’s social care and youth justice as well as those relating to Trust business activity. These requests can often be quite detailed, requiring analysis and reporting of data. Within the quarter, two out of 24 requests were not delivered in timescale. We continue to track FOIs from point of receipt and will apply for extensions where the 20 working day expectation is not achievable.

28. Contract measures that sat outside contract expectation at the end of quarter one.

29. At the end of quarter one there were two measures that at below both target and tolerance range. These are listed below, along with narrative explanation and remedial plans.

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

Performance	45%	Target	60%	Tolerance	56%	Trend	Variable
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It is critical that great effort, care and consideration is taken to find a forever family for children in care. Over the years the Trust has had great success in this, with very few post-adoption breakdowns and a philosophy that we will not give up on a child where it has been decided adoption is in their best interests. The national measure for this is the proportion that of children in care who move into their adoptive family within 14 months. Our current performance is 45% (13 out of 29 placements within this timescale); there is no recently comparable information for us to benchmark against. However, the average time taken for a child to enter care and move in with their family in 2020/21 was 437 days in Doncaster, compared to 494 days in England, which is nearly 2 months quicker. The adoption team maintain their adoption tracker to ensure there is no delay. Covid did mean delays in court hearings and medical checks for prospective adopters, making the whole process more challenging. In January 2021 the Trust took leadership of the South Yorkshire Regional Adoption Agency which will mean greater opportunities to recruit and match prospective adopters to Doncaster children in care.

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

Performance	56%	Target	80%	Tolerance	60%	Trend	Improving
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Our audits focus on the quality of practice and how this impacts on improving outcomes for children and families. They are comprehensive, focussing on all aspects of casework, including the role of supervision and evidence of the child's voice and lived experience. A sample of audits are moderated each month to ensure consistency of grading. Although the measure is outside tolerance for the quarter, performance improved markedly by the end of the quarter to 73%, and early data from quarter 2 demonstrates a continued improving trend (74%). No inadequate audits were returned in June or July. In addition to these routine audits, the newly appointed Director of Children's Social Care has undertaken a series of deep dives into different service areas to assure herself of practice. These have not identified any significant practice issues but have confirmed the need to ensure consistency across the social care pathway. Our training and development activity is currently focussing on practice basics to ensure this including regular recording workshops, and deployment of practice development social workers into target areas. The new Quality Assurance Framework (QAF) has been established to drive this improvement over time. There are also plans to offer audit training for new managers. The implementation of audit moderation will offer improved understanding and scrutiny in this area.

30. Strategic Partnership Indicators

- 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; or
 - closely linked to an existing contractual indicator, so reported in addition.
- Of the 25 available indicators

Strategic Partnership Indicators performing at or better than target			
Measure	Performance	Target	Commentary
Improved outcomes for families that have received Family Support on closure	86%	60%	It is encouraging that when the PAFSS service steps away families report improved outcomes. Not all will, and these are more likely to lead to escalation to social care support. Performance suggests families are getting the right help and therefore their lived experience is improved.
Assessments completed in 20 working days	30%	25%	The statutory requirement is to complete within 45 working days. We monitor those completed earlier to ensure no drift and ensure proportionate intervention. Some assessments or interventions do not need the allocated time to progress or step down ensuring the right service is in place.
%of children on child in need plan between 1 to 2 years	12%	15%	It is important that children's needs are met within the right part of the social care system and there is regular review of plans to ensure progress or early identification of the need to escalate or step down. This area also includes our children with disability who are often open longer as they need to specialist care plans and support
% Becoming Subject of CPP for Second or Subsequent Time within 2 Year Period	9%	10%	Becoming subject to a Child Protection Plan is a significant and serious event in a family. We need to ensure that we safely step-down Child Protection Plans in a way that prevents re-escalation to this point. Families can return to crisis and need support at this level, or different presenting needs require a repeat plan, as well as changes within a family not being sustained and this impacting in children and risks posed to them.
Percentage of monthly case file audits rated as 'requires improvement' or better	100%	95%	Our ambition is to achieve close to 100% good or better. However, the first principle is to have no inadequate audits requiring immediate intervention.
Long Term Stability of Placement of children in care	70%	70%	Children in care benefit from secure and stable placements and we want to maximise the number of children settled in long-term placements. Regular reviews of care plans and Page 63 pre-disruption

			meetings are used to identify those at risk of placement breakdown and provide early support. We also benefit from the Mockingbird fostering model providing peer-led foster support. Children benefit from stable placements as this enables improved outcomes.
% of children ceasing to be looked after because of an SGO	29%	15%	Performance has improved dramatically, in part due to relatively small numbers of children leaving care. We have revised our regular Placement Meeting where all placements are reviewed to identify those children for permanency with their family members or into adoptive placements. This will hopefully continue to meet target. Children benefit from achieving permanence and SGO and Adoption provides good outcomes for children.
% of CiC Adopted	45%	19%	
% of Care Leavers in suitable accommodation	95%	85%	We maintain good contact rates with our care leavers with close to 100% of young people remaining in touch with their personal advisors. This allows us to work with young people to secure and maintain tenancies as they move to independence. Our EET rates are also improving but we have greater ambition for our care leavers. We have dedicated training and employment advisors to support care leavers into suitable opportunities
% of Care Leavers in Employment, Training and Education (EET)	56%	48%	
% FTE posts covered by Agency Staff	8%	8%	Children benefit from stable relationships with their social worker and report back that they want as few changes as possible. We continue to strive to secure a permanent workforce, within a challenging employment market. We have made good recent progress in attracting permanent staff, newly qualified social workers and those wishing to step-up into social work. To ensure manageable caseloads, there is a need to appoint agency staff, where the need is required
Staff turnover	14%	16%	As above, a stable workforce means the ability to form and maintain good relationships with families. We have recently revised our social work pay offer to attract and retain staff. 2020 was a challenging year in terms of Covid and turnover. More recently we have recruited permanent leaders and managers, and seeing increasing stability.
Re-offending rates for young offenders	26%	37%	The target for 2020/21 has been significantly surpassed, although it is again worth noting that the restrictions imposed on young people will have contributed to the positive performance. Analysis of the data also shows that in the

			majority of cases the second “re-offence” is of a lower order than the original one. It is noteworthy that Doncaster has been below the England average for the last 3 years and now has the 11 th lowest rate in England and Wales, representing Doncaster’s best annualised re-offending performance since the cohort measure was changed.
Strategic Partnership Indicators performing within tolerance			
Measure	Performance	Target	Commentary
% Re-referrals in last 12 months	27%	22%	We are able to identify the area from which the vast majority of re-referrals are coming from. Having done so we are undertaking work to look at the reasoning behind these in order to look at how we prevent this occurring. An audit of re-referrals took place in July/August with the learning to be shared with partners.
% of CIN (6 months to 1 year)	16%	15%	It is important that children’s needs are met within the right part of the social care system, and there is regular review of plans to ensure progress or early identification of the need to escalate or step-down.
% of Trust residential settings rated good or better	80%	100%	Of our 5 homes one is currently rated as requires improvement; an action plan is in place to address the issues raised during the inspection. This home, and all of our others have provided good care during the pandemic, in challenging circumstances. Our regular independent visits to the homes report back caring, nurturing family settings. Our other 4 homes are Good or Outstanding.
Average time in days between a child entering care and moving in with their adoptive family	437	426	It is critical that great effort, care and consideration is taken to find a forever family for children in care. The average time taken for a child to enter care and move in with their family in 2020/21 was 437 days in Doncaster, compared to 494 days in England, which is nearly 2 months quicker. The adoption team maintain their adoption tracker to ensure there is no delay. Covid did mean delays in court hearings and medical checks for prospective adopters, making the whole process more challenging.
% of children ceasing to be looked after because of an Child arrangement order	7%	10%	We have revised our regular Placement Meeting where all placements are reviewed to identify those children for permanency with their family members or into adoptive placements. This will hopefully bring us closer to target.
Number of 19 & 20yr olds on a Staying Put placement with Former	23%	25%	We are currently reviewing young people in care over the age of 16 to identify opportunities for them to remain with their

Foster Carers after their 18th birthday			carers beyond their 18 th birthday and therefore continue their transition to adulthood with same support networks. The downside to this is it means those foster carers become unavailable for other children who would benefit from their care, so we need to continue to recruit new foster carers to replace them.
Rate of first time entrants to the youth justice system	223	212	The YOS marginally missed its target with a rate of 225 per 100,000 of the 10-17 population equating to 63 young people, 3 young people higher than the target. This remains within contractual tolerance of 252.

Strategic Partnership Indicators performing at outside tolerance

Measure	Performance	Target	Commentary
Length of intervention from Family Support services (Days)	188	140	This continues to be a challenging target for the Trust due to the length of intervention including the number of days children have been open to the partnership prior to transferring to PAFSS. We are working to provide performance information, which shows how long a case has been open in PAFSS which will provide a more meaningful insight into service delivery. It will also be the case that, in some cases, it is in the best interests of child and family to provide continued support, if this means it prevents escalation to social care.
Percentage of CIN > 2 Years	33%	25%	There are 728 CIN children open over 2 years from a total open cohort of 2216 (33%). These will include children in care in permanent or long term placements, and those that have been stepped down from care or child protection. If we only focus on those children open to us with a child in need plan, the number is 53. Those over 2 years are for a variety of reasons; some will have stepped down from Public Law Outline (PLO) and/or Child Protection. There are consistent reviews ensuring the plans are appropriate and to ensure no drift or delay. All children open on CIN more than 12 months are being reviewed to provide further assurance. Children with Disability will be included in this cohort and these children need a longer term package of care and support to ensure their needs are met and families supported.
Percentage of Child Protection Plans lasting two years or more for child protection plans which have ended during the year	10%	3%	There were 156 plans ended during this quarter, 15 (9.6%) of which had lasted for two years or longer. The reasons for this vary and will include families involved in the PLO process and families where there is a significant change in

			circumstance. All plans that last for 13 months or longer are reviewed at the Legal Gateway panel to consider whether legal proceedings should be initiated. Children with a CP plan are assessed as being at risk of significant harm, therefore close monitoring is needed to ensure risks are managed and mitigated against.
Percentage of Care Proceedings on Track to be completed within 26 weeks	58%	80%	Timeliness remains below target and tolerance at 58% with 134 of the 231 cases currently in proceedings are on track to complete in 26 weeks. The proportion of care proceedings cases on track to meeting the national expectation of 26 weeks remains a challenge for the Trust as well as other authorities and this is a direct impact of Covid. This remains a national challenge, as there is a reliance on Court and CAFCASS to be able to achieve these timescales, both operations have changed practice due to Covid.
Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family	220	121	This quarter has seen an increase. The measures referred to above with regard to revocation of placement order will impact on this as will the adoption disruptions. We work closely with colleagues in the South Yorkshire Regional adoption Agency to oversee adoption timeliness.

31. Current Challenges which Impact on Children:

- **Placement Pressures:** Seeking stable and appropriate placement is difficult. This is a national and regional issue and providers often have a number of children to choose from which impacts on the offer. Specialist placements, for example, for children with additional needs, disabilities, or behaviour difficulties are not easy to find and, when we do, they come at a high price. This impacts on finding children suitable and permanent placements and we want to keep children close and local where possible as we believe this offers them better outcomes.
- **Out of Area (OOA) Placements:** these are all placements which are not considered in house (owned and provided by the Trust). The following is our placements number in-house and OOA:
 - **Number of children in Independent Fostering Agency = 172**
 - Doncaster = 119 (therefore these children are still close and local, but at a high cost)
 - Not in Doncaster = 53
 - **Number of children in House fostering = 218 (Trust Foster Carers)**
 - Doncaster = 201
 - Not in Doncaster = 17
 - **Number of children in residential in house = 16**
 - **Number in residential private = 54**
 - Doncaster = 6
 - Not in Doncaster = 48

- The Future Placement Strategy and locating new homes and opening new home in Doncaster will help address some of the issues which we have around placements. There is also a need to increase our in house fostering to enable children to be cared for by our carers.
- **Recruitment and Retention:** This continues to be a challenge. There is a national shortage of social worker and agency workers rates continue to increase as the market becomes more and more competitive. We have developed the Social Work Academy which has had a good response of Newly Qualified Social Workers and will support a 'grow our own' social workers. Whilst this won't give us an instant reduction in agency workers, we should see this over the next 3 months.

32. Financial performance

33. The 2021/22 forecast outturn is an **operating overspend of £0.8m** against the contract sum, with a further £1.3m attributed to Covid, making a **£2.1m forecast overspend**.
34. Some cost-pressures (particularly care ladder) were brought forward into 2021/22. Additionally, as expected, Covid cost pressures have continued into 2021/22. The main Covid pressures are increased Out of Authority (OOA) Placements £0.89m, increased Fostering Placements £0.13m, and Agency costs of £0.29m due to increased referrals (although these are reducing in 2021/22).
35. CiC numbers have increased from 517 at the end of January 2021 to 561 at the end of Q1. The increase appears to be slowing compared to Q4, but the Trust remains cautious about what may happen in 2021/22 due to lockdowns and the "lag" of the effects of these. This is against a backdrop in 2019/20 of over 80% councils overspent on children's social care budgets (Trust budget rebased by £6.7m for 2019/20 but subsequently underspent by £1.2m).
36. The 2021/22 projected forecast summary is:

Overall Heading	2021/22 Budget			2021/22 Outturn			2021/22 Variance			Variance due to Covid 19	Operating costs variance	Change from M2 Operating costs	Change from M2 due to Covid 19
	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Net £000's	Net £000's	Net £000's	
Children Looked After	35,406	-3,771	31,635	37,954	-4,348	33,606	-2,548	577	-1,971	-1,026	-946	-195	-2
Other Children and Family Services	1,546	0	1,546	1,554	0	1,554	-9	0	-9	-104	95	96	-0
Family Support Services	3,440	0	3,440	3,484	0	3,484	-43	0	-43	-5	-39	42	0
Youth Justice	1,741	0	1,741	1,741	0	1,741	-0	0	-0	0	-0	-0	0
Safeguarding Children and Young People's Services	12,880	-45	12,835	13,187	-246	12,941	-307	201	-106	-162	56	-34	-1
Services for Young People	430	0	430	431	0	431	-1	0	-1	0	-1	-1	0
Contract Value	0	-56,373	-56,373	0	-56,373	-56,373	0	0	0	0	0	-200	0
Support Services and Management Costs	4,746	0	4,746	4,758	0	4,758	-12	0	-12	-21	10	102	-4
Grand Total	60,190	-60,190	0	63,109	-60,968	2,142	-2,920	778	-2,143	-1,318	-824	-189	-7

37. The 2021-22 contract value is £59.06m. An additional £0.93m for Care Ladder pressures identified in January 2021 has been agreed, subject to formal approval at quarter 1. The forecast assumes this additional funding is allocated to Out Of Area (OOA) £0.53m, Independent Fostering Agency (IFA) £0.250m and In-House Fostering £0.15m. The contract value includes £0.71m to fund Covid Care Ladder pressures identified as part of budget setting, and £0.59m of the additional £0.93m is due to Covid; therefore the Council will provide £1.3m to cover Covid Care Ladder pressures.
38. A review of the estimated Covid costs for 2020/21 was undertaken and assumptions used to identify additional Care Ladder costs such as 50% of the 2020/21 net increase in OOA placements numbers and an increase in the Fostering Numbers from

November onwards being due to Covid. Other scenarios resulted in potential costs of Covid of up to £1.9m evidencing it is complex and difficult to estimate costs that are a direct consequence of Covid. Based on the same assumptions, the Care Ladder forecast assumes Covid costs of OOA £1.7m, Independent Fostering Agency (IFA) £0.3m and In-House Fostering £0.31m, of which the Council has provided funding of £1.3m, and therefore the current net Covid Care Ladder pressure is £1.0m.

39. The number of Children in Care at the end of June 2021 is 561, an increase of 11 since March 2021, but at a slower rate than 2020/21 Q4. Due to the recent lockdown and school closures there is anticipated workload and cost pressures that will impact on the MTFS and 2021/22 budget. CiC will increase if the local/national review of some 16+ children results in re-categorisation; there may be additional costs too.
40. At the end of June 2021 there were 58 OOA placements, an increase of 2 since the end of March 2021 (but had increased 6 in the previous quarter). The forecast assumes Cantley SILS has four children placed there by 1 October 2021, the new 16+ regulated home is operational by 1st Jan 2022 and two of the two bed homes are operational by 1 February and 1 March 2022, resulting in 12 fewer OOA placements. At the end of June there are 381 foster placements, an increase of 1 since the end of March 2021, split 40.9% Independent Fostering Agency (IFA) and 59.1% In-House Fostering. The MTFS target by 31 March 2022 is a 35% / 65% split.
41. The Trust is actively reviewing OOA and high cost placements and identifies c. 75% (47 children) who could move; this will impact positively on placement costs. This is a process that must be managed very carefully to ensure the long-term effects are positive for children and, as a consequence, can and does take several months. The Trust is reviewing children that can exit care and this number stands at 129. Again, this would impact positively on children and families, as well as impact on placement costs and reduce staffing levels, including agency. There will, of course, be new entrants to care and high cost placements but, hopefully, at a lower rate than leaving.
42. Purchasing properties was particularly difficult during Covid due to lockdowns and movement restrictions and, subsequently, the removal of Stamp Duty made this a “seller’s market”, which continues.
43. In relation to new properties, between 11 June 2021 and 11 August 2021:
 - 12 properties identified by DCST as suitable for viewing – 1 ½ per week
 - 6 properties identified by DCST for offer – 3 per month
 - 2 did not progress due diligence (covenants, surveys etc)
 - 2 offers made and rejected (property sold)
 - 1 offer made and pending response
 - 1 property in due diligence / review stage
44. The Trust has implemented a Social Worker Academy from April 2021 and made changes to Social Worker pay in January 2021 with the intention to recruit and retain permanent social workers and reduce agency social workers. The Council are to provide funding of £286k towards the Social Worker Academy in 2021/22. To date, 6 ASYEs have been appointed with a further 15-18 expected to start in September. The forecast is that this will reduce agency workers by 12 by 31 March 2022
45. Agency numbers are reducing. The original forecast is that this will reduce agency workers by 17 by 31 March 2022. The changes to the Social Worker pay are projected to reduce the number agency workers by 7 from June 2021. The average number of agency workers for June was 31.8 FTE, marginally (0.4 FTE) above the target at this

stage of the financial year. The Trust has retained three agency workers (CiC numbers c.54 above forecast levels with an average of 18 cases per agency worker) due to increased caseload demand, projected to cost £200k that, subject to approval, will be funded by the Council.

