



Doncaster
Council

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, Floor 2, Civic Office, Waterdale, Doncaster

Date: Thursday, 31st March, 2022

Time: 10.00 am

Please note: For those who are attending the meeting, please bring a face covering, unless you are exempt (face coverings can be removed once seated in the Chamber).

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Damian Allen
Chief Executive

Issued on: Wednesday, 23rd March 2022

Governance Officer for this meeting

Caroline Martin
Tel: 01302 734941

Doncaster Metropolitan Borough Council
www.doncaster.gov.uk

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. 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.**
5. DMBC 2021-22 Quarter 3 Finance and Performance Improvement Report (*Pages 1 - 66*)
6. Performance Challenge of Doncaster Children's Services Trust: Quarter 3, 2021/22 (*Pages 67 - 88*)
7. St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2021/22 Quarter Three (Q3) (*Pages 89 - 124*)
8. Overview and Scrutiny Work Plan and Council's Forward Plan of Key Decisions (*Pages 125 - 138*)

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

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

Councillors Bev Chapman, Leanne Hempshall, Richard A Jones, Majid Khan, Sarah Smith and Gemma Cobby

Invitees:

Paul O'Brien(GMB)

Education Co-optees*

Antoinette Drinkhill
Bernadette Nesbit

*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.



Doncaster Council

Report

Date: 31st March 2022

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

2021-22 Quarter 3 Finance and Performance Improvement Report

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

EXECUTIVE SUMMARY

1. There has been a steep increase in Covid cases linked to the Omicron variant both nationally and locally in the later part of quarter 3. The impact of this has been huge pressure on services as staff absence has increased due to isolation periods linked to Covid. Although this seems to have now stabilised the pressure on staff and services across the organisation, and partnership, should be recognised.
2. There continues to be higher than usual winter pressures on the health and care system and we will need to regularly assess the risks and mitigations to ensure services can best respond over what will continue to be a difficult period.
3. We also need to recognise the rising cost of living across the borough with inflation at its highest for over a decade and rising energy and transport costs many people are and will continue to be worried about how they pay for bills and provide for their families. We are continuing to support households with key services and also making sure new funding reaches people who need it, for example the Household Support Fund, a £2.9 million fund to support people through winter and meet daily needs such as food, clothing, and utilities.
4. The economic picture is improving with high number of vacancies, a healthy investment interest in Doncaster and a reducing number of people who are accessing unemployment related benefits. However this is still an important stage of recovery as there remain significant reported issues from business around recruitment and availability of appropriate skills as well as lower rates of footfall across our town centres.
5. We continue to take forward the necessary stages in accessing government investment including the Levelling Up Fund, two Town Deals and Community Renewal Funding. As well as being successful in national funding we are also working

closely with our regional colleagues to ensure we maximise any investment to the benefit of Doncaster.

6. Finally as we move into quarter 4 we are gearing up for our plans for the next financial year with Full Council due to consider the 2022/23 Budget and Corporate Plan. These two combined will set out our delivery focus for the coming year. We will also look to ensure our capabilities and capacity, as an organisation and as a partnership, are in the best possible place to deliver for Doncaster.

Financial Position

7. Last year, new and additional costs were incurred to support operational services, experienced reduced income through less trading activity, pressures on Council tax and Business rates income and saw delays in delivering savings, which are required to achieve a balanced budget. The financial impact of these pressures were wholly funded from COVID-19 funding provided by government. This, coupled with attention being focussed on responding to the pandemic, 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 financial position whilst maintaining financial stability over the longer-term.
8. In 2021/22 the COVID-19 pandemic continues to provide significant volatility and ongoing financial challenges. To some extent this was anticipated and the 2021/22 budget included estimated cost increases as a result of COVID and reduced income from Council Tax and Business Rates, balanced using a modest level of COVID reserves carried forward. The financial position continues to be carefully monitored on a monthly basis and reported. At quarter 1, forecast pressures increased, including children's social care placement budgets and schools catering lower meal uptake, plus further slippage on the delivery of savings. Further COVID funding was used to achieve a balanced position. At quarter 2 pressures had increased further, particularly in relation to Children's Social Care, and overall a £0.9m overspend was projected. The position has improved in quarter 3 through proactive budget management and a balanced position is now forecast for the year-end (no over or underspend). It is anticipated that we can continue to meet all COVID related pressures from the COVID funding carried forward from 2020/21 or the 2021/22 specific COVID grant allocations. The 2021/22 specific COVID funding allocated is detailed at Appendix B - Finance Profile to this report, this includes emergency COVID-19 funding and the Hardship funding of £12.6m. The current forecast for the council tax and business rates collection fund is also looking more positive than expected when the 2021/22 budget was set, although there remains a great deal of uncertainty for businesses and employment. Full details on the main variances are provided in paragraphs 120 to 133.
9. The impact of cost pressures in the 2022/23 and beyond is built into the budget reports and was considered by Cabinet on 16 February 2022 and will go to Full Council on 28 February 2022.

Performance

10. The performance section of this report is structured under the heading of the Councils Wellbeing Wheel from our Corporate Plan for 2021/22 and Borough Strategy. The overall mission is: Thriving People, Places & Planet.



To achieve this, the goals sharpen the focus on a number of key imperatives, including:

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

The 'Greener & Cleaner' Outer Circle prioritises:

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

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

- Tackling inequalities and improving social mobility

EXEMPT REPORT

11. This report is not exempt

RECOMMENDATIONS

12. Chair and Members of the Overview & Scrutiny Management Committee are asked to note and comment on the quarter 3 performance and financial information.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

GREENER AND CLEANER

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

Performance Indicators



(see Appendix A)

Headlines:

- Fly tipping continues to be a national, regional and local issue for all Councils. However the investment made in 21/22 is having a positive impact on performance with 95% of cases were closed within timeframes – 1329 new cases were opened and 1261 were closed and 404 tonnes of waste removed attributed to fly tipping.
 - 1,537,781 square meters of local authority land, on 129 sites, has been allowed to naturalise/wildflower – 137,781 square meters above the target amount.
 - 100% of all licensing applications were processed within statutory time frames.
 - 152 operational play area inspections completed, 100% - target 90%, representing an improvement on the quarter 2 performance of 86%
 - 64% of sites met the required standards when assessed - according to the Land Audit Management System performance grading system which is a slight improvement on the 62% in Q2.
13. There have been further improvements within Environment Services for waste for recycling with Q3 performance down 4.6% compared to the same quarter last year. This is due to the revisions to green waste collections from fortnightly to monthly. The percentage of successful households' waste collections have remained at over 99.9%;

the number of incidents of fly-tipping on our 'back-log' has been substantially reduced and we have significantly exceeded our target of 65% for removing fly tip within the SLA for the first time in 2 years, removing 94.88% in the last quarter.

14. Q3 shows that there were 533 Fixed Penalty Notices (FPNs) given to people for littering offences - Each offender was fined £150 for their offence; in that same period we have issued 5 FPNs of £400 each for people who have been caught Fly Tipping, and issued a further 29 FPNs of £150 for "small scale" fly tips such as the unlawful disposal of a black bin bag waste. There has also been 10 prosecutions with total fines and costs amounting to around £5,000 as well as 40 hours unpaid community service.
15. Q3 is always a challenging period for the service when it comes to streetscape standards. The cleansing of roads and pathways is negatively affected due to the addition of seasonal leaf clearance requirements and the need to suspend some mechanical sweeping on highways due to gritting operations. This leads to levels of detritus above normal levels. A total of 150 site inspections were carried out in Q3 spanning 19 wards. 64% have met the required standards across all categories. This is a slight improvement of 62% in Q2. Only 1 of the 10 categories assessed was below the target of 80% (meeting an acceptable standard), this being detritus. The reason for this is set out above. The use of LAMS as a performance management system is still in its pilot phase. A review of its effectiveness and value as a tool for service improvement will be reviewed after quarter 4.
16. Street Scene has continued to operate all services despite the ongoing challenge of Covid 19 and transmission rates within the workforce have been reasonably low due to the effective management of Covid security within the workplace. Once again Doncaster has been recognised for the high standards of its parks with 4 out of 4 parks maintaining their Green Flag status with the result of 1 new park being awaited. This is especially pleasing and a significant achievement given the pressures the service has been under due to Covid restrictions and an exceptional growing season.
17. Q3 has seen tree plotting suspended whilst the tree surveyors have conducted over 2300 proactive inspections as part of the crucial risk management work the Tree Service provides.
18. The service has exceeded its annual target for naturalisation and wild flowering, which has included additional significant planting around some of these areas to enhance colour and interest.
19. Work on Biodiversity Net Gain (BNG) continues. The River Torne Habitat Bank is expected to be 'open' from April 2022 and a second site at Sandal Beat is being progressed. A Supplementary Planning Document is being drafted setting out the local first hierarchical approach to BNG and expected to be consulted on later in 2022 and includes a tariff approach to offsetting contributions amongst other matters
20. A substantial amount of work is underway to mobilise the tree planting programme, co-ordinated by a monthly Tree Challenge officer group meeting. The analysis of Council land assets is well underway, with around 60 hectares of land identified for further survey and screening. A Tiny Forest pilot scheme at Saltersgate Junior School is complete and there are 11 more schools interested in similar schemes. The Council is

taking the opportunity to bid to the Woodland Trust's Emergency Tree Fund for 2022-25. Nationally the England Trees Action Plan 2021-24 launched.

21. We are now in the middle of the 21/22 tree planting programme which was launched in National Tree Planting Week (27th November), coinciding with the Team Doncaster Summit. A Covid Memorial Woodland at Sandal Beat Playing field was an early scheme, and the planting of the first 1,500 trees in November. A Tree Register to collect data of planting activity across the borough by all partners, businesses and residents had been launched.
22. Good progress is being made on expanding the Electric Vehicles (EV.s) in the Council's fleet and on the availability of charging facilities. There are 23 EVs now in Council fleet and 25 more vehicles should have been added by the end of the financial year. There are 34 EV charging bays ready for use and 40 new public EV charging bays planned with SYMCA funds this year. Barnsley Council currently procuring a contractor for these works. Planning approval has been granted for a further 20 EV charging bays at the rear of the Civic office, combined with a 91kw solar carport. Specification of works being prepared for procurement and installation by March 2022. Planning approval has also been secured for developing Scarborough House car park, including 50 charging bays for fleet and public use.

PROSPEROUS & CONNECTED

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

Performance Indicators



Headlines:

- Processing of planning applications: Major Applications 94.59%
 - Overall recorded investment into and within Doncaster £11.27 million
 - Licensing Act 2003 applications processed within statutory timescales 94.59%
 - An additional 303 new homes were built in Q3
23. The processing of major planning applications is in excess of the 70% national target but has a large reliance on successfully negotiating extension of times (EOT) with the applicant. Quarter 3 shows a 94.59% determination rate which is above the 94% internal stretch target and is an increase of 1.49% on quarter 2. It is envisaged that the stretch target will be maintained by the end of quarter 4.
 24. Overall recorded investment into Doncaster stands at £111.27 million at the end of Q3 which is well above target. Biggest investments for the Quarter were from Doncaster Property Trading Company, Lyndon Systems, Parcel Pass Logistics and Verhoek Logistics at Wheatley, Eland Cables at Denaby and Dusk Retail and a new investor at the IPort
 25. The latest data shows that Doncaster has an average superfast coverage of 98.7%, with 98.72% coverage where speed is greater than 30Mbps. 64.70% have speed greater than 100Mbps and the estimated maximum mean download speed is now

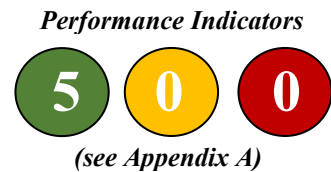
560Mbps. (source [Broadband Coverage and Speed Test Statistics for Doncaster \(thinkbroadband.com\)](https://thinkbroadband.com))

26. In Q3 work on site started on the three new affordable housing sites in Phase 1 of the CH, with 33 new homes being built at Athelstane Cres, Edenthorne, Adwick Lane, Toll Bar and Appleby Road, Intake.
27. Brownfield Housing Fund Full Business Cases for the seven Phase 2 sites in the programme were submitted to SYMCA on 29 November 21. A decision on the grant sought of £3.66m to help deliver 128 new affordable homes has been deferred until 15 March. The business cases are recommended for approval
28. At the end of Q3 (year to date) a total of 139 new affordable homes had been completed (by Housing Associations), and the total gross number of new homes built in all tenures was 704 (all figures are provisional count).
29. In Q3 21/22, Doncaster was informed that it was successful in obtaining £18.6m of central government funding through Round 1 of the Levelling Up Fund. The fund will develop schemes within three zones of the Urban Centre Masterplan:
 - Civic and Cultural Quarter;
 - Redevelopment of St James Baths with the private sector;
 - Demolition of Copley House and the Old Library and replaced with public realm or the redevelopment of Copley House and the Old Library in partnership with the private sector.
 - Enterprise Marketplace;
 - Redevelopment of the Corn Exchange;
 - Shop front scheme.
 - Waterfront East;
 - Remediation and temporary green space of Waterfront East.
30. All delivery must be concluded by the end of 2023/24, with some spend in Q4 21/22. Internal governance is being established with colleagues across the Council commencing delivery of the schemes. Acceptance of the award went to Cabinet on the 19th January 2022.
31. Government announcement of successful applications for UKCRF announced 3rd November. Team Doncaster secured funding totalling £2,191,850 for 3 submissions including £628,000 which is allocated to DN Colleges for delivery of 'Doncaster Progress'. Doncaster Council are responsible for leading delivery of:
 - 'Decarbonising Doncaster (£993,480 allocation) – a place-based project informing the urgent work of Doncaster's Climate Change Commission and comprising a series of feasibility studies which will provide key intelligence about Doncaster's baseline environmental position as well as support identification of opportunities for improvements and economic growth in the low carbon sector. There is also a flexible grant scheme to support local businesses and anchor institutions to invest in activities which support carbon capture and reduction
 - 'Doncaster Thrive' (£570,370 allocation) – will deliver large scale community Innovation and Enterprise activity to stimulate entrepreneurial activity, problem solving and innovation across all sectors of the community, reaching the 'entrepreneurial hard to reach' Activity is supported by a cross cutting awareness and engagement strand to raise awareness in communities. The project will

support businesses to thrive, increasing their capacity to support higher-paid and higher-skilled employment.

SAFE & RESILIENT

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



Headline:

- Principal Roads not requiring major maintenance 98%
 - Non-principal Roads not requiring major maintenance 98%
 - 504 people have been referred into the Domestic Abuse hub this Quarter, compared to 523 in Quarter 2.
 - Slight reduction in cases discussed at Multi Agency Risk Assessment Conference (MARAC) during this Quarter. The number of high-risk cases referred to MARAC has reduced from 196 in Quarter 2 to 191 in Quarter 3.
 - Percentage level of engagement with Independent Domestic Violence Advisors (IDVA) has risen significantly (currently at 82.63%, compared 74.6% in Quarter 2; target 80%).
 - 64% of Domestic Abuse Hub clients have given consent to accept support in Quarter 3, compared to 37.74% in Quarter 2.
 - The number of people identified as achieving an expressed outcome following a Safeguarding intervention has again decreased; 66.46% of people (107 people) in Quarter 3 compared to 71.36% (142 people) in the Quarter 2. This continues a downward trend since Quarter 4 of 2020/21.
 - 93.1% of people are reported to have had the risk reduced or removed following a Section 42 enquiry in Quarter 3, compared to 94.12% in Quarter 2. Quarter). There were 135 people in this quarter compared to 176 people Quarter 2.
 - 72.3% of people report feeling safer following a safeguarding intervention in this period, compared to 72.5% in the last Quarter (107 people this Quarter compared to 116 in the previous Quarter).
32. 98% of our principal roads do not require maintenance, which is upper quartile nationally and represents excellent performance. 98% of our non-principal roads do not require maintenance. This is an improvement of 1% and is reflective of additional funding received for Capital highways maintenance repairs. Both of these indicators are annual performance measures therefore these 2020 - 21 updates will apply until the 2021 -22 performance figures are generated in Q3 or Q4 next year (depending on when we receive and process the condition survey data).

Domestic Abuse

33. The target of referrals to the Domestic Abuse Hub was set at 250 people during Q1 of 2019/20. The Domestic Abuse service is now well established and there have been significant increases in referrals across all areas of Domestic Abuse and Domestic Violence. We continue to work well with Partner agencies, and maintain appropriate

communications across the Borough, encouraging reporting and offering services to people affected by Domestic Abuse, such as through media campaigns.

34. There has been a substantial increase in the percentage of people accepting support from Domestic Abuse services via the Hub referrals, due to additional staff being in place to support, as well as referrals being made to commissioned (Riverside) and non-commissioned (Phoenix Women's Aid) services for support.
35. There has been a significant reduction in the number of Domestic Abuse cases discussed at the Multi Agency Risk Assessment Conference (MARAC), since the agreement not to send all referrals there for discussion. Standard and medium risk cases continue to be sent to the Independent Domestic Violence Advisors (IDVAS), rather than for discussion at MARAC; however, safety work and multi-agency working continues. This new approach started in July 2021, and in Doncaster, we continue to return all standard and medium repeat referrals back to MARAC. Those repeat referrals identified as 'High-risk' are the only ones now being discussed
36. The reduction in the numbers of cases discussed at MARAC is a direct reflection of the change in criteria, rather than a reduction in the volume of domestic abuses cases and referrals. The number of referrals to the DA Hub this Quarter shows a slight reduction (504, compared to 523 last Quarter), but is still much higher than at the beginning of this year (401 in Quarter 1). The increases are due to a number of factors, including the Hub being well-established, and ongoing communications encouraging reporting and offering services to people with lived experience of Domestic Abuse and Domestic Violence.
37. There has been a slight decline in the number of people identified as having the risk removed or reduced following a Section 42 Safeguarding intervention during Quarter 3; however, performance across 21/22 has improved in this area due to ongoing work and support for the team with the Interim Team Leader and the Principal Social Worker. They continue to work closely with the Heads of Service to focus on positive changes to practice and performance across all key areas. The Head of Service and Interim Team Leader are closely monitoring this to ensure an improvement in the coming months.
38. Since 2018/19, we have overall seen a continued improvement in relation to the volume of people who report that they feel safer following a Safeguarding intervention. There has been a very slight reduction since last Quarter, but since Quarter 1, this has remained reasonably consistent. The service continue to monitor this and ensure continued improvement in this key aspect for people with lived experience.