46. **Key Variances over/under £250k:**

47. There is one significant (£250k+/-) variances - Looked after Children; details below:

48. **Looked After Children - £1.97m overspend (£1.02m Covid)**

49. **In-house Residential, including two-bed homes, nil variance**

50. The existing In-House Residential homes staffing levels are currently over-establishment, pending the staff transferring to the new two-bed homes when they are operational. The revised assumption is that two two-bed homes will be operational by 1st February and 1st March 2022. The budget allocated for the two bed homes is being used to offset the over-establishment costs in the existing homes.

51. **Out of Area (OOA) Placements - £1.70m overspend (£0.89m Covid)**

52. At the end of June there were 58 OOA placements. There were 9 new placements in April to June: 2 new, 5 transferred from an IFA placement, 1 transferred from In-House Fostering and 1 from In-House Residential. The new placements have been offset by 7 placements ending: 1 transferred to CiC 16+, 1 transferred to In-House Fostering, 3 returning to family, 1 Parent & Child placement ending and 1 turning 18.

53. There are currently two vacancies in the In-House Residential homes which the forecast assumes will be filled by two OOA placements, one child is due to move to an IFA placement in August, and three children turning 18 this financial year. All placements are being reviewed and the forecast assumes that this will result in a net reduction of six OOA placements between September 2021 and March 2022 and no net growth in July and August. The increase in quarter 1 was 2 compared to 6 in quarter 4. The forecast assumes the number of OOA placements 31 March 2022 is 34. If placements continue to go up each month for the remainder of 2021/22 in the way they did recently, then there is a scenario where the forecast could increase by up to £1m.

54. The 2021/22 year-end total was 53 OOA plus 3 parent and child placements. The Trust's 2021/22 budget was set on the assumption OOA numbers would be 43 for April 2021 meaning a significant pressure (assumed at least 50% Covid related) has been carried into 2021/22. Funding for additional Care Ladder pressures of £0.93m identified in January 2021 has been agreed by the Council, subject to formal approval. The forecast assumes £0.53m of this additional funding is OOA.

55. Based on the same assumptions as year-end, the Care Ladder forecast assumes Covid costs of £1.71m for OOA of which £0.47m is funded via the contract sum and £0.35m is to be funded from the additional funding; this leaves a net Covid pressure of £0.89m in the forecast.

56. **Out of Area (OOA) Placements Education (DSG) Funding – additional funding of £0.77m**

57. The budgeted funding from the DSG High Needs Block was reduced to £2.89m for 2021/22 based on the savings targets to reduce OOA placements. £0.19m of the additional £0.93m for Care Ladder pressures identified in January 2021 relates to

Education costs therefore the revised budget is now £3.08m. The 2021/22 forecast is £3.85m; additional funding of £0.77m to the Trust to offset the OOA overspend but an increase to the pressure on the High Needs Block.

58. Independent Fostering Agencies & In-House Fostering - £0.38m overspend (£0.13m Covid)

59. The combined forecast for Fostering is an overspend of £0.38m of which £0.13m is due to the impact of Covid. The overall numbers of 381 at the end of June are an increase of 1 since the end of March 2021; Independent Fostering Agency (IFA) placements are 3 more and In-House Fostering 2 less. An increase in IFA placements in quarter 1 rather than a reduction is the reason for the fostering overspend.

60. The MTFs target by end of March 2022 is a 35% / 65% split and the forecast assumes this is achieved from IFA placements reducing by 20 between July 2021 and March 2022; 14 of these transfer to In-House Fostering and 6 to SGOs. Funding for additional Care Ladder pressures of £0.93m identified in January 2021 has been agreed by the Council, subject to formal approval. The forecast assumes £0.40m of this additional funding is allocated to OOA.

61. Based on the same assumption as year-end, the forecast assumes Covid costs of Independent Fostering Agency (IFA) £0.30m and In-House Fostering £0.31m of which £0.24m is funded via the contract sum and £0.24m is to be funded from the additional funding; this leaves a net Covid pressure of £0.13m in the forecast.

62. 16+ CiC Placements - £0.73m operating overspend

63. The projection at June is an overspend of £0.73m due to there are currently being 12 expensive 16+ packages £2,375 to £10,500 per week; these cases are being reviewed in the same way as the OOA packages. There is a risk to the forecast as it includes an assumption that 4 of the expensive packages move by the end of September; if this doesn't happen the forecast may increase by up to £0.65m.

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

65. Included in this year's budget was monies for a new ASYE Academy and Social Worker Pay – both with the intention to recruit and retain Trust social workers and thus reducing the agency social workers. At the end of June 2021 there were 31.8 FTE operational agency social workers, 0.4 FTE more than forecast.

66. Non-care ladder savings are broadly on-track at present.

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

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

- OOA placements will continue to be reviewed via monthly with “deep dives” into the best options for bringing children closer to home safely
 - Specific CiC packages will also be reviewed monthly
 - The new Director is reviewing all OoA Placements
 - The new acting HoS is reviewing 16+ placements
- The cost of agency is planned to reduce as a consequence of: Page 101

- increased social worker pay across some (but not all) areas to result in attraction and retention of employed social workers
- the new social worker academy to “grow and retain our own”
- changes to the Front Door processes to improve workload and caseloads
- The continued implementation of the changes to adoption allowances
- Future Placement Strategy Implementation
 - a specific focus by the previous Fostering Manager on IFA reduction
 - opening of the two-bed homes
 - registering Cantley (or the new 16+ home)
 - opening of a 16+ home
- Other budgeted efficiencies (lead officer to work on these further)
 - savings that accrue from homeworking
 - other overhead savings

69. **Financial benchmarking Information**

The regional Benchmarking data from February 2021 shows (for Children’s Services):

- All LAs forecasted an overspend
- Regional LAC increased 3% but the Trust’s by 1% (but noting that the Trust’s increased since February 2021)
- The Trust percentage of OOA is the highest in the Region at 10.7%
 - The 31 March 2022 forecast of 34 OOA, assuming CiC of 554, will reduce this to 6% (regional average 6%), with further reductions planned in the Future Placements Strategy
- Regional agency social workers (excl. Wakefield) increased 17%; the Trust’s increased by 30%. This, in part, informed the decision to invest in the SW Academy and SW Pay and the positive impact (reduction) should be within 2021/22
 - The 31 March 2022 forecast agency FTE will reduce by 45% in-year
- Regional In-House Foster went up 1% and the Trust went up 10%
- IFAs to In-House Foster ratio for the Trust is at 41% (highest 56%, lowest 18%); the Trust’s ambition remains to reduce to 25% by 2023/24
- In relation to national benchmarking for 2019/20 and total average costs per CiN and Episodes, Doncaster is in the second quartile for 19 “similar” and regional LAs
- 7 out of 8 Regional LAs Children’s services reported an overspend for 2020/21

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

The Trust was involved in the following activities in quarter:

- 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
- 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 6pm – Fostering Information Event
- 16 June at 4.30pm to 7.30pm – Adoption Information Event

71. Activity in Quarter 2

The following events are scheduled or have taken place in quarter 2:

- 1 July – Campaign for Agency Social Workers
- 7 July – Fostering Information Event
- 20 July – Eid Mubarak
- July/ August – Summer Activities/ Mental Health videos
- 2 August – Yorkshire Day
- 12 August – International Youth Day
- 10 August – A ‘Level Results Day
- 12 August – GCSE Results Day
- 16 August – MOSIAC ‘Go Live’
- 18 August – Social Worker Recruitment Event
- 7 September – Youth Mental Health Day
- 14 September – Adoption Information Evening
- 22 September – Fostering Information Event
- September – Trust Fostering Flown the nest campaign

72. IMPACT ON COUNCIL’S KEY OBJECTIVES

Outcomes	Implications
<p>All people in Doncaster benefit from a thriving and resilient economy:</p> <ul style="list-style-type: none"> • Mayoral priority – creating jobs and Housing • Mayoral priority: Be a strong voice for our veterans • Mayoral priority: protecting Doncaster’s vital services 	<p>The Council and The Trust as major partners in the Children and Families Partnership Board share the Children’s plan outcome that all children should achieve their potential – in removing barriers and developing good quality service delivery children will be able to access the benefits of a thriving economy and will themselves be participants in creating and sustaining the strength of the economy.</p>
<p>People live safe, healthy, active and independent lives:</p> <ul style="list-style-type: none"> • Mayoral priority: Safeguarding our Communities • Mayoral priority: Bringing down the cost of living 	<p>Ensuring children and young people are free and feel from harm are key ambitions of both the Council and The Trust.</p>
<p>People in Doncaster benefit from a high quality built and natural environment:</p> <ul style="list-style-type: none"> • Mayoral priority: creating jobs and Housing • Mayoral priority: Safeguarding our communities • Mayoral priority: bringing down the cost of living 	<p>Delivering against the service delivery contract between the Council and The Trust has clear implications for safeguarding communities, in reducing risk and exposure of risk to children; improved early help and thus better outcomes for families.</p>
<p>Working with our partners we will provide strong leadership and governance</p>	<p>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. Page 103</p>

73. RECOMMENDED OPTIONS

To note the report.

74. RISKS AND ASSUMPTIONS [RM 23/08/2021]

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

75. LEGAL IMPLICATIONS [RM 23/08/2021]

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

76. EQUALITY IMPLICATIONS [LE 23/08/2021]

There are no equality implications directly arising from this report.

77. HUMAN RESOURCE IMPLICATIONS [LE 23/08/2021]

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

78. TECHNOLOGY IMPLICATIONS [RM 23/08/2021]

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

79. HEALTH IMPLICATIONS [JT 23/08/2021]

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.

80. FINANCIAL IMPLICATIONS [RM 23/08/2021]

Included within the body of the report. The financial impact of Covid for 2021/22 has been estimated.

81. CONSULTATION

Consultation has taken place with key managers and Directors.

ATTACHMENTS

Appendix 1: Summary of key performance indicators for quarter 1 2021/22

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

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Appendix I
Contractual and Strategic Key Performance Indicators

MEASUREMENT DETAILS			TARGETS AND COMPARATORS			2019/20	2020/21	2021/22
TYPE	Measure	Polarity	Target Range		Covid19 Tolerance	Average	Average	Qtr1
			Target	Tolerance				
Contractual Key Performance Indicators	Assessments completed within <45 days	Bigger is better	90%	75%	>=75%	91%	89%	89%
	Children in need with an appropriate and current plan in place	Bigger is better	95%	80%	>=80%	95%	93%	97%
	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	Bigger is better	80%	75%	>=75%	90%	93%	88%
	Initial Child Protection Conferences achieved within the statutory 15 day timescale	Bigger is better	95%	80%	>=80%	99%	100%	98%
	Short term stability of placements of children in care: % of children experiencing 3 or more placements in the year	Smaller is better	9%	15%	<=15%	10%	8%	7%
	Statutory Looked After reviews completed in time scale	Bigger is better	95%	80%	>=80%	93%	93%	93%
	Children who wait less than 14 months between entering care and moving in with their adoptive family.	Bigger is better	Suspended***		Suspend	57%	45%	45%
	Care leavers the Trust is in touch with	Bigger is better	95%	75%	>=75%	98%	96%	100%
	Care Leavers with pathway plans which have been reviewed in timescale	Bigger is better	95%	80%	>=80%	77%	91%	82%
	Front line staff receiving Supervision in Timescale	Bigger is better	90%	80%	>=70%	82%	84%	88%
	Freedom of Information Requests responded to within timescale	Bigger is better	Suspended***		Suspend	91%	97%	92%
	Case file audits graded good or better	Bigger is better	Suspended***		Suspend	80%	62%	56%

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

MEASUREMENT DETAILS			TARGETS AND COMPARATORS			2019/20	2020/21	2021/22	
TYPE	Measure	Polarity	Target Range		Covid19 Tolerance	Average	Average	Qtr1	
			Target	Tolerance					
Strategic Partnership Indicators	Length of intervention for family support services (days)	Smaller is better	140 days	180 days	-	193	173.75	188	
	Families demonstrating improved outcomes at point of closure to Parenting and Family Support Team	Bigger is better	60%	40%	-	80%	87%	86%	
	Referrals that are re-referrals within 12 months	Smaller is better	22%	28%	-	27%	26%	27%	
	Assessments completed within 20 days	Smaller is better	25%	15%	-	15%	24%	30%	
	Percentage of Children in Need open for a) >6 months < 1 year	In range is better Smaller is better	15%	20%	-	15%	13%	16%	
	b) >1 year < 2 years	In range is better Smaller is better	15%	20%	-	14%	11%	12%	
	c) > 2 years	In range is better Smaller is better	25%	30%	-	32%	30%	33%	
	Children becoming the subject of Child Protection Plan for a second or subsequent time	Smaller is better	10%	16%	-	9%	8%	9%	
	Case file audits graded outstanding	Outstanding is better	Suspended***			Suspend	14%	10%	7%
	Case file audits graded good						66%	52%	49%
	Case file audits graded requires improvement						18%	33%	39%
	Case file audits graded inadequate						2%	6%	5%
	Child Protection Plans lasting two years or more for child protection plans which have ended during the year					Smaller is better	3%	5%	-

Appendix I
Contractual and Strategic Key Performance Indicators

MEASUREMENT DETAILS			TARGETS AND COMPARATORS				2019/20	2020/21	2021/22
TYPE	Measure	Polarity	Target Range		Covid19 Tolerance	Average	Average	Qtr1	
			Target	Tolerance					
Strategic Partnership Indicators	Young offenders aged 10-17 who reoffend	Smaller is better	37%	50%	-	34%	26%	Not Available	
	Rate of first time entrants to youth justice (per 100,000)	Smaller is better	212	252	-	201	225	Not Available	
	Care proceedings on track to be completed within 26 weeks	Bigger is better	80%	70%	-	64%	57%	58%	
	Long term stability of placement of children in care: %of long term children in care in stable placements	Bigger is better	70%	60%	-	57%	59%	70%	
	Trust residential settings rated good or better	Bigger is better	100%	80%	-	82%	80%	80%	
	Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family	Smaller is better	121	200	-	92	152.5	220	
	Average time in days between a child entering care and moving in with their adoptive family	Smaller is better	426	460	-	350	397	437	
	Children ceasing care to be looked after under a Special Guardianship Order (SGO)	Bigger is better	15%	10%	-	18%	15%	29%	
	Children ceasing care to be looked after under a Child Arrangement Order (CAO)	Bigger is better	10%	7%	-	12%	1%	7%	
	Rate of children adopted from care	Bigger is better	19%	14%	-	16%	17%	45%	
	Rate of 19 & 20 year olds Staying Put with their foster carers after their 18th birthday	Bigger is better	25%	20%	-	28%	25%	23%	
	Care Leavers in suitable accommodation (age 19-21)	Bigger is better	85%	80%	-	95%	93%	95%	
	Care Leavers in Employment, Training and Education (age 19-21)	Bigger is better	48%	40%	-	50%	50%	56%	
	Full time equivalent posts covered by agency staff	Smaller is better	8%	12%	-	6%	6%	8%	
	Staff turnover rate	Smaller is better	16%	18%	-	13%	15%	14%	

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Doncaster Council

Report

Date: 9th September 2021

To the Overview & Scrutiny Management Committee

Complaints and Compliments Annual Report 2020/21

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Jane Nightingale		No

EXECUTIVE SUMMARY

1. The purpose of this report is to summarise complaints and compliment information relating to 2020/21 for Doncaster Council and partners. This includes the Council, Doncaster Council Services Trust (DCST), St Leger Homes of Doncaster (SLHD) and Doncaster Culture and Leisure Trust (DCLT). It also seeks to identify the key areas that are the subject of complaints and what measures have been taken to improve as a result of that feedback where required. It also provides a view of improvement from the Council's Customer Service Team who listen to thousands of customers directly every week and reports the current position with regard to the Unreasonable Behaviour Policy introduced last year. **Appendix 1** includes the full Complaint and Compliment report and there will be an **Appendix 2** includes a copy of the Local Government & Social Care Ombudsman (LGSCO) Annual Letter to Doncaster Council published in July relating to performance in 20/21.
2. Analysis evidences that the overall number of complaints have reduced, the number of investigations by the LGSCO have reduced and we have learned significantly throughout the year as detailed in the annual report. That said it is hard to compare 20/21 with any other year for obvious reasons. The key improvements resulting from the feedback in 20/21 are:

Doncaster Council

- The Waste & Recycling Team have been working closely with the Customer Experience Team to ensure that a considerable proportion of their complaints are investigated the same day with a view to immediately resolving the matter for the customer.
- The Adults Health and Wellbeing Directorate have introduced a new process for how complaints are distributed within the directorate; this ensures that the relevant Head of Service has visibility of complaints on the first day of it being received.
- School Admissions – The new Synergy technology system (part of the Integrated People Solution) is now fully embedded within the team, which has resulted in much improved processing times for applications and response times to customers.