SKILLED & CREATIVE:

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



Headlines:

- Doncaster continues to successfully outperform the national average in relation to the number of children accessing their entitlement for free childcare aged 2 (Doncaster 87%, National Average 62%) and 3-4 year olds (Doncaster 97.1%, National Average 90)

- Electronic Personal Education Plans for children in care continue to perform 36% above the national average for Primary and Early Years with 99% of the 355 plans being quality assured as 'good' or 'outstanding'
- Primary fixed term exclusions continue to show vast improvement over the past two academic years moving from 549 to 182, which has resulted in a 17-place improvement in LA percentile rankings to 78th
- For persistent absence, the overall primary figure has reduced from 14.8% to 9.6%, reducing the gap with the national average from 3.6% to 1.5%
- For overall absence in primary schools, the figure has reduced to 3.6, which is 0.4% below the National Average and marginally behind the regional average of 3.4%
- There has been an increase of 24.9% in the number of children and families receiving early help, with the vast majority getting good outcomes.
- The arts, culture and creative industries in South Yorkshire has received a boost with the announcement from the South Yorkshire Mayoral Combined Authority (SYMCA) providing £450,000 to help safeguard the future of the cultural and creative industries across Doncaster
- Doncaster hosted the first international conference for the GELP in November 2021 which received universal positive feedback

Early Years & Early Help

41. Doncaster continues to successfully outperform the national average (Doncaster 87%, National Average 62%) with 1237 out of 1422 children aged 2 years accessing their entitlement for free childcare. Similarly 6717 out of 6920 3 to 4 year olds accessing their entitlement of free childcare also exceed the national average (Doncaster 97.1%, National Average 90). Performance in each area has improved from last quarter due to the continued engagement and encouragement from providers which is driving in increased take up of new places as a result of improved parental confidence. There continues to be a strong focus on programmes of interventions from Family Hubs and the Early Years Teams working in collaboration with key agencies.
42. We have seen within Early Help that case numbers are increasing and the quality of the case working within is improving. In the first three quarters of 2021/22 there have been 2164 case numbers, for the same period the previous year, the case numbers were 1732 which is an increase of 432 (24.9%). This is important when more families are seen and supported within early help outcomes are shown to improve and the pressure on the Multi-Agency Safeguarding Hub is reduced. A recent amendment to the quality assurance process was undertaken to provide a refocus on outcomes and familial experience of the offer which, whilst leading to a temporary minor drop in performance, is now demonstrating a 5% increase in the number of cases being rated as good or outstanding between September and November.

Education Health and Care Plans

43. Over the past 2 years there has been a continued increase in the requests for statutory assessment with the increase of 17% from 2020/21 to 2021/22. The service is currently managing 2397 Plans with a further 150 in the assessment process. Doncaster are projected to maintain almost 2500 by the end of Quarter 4

2021/22, which reflects the national picture. Children and young people returning back to the classroom following a number of lockdowns has resulted in a significant increase in demand. In the last quarter there has been reduced service capacity which has led to a reduction in performance with only 38.1% of care plans (32 out of 84) issued within 20 weeks. Increased capacity within the Special Education Needs Team and a new Senior Officer have been recruited and it is expected that performance in quarter 4 will improve.

Electronic Personal Education Plans

44. All children in care have an Electronic Personal Education Plan, with 99% of 355 plans being rated as good or better, against a target of 87%. This has been achieved through the Virtual School officers virtually checking in with designated teachers to ensure that robust plans are in place. Training in schools for Designated Teachers for Looked after Children has also improved the number and quality of electronic personal education plans being submitted which supports social workers to review and report on the child or young person's educational journey. Pupil Premium Plus is allocated quickly to schools to enable them to provide timely support to ensure that the child or young person will achieve their best outcome.

Elected Home Education

45. During the 20/21 school year, rates of elective home education were a challenge with an increase of 252% (from 139 to 351) in notifications as many were reluctant to send children back to school, following periods of 'home education'. This rate was mirrored nationally and regionally. The attendance and pupil welfare Service modified its new strategy to ensure rapid support and challenge to schools and families where an interest in elective home education was expressed, so that all decisions were made in the best interest of young people. Whilst Doncaster had seen a dramatic rise in enquiries and notifications over the last year, there has been a real time 10% decrease (from 608 to 534) in home educated children within the Borough since the start of the 2019-2020 academic year. Whilst there were 330 actual new notifications during 2020-2021, 255 of the overall cases have been closed down. Of these notifications received during this period only 17 children have remained home educated. Since September 2021, the rates of notifications have continued to be higher than usual, with 116 notifications within this timeframe, with 62 being closed down.

Children Missing in Education

46. Children Missing Education referrals have grown through the period of the pandemic, with 504 (1.29% of the overall population) received during the academic year 20/21. Our early intervention approach has ensured that 87% of open cases had been closed during the last academic year. So far, during 21/22 the number of referrals has continued to be higher than previous years with 405 referrals to the end of December, of which 74% have been closed down (303).

Exclusions – Looked After Children

47. Last quarter there have been no permanent exclusions for Looked after Children. There were 87 days fixed term exclusion last quarter for Children in Care. This is an increase from last quarter which was impacted by COVID related closure and absence. These were made up of 9 days for 3 primary children and 78 days for 20 secondary young people. The main reasons were physical assault against an adult

and persistent disruptive behaviour. Virtual school officers work closely with schools to suggest strategies and alternatives to exclusion where possible. Additional Pupil Premium is allocated to schools so they can act quickly and put additional support into place to help the young person access the educational provision.

Fixed Term Exclusions

48. Primary fixed term exclusions continue to show vast improvement over the past two academic years from 549 to 182 which has resulted in a 17 place improvement in LA percentile rankings to 78th. Secondary fixed term exclusions have reduced also, from 5,855 in 2018/19 to 2,945 in 2020/2021. This performance has improved to 14.76, closing the gap against the national average (4.77) by 17.96% to 9.99%. The team continue to have a strong focus in this area to make further improvements. This work includes our 'Team around the School' meetings, behaviour and well-being audits, continued sharing of strategies, and training around school culture and peer challenge and review through the secondary head teachers group. It is difficult to predict the likely impact of this due to the shifting challenges around child and family mental health during the pandemic but unofficial data is showing that these trends have continued to improve during the autumn term.

Attendance

49. The borough has continued to make strong progress against the national average for the main school absence measures (percentages of school absence are used due to the very large volume of sessional numbers included in this data). For overall absence in primary schools, the figure has reduced to 3.6, which is 0.4% below the National Average and marginally behind the regional average of 3.4%. This shows an improvement in our national ranking, moving from 143 to 118. For the same measure in secondary, absence has reduced from 6.8% to 5.6%, reducing the gap with national averages by 0.2% to 1%. For special schools, absence has increased from 10.1% to 11.9%, but is significantly lower than the national average of 17.2%.

50. The most recent data for school absence (Autumn 20 / Spring 2021) shows that secondary persistent absence for secondary schools is now at 15%, which is 3.3% below the national average. In the previous year this figure was 19%, which was 4% below the national average. This marks an improvement in National Local authority rankings from 142nd to 135th. It is useful to note that if pupils were ill with Covid this does count as absence but if pupils were well but affected by covid this is not counted.

ARG funds - South Yorkshire's Additional Restrictions Grant (ARG)

51. The arts, culture and creative industries in South Yorkshire has received a boost with the announcement from the South Yorkshire Mayoral Combined Authority (SYMCA) providing £450,000 to help safeguard the future of the cultural and creative industries across Doncaster, which is the largest grant settlement in this sector attributed to a local authority in South Yorkshire. The fund is part of South Yorkshire's Additional Restrictions Grant (ARG), which has so far provided South Yorkshire businesses with over £45m of support during the pandemic. This funding, will support the development of the new Cultural Strategy, as well as local creative and cultural individuals, organisations and businesses in Doncaster through enabling new creative initiatives and programming new work that will create vibrancy in our

towns and villages. In doing so, we will be building a programme of activity, which can gain national profile for Doncaster and increase engagement in arts, culture and heritage activities.

52. Significant progress and traction had then been made in terms of the building construction site of Chequer Rd until late December 21 when disruption of the wider supply chain of materials and Covid 19 impacted on the project.

Offsite Storage of materials and Archives

53. Currently all material and local studies and Archives are off site in secure units outside of the borough in deep store. The cost of this is set at £140k per annum. The original contracts, which were properly set up, have exceeded their end date. This breach has been reported to the Audit Committee in April 2021 and October 2021. A further update will be provided in April 2022 when the breach situation should be very nearly resolved (early June 22 full operational hand over of the building) through the return of all archived material into Chequer Road.

Global Education Leaders Partnership Conference

54. In November 2021, Doncaster hosted a three-day GELP X conference online. GELP X was organised by Doncaster Council in close collaboration with Global Education Leaders Partnership (GELP). It featured a series of discussions with international education experts, focusing on Doncaster's Education and Skills Strategy, its transformational 'ecosystem' blueprint for the future, and progress made to establish the ecosystem across the Health and Engineering sectors to date.

55. The conference built on the fantastic work we've done to develop our Education & Skills strategy and helped to evolve the Talent and Innovation Ecosystem to prepare learners of all ages for good jobs and thriving lives. Due to its outstanding success, it was decided to take these GELP discussions on the road throughout 2022.

HEALTHY & COMPASSIONATE:

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

Performance Indicators



(see Appendix A)

Headlines:

- Waiting time for assessment criteria has been agreed for the new Case Management System for this period. In Quarter 3 the waiting time for completion of an assessment was 52 days, which is higher than the target of 42 days or less. Challenges relating to recruitment are affecting waiting times and there is a dedicated recruitment campaign planned to attract workforce.
- 56% of the people who were assessed or reviewed by Adult Social Care during this Quarter received a review of their care between 42 and 365 days after assessment (1085 of 1948, compared to 702 of 1251 in Quarter 2).
- 914 people are in receipt of a Direct Payment to support their social care needs; this equates to 26.9% of the total figures of people in receipt of Adult Social Care, compared to 26.5% in Quarter 2.
- The average number of verified 'Rough Sleepers' has reduced from 31 in Quarter 2, to 20 in Quarter 3.

- 21 people of working age (18-64 years) were permanently admitted into residential or nursing care homes, compared to 16 in the previous Quarter.
- 360 people aged 65 years and above were permanently admitted into residential or nursing care homes, compared to 209 in the previous Quarter. Challenges in the market due to COVID and other factors have seen an increase in people being admitted to care settings. Additional investment has been made into the domiciliary market to increase recruitment and retention, which in turn should deliver an increase in capacity. This increase in capacity will provide greater opportunity to keep people at home for longer.
- The Integrated Discharge Team (IDT) continue to operate under considerable pressure, with 899 referrals during this Quarter, compared to 930 in Quarter 2.
- STEPS received 798 referrals in to the service during Quarter 3, an increase in comparison to the previous Quarter, where 759 referrals were recorded. Whilst 493 of these were accepted, a further 299 were signposted to alternative services or identified as not requiring support at the point of assessment.
- The 'Proud to Care' campaign was successfully launched in Doncaster during Quarter 3 to promote and support working in Social Care.
- 165 people known to Learning Disability services received a review of their care and support, out of a cohort of 574. This equates to 34.81% of people as a percentage, compared to 33.03% in the previous Quarter (108 out of 327).

Delivering Quality Care and Support

56. Data indicates that there has been a fluctuation in the waiting time for an assessment for people referred to Adult Social Care over previous Quarters. This is due to the impact of the COVID-19 pandemic, Omicron wave and the implementation of the Mosaic Case Management System. There has been a challenge with staff absences and capacity which has impacted on timescales and ultimately performance. To address this, additional one-off investment and capacity has been dedicated to improve response times which will improve performance. As part of the ongoing recovery planning, teams are building on good practice developed during the pandemic through the introduction of proportionate assessments, and the use of technology to facilitate assessments better, and subsequently reduce delays in the future. During this period work is ongoing to ensure that all staff are aware of the definitions for how performance is being measured against this metric, which will enable richer improved performance information moving forward.
57. In Quarter 3, there were 1948 people who were reviewed by the Locality Adult Social Care teams; this figure is the highest ever recorded figure since this metric was introduced in Quarter 4 of 2017/18.

Direct Payments

58. The figures in relation to the proportion of people who receive a Direct Payment to manage their Social Care needs have remained reasonably static (around 26-27% for the last three Quarters), although the average cost per person has increased. Further analysis is being undertaken to understand the reason for this increase, and the Policy, Insight and Change team are currently developing a dashboard to analyse the average cost of personal budgets for both existing and new people.
59. The Direct Payment Action Group has been established to provide further insight into the use and benefits of Direct Payments; however, the work this group have agreed to complete has been rescheduled in light of the need to prioritise the focused work in line with the Covid Omicron Variant.

Rough Sleepers

60. The average number of 'verified' Rough Sleepers has reduced by over half since Quarter 1 (from 48 to 20). This is likely to have dropped due to Protect and Vaccinate funding and additional hotel spaces being made available, as well as the 'Severe Weather Emergency Plan (SWEP)' being activated within this period, with people being placed during the severe cold spell.

Permanent Admissions to Residential and Nursing Care

61. There has been a significant increase in the number of people of both working age (18-64 years) and those 65 years and above during this Quarter. For those aged 65 years and above, we have seen that new admissions have increased and the volume of leavers has significantly reduced. Increased monitoring is in place to ensure that strength-based practice is embedded, and older adults are encouraged and supported to live as independently as possible in their own home whenever possible.
62. Working age adults in Learning Disability and Mental Health has seen an increase of 5 people in the last quarter. Work is ongoing with strategic commissioning to look at supported living opportunities in the Borough, which will see a decrease in long term admissions over time.
63. There has been a significant increase in short stays due to the challenges within domiciliary care provision, alongside demand due to hospital pressures during this Quarter. Capacity in the workforce has been an increasing challenge throughout the quarter and it is hoped that the additional investment made into the market will produce additional workforce and capacity.

Communities Area Teams

64. The Communities Area Teams continue to play a lead role in supporting early intervention and prevention approaches across all ages, people and place, linked to Localities working
65. The Wellbeing Service continues to identify and target prevention, and build resilience for those people who are at risk of potential escalating needs. During Quarter 3, there has been ongoing development of the Enhanced Performance Framework within Wellbeing, to support Quarterly reporting. This Framework has enabled the data collected to be analysed better, and to provide geographical and themed Wellbeing-strand information on trends and demands across the service. This work includes the Carers Improvement Plan, which has been underway since November 2021, and supporting the Frailty work, which is currently being evaluated.
66. The North Social Isolation work is progressing, with a conversation group with new parents to expand on their responses to the impact of connections and loneliness – planned for January 2022. The Borough-wide social isolation project is currently having further workshops with wider community / voluntary sector providers to determine their knowledge, understanding and perceptions around loneliness and what we can collectively consider / change to positively impact on this for people in Doncaster, which is set to expand to include community workshops.
67. Work with the Minor Adaptations without Delay Team (MAWD) and the Improvement plan is progressing, and all Wellbeing officers have been trained in relation to equipment and adaptations. Low-lever MAWD cases are being reviewed and reassigned to Wellbeing to support this offer, and this new approach includes providing information, advice, guidance and signposting, including supporting people to self-purchase in advance of service provision. This work will be with Adult Social Care, to see what impact this has had.

Integrated Discharge Team (IDT)

- 68. IDT continue to supporting people to return home wherever possible, despite the ongoing challenges within the community brought about by the Covid-19 pandemic. 72 people were discharged on Pathway 2 in to short-stay during this Quarter, which is the same figure as the previous period.
- 69. The IDT and Partner agencies continue to work together to implement the National Hospital and Community Discharge guidance, and ensure that those with no right to reside are discharged in a safe and timely way. A 'One version of the truth' list is now being trailed with Partner, enabling the Team to focus on those cases that need to be escalated; where delays exceed any current timescales for discharge. Work is underway to identify the future structure within the service following the recommendations from The Social Care Institute for Excellence (SCIE).

STEPS

- 70. The Short Term Enable Programme (STEPS) provides support within the community when an adult is finding it difficult to complete daily tasks or when someone is leaving hospital and needs additional support to regain skills and confidence. Work is planned to review the existing process, and introduce a case manager to the Integrated Discharge Team, which will create a more effective referral process and reduce the number of inappropriate referrals.
- 71. During Quarter 3, there were 96 referrals declined due to a lack of capacity, some of which can be attributed to staffing issues brought about by the increasing number of workforce testing positive for Covid-19.
- 72. The Proud to care Doncaster campaign was launched during this Quarter, and is having a positive impact upon recruitment within the team, and across Social Care, which will increase capacity within the STEPS service and hopefully across Adults Health and Wellbeing services.

Positive Steps Unit (PSU)

- 73. During this period, there has been a drop in the overall number of people accessing the service due to a Covid-19 outbreak within the setting. However, the service has worked well to support the wider system during this wave of the pandemic to flex its criteria and meet people's needs in a more appropriate setting, reducing the need to remain in hospital.
- 74. In Quarter 4, the plan is to implement 'Whole home testing' in relation to Covid-19, which will identify the roadmap to the service reopening.
- 75. An increasing number of people have been supported to return home with support than the previous period, and there has been a decrease in the total number of people being readmitted to hospital. This may be due to work undertaken with Partner agencies to review ways of working and pathways in to community health services.
- 76. Plans are in place during the next Quarter to present a new criterion for the service, which will enable more people to return home independently and reduce the number of people admitted to long-term residential care. The table below outlines the discharge outcomes for those people who have been known to PSU.

Discharge Outcomes		
	Quarter 2	Quarter 3

Home with support	28	22
Home without Support	4	2
Hospital	21	7
Other	2	7
Residential	25	32
Total	80	70

Future Options

77. There has been ongoing challenges in our internal units with staff absence due to COVID. This combined with some existing vacancies has meant resource has been directed towards supporting business continuity.
78. Work is ongoing to prepare the Deputy of Liberty Safeguards (DoLS) team for the change over to Liberty Protection Safeguards (LPS) in 2022. As with all Local Authorities there is a waiting list which is being risk managed and reviewed by Senior Management on a regular basis. The timeline for the implantation of LPS has slipped nationally, and we are still awaiting guidance on when this will be implemented; however, there will be a 12 week lead time on this.
79. .
80. Pressure for AMHP services remains high with delays with ambulance transfers being escalated to CCG and partners. Authorisation from CCG to access private ambulance transfer should see this reduce.

Covid 19 Pandemic

81. The COVID-19 Control Plan has been updated in consideration of more policy and guidance changes, and the threat and risk assessment has been regularly reviewed at the COVID-19 Control Board. Outbreak Frameworks were reviewed in Autumn 2021.
82. An asymptomatic testing approach has adapted to recent demands in Lateral Flow Tests, and supported critical and essential services. 3233 assisted tests were delivered and 3064 self-test kits provided between 1st October 2021 and 31 December 2021, and regular assisted tests have been delivered to Danum Mercure Hotel for Afghanistan families residing there.
83. There has been a recruitment drive for Contact Tracing relieve staff during this period, with regular training sessions delivered for all staff in light of changes in policy. During this Quarter, 5278 cases have been processed.
84. Support from the National Test and Trace had to be switched on due to large number of cases during Quarter 3, as the target of 90% of calls completed was not met for the previous 12 weeks/Quarter 2. The Contact Tracing team handled all critical/urgent support requests on weekdays and all support to isolation queries during weekends and over the Christmas period. During Quarter 3, the Surge testing activation plan was also reviewed in light of the new Omicron variant.
85. During this period, Outbreaks meetings have been provided as necessary, and the Enhanced vaccination offer has been supported by Community Testing, Well Doncaster and Community COVID-19 Teams.