Doncaster Children's Services Trust

- Introduction of changes to working practises and decision making around social workers are changing to ensure a smooth transition for children.
- Pro-actively worked with families to support contact with their children through other sources when face-to-face contact was not an option due to COVID restrictions, such as face time and telephone calls.
- Adapted work practises to pro-actively supply people with weekly updates when they are waiting for a decision to be made. Also if a decision has been made ahead of the next scheduled update the person will be advised at that point.

St Leger Homes of Doncaster

- Review of telephony system and revised protocols across the organisation to ensure customers always receive a response when telephoning.
- Improved the content of letters to customers by improving existing processes, creating more ownership for individual case management and ensuring that all staff involved in these areas received full end-to-end training on the new processes.
- Improved process for asbestos surveys to improve communication to customers around timescales and to manage customers' expectations.

Doncaster Culture and Leisure Trust

- Improved booking system, customers can now register for their own account online removing the need for customers to telephone the contact centre to register.
- An 86% reduction in complaints relating to cleanliness of facilities.
- Suspension of membership payments whilst facilities were closed.

EXEMPT REPORT

3. N/A

RECOMMENDATIONS

4. This report recommends consideration and comment on the complaint and compliment report for the period 1st April 2020 to 31st March 2021.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. Insight from complaints plays a key role in how we deliver the right outcome to our citizens and in continually improving our service delivery. As well as putting things right for the individual service user, we learn from complaints in order to improve services for the future.

BACKGROUND

6. The aim of complaint procedures is to resolve any dissatisfaction promptly, effectively and transparently and to inform service improvements to prevent service users experiencing the same issues in the future. The Council, DCST, SLHD and DCLT all have complaint policies and procedures. They also have officers who are responsible for ensuring the complaint and compliment processes are followed and are available to support customers and staff to ensure that making a complaint is as easy as possible for all concerned.
7. The LGSCO carried out detailed investigations on six applications, three were upheld in the customers favour and three were not upheld. When comparing the number of decisions following investigations by the LGSCO to last year's statistics, the number of investigations have reduced by over 50%. Throughout the year we have been ensuring that, any Stage 1 or Stage 2 investigations that were carried out within the internal complaint procedure had addressed all the customers concerns before the response was sent to the customer. This ensures that if a customer chooses to seek independent advice, we have done all we can to improve. In 100% of cases the LGSCO were satisfied that DMBC, DCST and SLHD had successfully implemented their recommendations when a complaint was upheld.
8. Along with the figure above the LGSCO have also assisted residents who had applied to the council for a business grant and had been unsuccessful. In total, the LGSCO conducted seven investigations solely relating to business grants. This resulted in one investigation being upheld.

9. Summary of Complaints and Compliment Information

Area	Volume of Complaints Received in 2019/2020	Volume of Complaints Received in 2020/21
Doncaster Council	620	460
Doncaster Children's Services Trust	134	151
St Leger Homes of Doncaster	832	845
Doncaster Culture and Leisure Trust	966	321
Total	2552	1777

Number of complaints received and outcomes of complaint investigations.

Areas	No. of Stage 1 Complaints received	Upheld/Partly Upheld	Not Upheld
DMBC	460	60%	40%
DCST	151	34%	66%
SLHD	845	28%	72%

*DCLT does not capture this information.

Compliments

Areas	No of Compliments Received	Top Area
DMBC	423	Waste & Recycling
DCST	265	Placements
SLHD	107	Property Services
DCLT	28	The Dome

10. The key priorities for the staff who co-ordinate this feedback will be to continue to provide an expert service in complaint handling, promoting the sharing of good practice as well as poor practice so that lessons can be learned. There will also be a focus on reducing complaints through service improvements, which in turn should reduce the number of complaints being upheld or partially upheld.

OPTIONS CONSIDERED

11. There are no options to consider in this particular report. The main objective is to communicate the 2020/2021 complaint and compliment information for Doncaster Council and its partners.

REASONS FOR RECOMMENDED OPTION

12. N/A

IMPACT ON THE COUNCIL'S KEY OUTCOMES

13.

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 	<p>Complaints and Compliments both provide valuable customer feedback to put any failure right, implement the resulting improvement and to celebrate an outstanding quality of service. This applies to everything we do and all</p>

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

	aspirations of residents <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

14. If we fail to learn lessons and effectively analyse the information we receive through our complaints to inform improved service delivery, the following could occur:
- Doncaster residents may not receive the standard of service delivery they expect and deserve; and
 - An increased risk of maladministration.

LEGAL IMPLICATIONS [SRF 21/06/2021]

15. The Council has a number of legal duties in relation to complaints, particularly in relation to Local Government Ombudsman findings. The Monitoring Officer has detailed duties in relation to findings of maladministration. The Council also has a specific duty set out in law to publish an annual report of complaints made in relation to Children's Services. Complaints are increasingly seen as a valuable tool to be used by organisations to better understand their services and to ensure that lessons can be learnt from customer complaints, feedback, and services improved.

FINANCIAL IMPLICATIONS [Officer Initials PH Date 24/06/21]

16. There are no direct financial implications resulting from this report. If service improvements are required, these should be addressed by each service within existing budget levels.

HUMAN RESOURCES IMPLICATIONS [Officer Initials RH Date 21/06/2021]

17. There are no specific HR issues raised in this report.

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 21/06/2021]

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

HEALTH IMPLICATIONS [Officer Initials SH 21/06/2021]

19. Good governance is important for healthy organisations and for healthy populations. Effective systems to respond to complaints and compliments demonstrate not only a responsive learning culture but also allows specific health issues to be addressed.

EQUALITY IMPLICATIONS [Officer Initials DA Date 21/06/21]

20. Decision makers must consider the Council's duties under the Public Sector Equality Duty at s149 of the Equality Act 2010. The duty requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those that do not share that protected characteristic. There are no specific equality implications arising from this report. However, any activities arising from the management of complaints and compliments will need to be the subject of separate 'due regard' assessments.

CONSULTATION

21. This report will be considered by the Chief Executive, Directors, the Executive Board and the Overview & Scrutiny Management Committee.

BACKGROUND PAPERS

22. **Appendix 1** – Annual Complaints & Compliments Report
Appendix 2 – Local Government & Social Care Ombudsman Annual Letter.

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**Doncaster
Council**



Complaints and Compliments Annual Report for 2020/21

1. Introduction

The purpose of this report is to summarise complaints and compliment information for 2020/21 for Doncaster Council and partners. This includes the Council, Doncaster Children's Services Trust (DCST), St Leger Homes of Doncaster (SLHD) and Doncaster Culture and Leisure Trust (DCLT).

The aim of complaint procedures is to resolve any dissatisfaction promptly, effectively and transparently and to inform service improvements to prevent service users experiencing the same issues in the future. The Council, DCST, SLHD and DCLT all have complaint policies and procedures. They also have officers who are responsible for ensuring the complaint and compliment processes are followed and are available to support customers and staff to ensure that making a complaint is as easy as possible for all concerned. These officers also ensure we respond to enquiries and investigations from the Local Government and Social Care Ombudsman (LGSCO).

The Council's definition of a complaint is:

“An expression of dissatisfaction, however made, about the standard of service, actions or lack of action taken by the Council or their staff, which affects a customer or a group of customers”

The aim of the complaint procedure is to resolve any dissatisfaction promptly, effectively and transparently and to assist with service improvements. All councils have a duty to provide available access to residents to report concerns and must investigate and respond within a reasonable and defined timescale.

2. Complaints Procedure

The following Complaint Procedure relates to all the organisations; however, DCST also have an additional statutory procedure, which is detailed later in this section.

Early Resolution

Complaints that can be fully resolved to the complainant's satisfaction within 3 working days is the Council's preferred method of dealing with complaints. We aim to deal with the majority of complaints by early resolution. However, the Council will need to deal with some complaints through a formal investigation approach due to their complexity.

Stage 1 – Local Resolution

At this stage, a senior officer within the service area will investigate the complaint and send a full response to the complainant within 10 working days. In the event a complaint cannot be responded to in full by this time then the customer must be updated and an extension recorded with a new due date. Any extensions agreed should be shared with the Customer Experience team who will be monitoring the progress of each complaint.

Escalated Complaint Investigation

A complainant can request an escalated complaint investigation if they are unhappy with the outcome of the Stage 1 response. The Customer Experience team will review whether there has been any additional information provided by the complainant that would warrant a further review. An independent senior officer would conduct the investigation. Their role is to ensure that a thorough investigation is carried out and a full response provided to the complainant within 20 working days (or a pre agreed timescale) of their latest communication. The Escalated investigation is the end of the Council's complaints procedure, there is no further right to appeal to the Council following the final response.

Local Government Social Care Ombudsman

Following a full investigation, a complainant can approach the Local Government Social Care Ombudsman (LGSCO). The LGSCO will not usually investigate a complaint unless it has been dealt with through the Council's complaint procedure first and exhausted the internal complaints procedure. The option to approach the LGSCO is the third and final stage of the complaints procedure and is the final point of contact to attempt resolution of a complaint.

St Leger Homes may also receive applications from The Housing Ombudsman specific to their functions. DCLT do not have an Ombudsman, therefore any Stage 3 complaints are investigated and responded to by their Chief Executive.

Outcome and Resolution

There are three main categories for classifying the outcome of a complaint, which are as follows:

- *Upheld:* This is where we agree with the concerns raised and as a result, have put measures in place to improve service delivery going forward.
- *Partially Upheld:* We agree with some of the issues identified but not all.
- *Not Upheld:* There has been no evidence found to support the allegations of concern.

In cases where a complaint is upheld or partially upheld, an apology is always given for the faults that have occurred. In some instances, the investigator of the complaint may recommend that training be carried out for relevant staff members to ensure any knowledge gaps are addressed.

There may also be instances whereby complainants are offered a gesture of goodwill for time and trouble in making their complaint. This can be monetary or an appropriate gift. In most cases where a fault has been identified and a recommendation made, the Customer Experience Officer will monitor this to ensure any agreed action is taken.

The LGSCO can ask a Council to:

- Apologise to a customer;
- provide a service a customer should have had;
- make a decision the Council should have done before;
- reconsider a decision the Council did not take properly in the first place;
- improve the Councils procedures so similar problems do not happen again; or
- make a payment to the customer.

The LGSCO do not have legal powers to enforce the organisations they investigate to follow their recommendations however it would be unlikely that an organisation would fail to do so.

DCST Statutory Complaint Procedure

The majority of representations that the Trust receives regarding the functions of children's social care fall under the statutory complaints procedure. The procedure is defined in The Children Act 1989 Representations Procedure (England) Regulations 2006. The statutory procedure allows for children and young people "to make representations, including complaints about the actions, decisions or apparent failings of a local authority's children's social services provision. Complaints that do not fall under the statutory complaints procedure are generally those matters that do not relate to children's social care involvement or services that are not provided directly by children's social workers.

Statutory Stage 1 - Local Resolution

The aim is to resolve as many complaints as possible by the local team at this early stage. The local Team Manager should discuss the complaint with the complainant and attempt to address the issues as quickly as possible. They should exchange information and thinking behind decisions and try to agree a way forward. This should take up to 10 working days, with a maximum extension of up to 20 working days for complex complaints or due to staff availability.

Statutory Stage 2 – Investigation

When a complainant is not satisfied with the outcome of Stage 1, they may request that the Customer Experience Manager escalate their complaint to a statutory Stage 2 investigation. The Customer Experience Manager will then make a decision on whether or not to escalate the complaint to Stage 2 based on the evidence provided by the complainant.

If the Customer Experience Manager does not agree to escalate the complaint to Stage 2, they write to the complainant and explain why they have made this decision. The complainant is advised of their right to contact the LGSCO if they are unhappy with this decision.

The investigation is conducted by an external Investigating Officer who is accompanied by an external Independent Person (whose role is to ensure that the investigation is open, transparent and fair). Both officers complete a report with their

recommendations following the investigation, which is passed onto a senior manager within the Trust (Adjudicating Officer) for the adjudication process. The Adjudicating Officer is a senior manager who does not have management responsibility for the service area that has been complained about.

The Adjudicating Officer then considers the reports and responds to the complainant on behalf of the Trust. A copy of the Investigating Officer and Independent Person's reports are also shared with the complainant at this stage. The Stage 2 process should be completed within 25 working days, although this timescale can be extended to 65 working days for complex complaints.

Statutory Stage 3 – Review panel

Following a full Stage 2 investigation a complainant can request that their complaint is considered further by a review panel (Stage 3). The Customer Experience Manager will make a decision on whether or not to escalate the complaint to Stage 3 based on the evidence provided by the complainant.

If the Customer Experience Manager does not agree to escalate the complaint to Stage 3, they write to the complainant and explain why they have made this decision. The complainant is advised of their right to contact the LGSCO if they are unhappy with this decision.

The review panel should be held within 30 working days of the request. Within 5 working days of the review panel meeting the Independent Chair will send a letter to the Chief Executive outlining the panel's findings and recommendations. The Chief Executive will then provide the Trust's final response within a further 15 working days. The whole process should take a maximum of 50 working days.

3. Key Headlines 2020/21

Complaints Received across all Organisations

Organisation	Stage 1 2019/20	Stage 1 2020/21
DMBC	620	460
SLHD	832	845
DCST	134	151
DCLT	966	321
TOTAL	2552	1777

Escalated Complaints across all Organisations

Organisation	Stage 2 2019/20	Ombudsman 2019/20	Stage 2 2020/21	Ombudsman 2020/21
DMBC	34	6	22	4
SLHD	41	1	25	2
DCST	0	2	1	0
DCLT			87	7 (Chief Exec Review rather than Ombudsman)
TOTAL	75	9	135	13

Compliments Received across all Organisations

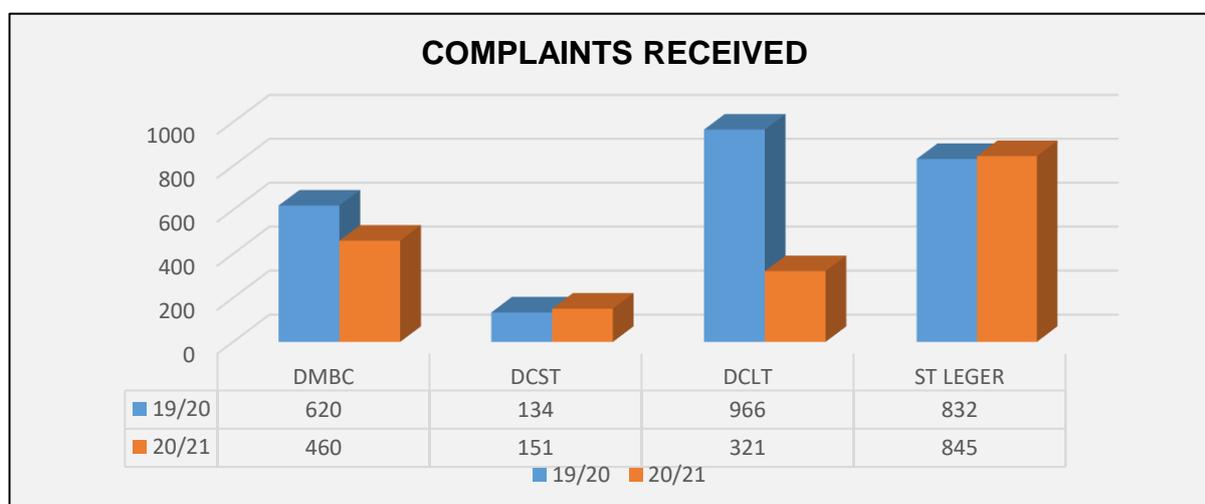
Organisation	Compliments 2019/20	Compliments 2020/21
DMBC	346	423
SLHD	203	107
DCST	243	265
DCLT	57	28
TOTAL	849	823