- The following actions are planned for Quarter 4:

- Review and refresh the COVID-19 Control Plan in light of any new government strategy/policy.
- Community Testing Team to revert to targeted community testing when supply chains have been resolved. Continue to deliver ramp-down plan in line with government approach to COVID testing.
- Contact Tracing 0 to review reasons for non-completion of calls. Will remove support from National Test & Trace as soon as capacity allows.
- Plan for a reduction in service post 31st March 2022.
- Vaccination pop ups – return to a focus on unrepresented groups to be supported/encouraged, low uptake areas identified, barriers addressed
- Continue review future capacity requirements for local COVID-19 response in line with COVID monies available.

CONNECTED COUNCIL:

Our vision is a connected council ready for the future

Performance Indicators



(see Appendix A)

Headlines:

- We continue to offer enhanced health and wellbeing resources to our workforce.
- The average number of days for sickness absence per employee is 11.4 days which continues to be a worsening trend against the target of 8.25 days
- Performance against the average number of day to process a new housing benefit claim continues to remain off target for quarter 3.
- The average number of days to process new council tax support claims remains static.
- The trend for the completions of New Housing Benefit claims is improving.
- Customer Services received 48,527 telephone calls this quarter 89% were answered within 150 seconds, against our target of 90%.

Supporting Staff Well-being

86. Our workforce have continued to respond and recover, with the majority of services operating and subsequently adapting aligned to government guidance, and increased prevalence due to the Omicron variant.
87. The HR & OD team have continued to support managers and staff health and wellbeing, with regular communications ongoing on key workforce issues to inform and provide advice as well as implementing actions in response from the staff surveys on wellbeing.
88. There has also been a continued focus on our workforce health and wellbeing support and resources available, particularly around mental health, resilience and different ways of working. Our Health and Wellbeing resources provide lots of guidance, resources and tools to support all staff in their wellbeing. All accessible through the Your Health and Wellbeing Hub on the intranet. An interactive guide containing everything each employee needs to know about our health and wellbeing policy and resources. There are links to Mental, Physical and Financial wellbeing, as well as specific information around Coping with Covid – Maintaining Good Mental Health. In addition to these, staff can also access the Counselling Services, which is self-referral, offering individual counselling to help individuals deal with difficulties, whether work or home related.

89. The overall council position for the completion of PDRs achieved 89%, 6% below the target of 95%. This is predominantly due to a delay in recording assessments timely given the significant pressure services remain under is responding to the covid pandemic.
90. The sickness absence rate for the quarter was 11.40 days per full time equivalent employee, against a target of 8.25 days. Although this is a further increase of 0.94 days from 10.46 days in quarter 2, the rate at which it has risen is lower by 0.37 days. This will continue to be monitored over the coming months to assess impact and ensure effective provisions to manage absence levels remain in place. This reducing trend is encouraging but more work is required to support a reduction back to the corporate target of 8.25 days.
91. Agency worker spend has increased this quarter by 15% (£106k) from quarter 2; although the number of assignments has reduced by 6 down from 68 to 62 assignments compared to quarter 2. Both spend and usage will continue to be monitored against the needs and capacity of the business.
92. The council's corporate Health and Safety team continue to work with HR and Public Health to ensure up to date risk assessments are in place to meet the circumstances and needs of service activities.
93. The number of reported injuries at work in this quarter have increased compared to the same period of last year. The most common reported incident type remains as slips and trips and aggression with no identifiable causational trends. RIDDOR reports continue to be low, with 3 employee RIDDOR reports in this quarter, a reduction of 2 reported in quarter 2.

Housing Benefit Claims and Tax Collections

94. Our performance against the average number of day to process a new housing benefit claim is currently 28.47 days against a target of 21 days. Although the performance level for quarter 3 remains off target, there has been a steady improvement during the quarter, which has seen new claims dealt with on average in 25 days through the quarter and in December claims were dealt with on average in 20.64 days. Staff continue to have to compete with conflicting priorities with the continued work on self-isolation payments and the new Household Support Fund payments also being administered by the same staff that deal with new HB claims. However, the continued prioritisation of allocating new HB claims within 2 days of receipt, has resulted in this steady improvement. Homeless placement claims which have increased significantly during the pandemic continue to take significantly longer to process, which has a detrimental impact on the average processing time. This is because it is very rare that all the relevant information to pay the claim is received at the point the application comes in, and given the nature of the client group it often takes longer for them to provide all supporting claim documents. There are currently 96 claims awaiting processing across the team and assuming full resource can be maintained it is hoped that the average time to process these claims will continue to reduce through quarter 4

95. The average number of days to process new council tax support claims is currently 36.46 against a target of 21. During the quarter significant resource has been allocated to the outstanding backlog of Universal Credit notifications. This additional resource has included external support from Northgate (NEC SWS). Although this has not had a significant impact on overall performance because much of the work is several months old it has started to reduce the total volumes of work and should reap improvements in the final quarter. However, there does still remain a backlog of some work going back to August. Processing staff are still having to do additional work on self-isolation payments and Household Support Fund, which means that the level of resource that can be allocated to the backlog remains limited however NEC SWS will continue to support throughout quarter 4.
96. It is hoped that the demand for the £500 self-isolation payment reduces as Covid cases reduce and that by the end of quarter 4 and going into quarter 1 next year, this is much depleted. The Household Support Fund ends at the end of quarter 4 and will be very busy for the whole of quarter 4 providing payments for food and fuel. Therefore, a projection for quarter 4 is not easy to predict but we all resources with the expertise continue to improve performance. All attempts to get extra expertise in to help have now been exhausted.
97. 75.22% of the total council tax debit has been collected to the end of quarter 3 this year. This compares with 75.96% for the same period in 2019/20 and 72.26% for the same period last year. The reason for this increased collection is due to lessened effects of Covid at this time. Although there still remains some uncertainty around due to the pandemic things are much nearer pre-pandemic levels and this is expected to remain. The new omicron strain may affect these figures in the final quarter, however, it is still expected to hit target.
98. The projections for non-domestic rates collection this year continue to be very difficult to estimate. In normal years we would calculate what proportion of the total annual debit has been collected at this point in the year and compare that with previous year's collection at the same point. Although fluctuations to the annual debit take place all the time, they do not usually have a material effect on this methodology. However, since the end of June this year's annual debit has increased by more than £21M due to cancellation of Expanded Retail Discount. Part of this was due to the actual level of relief changing from 100% to 66% from the 1st July, but a large part was down to businesses requesting to have the relief cancelled as it would breach relief caps for subsidy control. This additional debt will be spread over the remaining months of the year for collection, however, a calculation of how much would have been paid to date if it had actually already fallen due has provided detail to estimate the outturn at this point. Therefore it assumes we have collected 73.58% of the debit for this year so far, compared to 71.60% at the same point last year and 74.99% at the same point in 2019/20, which was pre-pandemic. Although some uncertainty remains it is hoped to reach the outturn 96% collection target.

Customer Contact

99. The One Stop Shop at the Civic Office has been operating under Covid restrictions since we opened back up in June 2020. All services are now operating from the one stop shop and the self-service area has been re-opened. In Quarter 3 we saw an increase of 1400 customers compared to Quarter 2
100. In Quarter 3 Customer Services received 48,527 telephone calls. We have seen an increase in telephone performance this quarter, answering 89% within the 150

seconds target, with an overall average time to answer of 50 seconds. We have recruited an additional 4 customer service advisors post to cover the lunchtime period and we have seen a number of advisors return from long term sickness absence, both contributing to the improved performance

FAIR & INCLUSIVE:

101. 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.

102. 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.

103. Over the coming months the council will review it's 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.

104. 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:

- As part of the Council's commitment to creating an environment where diversity is celebrated and everyone is treated fairly, the Council has renewed its status

as a Disability Confident Employer and has once again achieved a Gold Award in the Defence (Armed Forces) Employer Recognition Scheme.

- Black History Month, World Mental Health Day, International Men's Day were celebrated as part of our calendar of EDI events.
- Mental health event aimed at tackling barriers to accessing children's mental health service and culturally appropriate service provision reforms took place on 15th January 2022. Pledge made to feed into CYP MH strategy and contribute to service reform
- Our strategies for inclusion are impacting upon the lives of various groups of young people, with reducing levels of exclusion and increasing school attendance of young people with SEND or those in care.
- We have built our strategy for supporting young people's mental health following surveys of key groups of vulnerable young people and their families. Allied to this we are developing a strategy for improving provision for those who have experienced domestic abuse.
- The Minorities Partnership Board (MPB will become the System Leaders Forum every two months with a Lay Member as Chair) To be discussed at the next meeting in February with a focus on the implementation of the BAME health news assessment The board and partners produced an updated ethnic minorities Covid vaccination leaflet which was converted into a number of languages
- Focus given to Gypsy Roma and Traveller Community with Health Fair taking place in December 2020. Further Heath Fairs planned (on a seasonal basis) and collaborations agreed with Changing Lives BAME Women's Project in terms of outreach (Roma and Romani Community). Collaboration planned with St Leger in relation to their regeneration project of their owned GRT sites. Covid Community team will feed in and assist where necessary.
- The inclusion and Diversity Newsletter has been developed and is routinely shared with the Minorities Partnership Board and partners (updated monthly)
- Work ongoing with Inclusion & Fairness Forum around STEM education and higher and further education for underserved groups
- Targeted Covid vaccination pop up clinics are still taking place in underserved communities with particular focus on low uptake areas (in collaboration with Magpie)
- Culturally Competency and Race Equality training is being developed for Team Doncaster and Partners. A Train the Trainer model will be adopted to enable all staff to access training
- DMBC (Public Health) Piloting the National Research Race Equality Framework in collaboration with Doncaster Bassetlaw Hospital Foundation Trust

PROGRAMMES & PROJECTS

105. We reported previously within Quarter 2 (2021/22) the environment in which the Public Sector operates continued to be uncertain, turbulent and unprecedented, and it is clear within Quarter 3 the situation remained the same; the impact of Covid

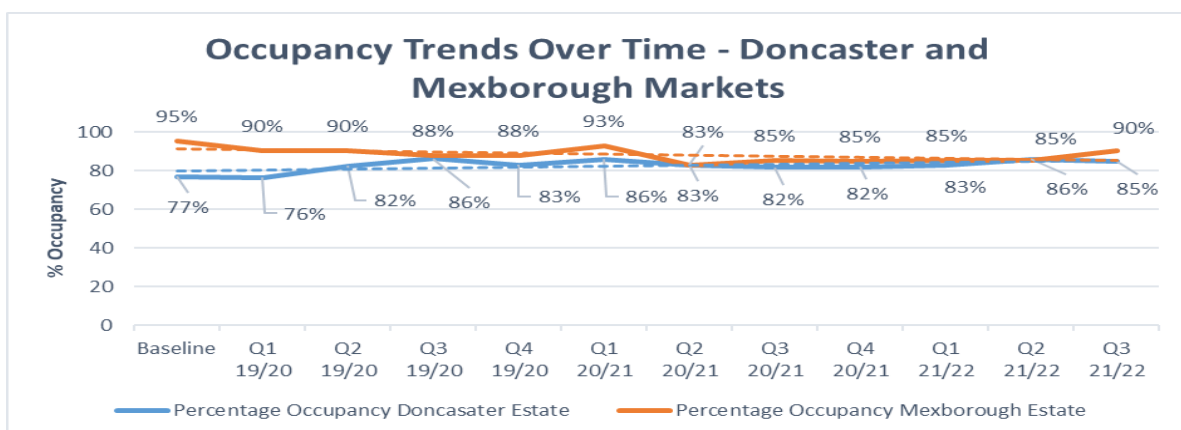
continues to present unparalleled economic and social challenges for Doncaster and our wider sub region, with a general shortage on materials, staff and contractors coupled with inflation in a multitude of products and services, the volatility of the environment we operate in continues to be challenging, this uncertain environment is further fuelled by Government delayed announcements on a number of national funding programmes which require critical milestones to be achieved in an unfavourable landscape.

106. Combined with the harsh reality that we have experienced in excess of 30% programme staff shortages (due to a variety of covid and other related illnesses) our ability to deliver on a plethora of Programmes, Portfolios and Projects has been challenging, yet despite this uncertainty, we continue to drive forward the delivery of over 120 different propositions; 68 currently live with 43 completed to date.
107. Dissecting our key performance within Quarter 3 we have seen the delivery of a Global Education Leaders Conference, to the delivery of Big Picture Learning, (an Education Inclusion Programme aiming to improve educational outcomes for all children in Doncaster, with a particular focus on vulnerable and/or disadvantaged children), we have successfully attracted external investment from Government on both our Town Deals (Stainforth) Submission £21.6m, and our Levelling Up Fund £18.6m Town Centre regeneration submission (Markets, Waterfront, CCQ) and continue to press Government to become a City as part of the Queens jubilee year (2022). This is just a snapshot of some of the key activities that have been delivered throughout 2021/22 Quarter 3, at the heart of our inclusive and agile programme model, requirements of residents & communities are centric to the success of all our programmes, the breadth of what we continue to deliver demonstrates the diversity in which we aim to have lasting benefits and the drive to undertake the very best for all.

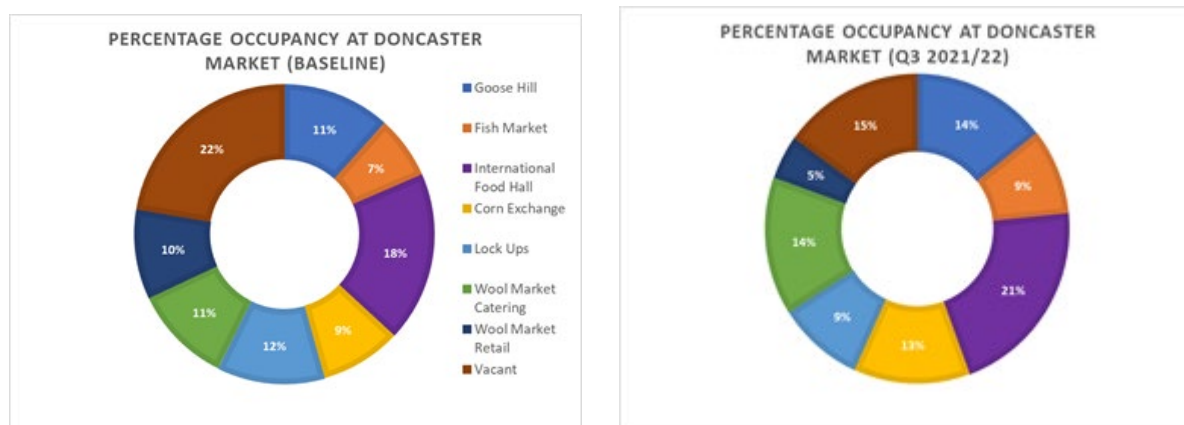
Market Asset Management (MAM) Doncaster Ltd. Update

108. Quarter 3 of 2021-22 saw the continuation of the market being fully open since all Covid restrictions were lifted in July 2021. Events included those in the run up to Halloween, Bonfire Night and Christmas.

Occupancy Trends at Doncaster and Mexborough Markets

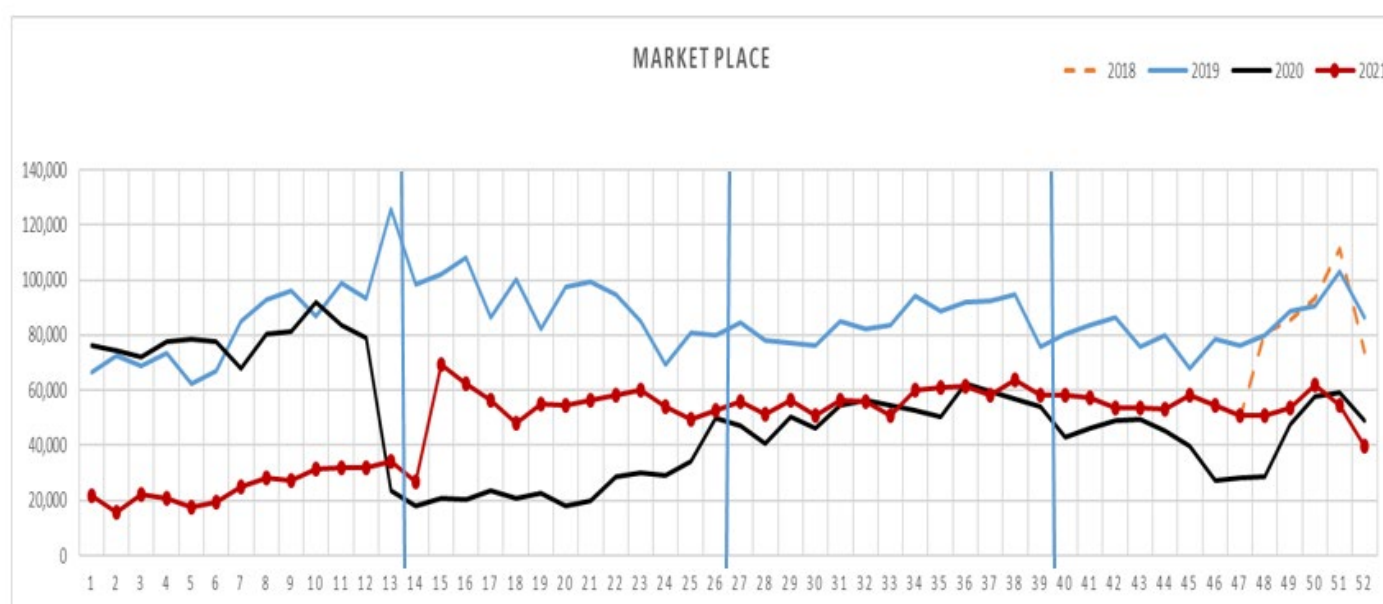


109. Doncaster Market occupancy has reduced by 1% over the course of Q3. A number of businesses have chosen to seek new locations out of the estate as the Entertainment zone is introduced into the Wool Market.
110. Mexborough has fared better over Q3 with occupancy increasing from 85% to 90% with the number of vacant stalls reducing from five to three.
111. Doncaster Market Occupancy Level Changes per area of the estate (Percentage) at Baseline (May 2019) and Q2 2021/22



112. Across the Doncaster estate there has been a number of changes in units for each of the market areas since baseline was measured in May 2019. Some areas have lost units whilst others have gained units. Baseline measured the total number of units at 165. It was reported in Q2 2021-22 that the total number of units had reduced to 157. This has further reduced due to the loss of retail units being removed in the Wool Market to make way for the competitive leisure zone. Total units in the Doncaster estate is 153.

Footfall Trends for the Market Place (up to week 52; w/c 27/12/21)



113. Q3 2021-22 fared better in terms of footfall when compared to the same quarter for the previous year as there were no Covid restrictions in place. Footfall still remains reduced compared to pre-pandemic levels in 2019, which could be reflected by the

public wanting to stay away from potentially busy areas to reduce the risk of contracting Covid, particularly in the run up to Christmas and with the identification of the much higher transmissible variant, Omicron. Although overall numbers were reduced, the trend of footfall in the last two weeks of the year mirror that of previous years with less people visiting the market between Christmas and the New Year.