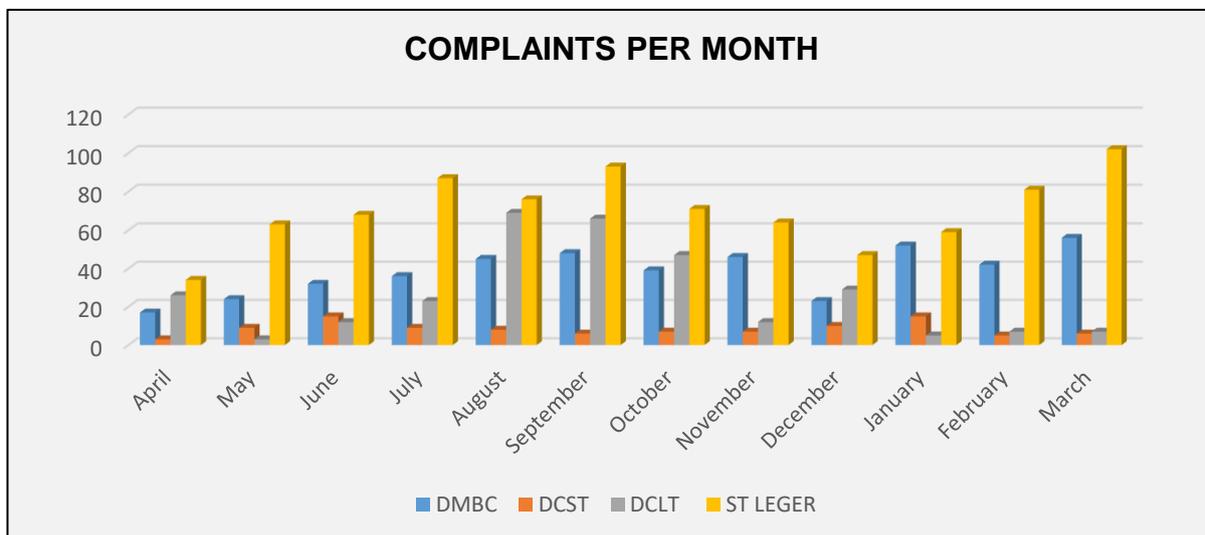
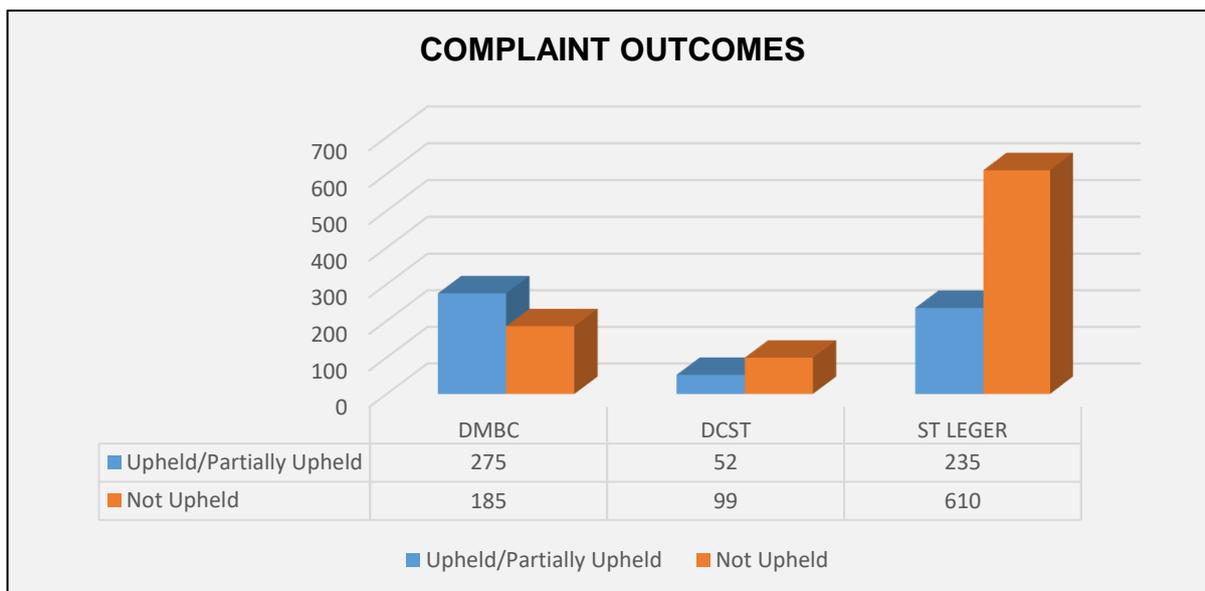
4. High Level Analysis

Across all the organisations in 2020/21, we saw a reduction in the number of complaints received by a cumulative 775, resulting in 1,777 compared to 2,552 in the previous year. However, there was an increase in complaints to DCST and SLHD.

Complaints also took longer to respond to on average due to many staff working on the Covid response.

Below the accompanying graphs are comments from each sector discussing these figures in more detail.





Doncaster Council

Monthly trends for 2020/21 are understandably different to previous years. Due to the pandemic resulting in closures of businesses, residential lockdowns and reductions on services across the authority, we have seen the number of complaints being submitted by residents fall drastically.

From April 2020, we have seen the numbers of complaints logged each month rise and concluded the year on a figure we would deem as average based on previous annual reports.

We began the year with just 17 complaints logged in April 2020 to a figure of 56 in March 2021. During March, we received 5 complaints about the Household Waste and Recycling Centres, 4 of which were related to the traffic management systems that were in place at the time.

St Leger Homes

Monthly trends for 2020/21 are not comparable to previous years, due to the impact of COVID.

- Quarter 1 saw a large decrease in complaints compared to 2019/20, which is accredited to the COVID-19 lockdown.
- Quarter 2 saw complaints increase, some of which were related to the impact of COVID-19 on their services, such as lack of supplies, but some could have been prevented through better communication.
- Quarter 3 saw a decrease in complaints compared to 2019/20
- Quarter 4 saw a 7% increase in complaints compared to last Quarter 4 in 2019/20.

Lack of information and staff actions continue to be a theme in upheld complaints for both Property Services, Housing and Customer Services. Lack of information in explaining what is required to be able to complete a repair and returning calls as requested.

Doncaster Culture and Leisure Trust

Overall feedback during the year has seen a significant decrease of 645 complaints compared to the previous year; however, this will mainly be attributed to the fact that much of the trusts facilities have been closed for a large proportion of the year.

Looking at data over the full year, the volumes of complaints received remained in line with the closure of centres, followed by the stepping up of services again and the subsequent closures that followed. Significant peaks can be seen at two main points in the year. The first being in April 2020 when the country was first heading into the COVID crisis. During this period, the mass majority of the complaints related to membership payments and pre-booked activity. At this point, there was a lot of uncertainty about what would happen with payments already committed through direct debit and members quite rightly wanting reassurance that they would not be paying whilst the gyms were closed. This same level of feedback was not received on subsequent lockdowns, we believe that this is in part, because communications were more proactively planned and that customers and members were more accustomed to what would happen.

The second peak in complaints appears to be a combination of two contributing factors. Firstly, it was during the summer months where we traditionally see an increase in footfall to DCLT venues, which in turn leads to an increase in customer complaints. Secondly, it coincided with the reintroduction of swimming lessons. Due to a reduction in the available capacities for swimming pools and the fact that some facilities remained closed, DCLT were unable to accommodate everybody back into swimming lessons. Of those that could return, many were unable to have the time slot that they had previously, this led to an increase in the number of complaints that were received.

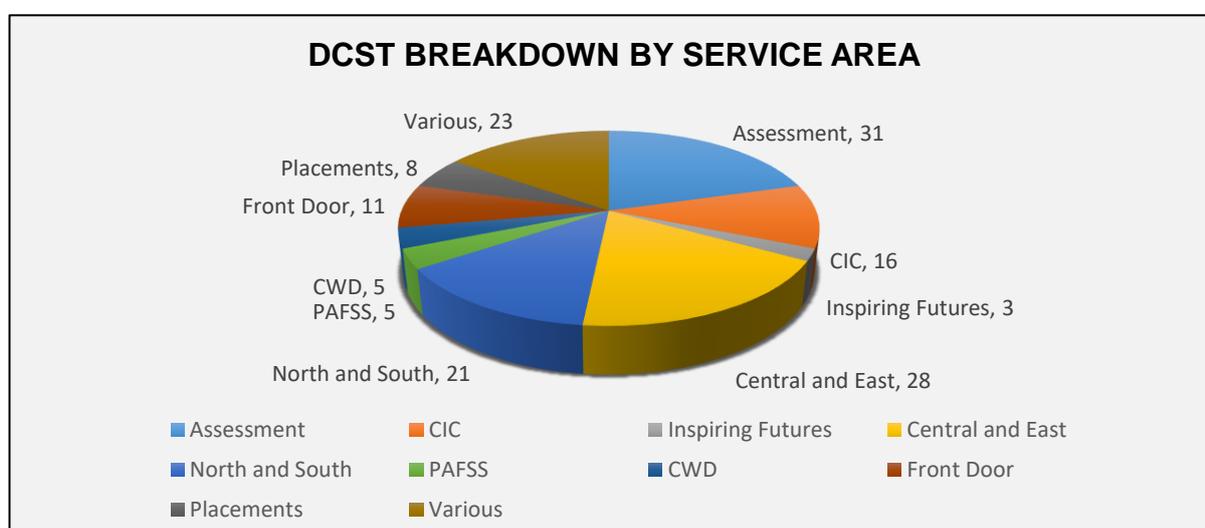
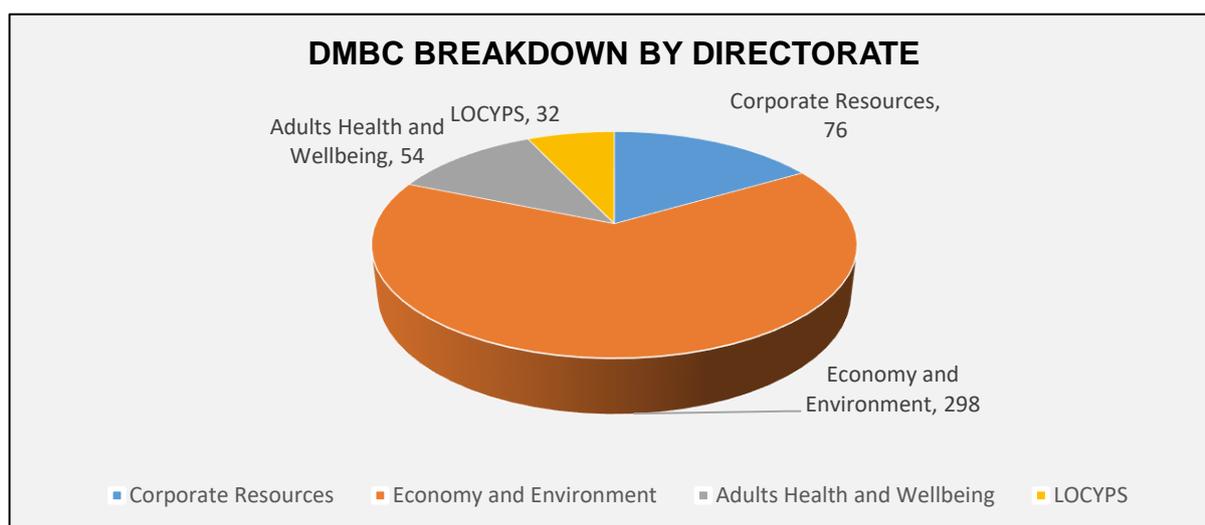
Doncaster Children’s Services Trust

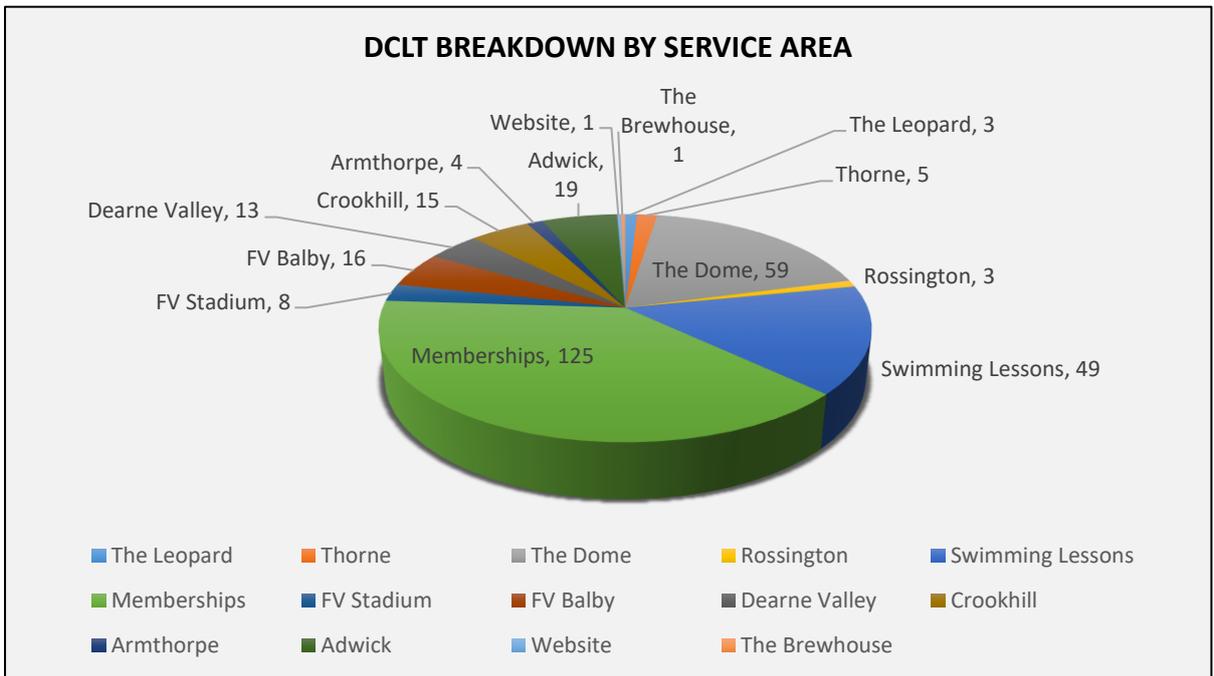
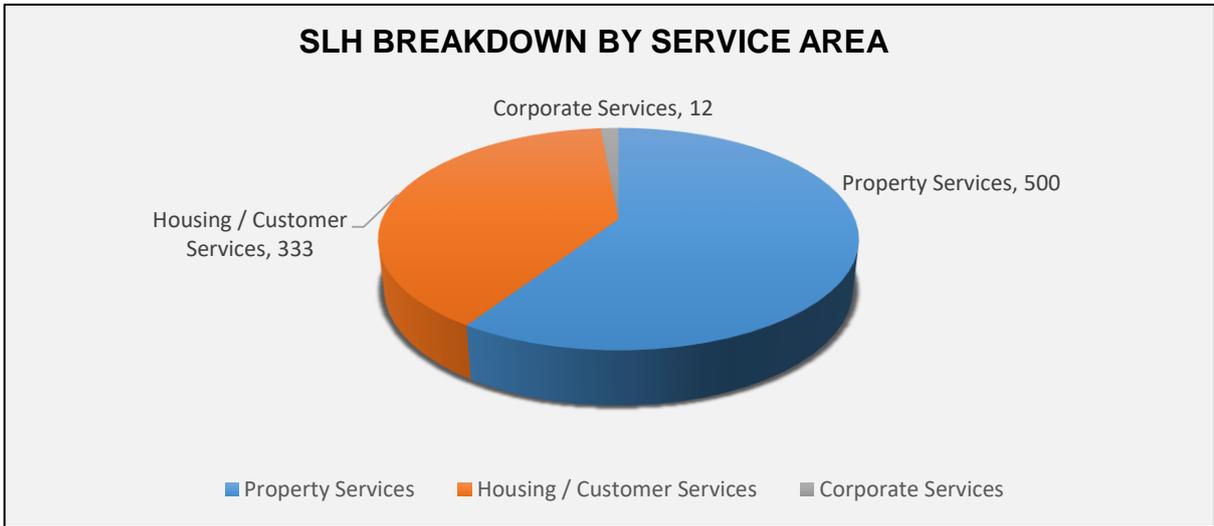
During the reporting year 283 contacts were logged which were received from 225 different people. This is a 24% increase from 2019/20 when there were 229 contacts from 167 different people and an increase of 35% of people contacting the Trust.

One of the reasons for the increase in contacts in 2020/21 is due to the higher number of people making repeat contacts. In 2020/21, the Trust received 2 or more contacts from 38 people, which is a 19% increase from 2019/20 when 32 people made 2 or more contacts.

71% of corporate Stage 1 complaints were dealt with within timescales. This is a decrease from 2019/21 when 91% were dealt with within timescale. Covid-19 had a direct impact on timescales for complaint handling in 2020/21 due to staff availability. This was either because the manager providing response or the person being complained about were not available. On occasion, the delay was due to the pressure on resources, including covering for staff absence, so more time was needed to respond to complaints.

5. Complaint by Service & Organisation

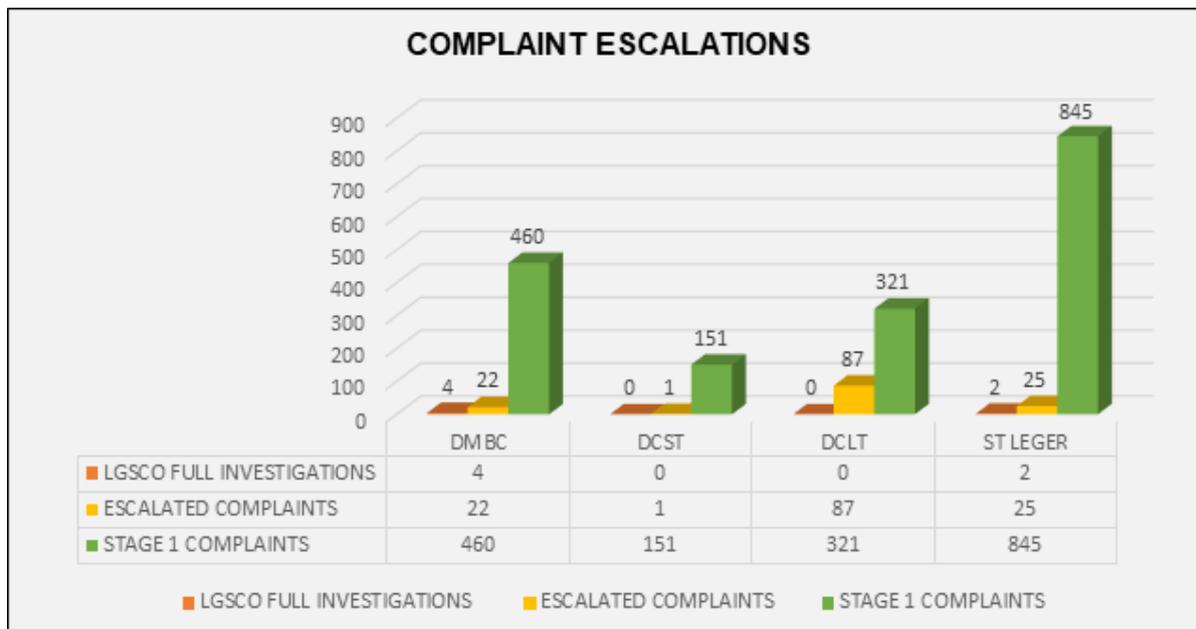




6. Escalated Complaints

Although the majority of all complaints will be investigated and resolved at the first stage of the complaints procedure, if a customer still feels aggrieved or they have additional evidence they wish to provide they can request that their complaint is escalated to Stage 2 of the complaint procedure.

The Stage 2 investigations are carried out internally. If they are still dissatisfied with the response from their Stage 2 investigation, they may then proceed to an independent investigation by the LGSCO. The figures relating to these investigations are as follows.



Local Government & Social Care Ombudsman (LGSCO)

As a final stage to the complaints procedure, complainants have the right to approach the LGSCO following an unsatisfactory Stage 2 response. The LGSCO will direct the customer back to the Local Authority if the complainant has not yet given the Council the opportunity to resolve the complaint through our complaints procedures. The LGSCO may also pass the complaint back to the council if they consider that there is more that could be done to resolve the complaint.

The LGSCO will request necessary information from us for review and then will contact the Council should they decide that the matter falls within their jurisdiction and wish to investigate further. The LGSCO investigate malpractice or poor service and are instructed to comment on or request changes council policies.

The LGSCO publish an annual review letter every year, which details the complaints that they have received for each authority.

During 2020/21 across DMBC, SLHD and DCST, the LGSCO carried out a total of 6 investigations.

Doncaster Council did invite residents dissatisfied with Business Grant decisions to approach the LGSCO should an appeal be rejected by the Council. These figures have been tracked separately and amount to an additional 7 LGSCO cases being investigated solely for Business Grant appeals. Of these the LGSCO awarded one customer £100.00 compensation for uncertainty caused during the decision making process.

During 20/21, St Leger Homes paid £7000 during the course of 20/21. This consisted of compensation payments to customers and related legal costs.

Appendix 2 includes the LGSCO Annual Letter relating to Doncaster and shows very good performance in comparison to other local authorities.

6. Lessons Learned and Service Improvements

Doncaster Council

The services, which saw the largest reduction in complaints during the last financial year, were:

- Waste and Recycling.
- Adults Health and Well Being
- LOCYPS

Waste and Recycling saw a reduction in complaints of more than 20%. Although these services have been impacted in terms of reduced staff numbers and early cancellations of the green bin collection over the course of the winter months due to the pandemic, we can see that the customer service data also tells us that missed bin reports remain low compared to previous years.

SUEZ, the Waste and Recycling Team and the Business Analysis & Digital Teams have continued to improve the IT systems and processes with CCTV on almost all SUEZ collection vehicles, which can track assisted pullouts, bins that have not been presented by the resident, failed collections and any reports of damage caused by the collection vehicles. The footage and data in this system is immediately available for the teams to check if a customer reports an issue.

The Waste and Recycling Team have commenced fortnightly operation meetings with SUEZ to identify any trends or issues, which enables them to put solutions in place more efficiently and effectively. The Waste & Recycling Team continue to work closely with the Customer Experience Team to ensure that a considerable proportion of complaints are investigated the same day with a view to immediately resolving the matter for the customer.

Adults Health and Well Being have seen a 30% reduction in overall complaints. Occupational Therapy, responsible for the majority of complaints the previous year, received just three new complaints for the entire of 2020/2021.

The Adults Health and Wellbeing Directorate have implemented a change as to how complaints are distributed. With the assistance of the Information Co-ordinator there is now a much more efficient process to pin point the exact team within the directorate responsible for each individual complaint. This ensures the correct Head of Service has visibility of their complaints within the first 24 hours of DMBC receiving them.

The Customer Experience Team attend the quarterly management meetings for the Communities Team, the Adult Social Care Team and the directorate as a whole. This has helped the teams understand the types of complaints they are receiving on a quarterly basis, the response times that they are achieving throughout the year, and

potential trends or patterns in relation to the types of complaints they are receiving and if any particular service team is responsible.

LOCYPS have seen the largest reduction in corporate complaints over the course of the last year compared to the previous year. The number of complaints have reduced by over 50%, from 72 complaints to 32 complaints. The reduction is significant considering schools have endured the largest impact due to the pandemic. Although it could be said, that if schools are not open, no complaints would be generated. However, it is likely that concerned parents would have issues in relation to home schooling, COVID procedures and schools reopening safely which may have increased the amount of complaints they received in relation to school process. This however does not appear to be the case.

School Admissions have seen a 65% reduction in complaints in 20/21. A previous system change had negatively affected waiting times and customers were experiencing a lack of communication about their school admission applications. The system changes are now fully embedded within the team, which has resulted in much improved processing times for applications and response times to customers. This has resulted in a reduction in complaints from 29 in 19/20 to 11 in 20/21.

The Customer Experience Team attend LOCYPS quarterly management meetings, working with the team to discuss any complaints they have received, potential concerns and any service improvements they have introduced.

St Leger Homes

Over the course of the last 12 months, St Leger Homes have identified four key areas which customers were expressing a concern of dissatisfaction about when receiving a service. Once these areas were identified, St Leger Homes were quick to put in place actions or training to prevent further complaints and increase satisfaction for the customer.

Works Postponement

St Leger Homes received complaints from customers who were not able to speak to specific officers when telephoning or their calls were not being answered due to the phone line being engaged or officers on leave. In response to these complaints, St Leger Homes have reviewed their telephony system and implemented revised protocols across the organisation to ensure customers always receive a response when telephoning.

Communication from Officers

A number of information and training issues were identified, primarily the content of letters sent to customers regarding deceased tenants and customers reporting a lack of information received in relation to their housing applications or requests for further information. All of these issues were addressed by improving the existing processes, creating more ownership for individual case management and ensuring that all staff involved in these areas received full end-to-end training on the new processes.

Asbestos Surveys

St Leger Homes received complaints concerning the lack of information received regarding asbestos surveys that needed to be carried out. St Leger Homes have since changed their process and communicated this to their joiners and surveyors, ensuring that they explain to customers the work they are carrying out to manage their customers' expectations around timescales.

Gas Servicing COVID impact

St Leger Homes have also had a number of complaints relating to gas servicing because of the impact of the pandemic. The main issues were residents' not comfortable in allowing tradesman into their homes due to the pandemic and the subsequent note that was posted for a missed appointment. Although St Leger Homes have a duty to carry out maintenance on gas appliances and required by law to do so this may have not been communicated effectively with the resident. To prevent this issue happening in the future, if on arrival the customer does not answer the door, all gas fitters now telephone the customer to try and get a response and explain the reason for their visit.

Doncaster Culture and Leisure Trust

The single most common theme for complaints being received were around memberships. This is a significant increase from the previous year, when this category did not even feature within the top 10. This of course is directly attributed to the uncertainty around payments for memberships during COVID lockdowns.

An incredibly positive trend, which has been continued from previous periods, has been the reduction of complaints relating to cleanliness of facilities, with only 4 complaints being received, an 86% reduction on the previous year.

Complaints were received from customers relating to the booking system, particularly around the fact that customers had to telephone the contact centre in order to create an account before being able to book online. Because of these complaints, a business case was produced to purchase an upgrade on the software that enables customers to self-register for their own account, meaning that they can register and book a session within a few minutes, without the need to make a telephone call. This has improved the customer experience of making bookings for the gym, fitness classes & swimming across the trust.

Some of the complaints around memberships related to the value for money after reopening, with a small number questioning the value of the membership compared to the restricted provision that was then available. However overall, members are generally happy with their memberships, the complaints were a result of the unknown around a concern that they may have to pay for something that they could not use, which they did not.

Doncaster Children's Services Trust

As with statutory complaints, the Trust welcomes feedback and uses this as an opportunity to learn. Where applicable the manager has used the opportunity when responding to advise what action has been taken, or will be taken because of the learning from the complainants' experience. Complaint Monitoring and Learning Forms are used to track actions that have not already been completed to reduce the risk of repeat complaints or escalation of complaints.

Actions of Worker

Complaints have covered a wide range of topics about social worker behaviour from allegations about the tone of voice or comments made by a social worker, not showing an ID, having an ID on display so that neighbours could see it, feeling that a social worker was biased against them or had lied. Where complaints were upheld managers confirmed that suitable guidance would be given and that the worker would reflect on their practice going forward.

A young person complained how the change in their social worker had been managed and the impact that this had on them. As a result of their complaint, a Lessons Learnt meeting was held which was attended by senior managers across service areas. The outcome of the meeting was that working practices changed to ensure that another young person did not have the same experience in the future. This included decision making around a social worker changing and joint meetings to ensure a smooth transition.

Complaints were received that calls had not been returned, on occasion it was evidenced that attempts had been made to contact people, where this was not possible to evidence an apology was provided and the manager confirmed that it would be addressed with the worker involved. There were also complaints that documents had not been sent directly to a parent, the manager apologised and provided copies of the documents with the complaint response and ensured that in future documents went directly to the parent.

Family Time Arrangements

There was a 150% increase in complaints where family time was the main presenting reason for the complaint (5 in 2020/21, 2 in 2019/20). Of the 5 complaints received, 1 was upheld.

During the year, there have been different restrictions put in by the government for face-to-face contact and the Trust has adhered to government guidance on these matters and this has inevitably affected family time arrangements. When restrictions started to lift, there was pressure put on the resources available, such as Beechfield Family Time Centre where supervised family time takes place, which meant it has not been possible to allow families the same amount of time to see their children as was in place pre Covid-19. The Trust recognises the importance of family time and social workers have proactively worked with families to support contact with their children through other sources when face to face was not an option, such as face time and

telephone calls. It is fair to conclude that without taking such a proactive approach to family time there would have been significantly higher complaints in this area.

Poor Communication

A parent complained that they repeatedly had to explain their connection to a child when they tried to make a referral. The Team Manager apologised and raised with staff in a team meeting the importance of ensuring that records are kept up to date to ensure information received from parents is available immediately.

Because of a complaint from a young person about their placement the issue of the Trust being notified about complaints raised by young people in placements, this was addressed with the Placement Finding Team. The opportunity was taken to remind providers of the importance of ensuring the Customer Experience Team was aware of any complaint raised by a young person so that the complaint could be logged and any agreed action monitored.

Adapted working practices to proactively supply people with weekly updates when they were waiting for a decision to be made. This would include advising people that a decision had not been made, as this would take away the need for people to constantly get in touch with the office for an update. It was also agreed that if a decision had been made ahead of the next scheduled update, the person would be advised at that point rather than waiting for the scheduled update.

8. Pandemic Driven Complaints

Business / Self Isolation Grants

In response to the Covid-19 pandemic, the Government introduced a number of Business Support grants and self-isolation grants, which were administered mostly by the Revenues & Benefits Team in Doncaster Council but also by Business Doncaster in the Council. Additional Restrictions Grant was also provided to Sheffield City Region by the government initiating further agreed grants to be administered locally. The eligibility criteria for these grants were set by either central government or the Sheffield City Region, therefore a complaint to the Council was not relevant, however the Council decided to put a process given there was no route to complain.

The application process for the grants generated 182 complaints/request for review from customers, residents and business owners, whose applications were unsuccessful. This generally occurred because of not meeting the eligibility criteria of a particular scheme or failure to provide the required information or evidence. Of these reviews, 31% were successful, often assisted by the supply of additional information from the applicant. The Customer Experience Team centrally managed these requests for a review and escalated further requests for a review via the LGSCO and related enquiry.

Across these schemes, grants have so far been paid worth £106,509,957 to local businesses, with 24,099 awards having been made for these schemes alone. A

further 4,445 applications have also been received for the Self-Isolation scheme, of which 1,347 have been paid, resulting in £727,500 being paid to isolating individuals.

As some grant schemes, including the Restart Grant scheme remain available to new applications until 30 June 2021, such complaints and requests for review via this channel are expected to continue into July 2021.

9. General Customer Contact

As well as complaints, we can also look into what our customers have been reporting to us either directly on the website or during interactions with the Council's Customer Service Team. This, when compared to the previous year, is a good indicator of which departments have improved their service and where there are still areas of concern that are affecting our residents.

The information below compares the data included within last year's report to the number of reports made during 2020/2021.

The key area that we discussed in last year's report were:

- Missed Bin Collections
- Pothole Reports
- Fly Tipping

These remain the largest service teams in respect of customer contact to the Council.

Waste and Recycling

Missed Bin Reports 2019/2020	Missed Bin Reports 2020/2021
5,640	6,827

As we can see the total number of missed collection reports from residents has increased by 1,187. This is still a vast improvement on the figure reported during the 2018/2019 financial year, which was over 13,000 in total. As mentioned last year, the Waste and Recycling Team had implemented handheld devices for the operators to improve service delivery across the borough. Although the figures have increased slightly this year, we are still seeing the benefit of these changes.

It would be fair to assume that the pandemic and the effect that had on the number of staff available and the delivery of Council Services may well have affected our ability to provide the standard of service delivery that would be expected in a 'normal' 12-month period.

Pot Hole Reports

Pot Hole Reports 2019/2020	Pot Hole Reports 2020/2021
2,930	2,145

During 2020/2021 Doncaster Council received 2,145 report of potholes from residents. This figure is similar to what we have seen in previous years although is a reduction from the 2,930 reports we had received during 2019/2020.

The data tells us that the majority of the reports came during the first 3 months of 2021 which this period accounting for over half of the total number of reports. As previously discussed, the majority of 2020 we experienced periods of 'lockdown' with many businesses, schools and other amenities closed or working to reduced staff and hours. This has obviously affected the number of road users within the borough and therefore less residents in a position to identify and report potholes.

Fly Tipping / Dumped Rubbish

Fly Tipping Reports 2019/2020	Fly Tipping Reports 2020/2021
10,626	12,556

During 2020/2021, we have seen an increase in fly tipping reports (18%) across the borough. 12,556 reports have been made by residents in comparison to 10,626 the previous year.

Doncaster Council has had periods throughout the year whereby our services have been impacted, resulting in a reduced number of staff available to deliver services and the period of time the Household Waste and Recycling Centres have been closed may have impacted the amount of dumped rubbish across the borough.

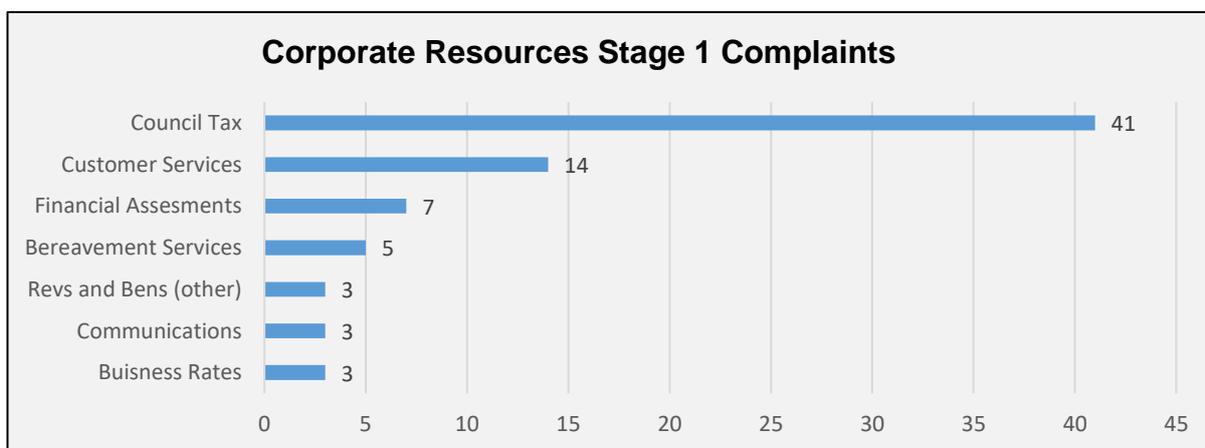
As part of the Council budget setting process for 21/22 additional resources were provided to bolster the capacity to deal with the backlog and responsiveness of the service.

10. Doncaster Council by Directorate

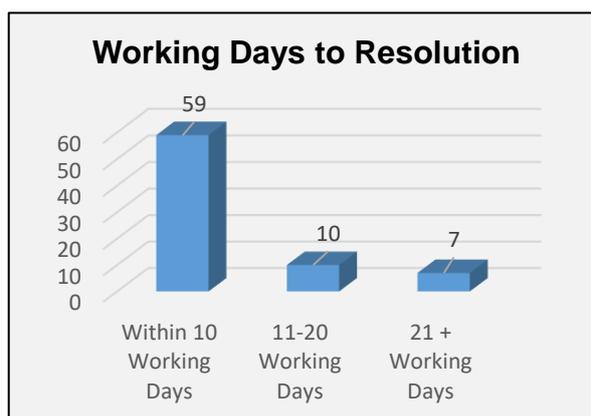
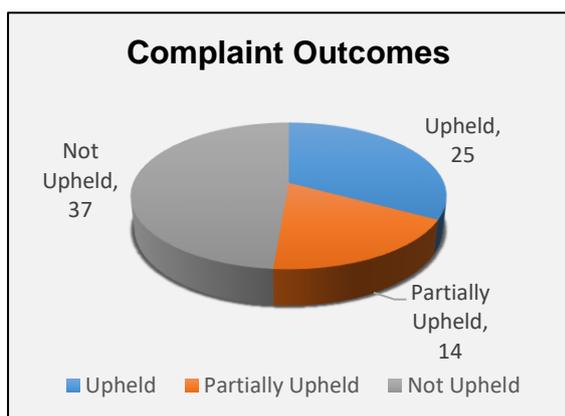
Corporate Resources

The Corporate Resources Directorate received 76 corporate complaints in 20/21.

The Council Tax department have received the majority of these complaints accounting for 41 of these. During the initial stages of the pandemic, no recovery action was undertaken for either Council Tax or Business Rates. When recovery action resumed in September it resulted in an increase in complaints from residents who were unaware that they were in arrears and were unhappy with the lack of previous communication. This occurred despite the previous communication of a payment holiday if required from April to June and a gentle letter sent to all behind in their payments reminding them to bring up to date before the full recovery process was resumed.