114. Regular updates on the Maintenance Schedules of both Mexborough and Doncaster estates are part of the quarterly KPI return. All aspects of the maintenance schedules are up to date with a small number of maintenance tasks awaiting contractor dates. This will no doubt have been impacted, as like many other areas, due to the large disruption of the Omicron variant this winter.

Developments

115. Doncaster Market have benefitted from the first round of the Governments Levelling Up Fund (LUF). Enterprise Market Place will protect and enhance the iconic Grade II Listed Corn Exchange along with the restoration and retention of traditional shop fronts in the market area and surrounding streets. The funding will support Doncaster's ambition to evolve and diversify Doncaster Market Place for the 21st Century.
116. The Entertainment Zone within the Wool market is scheduled to open in spring 2022.
117. Mexborough Market is also benefiting from a number of works including the installation of electric doors to the market hall, new signage, CCTV and Wi-Fi to enable traders to connect with a wider audience through social media and utilise different payment systems such as contactless.
118. Further discussions are ongoing between MAM and council officers to progress further development improvement across the market estate.

MAM Financial Position

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

FINANCIAL POSITION:

Revenue Budget

120. A balanced financial position is forecast for the year-end (no over or underspend). This position includes the use of £6.8m of COVID-19 emergency funding to meet increasing and emerging COVID-19 related cost pressures, and new initiatives as part of the Council's recovery phase approved at quarter 1. The position has improved by £0.9m since quarter 2; changes include the release of £0.5m from the insurance fund, whilst children's social care costs have increased further.
121. The position includes £7.4m being delivered against planned savings, although overall savings remain off track with a £2.7m shortfall estimated. A summary and further details by service area is provided below: -

	Quarter 3		
	Gross Budget	Net Budget	Variance
			COVID-19 Costs

	£m	£m	£m	%	£m
Adults Health and Wellbeing	133.6	66.5	0.0	0.0%	4.6
Learning Opportunities, Skills & Culture	67.1	18.3	1.1	1.6%	1.9
Doncaster Children's Services Trust (DCST)	61.6	55.5	4.9	8.0%	3.8
Corporate Resources	121.2	26.7	-0.1	-0.1%	2.5
Public Health	32.6	5.1	-0.8	-2.5%	2.0
Economy & Environment	100.9	43.9	-1.3	-1.3%	3.3
Services Budgets	517.0	216.0	3.8	0.7%	18.1
Council-Wide budgets	17.8	-69.6	-3.8	-21.3%	0.0
Grand Total	534.8	146.4	0.0	0.0%	18.1

122. Adults, Health and Wellbeing (AHWB) is forecast to underspend by £0.03m at quarter 3. The main variances are as follows: -

- a. The Adult Social Care Ladder outturn position is a forecast overspend of £0.17m with the main changes being as a result of seeing the impact of the Omicron variant over the last few weeks, with a combination of hospitalisations and subsequent discharges combining with pressures across staffing in direct care provision, especially community-based providers. This has seen a shift in Care Ladder activity and spend away from Homecare and towards short stay and Older Peoples residential care. The forecast assumes that the levels of activity across the Care Ladder in the last two months will potentially continue for the remainder of the financial year, although this is far from certain given the unpredictability of the pandemic and the pressures it is currently placing across the board on Adult Social Care. More work is to be done in the next few weeks to refine this forecast and its likely impact on both this year's outturn and the medium-term will be reported in due course. Provider rates have been increased to enable them to bring forward the payment on next years' National Living Wage increases from December 2021. This has impact on overall spend projections and also income from the Doncaster Clinical Commissioning Group (CCG) and these forecasts have been revised accordingly.
- b. The Care Ladder position is primarily driven by an overspend on older people's residential placements of £1.32m where net placement numbers have increased significantly over recent months, with a net increase of 42 over November and December. Working Age Adults residential placements are forecast to overspend by £0.87m due mainly to increases in unit costs. Short stay residential is forecast to overspend by £0.29m which reflects the shift in recent weeks which has seen increased activity in residential care with activity levels not forecast to return to pre-pandemic levels during this financial year as the impact of hospital discharges, increased elective surgeries and winter pressures is expected to maintain current levels.
- c. Non-Residential Care is forecast to underspend by £-2.31m overall, with overspends in Direct Payments £0.27m being offset by underspends in Homecare £-0.81m and related income £-1.37m.
- d. Other Adult Social Care (excluding care ladder) is forecasting an overspend of £0.40m including a forecast overspend on the Community Equipment budget of £0.47m, with service review underway, and late delivery of savings around

internal long term residential care £0.23m, offset by maximising use of grants and other underspends.

- e. Communities (excluding care ladder) is forecasting an underspend of £-0.60m primarily from Communities Wellbeing service, which is forecast to underspend by -£0.38m, relating to temporary staff vacancies across the service which are expected to be appointed as the full service offer resumes and reduced transport running costs within the Supportive Multi-ability Inter-generational Life Experiences (SMILE) service due to the pace of the COVID-19 recovery, offset by reduced Continuing Health Care (CHC) income as individuals have not returned to the service yet.

123. The overall reduction in the AHWB position since Q2 is £-0.67m which has mainly been caused by a reduction of £-0.60m across the Care Ladder with projections including increased residential placements (including short stay) offset by reduction in non-residential placement numbers, also being impacted on by a lack of provider capacity due to the Omicron variant.

124. Learning Opportunities, Skills and Culture (LOSC) is forecast to overspend by £1.02m at quarter 3, a reduction of £-0.03m since quarter 2, and there are additional pressures of £1.85m which are being funded from COVID-19 monies. The overspend and additional funded COVID-19 pressures includes: -

- a. Children with Disabilities (CWD) placements pressure of £0.52m due to the full year effect of 4 new Out of Authority (OOA) placements in 2020/21 and 1 placement move from In House Fostering to OOA. As part of the Future Placements Strategy a feasibility study is being carried out as to whether Oaklands can be repurposed to provide internal beds, 2 for permanent placements and 1 for shared care placements, to enable children to be brought back to the borough and/or provide capacity for future years' growth.
- b. Libraries and Culture £0.34m as the new structure is still awaiting implementation, following previous savings targets and delayed due to COVID in 2020/21, with implementation not expected until early 2022. Work on the new structure will also look at external funding sources and potential income to fund some of the changes to the structure. Also, Archives storage costs are expected to remain until April 22.
- c. Shortfall in traded income from schools across a range of LOSC services and cost pressures for the central Buy Doncaster team amounting to £0.32m.
- d. Short Breaks £0.26m, of which £0.18m is due to increases in existing packages and growth. £0.50m Short Breaks savings delayed as new overnight provision currently now not expected to open until summer 2022, of which £0.43m has been funded from COVID-19 monies.
- e. Travel Assistance is forecast to overspend by £0.26m, an increase of £0.17m since quarter 2 due to additional routes, additions to current runs and increasing prices of new routes.
- f. These are offset in part by an underspend of £-0.28m across the Directorate from managed staffing vacancies and maximisation of grants £-0.17m.

125. The Doncaster Children's Services Trust (DCST) forecast outturn is a gross overspend of £6.26m to the 2021/22 contract value, an increase of £1.78m since quarter 2 mainly due to increased spend on the Care Ladder due to additional demand for placements. £2.16m of the overspend is attributable to the impact of

COVID-19, broken down as OOA placements £0.98m, Fostering placements £0.4m, Children in Care (CiC) 16+ placements £0.38m and additional agency costs of £0.39m. Of which £1.32m has been funded from the Council's COVID-19 monies, approved at quarter 1.

126. Therefore the net overspend reported is £4.95m, split between operating costs of £4.10m and increased COVID-19 costs of £0.85m. The forecast is net of additional funding of £0.93m for Care Ladder pressures, which were also approved at quarter 1. The non COVID-19 overspend of £4.10m includes: OOA placements £2.52m, Fostering placements £0.56m, and 16+ placements £1.81m, and staffing, including agency, £0.19m offset by additional funding of £-1.056m from the Dedicated Schools Grant (DSG) High Needs Block (note: this increases the budgetary pressure to the High Needs Block). Overall £2.99m has been provided to cover the COVID-19 pressures either via in-year additional funding or within the base budget position.
127. Corporate Resources is forecast to underspend by £-0.14m, after allocating COVID-19 funding at quarter 1, predominantly within Revenues & Benefits and Trading Services. Although the overall position for the Directorate has remained relatively unchanged throughout the year there are some changes in how the underspend is made up since quarter 2. The main areas of overspend remain unchanged and are within Customers, Digital & ICT: £0.54m in Revenues & Benefits due to increased spend on emergency homeless placements and supported accommodation which does not attract full government housing benefit subsidy and a reduced level of overpayments as more claims become part of universal credit payments administered via Department for Work & Pension (DWP) reducing the ability to achieve subsidy income; and in HR, Comms & Exec Office: £0.13m in Corporate Health & Safety due to reduced income from training courses. Both of these areas have been addressed in the 2022/23 budget and continue to be monitored closely.
128. The main areas of underspend also remain unchanged with Finance £-0.15m, PIC £-0.19m and Legal £-0.16m all underspending predominantly as a result of staff vacancies, some of which is in preparation for savings targets for next year. The underspend in Legal is also as a result of increased income levels which are being reflected in the 2022/23 budget.
129. Economy & Environment is forecast to underspend by £-1.35m at quarter 3, the underspend has increased by £-1.06m since quarter 2. The estimated cost of COVID-19 is expected to be £3.3m and £2.7m of additional budget has been allocated to support this.
130. The main variances, including the changes from quarter 2 where applicable, are:
 - a. Strategic Asset Management - £0.33m overspend due to reduced income from rent and service charges.
 - b. Street Scene - £0.11m overspend due to reduced income from fee earning work; this position worsened by £0.10m since quarter 2.
 - c. Highways Operations - £-0.38m underspend mainly due to projected overachievement of income, which is reliant on successful delivery of planned works.
 - d. Facilities Management - £-0.45m underspend largely due to a reduction in electricity and water costs across all sites and reduced running costs at Chequer Road during the refurbishment. This has increased £-0.24m since

quarter 2, mainly due to more accurate utility and occupancy data being available; and a change in assumption about payment to a historic creditor.

- e. Development Management - £-0.54m underspend due to higher than expected planning fees, which has increased by £-0.29m since quarter 2.
- f. Car parking & Enforcement- £-0.43m underspend due to improved income mainly in relation to bus lanes and the markets car park. The position has improved by £-0.36m since quarter 2.
- g. Waste and recycling position has improved by £-0.23m since quarter 2 mainly due to a reduction in estimated disposal costs and increased recycling income.

131. Council Wide budgets are forecast to underspend by £-3.73m at quarter 3. The main areas of underspend are:

- a. £-1.66m Treasury Management due to not replacing maturing loans due to being under-borrowed partly mitigated by lack of investment income due to historically low interest rates;
- b. £-1.52m Minimum Revenue Provision (MRP) is lower than estimated due to DGLAM and new cinema complex not becoming active in 2020/21 and less spend on fleet replacement in 2020/21;
- c. £-0.50m fewer insurance claims than anticipated, in part due to good weather, means £0.50m can be released from the insurance fund;
- d. £-0.30m lower pension costs for former employees.

132. These are partially offset by overspends including: £0.17m capital receipts - there is an estimated shortfall on capital receipts required to fund the capital programme in 2021/22 so there are insufficient receipts available to transfer to revenue to offset the costs of disposal; and £0.20m senior management savings assumed not achievable.

133. 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)

134. The outturn projection at quarter 3 is an underspend of £0.66m. The revised budget assumes a contribution of £3.16m from balances; the £0.66m underspend means that the contribution from balances is reduced to £2.49m. The £0.66m variance is made up of £0.40m of savings in the provision to bad debt and £0.17m of additional rent income. St Leger Homes will deliver the £0.25m savings target allocated in 2021/22.

135. HRA balances are estimated to be £5.78m as at 31st March 2022.

136. Current rent arrears at quarter 3 are £2.27m (3.01% of the rent debit); this is £0.32m higher than at quarter 2, arrears are traditionally at the highest level as at 31st December. As at 31st December, the amount of former tenants' arrears was £1.30m, this is £0.07m higher than at quarter 2, there were no write offs in this quarter.

Fees and Charges

137. A new charge for furnished tenancies has been approved by the Chief Financial Officer in consultation with the Portfolio Holder for Children's Social Care,

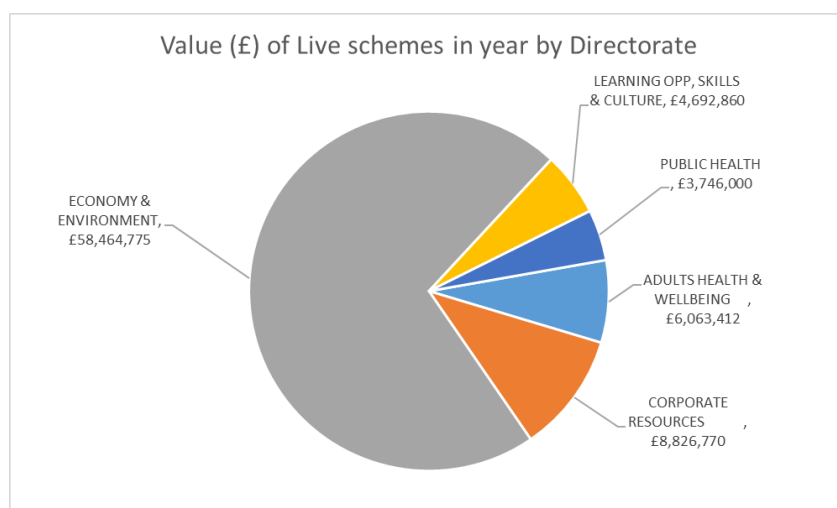
Communities and Equalities. The charge will be £7.16 a week and will be income to the Housing Revenue Account. This service is only available to young people leaving care who are occupying shared tenancies as part of the Keys to Your Future project. Total income is expected to be around £3,000 per annum.

Capital Budget

138. The current year capital programme is made up of 438 schemes and current projections total £81.8m. 66% of the schemes and 71% of the projected spend sits within E&E.

Directorate	Value of Schemes (£)
ADULTS HEALTH & WELLBEING	£6,063,412
CORPORATE RESOURCES	£8,826,770
ECONOMY & ENVIRONMENT	£58,464,775
LEARNING OPP, SKILLS & CULTURE	£4,692,860
PUBLIC HEALTH	£3,746,000
Grand Total	£81,793,818

Directorate	Number of Schemes
ADULTS HEALTH & WELLBEING	18
CORPORATE RESOURCES	43
ECONOMY & ENVIRONMENT	289
LEARNING OPP, SKILLS & CULTURE	85
PUBLIC HEALTH	3
Grand Total	438



139. As at Q3 there has been an overall reduction in projected in year spend when compared to the opening budget of £33.7m (29%) and a reduction of £15.0m (15%)

Directorate	Sum of Current Year Budget Brought Forward	Sum of Q1 Current Year Budget	Sum of Q2 Current Year Budget	Sum of Q3 Current Year Budget
ADULTS HEALTH & WELLBEING	£ 6,471,320	£ 5,636,081	£ 5,689,287	£ 6,063,412
CORPORATE RESOURCES	£ 10,986,987	£ 9,463,005	£ 9,970,621	£ 8,826,770
ECONOMY & ENVIRONMENT	£ 83,021,284	£ 74,382,299	£ 70,341,386	£ 58,464,775
LEARNING OPP, SKILLS & CULTURE	£ 10,120,917	£ 9,242,967	£ 7,563,844	£ 4,692,860
PUBLIC HEALTH	£ 4,895,412	£ 4,895,412	£ 3,264,412	£ 3,746,000
Grand Total	£ 115,495,921	£ 103,619,764	£ 96,829,550	£ 81,793,818

between Q2 and Q3.

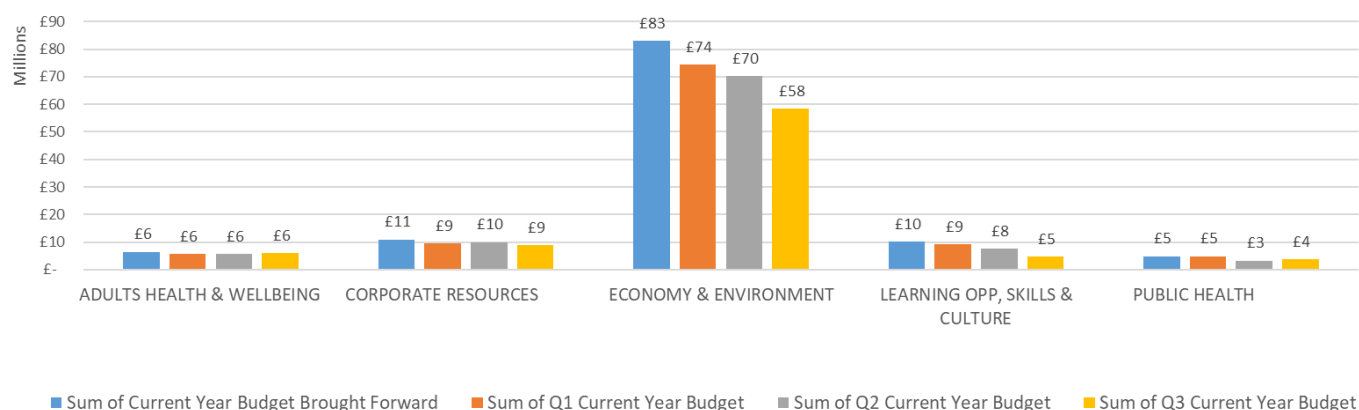
140. To date £46.4m has been spent which is 57% of current year projections. Corporate Resources spend is currently the lowest at 39% but is anticipated there will be further spend in year on high value schemes such as fleet replacement and the market Entertainment Zone.

Directorate	Current Actuals plus WIP	Projected Budget Update Current Year	% Spend after 9 months
ADULTS HEALTH & WELLBEING	£ 2,390,045	£ 6,063,412	39%
CORPORATE RESOURCES	£ 3,478,431	£ 8,826,770	39%
ECONOMY & ENVIRONMENT	£ 34,997,894	£ 58,444,775	60%
LEARNING OPP, SKILLS & CULTURE	£ 2,636,150	£ 4,692,860	56%
PUBLIC HEALTH	£ 2,915,431	£ 3,746,000	78%
Grand Total	£ 46,417,950	£ 81,773,818	57%

141. There is a further more detailed split below.

Row Labels	Sum of Current Actuals plus WIP	Sum of Projected Budget Update Current Year	Actual as % of project full year budget
ADULTS HEALTH & WELLBEING	£ 2,390,045	£ 6,063,412	39%
ADULTS SOCIAL CARE	£ 2,232,229	£ 5,393,102	41%
COMMUNITIES	£ 157,816	£ 606,617	26%
MODERNISATION AND COMMISSIONIN	£ -	£ 63,693	0%
CORPORATE RESOURCES	£ 3,478,431	£ 8,826,770	39%
CUSTOMERS, DIGITAL & ICT	£ 1,085,065	£ 3,393,111	32%
FINANCE	£ 2,316,882	£ 5,271,660	44%
HR, COMMS & EXEC OFFICE	£ 76,483	£ 162,000	47%
ECONOMY & ENVIRONMENT	£ 34,997,894	£ 58,464,775	60%
ECONOMY & DEVELOPMENT	£ 5,688,356	£ 14,693,725	39%
ENVIRONMENT	£ 14,784,205	£ 19,480,154	76%
STRATEGIC HOUSING	£ 14,525,332	£ 24,290,897	60%
LEARNING OPP, SKILLS & CULTURE	£ 2,636,150	£ 4,692,860	56%
CENTRALLY MANAGED	£ -	£ 109,585	0%
CHILDRENS SERVICES TRUST	£ 253,057	£ 760,000	33%
COMMISSIONING & BUSINESS DEVEL	£ 2,314,369	£ 3,572,293	65%
PARTNERSHIPS AND OPERATIONAL D	£ 68,724	£ 250,983	27%
PUBLIC HEALTH	£ 2,915,431	£ 3,746,000	78%
PUBLIC HEALTH	£ 2,915,431	£ 3,746,000	78%
Grand Total	£ 46,417,950	£ 81,793,818	57%

Change in current year budget - as at Q3



142. There are 97 schemes that are yet to incur any in year spend, 103 the previous quarter, which is 22% of the current number of schemes and accounts for £14.3m (£20.9m in Q2) 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	£ 844,325	18	12	67%	14%
CORPORATE RESOURCES	£ 3,270,967	43	15	35%	37%
ECONOMY & ENVIRONMENT	£ 9,324,843	289	52	18%	16%
LEARNING OPP, SKILLS & CULTURE	£ 913,987	85	18	21%	19%
PUBLIC HEALTH	£ -	3		0%	0%
Grand Total	£ 14,354,122	438	97	22%	18%

Current Status of Schemes in the programme

143. 102 schemes have either not started or are still at the planning phase which is 23% of all the current year schemes (147 schemes and 37% as at Q2). Over half of these schemes relate to school and road maintenance works that are still highly likely to happen in year.

Status	Number of Schemes	% in phase based on scheme numbers
Block Budget	18	4.11%
Not Started	62	14.16%
Planning Phase	22	5.02%
Underway	165	37.67%
Completion Phase	171	39.04%
Grand Total	438	100.00%

144. 165 schemes have been classified as underway and 171 schemes are now in the completion phase.

Status	Sum of Projected Budget Update Current Year	% in phase based on projected Budget Update Current Year
Block Budget	3,464,787	4.24%
Not Started	2,847,264	3.48%
Planning Phase	3,462,325	4.23%
Underway	54,607,511	66.76%
Completion Phase	17,411,931	21.29%
Grand Total	81,793,818	100.00%

145. Looking at this from a projected spend perspective there is around £9.6m worth of in year schemes that are currently yet to start, (£26m as at Q2), with £54.6m of the current year programme classified as underway.

Capital Receipts

146. Based on current estimates there will be a £6.0m shortfall in the capital receipts to be generated in year. The impact of delayed capital receipts is that the Council has to take out additional borrowing which incurs interest costs.

Risks

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

Collection Fund

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

a. Council Tax:

	Budget £m	Outturn £m	Variance £m	Opening Balance £m	Planned Use £m	Closing Balance * £m
Collection Fund	-146.19	-147.89	-1.69	3.53	-2.47	-0.63
Doncaster Council	-119.75	-121.14	-1.39	2.95	-2.07	-0.51

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

The council tax collection fund variance in the year is a £-1.69m surplus. This is attributable to transfers from general fund mainly relating to hardship reliefs £-1.46m and higher collection rates £-2.54m partially offset by lower growth £0.81m, increased levels of Local Council Tax Support (LCTS) £1.49m. The in-year surplus means the closing balance is expected to be a surplus of £-0.63m.

Council Tax arrears were £22.19m compared to the target of £23.37m at the end of quarter 3. The target for reduction of Council Tax arrears was £1.71m for the quarter and the actual reduction in arrears was £1.75m. The total reduction in arrears in the year to date is £6.31m compared to a target figure of £5.13m. The reduction is almost double that for the same period last year, and very much back at pre-COVID-19 levels from 2019/20. It is anticipated that this level of arrears reduction will continue for the remainder of the year 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	-75.94	17.96	43.94	-40.14	21.76
Doncaster Council	-46.01	-37.21	8.80	21.53	-19.67	10.66

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

The business rates collection fund variance in the year is £17.96m deficit. This is mainly due to the introduction of the retail relief scheme announced by the Government to support businesses through COVID-19 £16.28m and the new COVID-19 Additional Recovery Fund (CARF) announced in December £5.31m partially offset by lower decline in the business rates base than expected £-3.63m. The Council will be reimbursed for its share of the reliefs granted in 2021/22 through section 31 government grants but these are credited to the general fund not the collection fund. The in-year deficit means the closing balance is expected to be a deficit of £21.76m.

Business Rates arrears were £6.05m compared to the target of £7.00m at the end of quarter 2. The target for reduction of Business Rates arrears was £0.6m for the quarter but the actual level of arrears reduced by £1.42m. The level of reduction achieved in the year to date has already surpassed the year-end target

with a quarter still to go. Although the business landscape remains uncertain, particularly with the increased infection rate from the Omicron variant, it is hoped that the level of arrears will continue to reduce at its current rate.

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

Collection Fund	2021/22 Impact £m	2022/23 Impact £m
Council Tax surplus	0.00	-0.92
Business Rates deficit	0.00	10.18
Section 31 grants	-10.70	0.00
Total	-10.70	9.26

The £10.70m surplus in 2021/22 will be held in an earmarked reserve and utilised in the 2022/23 budget.

Overall impact of COVID-19 in 2021/22

149. Central government has allocated £9.8m of un-ringfenced emergency grants to the Council in 2021/22. In addition, £9.0m is available from the 2020/21 allocation and £0.3m is available from sales fees and charges compensation funding. The table below summarises these sums, and expenditure commitments, and shows an unallocated balance of £4.0m.

	£m
2021/22 emergency funding allocation	9.8
Carry forward balance from 2020/21	9.0
Sales, fees and charges compensation	0.3
2021/22 Quarter 1 Finance & Performance Improvement report allocation	-6.8
2022/23 revenue budget report	-8.0
Other approved commitments	-0.3
Unallocated balance	4.0

150. 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.
151. We will need to keep a close grip on service pressures and understand the nature of these going forward as we prepare for the forthcoming budget process and future financial years. Non-recurrent funding should be used sparingly to support COVID recovery and service transformation. Close attention will be required to manage recurrent pressures and avoid committing to activities, which build costs pressures within the base budget.

Schools Funding & Dedicated Schools Grant (DSG)

152. The Dedicated Schools Grant (DSG) is predicted to overspend by £5.07m during 2021/22 to create a cumulative overspend of £14.12m. 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 and

Education Health & Care plan (EHCP) Top Up payments. The increase in spend for children placed in SEN out of authority placements, is due to a combination of levels of need and local schools provision, and there has been delays due to COVID-19 in delivering savings on Children with Disabilities (CWD) and Looked after children (LAC) placements as part of the Future Placements Strategy. There is a significant amount of work being completed at both operational and strategic levels. Operationally funding requests are now submitted to the multi-agency Joint Resource Panel, which has a mandate to ensure all local options have been explored prior to any SEN out of authority placement being agreed and also review the decisions made by the Trust in relation to CWD & LAC placements. There is an expectation that this will stem the flow and allow a greater grip on resource allocation. Strategically senior education leads in the council are liaising with schools around the devolution of elements of the DSG to ensure that locally there are the right services in place to support children, improving outcomes and reducing costs.

153. Since quarter 2 DSG was reported to Cabinet, the in-year projected overspend has increased from £4.16m to £5.07m. The main reasons for this are increases in specialist post-16 institution placements (£0.39m), increases in out of authority placements (£0.31m), increases in alternative provision placement costs (£0.22m) and mainstream Education Health & Care Plan top-up funding (£0.2m), based on payments to date and growth for the remainder of the financial year, as well as increases to numbers attending North Bridge Enterprise College (£0.18m), offset partly by reduced costs on Big Picture learning provision (-£0.20m).
154. Whilst the overspend position is significant it is not uncommon to other LA positions. In the last 2 years the Government has recognised the position that many LAs face on their High Needs Block and have increased the DSG High Need Grant to LAs with Doncaster receiving an extra £5m in 2021/22 compared to 2020/21 levels and a further £6m in 2022/23. Based on latest Department for Education (DfE) guidance the projected increases to the grant for future years have been reduced to a 5% increase in 2023/24 and 3% in 2024/25. The current high needs medium term plan currently shows an overall deficit position of £8m at the end of 2024/25, however this includes an in year surplus during 2024/25 of £4m which if that remains would mean the balance on the DSG could be cleared by March 2027, so within 5 years (assuming current costs & growth estimates do not increase further than currently planned). Work continues over the DSG medium term financial plan to review expenditure levels, with the aim being to achieve a balanced budget position across the next 5 years.
155. During quarter 3 Doncaster's maintained schools have applied and received notification of additional funding from the Department for Education as follows:-
 - a. Senior Mental Health Lead Training grant of £0.007m for 6 maintained schools.
156. These sums will be paid to schools during quarter 4.

Reserves

157. Recently Doncaster Culture and Leisure Trust (DCLT) have embarked on a capital investment programme to refurbish their facilities and bring the building to modern fresh standard. This includes Rossington pool which is undergoing £0.690m of investment works. As the old Rossington youth club building is connected and shares some services, the pool refurbishment presents a unique opportunity to develop the site as a community hub.
158. To enable this to become reality condition surveys have identified £0.374m of works to bring the building back into use. Once works are undertaken and the building commissioned, DCLT will take on operation resulting in a facility that is flexible, working alongside the pool, providing not only opportunity for young people to re-engage but the wider community. This report recommends that a reserve is created for £0.374m to pay for the work.
159. This report also recommends the addition of £0.600m to the Business rates incentive scheme reserve. The reserve is a fund to facilitate incentives to potential investors where there is a clear demonstration that it would lead to a sustainable and substantial contribution to economic growth within the borough, with the main focus being increase to business rates and job creation. The £0.600m addition will provide funding for the next 3 years.
160. 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. A further balance of £0.169m has been released in quarter 3 and is included within the underspend discussed above.
161. In the 2020/21 quarter 4 Finance & Performance Improvement report the carry forward of various balances to be spent in 2021/22 was approved. An update of progress of spending these balances is shown in Appendix B – Finance Profile.

STRATEGIC RISKS

162. The register contains 12 risks all have been profiled for quarter 3. 11 risks have retained the same profile.
163. Through effective mitigation the combined impact of managing concurrent risks eg: floods, EU transition arrangements, Covid has reduced from 25 to a risk profile of 15.
164. The complete strategic risk profiles are attached as Appendix C.

OPTIONS CONSIDERED

165. Not applicable

REASONS FOR RECOMMENDED OPTION

166. 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

167. 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: 02/02/22]

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

FINANCIAL IMPLICATIONS [Officer Initials: RLI Date: 20/01/2022]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initial: SH Date: 02/02/2022]

170. 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: 03/02/2022]

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

HEALTH IMPLICATIONS [Officer Initials: RS Date: 02/02/2022]

172. 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: 24/12/22]

173. 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

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

BACKGROUND PAPERS

175. Not applicable.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

176. N/A

REPORT AUTHORS AND CONTRIBUTIONS

Sennette Wroot, Senior Policy & Insight Manager

Tel: 01302 737006, E-mail: sennette.wroot@doncaster.gov.uk

Matthew Smith, Head of Financial Management

Tel: 01302 737663, E-mail: matthew.smith@doncaster.gov.uk

Debbie Hogg
Director of Corporate Resources



CLEANER AND GREENER

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(E&E) Recycling rate for household domestic waste	Q3 2021/22	↓	↑	47%	50%	⚠
(E&E) Percentage of sites meeting the required standards when assessed according to the LAMS performance grading system	Q3 2021/22	↑	↑	64%	80%	⛔
(E&E) Percentage of fly tips investigated and removed within 7 days from public areas	Q3 2021/22	↑	↑	95%	65%	✅
(E&E) No. of parks with 'Green Flag' status across the Borough	2021/22	↑	↑	4	4	✅
(E&E) No of Trees digitally plotted on the Treewise system	Q3 2021/22	↓	↓	0	2500	⛔
(E&E) Area (m2) of Local Authority land allowed to naturalise / wild flower.	Q3 2021/22	▬	↑	1,537,781	1,400,000	✅
(E&E) Percentage of Quarterly Mechanical Playground inspections carried out	Q3 2021/22	↑	↑	100%	90%	✅
(E&E) Successful household waste and recycling collections made on time	Q3 2021/22	▬	↓	99.83%	99.9%	⚠
(E&E) Overall satisfaction score. National Highways and Transportation survey - Highway maintenance	2020/21	↓	↓	48%	49%	⚠
(E&E) Complete all Environmental Permitting regs permit visits within DEFRA required timescales. - Climate control regime	2020/21	New Annual Figure		85%	100%	⛔



SKILLED AND CREATIVE

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(L&OCYP) Percentage of pupils accessing good or better education (PRIMARY SETTING)	Current suspension of routine OFSTED inspections					
(L&OCYP) Percentage of pupils accessing good or better education (SECONDARY SETTING)	Current suspension of routine OFSTED inspections					
(L&O:CYP) Percentage of children accessing their entitlement to free childcare' (2 year olds)	Q3 2021/22	↑	↑	87%	82%	✓
(L&O:CYP) Percentage of children accessing their entitlement to free childcare' (3 & 4 year olds)	Q3 2021/22	↑	↑	97.1%	95%	✓
(L&O:CYP) The percentage of early years provider rated Good or Outstanding by Ofsted	Q3 2021/22	↑	↑	99%	98%	✓
(L&O:CYP) (NEW) Special Educational Needs Team - Education, Health and Care Plans Issued Within 20 Weeks EXCLUDING Exception Cases	Q3 2021/22	↓	↓	38.10%	100.00%	✗
L&O:CYP) % of children with first choice school placement in Reception	2019/20	↑	↑	97%	94%	✓
(L&O:CYP) % of children with first choice school placement in Secondary	2020/21	↑	↓	88%	95%	⚠
(L&OCYP) Percentage of pupils achieving Age Related Expectation in RWM Combined at KS1	2020/21	▬	↑	65%	65%	✓
(L&OCYP) Percentage of pupils achieving Age Related Expectation in RWM Combined at KS2	2020/21	▬	↑	60%	64%	⚠



SAFE AND RESILIENT

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(E&E) Principal roads not requiring major maintenance	2020/21			98%	98%	
(E&E) Non-principal roads not requiring major maintenance	2020/21			98%	96%	
(E&E) % Estate roads in good to fair condition	2020/21			83%	76%	
(AH&W) Total number of Domestic Abuse referrals into the hub per quarter	Q3 2021/22			504	250	
(AH&W) Percentage of IDVA clients engaging with the service.	Q3 2021/22			82.63%	80%	



PROSPEROUS AND CONNECTED

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(CR) Percentage of Non-domestic Rates Collected	Q3 2021/22	↑	↑	95.82%	96.00%	⚠
(E&E) Processing of planning applications: Major applications	Q3 2021/22	↑	↑	94.59%	94.00%	✓
(E&E) % Licensing Act 2003 applications processed within statutory timescales.	Q3 2020/21	▬	▬	100%	100%	✓
(AH&W) Number of people with a learning disability helped into work	Q3 2021/22	↑	↓	4.73%	6.7%	⛔



HEALTHY AND COMPASSIONATE

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(AH&W) Waiting time for completion of an assessment	Q3 2021/22	↓	↓	52.00	42.00	⬮
(AH&W) We will ensure you have an annual review of your care.	Q3 2021/22	↓	↓	56%	75%	⬮
(AH&W) Proportion of people using social care who receive direct payments	December 2021	↓	↓	26.9%	25.7%	✓
(AH&W) Permanent admissions into residential care per 100,000 (18-64 year old)	Q3 2021/22	↓	↓	11.34	14.09	✓
(AH&W) Permanent admissions into residential care per 100,000 (65+ year old)	Q3 2021/22	↓	↓	603.0	502.5	⬮
(AH&W) Proportion of adults with a learning disability who live in their own home or with family	Q3 2021/22	▬	↑	87%	81%	✓
AH&WB) Average number of 'verified' rough sleepers (rough sleepers seen bedded down in last 7 days) - average for the quarter	December 2021	↑	↑	20	14	⬮



FINANCE PROFILE

Adult Health and Well-Being Revenue		Quarter 3 2021/22		
		Gross Budget	Net Budget	Variance
		(£m)	(£m)	(£m)
✓	Adults Health & Wellbeing Total	133.587	66.453	-0.029
✗	Adult Social Care	66.644	50.243	0.940
✓	Communities	64.936	40.122	-0.972
✓	Director Of Adult Services	0.904	-24.543	0.003
✓	Director Of Improvement	0.000	0.000	0.000
✓	Localities	1.102	0.630	0.000

Adults Health and Well-Being Capital		Quarter 3 2021/22			
		Budget	Projection Q3	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✓	Adult, Health & Well-Being Total	6.5	6.1	19.9	21.8
✓	Adult Social Care	6.0	5.4	19.9	21.8
✓	Communities	0.4	0.6	0.0	0.0
✓	Modernisation and Commissioning	0.1	0.1	0.0	0.0

Public Health Revenue		Quarter 3 2021/22		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Public Health Total	32.619	5.080	-0.759
✓	Public Health	32.619	5.080	-0.759






Public Health Capital		Quarter 3 2021/22			
		Budget	Projection Q3	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✓	Public Health Total	3.7	3.7	0.0	7.3
✓	Leisure Services	3.7	3.7	0.0	7.3






Corporate Resources Revenue		Quarter 3 2021/22		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Corporate Resources Total	121.238	26.722	-0.140
⚠	Customers, Digital & ICT	76.288	10.782	0.541
✓	Corporate Resources Director	0.535	0.190	-0.211
✓	Finance	26.683	1.849	-0.146
✓	Hr, Comms & Exec Office	6.414	5.112	0.020
✓	Legal & Democratic Services	7.078	4.748	-0.156
✓	Policy, Insight & Change	4.240	4.040	-0.188










Corporate Resources Capital		Quarter 3 2021/22			
		Budget	Q3 Projection	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✓	Corporate Resources Total	11.8	8.8	1.6	4.6
⚠	Customers, Digital and ICT	3.9	3.4	0.8	1.6
✓	Finance	7.9	5.3	0.8	3.0
✓	HR, Comms & Exec Office	0.0	0.1	0.0	0.0
✓	Legal & Democratic Services	0.0	0.0	0.0	0.0

Economy & Environment Revenue		Quarter 3 2021/22		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Economy & Environment Total	100.872	43.889	-1.347
✓	Economy & Development	30.656	8.819	-0.816
✓	Director Economy & Environment	0.343	0.343	-0.034
✓	Environment	66.677	33.240	-0.417
✓	Strategic Housing	3.197	1.486	-0.080