Across the Directorate, 78% of all customer complaints were responded to within the timescale of 10 working days. Of those where the timescale was extended due to the complexity of the complaint, customers were notified of the new response date.



Escalated Complaints

Corporate Resources received 7 escalated complaints during 2020/21, 3 of which were for Council Tax from customers who previously had their stage 1 complaint answered and not upheld.

The average timescale for responding to all escalated complaints that were received within this directorate was 18 working days, within the 20 working day target.

Of all Corporate Resources complaints that were received last year, 2 customers sought advice from the Local Government and Social Care Ombudsman (LGSCO).

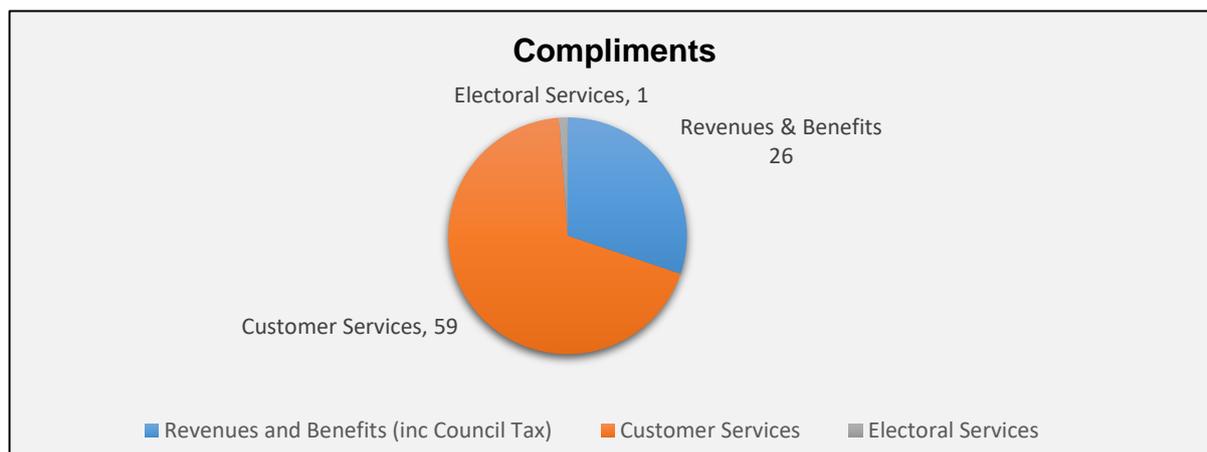
A summary of the LGSCO decisions;

1. Upheld – Refusal of a Blue Badge application. The LGSCO commented that the council failed to properly consider Mrs X's medical conditions when assessing her application for a blue badge. It also failed to undertake a mobility assessment.

2. Not upheld – Procurement. Mr X complains about the Council's calculation of support for his business, by way of supplier relief, resulting in financial loss and distress. The LGSCO found no fault in the Council's decision-making process.

Compliments

Doncaster Council have received in total 423 compliments, of which 86 were for teams across Corporate Resources. The breakdown of the directorate is below.

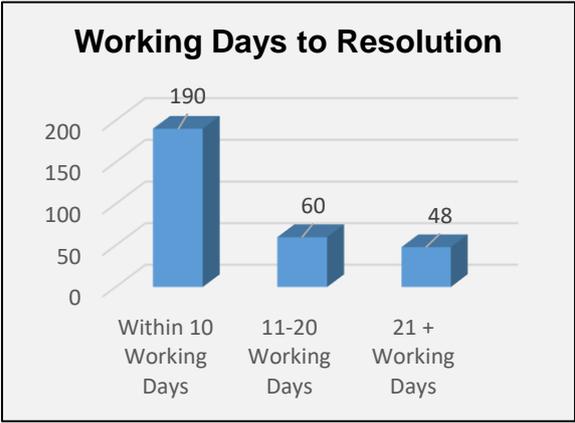
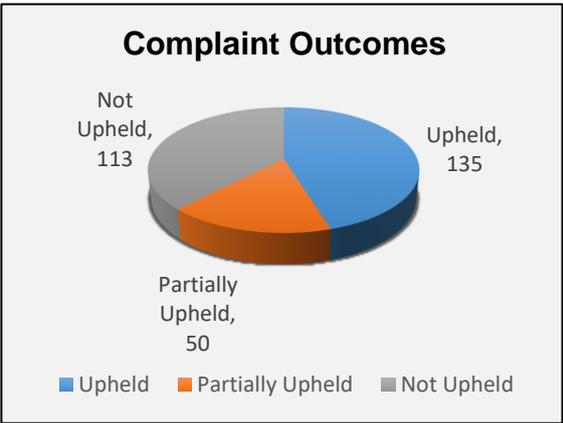
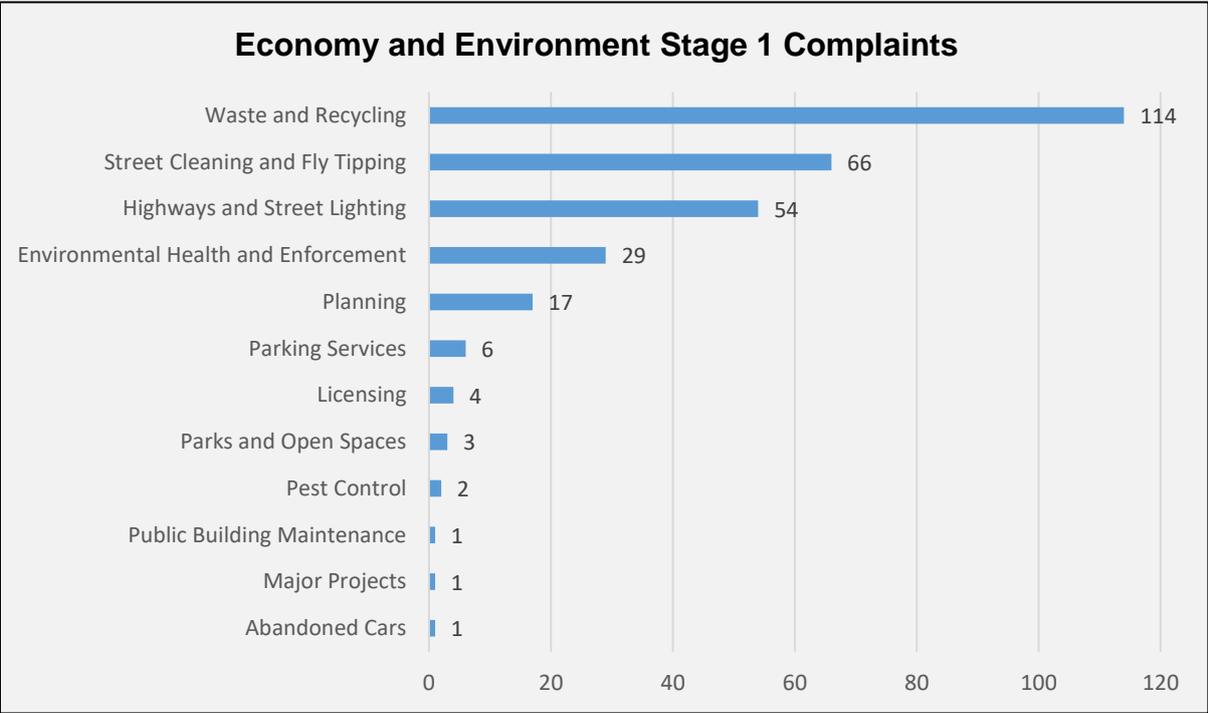


services that received the most complaints were those which have the largest impact on the majority of the residents in the borough, Waste and Recycling, Highways and Street Lighting, Street Cleaning and Fly Tipping. These three services equated for 79% of all complaints received for this directorate.

These 3 services received a combined 46 fewer complaints than the previous year, however many services were either stopped or restricted during the early part of the year due to the pandemic. This caused an increase, particularly noticeable in Q4 in which we received more than 33% of the overall figure in this period alone.

For Economy and Environment the main complaint themes throughout the year were:

- Staff attitude / behaviour (waste contractors & enforcement agents)
- Closure and subsequent traffic management arrangements at HWRC



Escalated Complaints

Economy and Environment received 10 escalated complaints during 2020/21. Of these, 6 were either upheld or at least partially upheld following a further investigation.

The average timescale for responding to escalated complaints within this directorate was 19 working days.

Of all Economy and Environment complaints that were received and responded to over the course of the last year, only 1 customer had a finalised LGSCO decision, which was not upheld

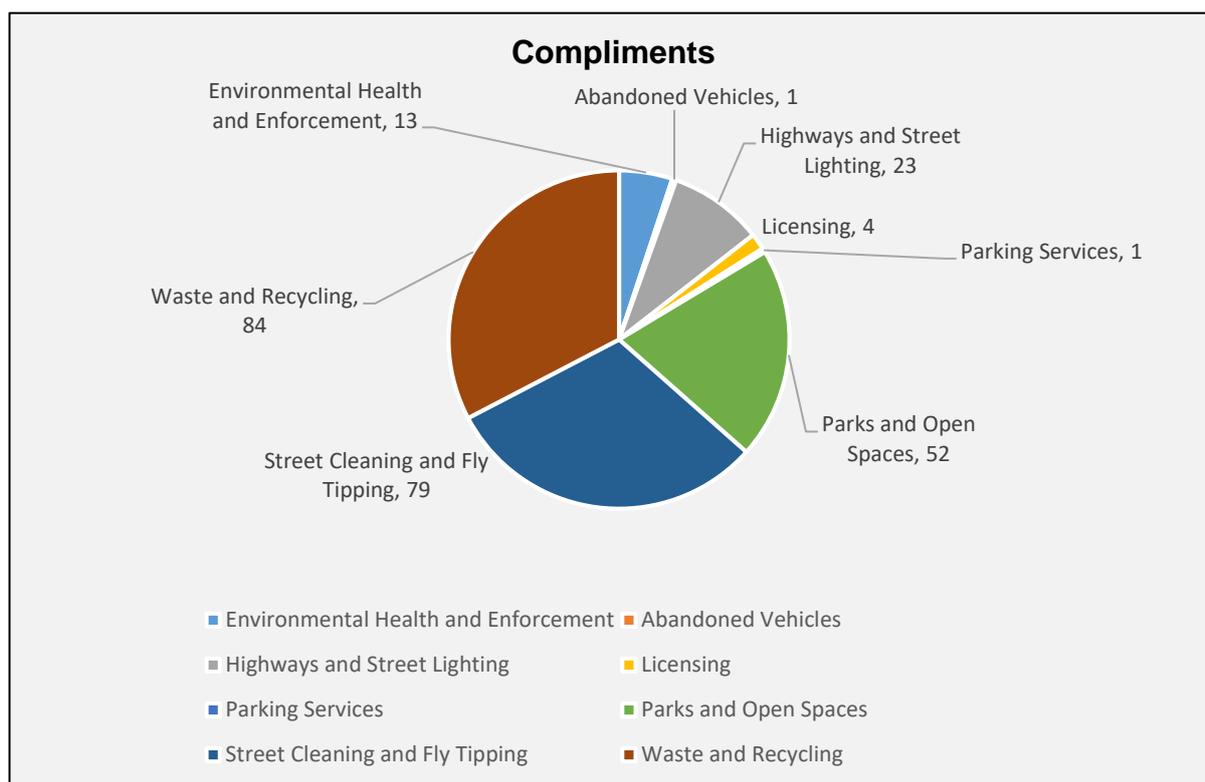
A summary of the LGSCO decision;

Not upheld - Mr X complained the Council had followed the incorrect process in its attempt to change a bridleway into a byway open to all traffic to allow vehicles to access a Council owned car park. The Ombudsman did not investigate this complaint

further. The Planning Inspector had held a public inquiry into the Council's decision to buy the land using compulsory purchase powers and the Ombudsman has no jurisdiction to consider matters already considered by the Planning Inspector. Mr X has also raised matters they had considered in a previous complaint, which was disputing points of law, which the courts are better placed to decide, rather than the LGSCO.

Compliments

Doncaster Council have received in total 423 compliments, of which 257 (60%) were for teams across Economy and Environment. The breakdown of the directorate is below

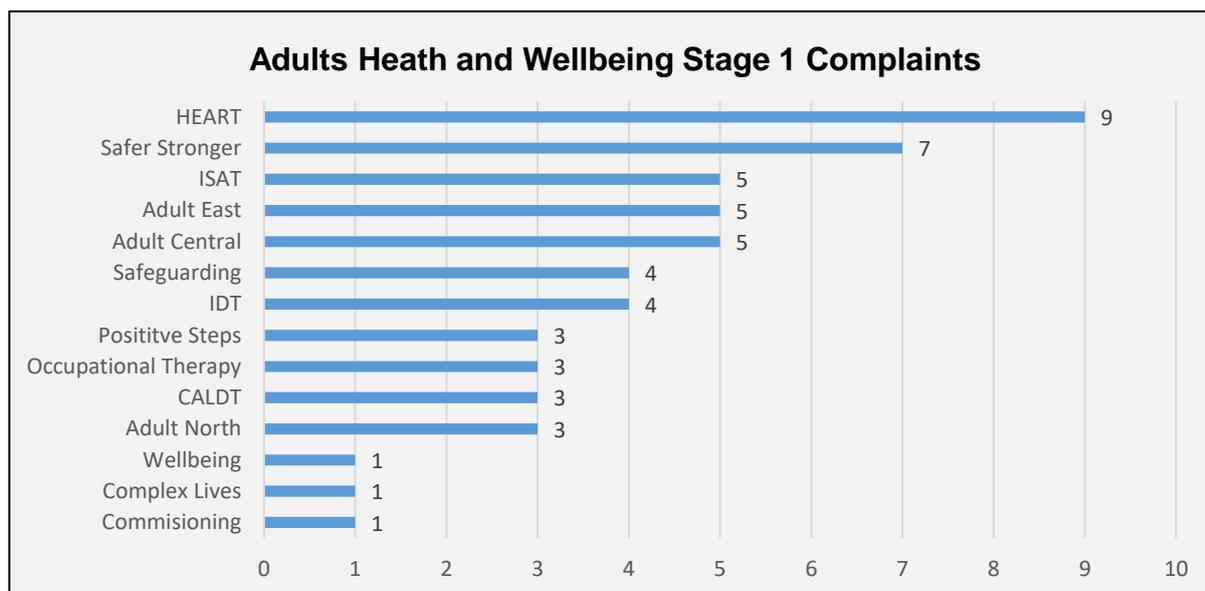


Adults Health and Wellbeing (AHWB)

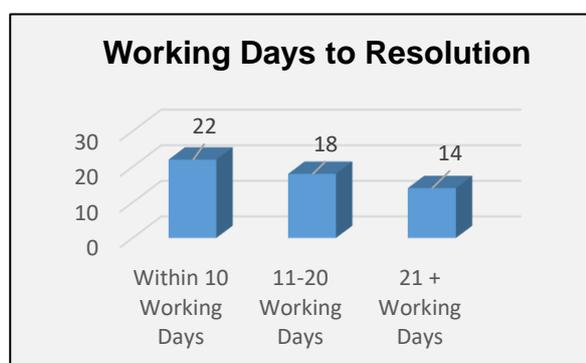
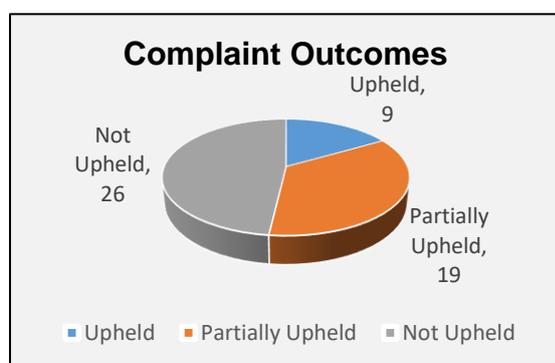
AHWB received 54 complaints in 20/21, with Adult Social Care receiving 28 of these complaints and Communities receiving 26.

The departments, which generated the majority of complaints throughout the year were, HEART, ISAT and Safer, Stronger Communities, which accounted for 21 of the overall figure. The main issues customers were reporting were, increased costs for HEART services, communication issues when attempting to either contact the service team or when awaiting contact and home appointments (either missed appointments or PPE concerns from residents on arrival).

Below is a full breakdown of all Adult Health and Wellbeing complaints received throughout 2020/21.



Across the Directorate, 41% of all customer complaints were responded to within the corporate timescale of 10 working days. Most complaints in this area are of a complex and sensitive nature and can be difficult to carry out a full investigation and respond within the 10 working days. If a complaint response is going to take longer, customers are regularly contacted throughout and often invited to attend a face-to-face meeting to discuss their concerns on more of a personal level. This can again have an effect on the timescales as we allow the customer to choose a time that suits their requirements.



Escalated Complaints

AHWB received 4 escalated complaints during 2020/21. Three associated with Adult Social Care and 1 complaint for communities. The average timescale for responding to all escalated complaints within this directorate was 23 working days. Of all AHWB complaints that were received and responded to over the course of the last year, just 1 customer sought advice from the Local Government and Social Care Ombudsman (LGSCO). This case is still active and being investigated by the LGSCO.

A summary of the LGSCO complaint;

Mr X complaint is about the Adult Social Care aspect of his mother's care. This includes capacity issues, safeguarding investigations, confidentiality issues and best interest meetings.