Economy & Environment Capital		Quarter 3 2021/22			
		Budget	Projection Q3	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
✓	Economy & Environment Total	83.4	58.4	174.1	223.8
⚠	Economy & Development	28.3	14.7	25.9	39.5
✓	Strategic Housing	34.7	24.3	142.1	178.4
✓	Environment	20.4	19.4	6.1	5.9

Learning Opportunities, Skills & Culture		Quarter 3 2021/22		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Learning Opp, Skills & Culture Total	128.651	73.818	5.967
	Centrally Managed	6.973	0.278	-0.001
	Early Intervention & Localities	15.593	4.591	-0.140
	Educ Skills Culture & Heritage	44.459	13.437	1.162
	Childrens Services Trust	61.627	55.513	4.945

Learning Opportunities, Skills & Culture Capital		Quarter 3 2021/22			
		Budget	Q3 Projection	Budget Future Years	Projection Future Years
		£m	£m	£m	£m
	Learning & Opportunities - CYP Total	10.2	4.7	17.3	24.2
	Centrally Managed	0.2	0.1	0.3	0.6
	Commissioning & Business Development	7.5	3.5	10.1	22.1
	Partnerships and Operational Delivery	1.2	0.3	0.0	0.4
	Children's Services Trust	1.3	0.8	0.7	1.1

Council Wide Budgets Revenue		Quarter 3 2021/22		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Council Wide Budget Total	17.792	-69.578	-3.691
	Change Programme	0.000	-0.150	0.000
	Gnrl Financing/Treasury Mngmen	6.774	6.113	-1.659
	Levying Bodies/Parish Precepts	16.277	16.277	0.000
	Other Centrally Funded	4.799	-12.667	-0.215
	Revenue Costs Ex Capital Proggm	-21.185	0.000	0.000
	Technical Accounting	5.804	5.804	-1.520
	Business Rate Retention	0.000	-90.098	0.000
	Severance Costs	5.322	5.143	-0.297

Treasury Management Update – Quarter 3 2021-22

1. The estimated outturn for Treasury Management is an underspend of £1.659m on interest payable due to historically low interest rates and not replacing maturing loans due to being under borrowed, partly mitigated by lack of investment income. This underspend has increased since quarter 2 as following the balance sheet review undertaken the methodology of allocating the amount of under borrowing to the HRA has been revised. This is still in line with the budget available within the HRA. In line with the findings of the balance sheet review, we are now planning on some long term borrowing in this last quarter and the interest charges for this are included in the above forecast.
2. The Council remains under borrowed and on average in 2020/21 this was £66m, which was 11% of our Capital Financing Requirement (borrowing need). Due to a favourable cashflow position in the first half of the financial year and reliance on internal borrowing this level of under borrowing is now at £107m which is 18% of our borrowing need. Whilst this might be significantly higher than the previous year, the indications from our external Treasury Management advisors show this is comparable to other Metropolitan Authorities. Remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt. This minimises interest paid on external debt but is not a permanent solution and does carry some interest rate risk.
3. Although interest rate risk (risk of paying higher rates when borrowing is taken) remains low, there has been a slight increase in the Bank of England interest rate and there are indications of a potential further rise in the near future to mitigate inflationary pressures. This is been kept under review and borrowing will be undertaken if necessary to mitigate these risks. The initial indications are that the local authority to local authority lending market, which is where we would go to for short-term borrowing, remains relatively liquid. However, if this becomes squeezed it could force us to utilise the higher rates from the PWLB.

4. Borrowing

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

Doncaster Council Debt Portfolio and Maturity Profile as at 31st December 2021				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	13.71	60.004
12 to 24 Months	50	0	1.14	5.000
24 Months to 5 Years	50	0	8.26	36.168
5 Years to 10 Years	75	0	2.70	11.820
10 Years to 20 Years	95	10		51.262
20 Years to 30 Years				18.325
30 Years to 40 Years			74.19	154.301
40 Years to 50 Years				100.880
TOTAL			100.00	437.760

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

Investment

7. The investment portfolio can be seen in Figure 2. The investments are a mixture of call and notice accounts for liquidity and fixed rate bank investments.
8. The current average investment rate remains at 0.15% compared to the last financial year average return of 0.26%. This is due to the collapse of investment rates following the Bank of England Base Rate reduction to 0.01% at the beginning of the COVID-19 pandemic. Work remains ongoing to maximise our investments in line with the strategy agreed on 1st March 2021.
9. Treasury Management officers confirm that there have been no breaches of investment limits during this financial year.

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

Investment	£m
GOLDMAN SACHS	10.00
LLOYDS BANK	5.01
HANDLESBANKEN	27.00
SANTANDER UK	20.00
Total	62.01

Risks

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

Capital Programme Block Budget Allocations Quarter 3 2021-22

	Funding Source	Allocation of block budget 2021/22 £m	Allocation of block budget Total £m
<u>Learning Opportunities, Skills & Culture</u>			
Centrally Managed			
Castle Hills School – Drainage Works	Government Grant	0.067	0.067
DFE – Capital Maintenance Grant	Government Grant	(0.067)	(0.067)
Partnerships and Operational Delivery			
Ivanhoe Academy – New toilets	Government Grant	0.065	0.065
Maple Medical – Seedlings Offices	Government Grant	0.040	0.040
Auckley Academy – Sensory Room	Government Grant	0.002	0.002
DFE – New pupil Places	Government Grant	(0.107)	(0.107)
Commissioning and Business Development			
Longtoft School Lighting	Government Grant	0.002	0.002
Barnburgh School Safeguarding	Government Grant	0.001	0.001
DFE – Capital Maintenance Grant	Government Grant	(0.003)	(0.003)
Learning Opportunities, Skills & Culture		0.177	0.177

Virements for Elected Mayor / Cabinet / Portfolio Holder Approval

2021/2022 Quarter 3

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	General Fund re-aligned due to maximisation of COVID funding within services focusing on pandemic	AHWB CR	(648,000) 648,000

COVID-19 Funding and Doncaster Council allocations

Ref	Covid related funding stream	Description	Spend to date £'000
G1	COVID-19 pressures funding	Un-ringfenced funding to support discharge from hospital, children services, waste, homelessness and other COVID related services. Allocated £9.8m for 21/22.	3,744
G2	Sales, fees and charges compensation	Where losses are more than 5% of a council's budgeted income for sales, fees and charges, compensation will be paid at 75%. Only available for first 3 months of 21/22.	255
G3	Local Council Tax Support Scheme (known as Hardship Fund in 20/21)	£670m allocated nationally, of which Doncaster's allocation is £2.79m. Provided to local authorities in recognition of the extra cost to them of local council tax support at a time when more households are facing financial difficulties because of the pandemic. There are no specific requirements connected to the grant regarding the design of local council tax support schemes for 2021/22	2,791
BR10	Business Restart Grant	On 3 March 2021, Government announced the introduction of grant support for non-essential retail, hospitality, accommodation, leisure, personal care and gym businesses in England. This support will take the form of a one-off grant funding scheme in Financial Year 2021/22.	15,181
S18	Welcome Back Fund	Funding to support the safe return to high streets. Builds on the £50m Reopening High Street Safely Fund. The fund will allow local authorities to put in place additional measures to create and promote a safe environment for local trade and tourism, particularly in high streets as economies reopen, including improving green spaces and providing more outdoor seating areas, markets and food stall pop-ups – giving people more, safer options to reunite with friends and relatives.	277
S19	Local Support Grant	In April 2021 govt allocated a further £40m to extend the scheme extend the Winter Pressures Grant to June 2021 (and to rebrand it as Local Support Grant). The Local Support Grant has the same eligibility criteria and reporting requirements as the Winter Pressures Grant. Doncaster allocated £283,179. Further £1.133m received to extend to August 21. Further round of £500m announced by govt in October 2021 - details within row 54 for the Household Support Grant.	1,416
S1	Infection Control & Testing fund	Merges previous Infection Control Fund (S1) and Rapid Testing Fund (S15). Additional £341m provided nationally to extend the schemes until June 2021. Purpose of the fund is to reduce the rate of COVID-19 transmission between care settings and conduct rapid testing of staff and visitors to care homes, high risk supported living and extra care settings. Doncaster allocated £1,881,405 Further allocation for July-Sept 21 £1,367,761 - rule 16 KDR signed by Mayor (and allocations processer) but not Cllr Kidd. Further allocations for Oct-Mar 22 £2.114m incl IPC £1.282m, Rapid testing £0.690 and vaccine funding £0.142m - rule 16 KDR required (also to cover Jul-Sept unpublished decision) - signed 9th November 2021.	3,741

Ref	Covid related funding stream	Description	Spend to date £'000
S17	Wellbeing for Education Return (grant from DHSC)	<p>£39,080 received in 21/22.</p> <p>This further funding is intended to be spent on local wellbeing and mental health expertise and resources in the 2021/22 financial year, to:-</p> <ul style="list-style-type: none"> - Guide local schools and colleges on the best use of their recovery and pupil premium funding, helping them navigate existing provision and available support for wellbeing and mental health. We would, for example, encourage you to provide schools and colleges with clear information to understand the local approach and offer to education settings on children and young people's wellbeing and mental health, with a local directory to help them access local support and services, and easily find wider evidence-based approaches and resources. - Continue to deliver or expand previous Wellbeing for Education Return training, for instance, to reach remaining local schools and colleges, cover subjects where settings are seeking more support, or support setting leads to cascade training onwards within their setting - Provide ongoing support and advice for schools and colleges that need it and helping them establish sustainable ways of working together and with longer term services. - Support schools and colleges to plan for, conduct or refresh local assessments of current and anticipated needs, including existing provision, gaps and an understanding of how to measure and meet needs on an ongoing basis. 	18
S20	Elections	Funding to cover the additional costs of holding the May elections during the COVID-19 pandemic.	102
	Contain Outbreak Management Fund	<p>Ongoing financial support to local authorities through the COVID-19 Test and Trace Contain Outbreak Management Fund Grant was confirmed in May 2021. This is an extension to the previous Contain Outbreak Management Funds received in 2020/21. The Fund supports proactive containment and intervention measures.</p> <p>A detailed plan is in place.</p> <p>Expenditure to date is nil as the £4.7m balance carried forward from 20/21 is being spent first.</p>	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.	1,024
S9	Self-Isolation Payment Scheme / Test and Trace Support Payment Scheme	£500 to be paid to those with a Track & Trace number only and/or an in-work benefit or suffering financial hardship.	1,657
S10	Practical Support Grant	Ring fenced grant which is expected to be used to help councils ensure people self-isolating have access to practical, social or emotional support. Also provide a medicines delivery service to help clinically extremely vulnerable people to provide essential deliveries for self isolators	227

Ref	Covid related funding stream	Description	Spend to date £'000
S11	Household Support Grant	In October 2021 govt allocated a further £500m to extend the scheme (previously the Winter Pressures Grant and to the Local Support Grant). The Household Support Grant has similar eligibility criteria and reporting requirements as the Winter Pressures Grant and the Local Support Grant. Doncaster's indicative allocation £2,989,273.	312
S12	Workforce Recruitment and Retention Fund for adult social care 21/22 (round 2)	Doncaster allocated £1.022m in October 21 grant is payable in two instalments, 60% in November and 40% in January 2022 subject to the authority having completed a return to DHSC by 14 January. All expenditure financed by this grant should be incurred on or before the 31 March 2022. Any funds not used at this point will be recovered by the Department of Health and Social Care (the department).	0
S13	Workforce Recruitment and Retention Fund for adult social care 21/22 (round 2)	Doncaster's allocation of the ring-fenced Adult Social Care Workforce Recruitment and Retention Fund is £1,887,350, which will be received in January 2021 (70%) and February 2022 (30%). All expenditure must be incurred by 31/3/22 as per round 1 funding.	0
S14	Adult Social Care - Omicron Support Grant	Announced 29/12/21, details/allocation/conditions yet published 10th January, nationally £60m. Doncaster allocation £377,470.	0
	Omicron Hospitality and Leisure Grant	On 21 December 2021, Government announced the introduction of grant support for hospitality and leisure businesses in England. The scheme provides support to hospitality, leisure and accommodation businesses, in recognition that the rise of the Omicron variant means that some businesses are likely to struggle over the coming weeks. This support will take the form of a one-off grant funding scheme in Financial Year 2021/22.	0

Carry forwards from 2021/22 – Progress update

Narration	Purpose of the EMR	Balance as at 1/4/21	Estimated Balance as at 31/3/22	Update
Leisure Park Ph2 Plot 6 Service charge	£300k received from sale of Plot 6 Lakeside for the future ongoing maintenance / enhancement / improvements including renewing the soft landscaping around the lakeside.	-300,000	-300,000	Assets and Design are working on proposals to spend this year on a programme of works including the replacement of landscaping.
Port Transition Funding	DEFRA grant to support Port Health Function during Brexit Transition	-191,160	0	"The service is still awaiting a decision from DEFRA as to approval of the Railport as a Border Control. This decision was expected at the beginning of December 2021, however no response has yet been received. A meeting is taking place in January with a DEFRA rep so they may have a better idea of the situation once this meeting has taken place. If approval is granted the service then need to have discussions with the Railport as to the build timetable which will then determine the spend profile from the reserve.
Music Services Insurance	Insurance monies received to purchase new musical equipment that were lost in floods.	-134,360	0	Fully Drawn Down as goods expected to have been received this year.
COVID-19 Wellbeing Education Return grant	COVID Wellbeing Return to Education Grant received during the year. The monies will be used to meet the objectives of the grant.	-44,740	-13,000	Fully drawn down but to date no charges have been received from the Children's Trust for the Bereavement Services, some of these should be made this financial year but its not certain as to the amount, if all charges are not made then there will be monies to be carried forward. There has been new grant for 21-22 of £39k to fund a VI officer on a one-year contract and £13k will be needed to fund this post into 22-23.
Diamond / Solar Centre	The Local Authority and Doncaster CCG are jointly funding the spend on the Diamond Centre provision and continue to review the service. Monies are being carried forward in order to meet committed spend in 2021/22.	-674,370	-674,370	Meeting between CCG, RDASH and DMBC (CFO) in November 2021, to discuss usage of this EMR, has now confirmed that the review work involved by RDASH has been delayed due to COVID and the expected draw down should now be in 22/23.

Narration	Purpose of the EMR	Balance as at 1/4/21	Estimated Balance as at 31/3/22	Update
Fleet Electric Vehicles / Infrastructure	Reserve created for future Electric Vehicle pool car purchases and infrastructure development. Delayed in 20/21 due to COVID-19 but under review to establish working practices and vehicle demands post COVID-19.	-410,000	-410,000	Delayed in 20/21 and 21/22 due to changes to working practices following COVID-19 and means expenditure has been delayed to ensure it fits with the authority's working requirements. At this stage it is anticipated that pool car replacements may be around half of the original budget requested, however any surplus will be required for the electric vehicle infrastructure. The budget holder has confirmed that there will be no spend against this reserve until 2022/23.
COVID-19 Test & Trace Grant	This reserve has been established to continue to fund COVID 19 test & trace activity into 2021/22 and support costs associated with dealing with the pandemic	-2,233,750	-518,030	There is now a slippage in spend in 21/22 and following a further carried forward confirmation by DHSC the balance is required to help with the continued pressures associated with COVID-19 in 22/23
COVID-19 Contain Outbreak Management Fund	This reserve has been established to continue to fund COVID 19 related activities into 2021/22 and support costs associated with dealing with containing further outbreaks of the pandemic	-4,742,350	-1,552,870	There is now a slippage in spend in 21/22 and following a further carried forward confirmation by DHSC the balance is required to help with the continued pressures associated with COVID-19 in 22/23
COVID-19 Community Champions	This reserve has been established from the Community Champions Government Fund which aims to support a range of interventions to build upon, increase or improve existing activities to work with residents who are most at risk of COVID-19 and will be spent in 21/22	-317,430	0	This reserve is expected to be fully spent in 21/22 as per the conditions of the funding.
Digital Recovery & Renewal	The reserve was created to roll forward grant for Digital Recovery & Renewal.	-170,000	0	Used towards Local Solutions Lab. A 1 year project to create an intelligence led approach to produce innovation, expertise and creativity and create data products to be embedded into the Council's operating model to improve outcomes. A combination of PIC and Digital posts, recruitment has commenced. There is currently an estimated spend of £145k in 21/22 so funding may need to be returned to reserves and carried forward to 22/23.

Narration	Purpose of the EMR	Balance as at 1/4/21	Estimated Balance as at 31/3/22	Update
COVID-19 Track & Trace Support Payment	COVID-19 Test & Trace Support Payment - Discretionary Payments. The Government funded a scheme to make payments available to individuals who are asked to self-isolate due to a positive COVID-19 test result (or a parent/guardian of an isolating child), who suffer a financial loss through not being able to work during the isolation period. This reserve relates only to the discretionary element of the scheme, funded by an unringfenced government grant.	-305,260	0	The approved Council support scheme was in place and payments were made to claimants during quarters 1 & 2. Funding now fully spent.
COVID-19 Business Grants	COVID-19 Business Grants - Doncaster specific schemes to support local businesses - Sheffield City Region (SCR) paid the full £844k Additional Restrictions Grant (ARG) discretionary allocation to Doncaster in 2020/21 and so the unspent balance has been carried forward to be spent in 2021/22.	-529,180	0	All spent in quarter 1 on discretionary business support grants, with nil balance remaining.
Adwick SEC Capital Programme	This was an agreed Revenue Contribution to Capital during the budget setting process for 20/21. The scheme slipped and will incur expenditure in 2021/22.	-250,000	0	Will be used for financing the Adwick SEC Capital Scheme at the end of the financial year 21/22. The scheme started early September and on track. Anticipated to be fully utilised in 21/22.
One Adoption hub funds	Yorkshire and the Humber Regional Adoption and Special Guardians Leadership Board (RASGLB) agreed that the all funds relating to the One Adoption Hub would be sent to Doncaster following the termination of the service. The funds have been paid for by the 15 local authorities and voluntary agencies who were	-13,540	-13,540	Yorkshire and the Humber Regional Adoption and Special Guardians Leadership Board (RASGLB) will determine how the funds relating to the One Adoption Hub, held by Doncaster, will be used in the future. Still no plans in place yet as to how this funding will be spent.

Narration	Purpose of the EMR	Balance as at 1/4/21	Estimated Balance as at 31/3/22	Update
	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.			
One Public Estate Programme	Grant received from Govt in March 20/21 to fund masterplanning for Doncaster Council, RMBC and BMBC	-360,000	-60,000	Grant received from Govt in March 20/21 to fund masterplanning for Doncaster Council, RMBC and BMBC. All funds drawn down in year apart from the Sustainable Grant element which will need to be paid back to the funder in future years as per MoU.
Economic Recovery Grants	The reserve is to fund Economic Recovery Grants in 21/22 in support of the Sheffield City Region Gainshare scheme which will pay up to £5,000 to businesses affected by COVID 19.	-637,000	0	This reserve is in addition to a further balance of £635k which is expected to be received in revenue within this financial year. It is the intention to allocate £1.2m in Economic Recovery Grants in 21/22 & Q1 22/23 Actual spend as at Q3 is £370k which has assisted 84 companies, agreements are now in place to the value of £791k and the team are chasing the claims evidence to finalise these. Business Doncaster is currently working with a further 104 applicants and will open up for further expressions of interest in February for the remainder of the funds. There are 108 companies that did not convert from expression of interest to an application mainly due to non-engagement with their allocated advisor. Getting products from suppliers as well as Omicron impacts has slowed down the conversion times from applications to claims
COVID-19 Clinically extremely vulnerable grant	Clinically Extremely Vulnerable (CEV) Covid Grant monies (unringfenced grant) received in year, expected to be spent in 21-22.	-974,710	-100,000	A Cabinet report has been approved for the use of these grant monies, it is managements intention that all monies are spent by March 22, this does depend on reaching agreements with some providers re use of the grant. There is around £100k remaining from an earlier CEV grant and currently there are no plans developed to use this balance so this will require spending in 2022-23.



STRATEGIC RISK PROFILE

Rows are sorted by Risk Score – highest to lowest

Failure to successfully prevent a major cyber attack



Current Profile

25

Target Profile

6

Trend



The assessment score unfortunately 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;
- Carrying out exercise scenarios to test and improve response plans;
- Ensuring all staff and Councillors undertake necessary training and are vigilant at all times; and

An Awareness Session was held with Councillors this quarter to increase knowledge around mitigating actions, level of risk and how everyone needs to play their part.

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



Current Profile

25

Target Profile

20

Trend



Current Position: Covid response is now being considered more holistically as part of the Autumn and Winter pressures response and preparation given that national restrictions have ceased in line with the HMGs roadmap. TCGs are still taking place weekly with the current focus being the Omicron wave. T&R is being reviewed constantly to ensure the document is relevant and reflects cell positions. The revised TRA takes account of both the T&R as well as the 'cell' updates and amalgamates both documents.



EU transition work is ongoing in the background with the most recent change in imports/exports being introduced in Jan 2022. R&E is managing work pressures at the airport as well as providing advice and guidance to ongoing and future activities at the lport. This is in-line with the requests by OPSS for EU exit related work streams.

Flood risks are being reviewed as part of the winter response and planning meetings. Exercises are being conducted and training is also being provided at various operational and strategic levels. Current flooding risk is 'Green', although the next 3 monthly weather update could lead to a change in risk.

Mitigating actions:

Outlined above.

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

	Current Profile	20	Target Profile	10	Trend	
<ul style="list-style-type: none"> Doncaster Safeguarding Children Partnership - Strategic Business Action Plans, work continues to be directed and driven by the identified subgroups of the Doncaster Safeguarding Children Partnership to meet set target and timescales. Work continues in the Key areas to improve outcomes, e.g Neglect Strategy and Child Exploitation. Strategies are being revised and will be launched through the partnership during 2021-22 in line with the priorities set by the Doncaster Safeguarding Children Partnership. Neglect Steering Group has been reformed and this includes a DCST Internal working group to ensure working with Neglect remain a priority. 'Neglect Operational Group' has been developed within Doncaster Children's Services Trust (DCST) and 'Neglect Champions' to be created across all social care teams commencing in Q4. Graded Care Profile 2 contract agreed with NSPCC, Train the Trainer events to commence in Q4 across partnership; Task & Finish group (membership developed) to review national/local examples & develop Doncaster Graded Care Profile 2 Strategy, Implementation & Training Plan. The Neglect subgroup continues to monitor work progress on the Voice of the Child and Graded Care Profile2 programme which will be implemented across the partnership in Q4. The Neglect strategy will be launched in Q4 as part of a wider a Doncaster Safeguarding Children Partnership conference event in April 2022. Proposal of a Graded Care Profile 2 Coordinator role to be explored and agreed and role developed in Q4. The Independent Chair's review of the subgroup structure was completed and endorsed by the Doncaster Safeguarding Children Partnership Board and will be shared with the Chief Officers Safeguarding Oversight Group (COSOG) in Q4. There are now 8 subgroups that sit within the Doncaster Safeguarding Children Partnership. The Business Unit is working closely with all Chairs to review Terms of reference and memberships. Transition plans are in place so that the work undertaken in the Improvement Board is sustained. Work continues to transition from the Performance Improvement Board to the Doncaster Safeguarding Business Unit. Monthly meetings between Performance Improvement Board & Doncaster Safeguarding Children Partnership have continued The CE Strategy - Implementation Plan will be driven by a set of partnership Task & Finish groups, each with a focus of work. Safeguarding Business Unit reviewed Doncaster Safeguarding Children Partnership Procedures and updated all relevant procedural documents in line with revised Government legislation & guidance. 3 Doncaster Safeguarding Children Partnership procedures were reviewed by partners and revised and added to Doncaster Safeguarding Children Partnership website and disseminated across partner agencies. In Q4 - Safeguarding Business Unit Manager/Deputy Mangers will be reviewing all other safeguarding policies & procedures to update and revise accordingly in line with legislation and national & local guidance; this objective will then be transferred to the responsibility of the Policy & Procedures subgroup in Q4 in order to provide sufficient engagement with practitioners from partner agencies providing experience & expertise contribution which will be central to policy and procedure development. The Doncaster Safeguarding Children Partnership has approved the Annual Report 2020/2021 and requires endorsement from the Chief Officers Safeguarding Oversight Group (COSOG) in early Q4 for publication. In Quarter 4, the Independent Chair for Doncaster Safeguarding Children Partnership and Doncaster Safeguarding Adults Board Independent Chair will review the current Strategic Plan from January 2022. Improved joint working between the LADO service and SBU will commence in Q4 after completion of Service Level Agreement. The requests for statutory assessment for Education Health plans have increased dramatically, year on year Sept 2020 to Sept 2021 there has been a 17% increase, this has resulted in the number of Education Health and Care Plans in Doncaster increasing overall by 10%. Complexity of cases continue to be an issue resulting in the increased reliance of out of borough placements. This is in the context of a national shortage of suitable placements, which means that the placements that we source are more costly . There are challenges in recruiting staff to key posts. Recruitment of qualified and experienced social workers is a national issue. There are a range of measures in place to respond to this including step up to social work and expansion of the academy that supports newly qualified social workers. 						

- Significant work has been undertaken in the Front Door to ensure children are safeguarded and ensure right help at the right time. This has seen an increase in families accessing Early Help.
- Threshold documents has been refreshed and training will be provided across the partnership in Q4
- Safeguarding concerns have been raised in relation to a specific placement (private) provider. This will be the subject of a national Child Safeguarding Practice Review that will be led by Dame Christine Lenehan. In advance of the decision that a national review would be undertaken an independent review of the local response to previously reported concerns re the provider was undertaken. This identified issues with regard to the LADO response in the period up to 2020.
- The Quality Impact Assessment used to audit Out of Authority placements is being reviewed with wider service area input to further refine the evidence collected and sharpen the Safeguarding focus. The annual quality assurance assessment for providers of independent education placements has been reviewed safeguarding Policies and Procedures prior to annual monitoring visit and providing recommendations where further development is required.
- The children in care team have seen an increase in children coming into care. Last quarter there were a number of children who entered care who were electively home educated. Virtual School officers worked closely with social workers and admissions to secure the best educational provision.
- Language support have a skilled bank of bilingual staff who can translate for schools during welfare calls and are available to support schools to communicate better with families.
- With the increased likelihood of school closures or partial closures due to the increase in infections, there is a need to ensure a renewed partnership approach to minimise this risk. This is happening through the CEO/ Head teacher meetings and subsequent actions, including the provision of welfare calls.
- Levels of demand for mental health support for young people are increasing at this time and we are working with schools and the wider partnership to strengthen the approach at all levels. Whilst performance for absence measures has been in line with the national figures for most measures, we acknowledge that increased absence creates greater risk and we are working with schools in order to intensify the response to attendance and engagement challenges for young people through a renewed partnership strategy.

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, and impact of the new Omicron variant, continues to affect services and service delivery. Work continues with Public Health & Strategic Commissioning and Adults, Health and Wellbeing directorates, via relevant meetings, to review and monitor the work on a regular basis. The Business Partner meets regularly with Directors and the Leadership teams to ensure that updates are provided and received to 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



Business & Economy

Awaiting Update

Communities

Awaiting update

Individuals

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

Key mitigation – Continue to work towards low COVID through COVID control plan; utilise community development approaches including DLUHC funded community connectors to support households; promote grants to support isolation; delivery of new Household Support Grant, updating COVID vaccination approach to focus on inequalities – those population most adversely impacted; renewal board escalating work on poverty; developing the Borough strategy in a way that ensures no one is left behind. Continued use of COVID control monies to provide humanitarian support, respond to domestic violence and alcohol misuse. Secure additional monies from OHID (Office of Health Improvement and Disparities) and DLUHC to support public mental health, weight management and rough sleeping. Three of four elements of Community Renewal Fund successful. Poverty Recovery strand of the Renewal Board making good progress, position statement to be produced.

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



Current Profile

12

Target Profile

12

Trend



Current Position

The assessment of risk has not changed as there has been further disruption to learning during the second half of the Autumn Term with some schools forced to revert to remote learning due to high rates of infection particularly amongst secondary age pupils. This disruption is likely to continue given the current very high rates of infection amongst pupils and staff. This sustained period of uncertainty and disruption will continue to have an impact on formal achievement rates and outcomes in 2022 particularly if a full programme of exams and formal assessments are in place.

Mitigating Actions

Schools continue to provide full time face to face education for all pupils wherever possible. Where this is not possible remote learning is in place. As a service we continue to support schools through providing regular guidance and support.

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. Investment strategy and other key funding streams that increase the connections and maximise the benefits for Doncaster.

Continued participation at MCA meetings and theme boards, LRF learning and development sessions and close local collaboration all help to bring closer and more effective outcomes moving forward including work on a place based investment plan.

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 increased again this quarter across all directorates including self-isolation impact from omicron variant. Relevant support activity is in place to manage this without any major disruption to services. Although the resilience, health and wellbeing of staff continues to be monitored.

Continuing to experience some recruitment difficulties in some service areas specifically social care and digital specialists.

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 levels and relevant support measures in place and business continuity plans to ensure all critical services remain operational.
- Regular supervision, team meetings and communications provide support and build resilience through quick identification of emerging issues

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



Current Profile

10

Target Profile

5

Trend



Current Position: no change to risk level or the mitigating actions.

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

Mitigating Actions:

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

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 quarter 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 (*****NEED TO CHECK THIS ONCE KNOWN*****) but, should this projection remain the same later in the year, there are measures available that mean a balanced position can be achieved (i.e. releasing earmarked reserves, use of corporately held contingencies and in-year savings).

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

9

Target Profile

6

Trend

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. 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 have agreed the Borough Strategy and have an agreed position for Team Doncaster and further plans to consider a refreshed operating model for Team Doncaster early in 2022.

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.
- Renewal Board Priorities agreed
- Borough Strategy Agreed
- Workshop Planned with Team Doncaster Feb 2022

Failure to maintain and improve the management of health and safety may impact on the Council's ability to mitigate risk to both colleagues and members of the public and our inability to deliver effective services**Current Profile**

8

Target Profile

4

Trend

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

The H&S team are currently supporting services to meet the H&S requirements under the Governments COVID-19 Response: Autumn and Winter Plan 2021 guidance by providing advice on implementing updated guides, providing template risk assessments and reviewing risk assessments, including:

- . Review of Service H&S requirements in line with the Govt Autumn and Winter Plan guide requirements,
- . Continued support with the review of service risk assessments and COVID-19 mitigating controls,

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

The Civic Building risk assessment has been reviewed to include Govt guidance for the Autumn/Winter Plan with input from Corporate Landlord, PH, HR and the Trade Unions. This will be continually reviewed by all parties, which includes Public Health monitoring/reviewing cases, and where any outbreaks are identified appropriate action will be communicated and taken.

Where beneficial some H&S Training continues to be delivered through MS Teams. Other training that benefits from face-to-face delivery is being carried out under a covid secure risk assessment at the Mary Woollet Centre, and other suitably assessed venues, candidates are recommended to take a LFT at home before face to face training or at the MWC prior to the training session.

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

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

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

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

There continues to be a security presence at Hatfield Colliery to ensure public safety, mitigate anti-social behaviour and unauthorised access to the remaining headstocks and ancillary buildings. Discussions have started with Hargreaves JV on the future of the colliery site and links with the Stainforth Town Deal.



GOVERNANCE INDICATORS – Whole Authority

Whole Authority	Value	Target	DoT	Traffic Light
Sickness – Days per FTE	11.40	8.25	↓	⬛
PDR Completion - % of workforce with a PDR recorded	89%	95%	↑	⬛
Internal Audit High Risk Level Recommendations	0	3	↓	⬛
Internal Audit Lower Risk Level Recommendations	12	39	↑	⬛
% of Large Transactions (over £25k) that are under contract	99.67%	100%	↓	✅
% of Freedom of Information Requests responded to within timescale	96%	95%	▬	✅

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31 March 2022

To the Members of the OSMC

Performance Challenge of Doncaster Children's Services Trust: Quarter 3, 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 key performance indicators that have been agreed as part of the contractual process.

EXEMPT INFORMATION

3. Not exempt.

RECOMMENDATIONS

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

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

BACKGROUND AND CURRENT POSITION

6. The Trust went live with Mosaic and the Signs of Safety forms in August 2021, making the transition from Liquid Logic. This resulted in a significant change in recording work for practitioners, with some of the elements of the forms being unfamiliar to users. Understandably, following implementation, there is a period of flux in terms of the availability of information and the familiarisation of the workforce with the system.
7. Mosaic is a very different system to Liquid Logic and staff have found the transition difficult, despite the fact that training was offered, staff confidence in using the system is variable. This transition has also been impacted by the Covid pandemic as staff are spending less time in the office so have less access to informal support to assist. In

order to address this from January 2022 two members of staff who were involved in the work to plan the transition to Mosaic have been seconded, (one full-time, one part-time) to work with teams and super users to improve staff understanding and compliance.

8. Issues around Mosaic are three-fold, there are issues with the system, such as pathways in the system are not all accurate meaning pathway cannot be progressed as expected, system issues are being addressed via the DIPs team in the Council. There are user issues, staff confidence in the system is variable, some completed the training a long time ago and not accessed refresher training and the third is the link Mosaic has to signs of safety which is more evolved that the training staff have access to in this domain. The issues here whilst are noted by DCST are the same issues for Early Help Staff within the Council.
9. Mosaic has also impacted upon performance data being available, and the data available being reliable. This report provides data for those areas where there is a degree of confidence about the accuracy of the information available. Continued activity is planned to address the quality of the data during between February and April 2022.
10. A Rapid Improvement Plan is being produced to address all the issues around Mosaic. The plan will be governed by the Council.
11. Where possible, performance is benchmarked against national, regional and similar authority statistics. Although national comparator data for the period 2021/2022 is not yet published, this is an area which will be further measured and compared when performance data is addressed within internal systems.
12. **Current Demand and activity levels – setting the context for Trust Operational and Financial Performance.**
13. Covid has impacted demand for children's social care services, with significant variances from quarter to quarter. The charts below seek to demonstrate changes in social care demand for different sections of the social care pathway, the reasons behind this, and the impact on services and children and families.

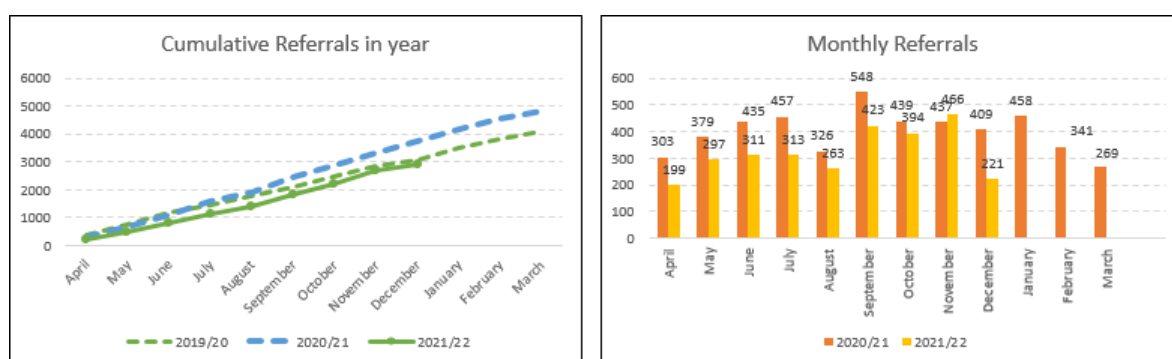


Diagram 1 – Referrals

14. Currently there is not extensive reportable data regarding referral numbers. The figures presented above are taken from multiple sources and provide indicative positions regarding demand.
15. What available data does suggest is that the position is stabilising at a level broadly similar to the referral rates prior to Covid. It should be noted however, that in addition to the data quality issues highlighted above this is a volatile measure. What is known,

is timeliness of contacts and referrals have increased and referrals are progressed in a much more timelier manner and this continues to be closely monitored.

16. The local guidance regarding thresholds has been subject to further review in order to respond to a challenge about where services for children in need sit within this continuum. This work has been progressed jointly by colleagues in Doncaster Children's Services Trust and Doncaster Council to ensure there is a consistent document that clearly evidences the practice at different levels. Chief Officers Safeguarding Overview Group (COSOG) approved the Doncaster Multi-agency Threshold Guidance and Levels of Need on 11 January 2022. The guidance has been disseminated across the partnership, uploaded onto the Doncaster Safeguarding Children's Partnership website, multi-agency training is scheduled for March 2022, and a YouTube video is in development to support staff awareness and understanding.
17. For children subject to a Protection Plan there is a higher degree of confidence about the accuracy of the reported position. That said, there is currently no validated way in Mosaic to end a plan at a point where a child moves to another authority or becomes looked after. A list of those cases continues to be maintained and overseen.



Diagram 2 – Child Protection Plans

18. Whilst there was an increase in the number of children subject to a plan during the course of 2021/22, this has started to decline since hitting a peak in August 2021 and reducing steadily in a positive manner. This positive trajectory is offset by the increase in the number of Children in Care. It is known that safeguarding is the key factor leading to children coming into care.
19. Despite the increase in the number of children subject to a Protection Plan, the Trust have continued to deliver good performance in terms of the timeliness of Initial Child Protection Conferences as demonstrated in Diagram 2 – Child Protection Plans. The diagram demonstrates that the Trust outperform the target of 95% by 3% with performance at 98% over the last 6 months.
20. There are currently 592 children in care, that equated to 15% (75 children) increase from the same period in 2020 (517 children).