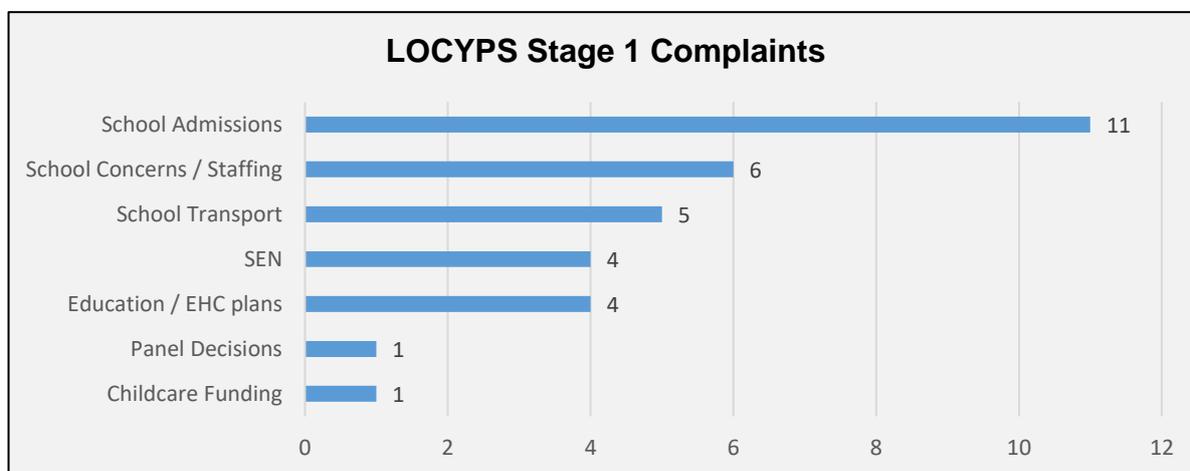
Compliments

Doncaster Council have received in total 423 compliments, of which 76 were for teams across Adults Health and Wellbeing. Due to available options provided to customers to choose from when logging compliments on the Doncaster Council website we are unable to breakdown the service areas.

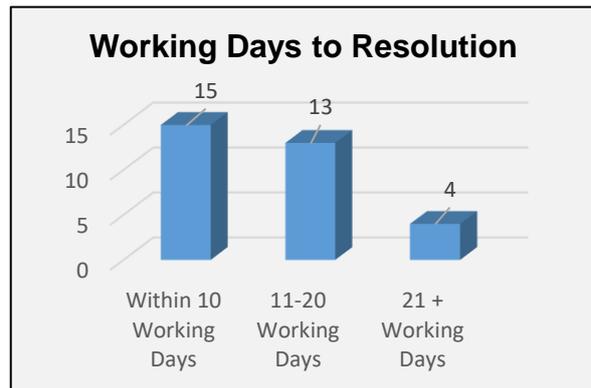
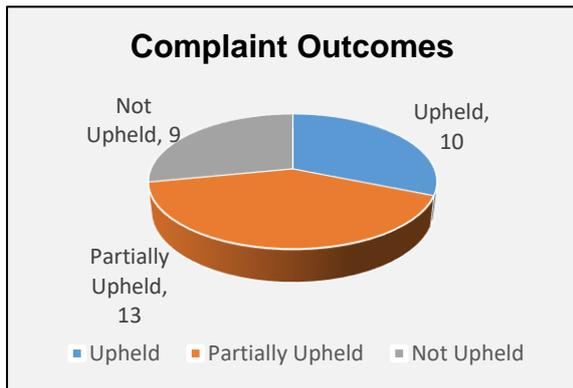
Learning Opportunities for Children and Young People (LOCYP)

LOCYP received 32 complaints in 20/21. The main themes were School Admissions (11 complaints) where parents were concerned that their child had not been allocated a place in their preferred school or that their child had not received formal education for a period of time due to delays in processing. Due to the nature of these complaints, all 11 of these complaints were received between August and December 2020.

Of the 11 School Admission complaints, which were recorded, 10 were either upheld or partially upheld indicating that the customers concerns were valid and warranted an investigation from Doncaster Council. This number of school admissions complaints is however, a large reduction from last year's total of 29.



Across the Directorate, 47% of all customer complaints were responded to within the timescale of 10 working days. Given the nature of the complaints being dealt with, the investigations can be complex and before a complaint is resolved, particularly in the cases of school admissions, a final resolution must be achieved which can exceed the 10 working days. Although the outcome may take longer than the expected timeframe, customers are always contacted with regular updates throughout this period.



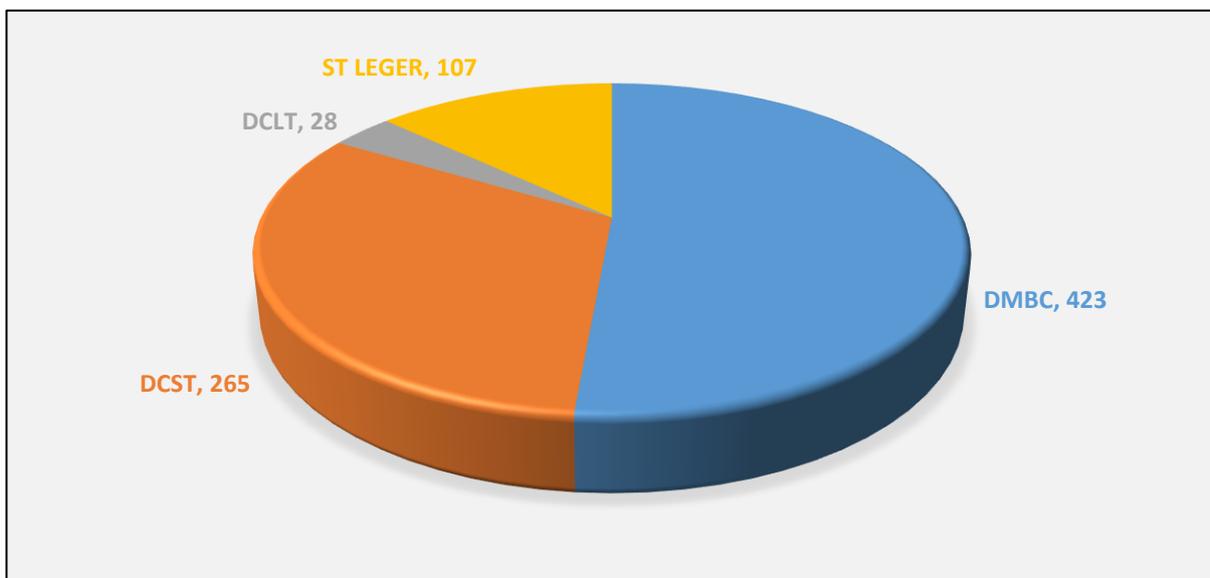
Escalated Complaints

LOCYP received just one Stage 2 escalated complaint throughout 2020/21. This was related to a parent declaration form. This was investigated both as a stage 1 and stage 2 complaint and on both occasions, the complaint was not upheld.

Compliments

Doncaster Council have received in total 423 compliments, of which 4 were for teams across LOCYP. It is felt that this is because any compliments are more likely to be given to schools directly rather than through Doncaster Council. Within the coming year we will work with the schools to keep a central record of any formal compliments received across the borough.

11. Compliments Across all Organisations



Doncaster Council

"A customer rang us back to say that the chemist will now be taking over the delivery of her prescription, but she wanted to ring and say thank you to the hub as we have been helpful since the beginning with her prescriptions".

"A customer wanted to pass on her thanks to everyone in our team for being so helpful all the time and continuing to work so hard even during the pandemic. She said we must often get people who can be angry about situations and towards us, so she wanted to make sure she passed on her thanks in case we do not hear it often enough."

"Hi, I've just been contacted by a lovely woman named XXX who has phoned to check on my wellbeing as I am now in the clinically extremely vulnerable category for Covid-19. She enquired as to whether I was feeling supported during the pandemic and had everything I needed, even giving me information for priority food delivery slots. I think it's a fantastic service and support for the community and really shows that the council cares about its residents!"

"I would like to leave a massive heart felt compliment for the community hub, sorry if this is the wrong place but I'm desperate to give these lovely people some feedback. My cash is all in the bank and I cannot get a delivery slot with a supermarket yet as I have been missed off the initial high risk list due to an administrative error somewhere along the line. I attend 2 hospitals for treatment and I think with the current climate and how unusually busy they are, each thought the other hospital had done this, so was a genuine error. Anyway, in the meantime of this being corrected, I was running out of food. So I was put in touch with the Hub. They have been truly amazing with me, I have had 2 food parcels and a cleaning pack from them which have all been excellent value. Today my food parcel was delivered within half an hour of me ordering it. I honestly have no idea how I would've managed without this service... it's really touched me. I want to thank everyone, the lovely people I speak to on the phone, who simply can't do enough for me."

"Just had a lovely lady on the phone, she just wanted to say THANK YOU to us all for doing a great job and that she received her Food Parcel today and she is really happy with what she's got. It has made her life easier. She is really thankful that we are providing this service to everyone!"

"My wife and I visited the DMBC offices today in order to renew my blue badge. We were greeted by 2 very nice ladies just inside the doorway who took our contact details and that was very reassuring. Our temperature was checked which was another reassuring measure and then directed to desk number 6. The young man at desk 6 was extremely polite and explained the process very clearly and he was very efficient. He was very "customer friendly" and knowledgeable. Finally, we were shown out of the building by a very friendly security man who, seeing me on crutches, ensured the doorway was both open and safe. Our visit was a safe and smooth one and it only remains to say that all the staff we encountered today are a credit to DMBC".

"Staff have had a great working relationship with Morrison's store for some time and prior to Covid, staff were in store regularly conducting community led support talks with local residents. Recently our local ward councillors approached us with regards to the possibility of providing food parcels for Balby south residents who may find themselves on hard times due to the current Covid restrictions and loss of earnings. Morrisons were suggested as a supermarket we could link with due to the community work they already do and the link within Balby south. Staff facilitated a meeting with Morrison's to discuss the possibility of making this happen and Morrison's were very pleased to be on board with this and suggested they could make up a box for us to view and that they may be able to provide something in the shape of free delivery/ discount. A further meeting was held with local ward councillors, Family hub manager for central and Morrisons and an agreement was reached where Morrison's will provide free delivery and give 15% discount on every box purchased."

"Customer commented that they were extremely happy with the service and couldn't speak highly enough of how reliable and good we are. She and the rest of the team were especially pleased at how we had adapted our service during the COVID-19 pandemic. In particular the introduction of using Microsoft Teams for video interpreting appointments. This is ideal for them and not something they have access to with The BigWord or other interpreting services. It has ensured that they have been able to continue to provide their critical services, in order to support the local residents that need it. She rated us 11/10 for the service!"

"I am a childminder in Mexborough and have been open all through this covid19 situation. How I have done this is through the support I have had from early years team and the funding team. Without all their hard work I don't think I could have got through it. They phoned me on a regular basis asking if I was ok and did I have any problems".

"This is not a complaint but a compliment about one of your staff. XXX Benefits Manager. She has been absolutely fantastic in helping me since contracting Covid back in November. I have been off work since November due to contracting serious Covid and am still currently off work still with the bad after effects of it all. XXX was fantastic in getting my £500 isolation grant decision overturned and her continued help throughout. I would like to thank her and say she is a credit to Doncaster Council".

St Leger Homes

"A tenant called us to say that the quality of service she received from XXX during her gas servicing appointment was exceptional. She said that "he respected her wishes when it came to Covid social distancing, was polite, clean and well mannered." The tenant was very impressed and happy to have him in her home"

"A customer got in touch to compliment XXX, XXX and XXX for the outstanding job they did on her garden. The customer said: "They have done an amazing job, everyone worked hard and nothing was too much trouble for them. Now I can sleep at night because of their wonderful work – it's a pleasure looking at my garden now!"

"The East Area Rents Team received a compliment for supporting a family after their daughter lost her job which left them struggling to pay bills. The team put measures in place to help the family catch up with their rent arrears and the family said "this is a huge load off their minds, we are so grateful"

"A vulnerable customer contacted us to thank XXX for the welfare check telephone calls she has made to him throughout lockdown. XXX has been in regular contact to see if he needs anything and make sure that he is OK, and the customer told us that he "really appreciates what she has done for him."

"A customer's carer called us to leave a compliment for XXX after he attended to remove an old gas fire. The carer said: "He kept the area very clean, was very professional and did a great job. XXX was very good with the tenant, who has dementia, and I want to thank him for taking out and capping the fire in a professional, clean way."

"A tenant visited our Adwick Office in person to leave a compliment for XX. The man said that XX had helped him to move into a new property after he had suffered from Anti-Social behaviour at his previous address. The gentleman said: "I just wanted to say thank you to her for helping me".

"A customer got in touch to compliment XX on the way she had handled a complaint that had been made. The customer said: "XX was amazing and remained professional throughout all her dealings with me"

"A tenant got in touch to thank XX for taking the time to listen and talk to her when she was feeling in a very low mood. The tenant said: "XX went out of his way to try and keep me calm until my carer arrived. He made me feel like St Leger Homes cares about me".

Doncaster Children's Services Trust

"Through Covid you have kept in touch every week without fail, We've found ways around keeping within the social distancing rules. ... You didn't stop doing things face to face visits and you used the facetime calls, It was better than messaging or over a phone call it was nice to do it face to face and still got that time with you"

"I just wanted to thank you for everything you have done for me and how you have made a difference to my life, and I really appreciate it, I would also like to thank all the staff for helping me get through these last few weeks and during the virus lockdown. I can't thank you and your staff enough."

"... I don't know if you'll remember me as it has been a few yearsI just wanted to thank you for everything you helped me with and wanted to tell you how far I have come all thanks to your help! I am nowqualified and am in full time employment I wouldn't be where I am now if it wasn't for you and your constant support!"

"It has been the best 18 months of my life, it has made me evaluate my life and to think before I act. If I could live my life over again I would do things much differently. I have learnt that just because you have made mistakes you don't have to punish yourself forever."

"Thank you for all you have done for them and ultimately for us giving us a beautiful family. On a professional note you have been amazing and extremely reliable, dedicated and hardworking in getting things right for us all."

"I think it's right that on behalf of the Court, its acknowledged that you and Worker B have been going above and beyond to support this placement and have shown a real commitment to putting the children first; as an example, ... in recognition of what's best for Child B she gave up her own free time. I know it's what you're all doing every day on other cases, but it's particularly notable to me that the past weeks have been gruelling in terms of social care responding to crises, and not once did either of you falter in your commitment to ensuring the safety and wellbeing of the children"

"Worker D has been fantastic keeping me updated every step of the way so far. I really am grateful, especially during these current circumstances when we are not seeing the kid week to week."

"I just wanted to say Thank you for your involvement with Child C and familyI really appreciate the steps forward that have been made during this time and I am sure family do to. There have been many positive changes to their situation and I am sure they feel much more part of the Doncaster community. I know Social Work is undervalued immensely in society due to the media but your kind, organised but assertive approach has been valuable."

Doncaster Council Leisure Trust

"One of your staff telephoned me to ask how I was, what a lovely thing to do. I live on my own and the call was welcome a lovely young lady and it was a pleasure to talk to her and much appreciated. Thank you for caring."

"So sorry to see the Dome gym has had to be shut due to lockdown. The staff, the layout and the manner of fellow members has been 1st class throughout the recent opening. Nothing else could have been done to keep everyone safe and it's been a pleasure to be a regular gym user. I look forward to resuming my attendance whenever it is safe to do so. Thank you"

"Thank you so much. I work for NHS so bit of a miracle I've not caught covid before now but feeling pretty rough. You guys have done a great job keeping people safe during lock down, when I visited the pool with my son in the summer I was so impressed and the staff were so nice."

"I did leave verbal feedback as well today but just to follow up on my comments from earlier. I've been coming to the Dome nearly every week since you reopened after lock down and I have to say how fantastic the staff have been. I've felt incredibly safe with the covid measures put in place. But not only that the staff take an interest. I was a lifeguard for 7 years so quite often watch staff in any water based activities we do. Many of the lifeguards have spoken to either myself or my 7-year-old daughter while we have been waiting for the slides or as we have been leaving. Often at leisure centres you can spot a "weak link", the person that is daydreaming, the person who's bored and doesn't want to be there, this isn't the case at the Dome. All of your staff are engaged and are doing a fab job. To be honest coming today was a rushed decision (we had already been once this week!), but we had to squeeze another swim in before you shut. I expected today to feel a bit different, the announcement yesterday must have caused uncertainty amongst staff. However your staff still had smiles on their faces and there was the usual positive energy around. I really hope you get to reopen soon, we are going to miss our visits."

"I just wanted to write a quick note to say thank you so much for all the hard work you are putting in to keep The Dome open and as safe as possible at the moment. We have visited twice, from Sheffield and on both occasions have been really impressed with the cleaning and reduced numbers. If you are able to pass direct feedback, all the lifeguards on this morning at 9am were exceptionally friendly and helpful, particularly the man supervising the toddler pool and the two people in the medium pool. Very friendly and helpful"

"My daughter had her first swimming lesson since Lockdown on Saturday morning. I just wanted to say how great it was. I was a bit nervous about bringing her, but the staff were very helpful, they put my mind at rest and showed us where to go and what to do. The one way system worked well. My daughter was happy I was able to stay and watch, she is doing Stage 1. There was only 2 in her class. It was easy to maintain social distancing. I just want to thank the centre and the staff for making it a successful return. She very much enjoyed her lesson and we are looking forward to coming back next week. Thank you :)"

"The campsite was great with lots to do with the children. We enjoyed the water activities and the parks was great for the kids"

"I would like to pass on my heartfelt thanks to the help and support you've provided to my mum today. She is in her 70s and has a number of lung problems, placing her in a vulnerable position. I live in Warwickshire and have been trying to get an online food delivery for her, which has been impossible. In desperation, I tried to find some local support and came across your webpage. I called the number and spoke to a wonderful gentleman to who I explained our situation and he told me how they could help. He took the payment over the phone, which means my mum doesn't have to worry about it and she promptly received a food box, full of things she can use. The whole thing has brought me to tears, tears of joy after worrying so much. My mum was so happy with everything in the box. Thank you"

"Friendly staff, good sized pitches. Great location, showers and toilets were cleaned regularly and in excellent condition. There was a choice of onsite activities you could pay for."

12. Unreasonable Behaviour Policy

In a small number of cases, we experience service users acting in an unreasonable way when accessing Council services. This could be when they have a complaint, pursuing their complaints in a way that can impede the investigation of their complaint, or taking up a disproportionate amount of Council time and resources.

Therefore in July 2019, our previous Persistent Complainants Policy was replaced by an Unreasonable Behaviour Policy to improve the way we deal with this situation, ensure we are making the best use of council tax payers money and to protect staff.

The aim of this policy is to give officers more transparent guidance in helping them identify circumstances where a service user or complainant's behaviour could be classed as unreasonable and to aid their decisions in how to appropriately respond to such behaviour. Not all unreasonable behaviour is persistent and can be on and off in its nature (such as an act of aggression or violence etc.) and so the new policy provides more scope for officers to manage any behaviour deemed unreasonable regardless of how many times we receive contact from an individual.

Since the launch of the new policy, we have seen a significant increase in communication between service teams and the Customer Experience Officers to discuss behaviour experienced that officers feel is unreasonable. There has been very positive feedback from officers across the Authority in relation to how the policy provides guidance and options when a worker feels that their relationship with a customer has become difficult.

There are currently 27 individuals on the Unreasonable Behaviour register and the way in which their behaviour is being managed differs vastly, ranging from complete barring of attending the One Stop Shop (due to acts of violence) or appointing a Single Point of Contact to try to streamline communication from an individual in an effort to help them.

The Customer Experience Officers have a tracking system to record all residents whose behaviour is deemed unreasonable and they are responsible for reviewing this decision within a reasonable timeframe, which is always set out to the resident from the onset. They are also responsible for keeping a central record of all letters/emails and other communication sent out or received from those residents relating to the policy.

13. Priorities for 2021/22

The past year has been challenging for all areas within the four organisations included in this report due to the ongoing pandemic. It should not be underestimated the amount of extra work, capacity and resilience required by all staff over an extended period. However, it has meant that all have worked more closely and collaboratively.

The key priorities for the year ahead are to continue working closely with our partners to ensure that the management of complaints is consistent across all four areas. This will not only benefit our working relationships but also provide the customer with a clearer understanding of our joined up processes with a much more straightforward route to first contact resolution.

As a Council, we will again focus on both the lessons learned from this past year to take forward to improve our services we provide to our residents, but we will also capture any new trends that may be significant and look to make relevant changes within each department or organisation in real time to improve the customer journey.

As always the focus is to improve on the total complaint numbers coming in by learning from this year's data, and not only be driven by the number but also to ask ourselves "what have we changed which has had this effect?" and "what else can we do for Doncaster people?"

Steven Jones
Customer Experience Officer

21 July 2021

By email

Mr Allen
Chief Executive
Doncaster Metropolitan Borough Council

Dear Mr Allen

Annual Review letter 2021

I write to you with our annual summary of statistics on the decisions made by the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2021. At the end of a challenging year, we maintain that good public administration is more important than ever and I hope this feedback provides you with both the opportunity to reflect on your Council's performance and plan for the future.

You will be aware that, at the end of March 2020 we took the unprecedented step of temporarily stopping our casework, in the wider public interest, to allow authorities to concentrate efforts on vital frontline services during the first wave of the Covid-19 outbreak. We restarted casework in late June 2020, after a three month pause.

We listened to your feedback and decided it was unnecessary to pause our casework again during further waves of the pandemic. Instead, we have encouraged authorities to talk to us on an individual basis about difficulties responding to any stage of an investigation, including implementing our recommendations. We continue this approach and urge you to maintain clear communication with us.

Complaint statistics

This year, we continue to focus on the outcomes of complaints and what can be learned from them. We want to provide you with the most insightful information we can and have focused statistics on three key areas:

Complaints upheld - We uphold complaints when we find some form of fault in an authority's actions, including where the authority accepted fault before we investigated.

Compliance with recommendations - We recommend ways for authorities to put things right when faults have caused injustice and monitor their compliance with our recommendations. Failure to comply is rare and a compliance rate below 100% is a cause for concern.

Satisfactory remedy provided by the authority - In these cases, the authority upheld the complaint and we agreed with how it offered to put things right. We encourage the early resolution of complaints and credit authorities that accept fault and find appropriate ways to put things right.

Finally, we compare the three key annual statistics for your authority with similar types of authorities to work out an average level of performance. We do this for County Councils, District Councils, Metropolitan Boroughs, Unitary Councils, and London Boroughs.

Your annual data will be uploaded to our interactive map, [Your council's performance](#), along with a copy of this letter on 28 July 2021. This useful tool places all our data and information about councils in one place. You can find the decisions we have made about your Council, public reports we have issued, and the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

I would encourage you to share the resource with colleagues and elected members; the information can provide valuable insights into service areas, early warning signs of problems and is a key source of information for governance, audit, risk and scrutiny functions.

As you would expect, data has been impacted by the pause to casework in the first quarter of the year. This should be considered when making comparisons with previous year's data.

Supporting complaint and service improvement

I am increasingly concerned about the evidence I see of the erosion of effective complaint functions in local authorities. While no doubt the result of considerable and prolonged budget and demand pressures, the Covid-19 pandemic appears to have amplified the problems and my concerns. With much greater frequency, we find poor local complaint handling practices when investigating substantive service issues and see evidence of reductions in the overall capacity, status and visibility of local redress systems.

With this context in mind, we are developing a new programme of work that will utilise complaints to drive improvements in both local complaint systems and services. We want to use the rich evidence of our casework to better identify authorities that need support to improve their complaint handling and target specific support to them. We are at the start of this ambitious work and there will be opportunities for local authorities to shape it over the coming months and years.

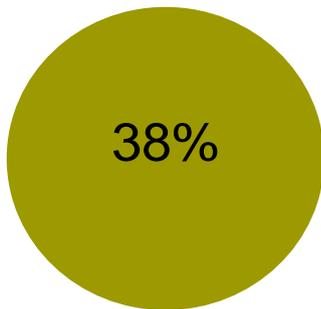
An already established tool we have for supporting improvements in local complaint handling is our successful training programme. During the year, we successfully adapted our face-to-face courses for online delivery. We provided 79 online workshops during the year, reaching more than 1,100 people. To find out more visit www.lgo.org.uk/training.

Yours sincerely,



Michael King
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Complaints upheld



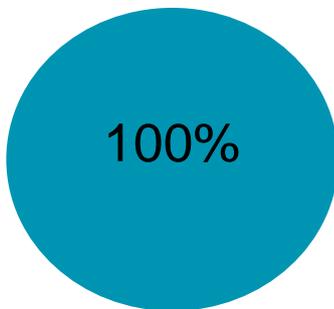
38% of complaints we investigated were upheld.

This compares to an average of **72%** in similar authorities.

3
upheld decisions

Statistics are based on a total of 8 detailed investigations for the period between 1 April 2020 to 31 March 2021

Compliance with Ombudsman recommendations



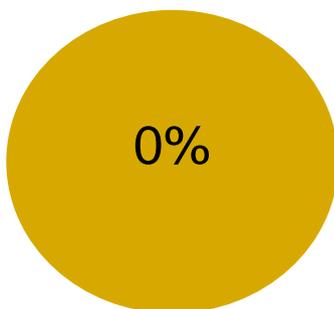
In **100%** of cases we were satisfied the authority had successfully implemented our recommendations.

This compares to an average of **100%** in similar authorities.

Statistics are based on a total of 3 compliance outcomes for the period between 1 April 2020 to 31 March 2021

- Failure to comply with our recommendations is rare. An authority with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning.

Satisfactory remedy provided by the authority



In **0%** of upheld cases we found the authority had provided a satisfactory remedy before the complaint reached the Ombudsman.

This compares to an average of **11%** in similar authorities.

0
satisfactory remedy decisions

Statistics are based on a total of 8 detailed investigations for the period between 1 April 2020 to 31 March 2021

NOTE: To allow authorities to respond to the Covid-19 pandemic, we did not accept new complaints and stopped investigating existing cases between March and June 2020. This reduced the number of complaints we received and decided in the 20-21 year. Please consider this when comparing data from previous years.

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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, MS Teams	-		
		<ul style="list-style-type: none"> Work Planning Meeting 			
June	Thurs 3rd June 2021 at 10am, MS Teams		Tues 15th June 2021 at 10am, MS Teams	Wed 9th June 2021 at 10.30am, MS Teams	Monday 7th June 2021 at 2pm, MS Teams
	<ul style="list-style-type: none"> Work Planning Meeting 		<ul style="list-style-type: none"> Work Planning Meeting 	<ul style="list-style-type: none"> Work Planning Meeting 	<ul style="list-style-type: none"> Work Planning Meeting
	Thurs 24th June 2021 at 10am Council Chamber (AS/RW)				
	<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) 				
July		Thurs 1st July 2021 at 10am- MS Teams Briefing Session (CR)	Thurs 22nd July 2021 at 4.30pm Cancelled Tues 10th August 2021 at 9am Briefing Meeting		Wed 28th July 2021 at 10am, Council Chamber (CM)
		<ul style="list-style-type: none"> Asset Based Community Development and Well Doncaster – update and Annual Report. Links with Localities, Adult Social Care addressing the way people live day to day, with a focus on local communities becoming healthier. (c) 			<ul style="list-style-type: none"> Sustainability/ Environmental Strategy update and next steps – 111 actions and maximising funding (c) NEW Social Inclusion Alliance Update (c)

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Please note dates of meetings/rooms/support may change

	Tuesday 3rd August, 2021 at 9.30am – MS Teams Briefing meeting (CR)				
	<ul style="list-style-type: none"> Locality working (c) 				
	Tuesday 10th August, 2021 at 11.00am – MS Teams Briefing Session – postponed from 8th July (CR)				
	<ul style="list-style-type: none"> Commissioning (c) 				
Aug	Extraordinary OSMC – Thurs 19th August 2021 at 10am, Council Chamber (CR/RW)		Tues 10th August 2021 at 9am Briefing Meeting (CM)		
	<ul style="list-style-type: none"> Local Plan (c) Doncaster Delivering Together (Borough Strategy 2030) (c) Sproborough Neighbourhood Plan (TBC) (c) 		<ul style="list-style-type: none"> Children and Young People overview including relationship with Doncaster Children's Services Trust and invitation to Young Advisors and Youth Council (Make Your Mark) Further shaping of the work plan (c) 		
Sept Page 154	Thurs 9th Sept 2021 at 10am Council Chamber (AS/RW)	Thurs 30th Sept 2021 at 10am Council Chamber	Thurs 16th Sept 2021 at 4.30pm Council Chamber		
	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 1 (c) <ul style="list-style-type: none"> DMBC SLHD DCST Compliments and Complaints (c) 	<ul style="list-style-type: none"> Changes to NHS working (ICS - White Paper) and what this will mean for the Borough's residents (timing TBC) (c) Joint Strategic Needs Assessment (c) 	<ul style="list-style-type: none"> Safeguarding theme to include Children's Social Care with the Early help element of focus (c) 		

Please note dates of meetings/rooms/support may change

Oct	Thurs 7th Oct 2021 at 10am Briefing Session (CM)			Wed 13th Oct 2021 at 10am (RW)	Mon 11th Oct 2021 at 10am
	<ul style="list-style-type: none"> Localities (general update and the executives proposals for Governance) 			<ul style="list-style-type: none"> Social Housing - Post Covid easing restrictions – consequences of rehousing people in temporary accommodation (c) 	<ul style="list-style-type: none"> Community Safety Strategy Flood Planning Preparation Domestic Abuse Strategy(c)
Nov	Thurs 4th Nov 2021 at 10am	Mon 22nd Nov 2021 at 1.30pm		Briefing Session Date TBC	
		<ul style="list-style-type: none"> Winter Planning Update from Doncaster and Bassetlaw Teaching Hospitals (c) 		<ul style="list-style-type: none"> Town Deal Doncaster and Stainforth – update including priorities, next steps plus outline of the levelling up funding bid for the town centre. Town Centre update including Waterdale area, strategy and plans for, Housing, retail, hospitality and engagement with businesses and how they are responding to challenges 	
		<ul style="list-style-type: none"> 		Date TBC Council Chamber	
		<ul style="list-style-type: none"> 		<ul style="list-style-type: none"> Update on the Market (MAM contract). Town Centre economy including impact from Covid, footfall, night-time economy, Alfresco dining, market economy. 	
Dec	Thurs 2nd Dec 2021 at 10am Council Chamber (AS/RW)		Thurs 9th Dec 2021 at 4.30pm		
	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 2 (c) 		<ul style="list-style-type: none"> SEND Strategy and Behaviour Transformation Programme (pre cabinet 		

Please note dates of meetings/rooms/support may change

	<ul style="list-style-type: none"> ○ DMBC ○ SLHD ○ DCST 		<p>decision) (to include a focus on Education health Care plans)</p> <ul style="list-style-type: none"> • Theme Education and Skills to include school organisation with comparators for attendance, exclusions, NEET, education outcomes post 16 employment and education and Big Picture (pre cabinet decision) • SALT and Neurodevelopment pathway New • Education and Skills 2030 programme 		
Jan	<p>Thurs 27th Jan 2022 at 10am (briefing session)</p>				
	<ul style="list-style-type: none"> • Budget 				
Feb	<p>Thurs 10th Feb 2022 at 10am Council Chamber</p>				<p>Wed 9th Feb 2022 at 10am Council Chamber</p>
	<ul style="list-style-type: none"> • Budget 				<ul style="list-style-type: none"> • Crime and Disorder Committee – theme TBC (Police Resources)
	<p>Thurs 24th Feb 2022 at 10am</p>				
March	<p>Thurs 31st March 2022 at 10am, Council Chamber (AS/RW)</p>	<p>Thurs 3rd March 2022 at 10am, Council Chamber</p>	<p>Thurs 17th March 2022 at 4.30pm</p>	<p>Wed 9th March 2022 at 10am</p>	

Please note dates of meetings/rooms/support may change

	<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 	<ul style="list-style-type: none"> Young people’s mental health and resilience (Mental Health strategy and implementation Plan going to H&WBB in Jan) Children and Young People’s Plan (invite HASC Scrutiny Panel) 	<ul style="list-style-type: none"> Employment programme opportunities following Covid easing with possible invite to DWP Local Plan – update including delivery of key projects and connectivity 	
Apr					
May					

POSSIBLE ISSUES FOR FUTURE CONSIDERATION OR TO BE SCHEDULED					
	Quarter 4 Performance OSMC 23 rd June, 2022	Adult Safeguarding Report 2022 (date TBC)	<ul style="list-style-type: none"> Theme: Sufficiency Reports to include comparators and best practices with comparisons to like authorities.	Impact of Brexit on housing improvements – building materials and maintenance timeframes (TBC – difficult to provide full picture at time of work planning possibly – link with OSMC)	Environment Strategy strands eg. Moorland management, tree planting, carbon emissions and rewilding
Page 157	Impact of Brexit on housing improvements – building materials and maintenance timeframes (TBC – difficult to provide full picture at time of work planning – link with R and H)	Joint Regional Health (JHOSC) – as required Chair only to attend	Following issues to be fed into the above themes: <ul style="list-style-type: none"> Transition of young disabled adults to adulthood; Covid theme – impact of children being home schooled; Domestic Abuse (Youth Council/Young Advisors) 		Veterans – specific area to be discussed further

Please note dates of meetings/rooms/support may change

	Local Plan update Autumn 2022	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	<ul style="list-style-type: none"> Doncaster Children's Safeguarding Partnership Annual Report – to circulate for comments 		Environmental Improvement Plan (timing TBC)
		Children's Mental Health – CYP leading and Panel is to be invited to CYP 17 th March			Green Space and Parks Champion – Briefing note update timing TBC
		Carers Strategy			
		Links with Social Care and Housing (added following discussion with Chair and Director) TBC maybe 2022/23			
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 OCTOBER 2021 TO 31ST JANUARY, 2022

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

Prepared on: 31 August 2021 and superseding all previous Forward Plans with effect from the period identified above.

Damian Allen
Chief Executive

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
20 Oct 2021	Medium-Term Financial Strategy (MTFS) Budget Update 2022/23 to 2024/25	Mayor Ros Jones	Cabinet	Faye Tyas, Chief Financial Officer and Assistant Director of Finance faye.tyas@doncaster.gov.uk		Open
20 Oct 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
18 Nov 2021	Community Safety Strategy 2022 to 2025.	Councillor Rachael Blake, Portfolio Holder for Children's Social Care, Communities and Equalities	Cabinet 3 Nov 2021, Council 18 Nov 2021	Rachael Long, Crime and Safer Doncaster Theme Manager rachael.long@doncaster.gov.uk		Open

1 Dec 2021	Quarter 2 2021-22 Finance and Performance Report	Councillor Phil Cole, Portfolio Holder for Finance	Cabinet	Matthew, Smith, Head of Financial Management Tel: 01302-737663 matthew.smith@doncaster.gov.uk Sennette Wroot Senior Strategy & Performance Manager, Policy Insight & Change; Tel (01302) 862533		Open
1 Dec 2021	St Leger Homes Performance Report 2021/22 Quarter 2	Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Business.	Cabinet	Dave Richmond, Chief Executive, St Leger Homes of Doncaster dave.richmond@stlegerhomes.co.uk, Julie Crook Tel: 01302 862705		Open
1 Dec 2021	DCST Quarter 2 Finance & Performance Report.	Councillor Rachael Blake, Portfolio Holder for Children's Social Care, Communities and Equalities	Cabinet	James Thomas, Chief Executive of Doncaster Children's Services Trust James.Thomas@dcstrust.co.uk		Open