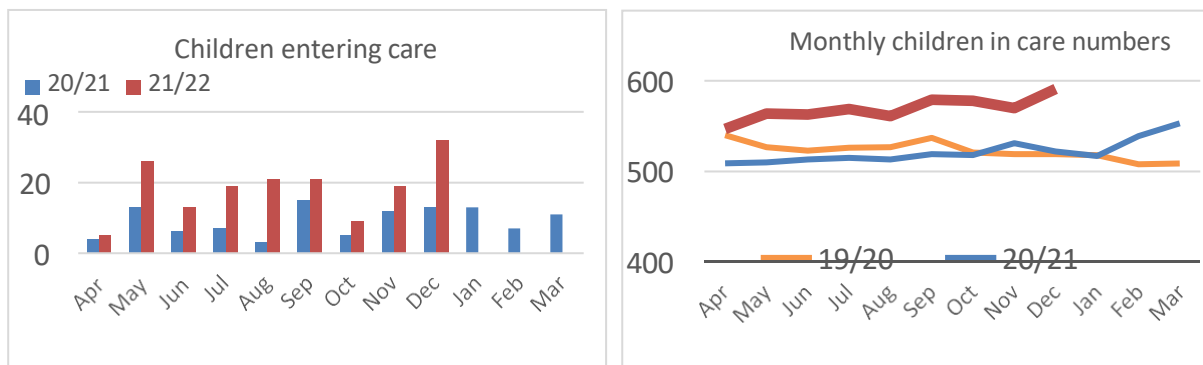


Diagram 3 – Children in Care

21. The rise in Children in Care continues to be a challenge, although in December we saw for the first time in a number of months that the number of children leaving care was greater than entering, and this continues to be a priority to ensure permanency plans for children are progressed in a timely manner.
22. The average caseload across the Trust in December was 16.4 cases per worker. On 31/12/21 there were 17 staff with 26 or more cases (25 cases or more is deemed to be a high caseload by national standard). This is an increase in the position reported at the end of quarter 2, where 14 social workers held caseloads at this level. Some case work remains extremely complex which whilst some caseloads are lower (on average) the complexities are high. Additional capacity has been agreed and recruited to so that is supporting the safe reduction of caseloads.
23. The figures set out in the graph below include social worker caseloads in the Inspiring Futures (Leaving Care) Service area. Figures for the Inspiring Futures Team relate to the number of young people allocated to a Personal Advisor.

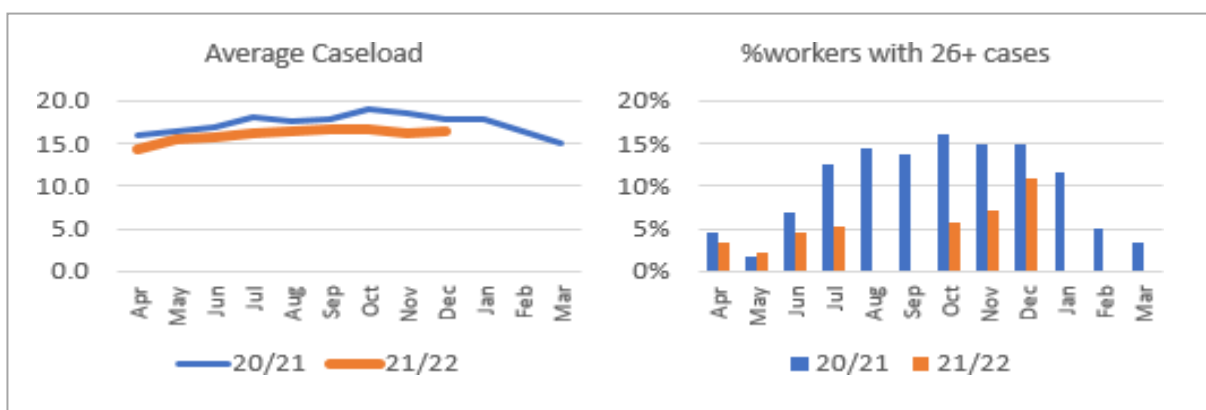


Diagram 4 – Social Worker Caseload

24. The Trust aspires for social workers to have caseloads of between 16 and 18. On 15/10/21, 58 out of 139 staff (41.7%) had caseloads in excess of 18. The national average number taken from the social workforce census in 2020 was 16.3. There are plans in place to look at smaller teams to enable improved management oversight, which will support case progression further.
25. The caseload report produced by the Trust does now include information about Parent and Family Support Services. This includes case allocated as Early Help but not cases which are co-worked with social workers, therefore only tells part of the story and this continues to be progressed for future reporting.

26. **Summary Position of Contract Indicators and wider Strategic indicator set.**
27. Work continues to address the issues highlighted with regard to the transition to Mosaic. Although progress is being made, there are still significant challenges in relation to the production of performance information that the Trust are confident reflects practice.
28. Revised targets for the Core Contract Measures during Covid response and recovery remain in place for the remainder of this financial year.
29. For the purposes of this report, only those indicators that we have some confidence are reported. Those indicators which are not detailed in this report due to the integrity of the data available are:
- % of statutory Looked After Children reviews completed within timescale
 - % of children who wait less than 14 months between entering care and moving in with their adoptive family
 - % of Freedom of Information requested responded to within expected timescales
 - % of front line staff receiving supervisions in timescale
30. For the purpose of reporting, some of the measures are taken from sources outside of Mosaic and so we have higher confidence.
31. Of the measures where there is some confidence:
- 5 exceeded the target measure
 - 2 was within tolerance
 - 1 did not meet the target
32. **Summary of contract measure position at the end of the quarter. Contract Key Performance Indicators (KPIs) On or better than Business As Usual (BAU) target range**

• **A2 – Timeliness of single assessments**

Performance	93%	Target	90%	Trend	Declining
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There were 1190 assessments completed in Q3, 1015 of them were completed within 45 days. 57% (635) of these assessments resulted in no further work. Although performance has declined by 2% on Q2, both Q2 and Q3 are above the target of 90%.

• **CTCPP101 - % of Initial Child Protection Conference which are held that were achieved within the statutory 15 day**

Performance	98%	Target	95%	Trend	Improving
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This continues to be an area of strength for the Trust with a 1% improvement on last quarter and 26% better than statistic neighbours. During Q3, 147 out of 150 children (98%) subjected to Initial Child Protection Conferences were completed within 15 days.

- **B10 – Short term stability of placement of Children in Care (CiC): Percentage of 3+ moves in last 12 months (lower the better)**

Performance	7%	Target	9%	Trend	Improving
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44 of the 587 placements had 3 or more moves within the last 12 months. This equates to a 1% improvement from last quarter and 3% better than statistical neighbour information available.

(Statistical Neighbours are: Rotherham, Barnsley, North East Lincs, Wigan, Wakefield, Tameside, North Lincs, Redcar and Cleveland, Dudley, and Telford and Wrekin)

- **CTCLP102 - % of care leavers that the Local Authority is in touch with**

Performance	95%	Target	95%	Trend	Improving
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Of 262 care leavers, 249 (95%) remained in touch with the Local Authority. This is in result of a targeted effort by Personal Advisors to ensure that contact with vulnerable care leavers is maintained. It is noteworthy that some care leavers, for a variety of reasons, will always be out of touch with the service, although efforts are maintained to trace their locations and encourage them to access Trust's Services.

- **CTCPP106 - % of cases where the lead social worker has seen the child/young person in accordance with the timescales specified in the child protection plan where the child/young person has been subject of a child protection plan during the year**

Performance	84%	Target	80%	Trend	Improving
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Whilst reporting from Mosaic is variable currently and further work is being undertaken around the reporting, there are workarounds in place which ensure children are being seen and seen as per statutory duties. Children subject to Child Protection Plan are seen every two weeks and during Q3 84% of children had two recorded visit each month. Whilst this is above the target, those children outside of this 84% are reviewed to ensure safeguarding measures are present. Those not completed are a variety of reasons, from, unavailability of families, to holidays or sickness of families to inaccurate recording of the visit.

33. Contract measures within tolerance of the performance target

- **CTCPP105 - % of cases audited graded as 'good' or better**

Performance	65%	Target	80%	Trend	Declining
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Performance for the quarter is 65% against a target of 80%, a 7% decline from the Q2 although a 10% increase on Q1. The focus of the Trust is to produce consistent and high quality audits. The Quality Assessment Framework has been established with a clear action plan to drive forward improvements. In addition, there are also plans to do some audit training for new managers and the implementation of audit moderation will enable more understanding and challenge in this area to ensure audit activity improves practice outcomes.

- **CTCLP104 - % of care leavers with pathway plans which have been reviewed within timescale**

Performance	91%	Target	95%	Trend	Improving
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Of the 262 care leavers, 239 (91%) have had their plans reviewed within the timescale. The usage of the Leaving Well app encourages care leavers participation in their pathway planning. This supported an increase in compliance in this area together with a targeted effort from the Inspiring Future's Team to encourage compliance. There are no Pathway Plans overdue more than 10 weeks.

34. Contract measures below performance target

- **A8 – % of children in need with an appropriate and current plan in place**

Performance	74%	Target	95%	Trend	Declining
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There are 2,190 children in need (CIN) with 1,625 that have an appropriate plan in place (74%). Mosaic and therefore this data is including some children in the CIN data which are not CIN for example those children open to OT or SGO Service who do not require a CIN plan, causing performance data to be lower than the actual number and there being some assurance that this percentage is higher for those children who require a CIN plan.

35. **Strategic Partnership Indicators**

36. In addition to the 12 contract measures, the Trust reports quarterly performance against an additional 27 strategic partnership indicators. These are indicators of the effectiveness of the wider children's social care system, which are also influenced by performance and activity of our strategic partners. 2 of these measures are produced annually and are therefore not available in-year.
37. As with the Core Contract measures there are a number of performance targets where the discrepancies are so stark that we know these are reporting issues. These are:

Parent and Family Support

- Improved outcomes for families that have received Family Support on closure

Adoption, Fostering, SGO and Child Arrangement Order

- % of children in care adopted

Care Leavers

- % of care leavers in suitable accommodation
- % of young people in employment, education or training

Children in Care




- Long term stability of placement of children in care: % length of placement more than 2 years



38. Performance in relation to the remaining partnership indicators at the end of quarter 3 is as follows:

Strategic Partnership Indicators performing at or better than target				
Measure	Actual	Target	Trend	Commentary
Timeliness of single assessment (less than 20 days)	50%	25%	↑	<p>The statutory expectation is that assessments are completed within 45 working days with performance at 80%.</p> <p>The additional target of 20 days is to complete more assessments in a shorter timescale, to ensure families get a timelier response and are supported via the right service post assessment, to ensure families lives are intervened with for as short a time as reasonable.</p>
% Children in Need over 2 years	20%	25%	↔	<p>There are 447 children in need open over 2 years from a total cohort of 2,190. Those over 2 years are for a variety of reasons, some have stepped down from Public Law Outline and Child Protection. There are consistent reviews ensuring the plans are appropriate and to ensure no delay.</p> <p>All children open on Child in Need for more than 12 months are currently being reviewed so further assurance is being achieved.</p>
% of monthly case file audits rated as 'requires improvement or better	95%	95%	↑	<p>During Q3 there were 88 audits completed with the following outcomes: Outstanding (3), Good (47), Requires Improvement (34), Inadequate (4).</p>
Average time in days between a child entering care and moving in with their adoptive family	333	426	↑	<p>This indicator is volatile due to the low numbers of adoptions.</p> <p>Doncaster have a high number of connected carers, where family have been identified rather than adoption.</p> <p>This area continues to be fully explored and trackers are being further developed to provide greater oversight.</p>
% of children ceasing to be looked after because of an special guardianship offer	30%	15%	↑	<p>Performance has improved significantly. However, this is a volatile metric due to the relatively low volume of children to which it relates.</p> <p>A total of 28 children ceased to be looked after, 8 of which as a result of Special Guardianship Orders.</p> <p>A revamp of the Placement meeting continues to be a focus to secure</p>

				children for permanency with their family members.
% of children ceasing to be looked after because of a child arrangement order	21%	10%	↓	This has reduced as many families where this may be an option have been more aligned to a SGO which has been in the families best interest.
% number of full time equivalent posts covered by agency staff	5%	8%	↑	At the end of Q3, the number of social workers stands at 25, increasing the number of frontline posts covered by agency staff. The improvement is driven by attrition and the need to ensure all children are kept safe whilst upholding statutory duties.
Staff turnover (leavers in month in a rolling 12 month as % of full time equivalents)	10%	16%	↑	During Q3 staff turnover decreased slightly from 14% to 10%. Turnover is the lowest it has been since before Q1 2019/20.
% becoming subject to Child Protection Plan for second or subsequent time within 2 year period	13%	7%	↓	An improving picture. In this period, 9/13 (69%) children (4/6 67% households) were made the subject of repeat plans within 2 years of the previous plan ending. 8/9 (89%) 3/6 (50%) households, were made the subject of repeat child protection plans over 12 months since the ending of the previous plan. Notably, 4/13 (31%) children (2/6 33% households) were made the subject of repeat plans an average of 6.75 years following the ending of the previous child protection plan. All children had continued to receive an ongoing service as CIN and via EH following step down from their previous child protection plan.

Strategic Partnership Indicators performing within tolerance				
Measure	Actual	Target	Trend	Commentary
Length of intervention from Family Support Services (days)	144	140	↓	N/A
% of children in need (6 months to 1 year)	16%	15%	⊕	Numbers have remained consistent throughout the year at 368 children in need cases between 6 months to 1 year. The children continue to be reviewed to ensure there is no delay.

% of children in need (1 year to 2 years)	16%	15%		<p>The number of Children in Need cases that are open between 1 and 2 years have increased to 347.</p> <p>There are plans in place that all children in need over 12 months will be reviewed to ensure timely intervention and ensure plans are progressing as expected.</p>
% of Child Protection Plans lasting 2 years or more for child protection plans which have ended during the year	5%	3%		<p>There have been 115 Plans commenced during Q3, 6 of these have been the subject of a Child Protection Plan for more than 2 years.</p> <p>Plans are reviewed regularly to ensure children are progressing and that over the next quarter this will start to decrease.</p>
% of Trust residential settings rated good or better	80%	100%		<p>Performance is within tolerance at 80%.</p> <p>Of the 5 residential settings, 1 is graded as Outstanding, 3 as Good and 1 Requires Improvement.</p> <p>The setting judged as Requires Improvement is expected to get a good or better judgement when graded inspections recommence.</p>

Strategic Partnership Indicators performing out of tolerance				
Measure	Actual	Target	Trend	Commentary
% re referrals within the last 12 months	36%	22%		<p>There were 9,185 referrals in Q3, 3,283 were repeat referrals.</p> <p>The Trust undertook dip samples to understand this further and have worked to address this area and an improving picture is emerging and re-referral rates are decreasing. It is considered that Q4 should see an improved picture in this area.</p> <p>The Target of 22% is considered in line with targets within other local authorities which tend to fluctuate between 19-22%</p>
% of care proceedings on track to be completed within 26 weeks	54%	80%		<p>Timeliness remains below target and tolerance at 54% with 148 of the 2,310 cases currently in proceedings and are on track to complete within 26 weeks.</p> <p>The proportion of care proceedings cases on track to meet the national expectation of 26 weeks remains a challenge for the Trust as well as other Local Authorities.</p> <p>Feedback from CAF/CASS confirms that the Trust's position is better</p>

				than both national and local comparators.
Average time in days between Local Authority receiving court authority to place a child and deciding on a match to an adoptive family.	225	121	↑	<p>In Q3 there has been an increase in days due to 2 children requirement Placement Order revocation due to a change in their Permanency Plans and a further 2 children no longer having active family finding.</p> <p>Also this quarter there were 2 children who have experienced placement disruption.</p> <p>This area continues to be closely monitored via a new tracking system to ensure grip and oversight moving forwards.</p>
% of 19 and 20 year olds on a Staying Put placement with former foster carers after their 18 th birthday	10%	25%	↓	<p>For the 226 eligible care leavers, 25 are staying put. Social workers within the Trust promote staying put for all young people, however, both carers and young people themselves feel this is not the most viable option. The Trust will continue to promote this for all eligible young people although the target remains extremely challenging.</p>

39. Current Challenges which Impact on Children:

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

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

<u>Provision</u>	<u>Number</u>
Number of Children in Care (CIC)	592
Number In House Fostering	237 children (15 are NOT in Doncaster)
Number Independent Fostering Agency (IFA)	168 children (91 are in Doncaster)

Residential – in house	18 children (including 4 in 16+ in house unregulated provision)
Residential – private	51 Children

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

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

40. Finance

41. Summary

42. The 2021/22 forecast outturn is an **operating overspend of £4.1m** against the contract sum, with further costs of £2.16m attributed to Covid, of which the Council has provided funding of £1.32m to offset, making a £4.9m forecast overspend; an increase in spend of £1.8m since Q2, mainly due to increased spend on the Care Ladder (OOA, 16+ and Fostering in particular) due to additional demand for external placements and increased staffing costs, mainly due to agency cover for vacancies, maternity leave and the retention of some agency SWs for longer (based upon demand / caseloads).
43. Some cost-pressures (particularly care ladder) were brought forward into 2021/22. The operating overspend of £4.1m includes: OOA placements £2.52m, Fostering placements £0.56m, and 16+ placements £1.81m, offset by additional funding of £1.06m from the Dedicated Schools Grant (DSG) High Needs Block (note: this increases the budgetary pressure to the High Needs Block). Additionally, as expected, Covid cost pressures have continued into 2021/22. The main Covid pressures are increased Out of Authority (OOA) Placements £0.98m, increased Fostering Placements £0.40m, CiC 16+ Placements £0.38m, and Agency costs of £0.39m mainly due to increased Social Worker and Legal caseloads; these are partially offset by £1.32m of funding provided by the Council. Statutory services have been delivered during the year, and during Omicron, although there may be some additional costs in, for example, residential.
44. The number of Children in Care at the end of Q3 2021 is 592, an increase of 20 since the end of Q2 (572). The increase since January 2021 is 76 (+14.7%). There has been workload and cost pressures in 2021/22 that have been included in the MTFS for the budget period 2022/23 – 2024/25.

	2021/22 Budget			2021/22 Outturn			2021/22 Variance			Variance due to Covid 19	Operating costs variance	Change from Q2 Operating costs	Change from Q2 due to Covid 19
Overall Heading	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	Net £000's
Children Looked After	36,620	-4,121	32,499	41,847	-5,393	36,454	-5,227	1,272	-3,955	-559	-3,397	-934	-274
Other Children and Family Services	1,650	0	1,650	1,718	-106	1,612	-68	106	38	-42	80	-151	-42
Family Support Services	3,440	0	3,440	3,367	0	3,367	74	0	74	-5	78	95	0
Youth Justice	1,773	0	1,773	1,662	0	1,662	111	0	111	0	111	67	0
Safeguarding Children and Young People's Services	12,847	-45	12,801	14,162	-323	13,838	-1,315	278	-1,037	-236	-801	-375	-200
Services for Young People	430	0	430	426	0	426	4	0	4	0	4	16	0
Contract Value	0	-57,480	-57,480	0	-57,480	-57,480	0	0	0	0	0	0	0
Support Services and Management Costs	4,886	0	4,886	5,065	0	5,065	-179	0	-179	-4	-175	14	0
Grand Total	61,646	-61,646	0	68,247	-63,302	4,944	-6,601	1,656	-4,945	-845	-4,099	-1,267	-516

45 Finance Detail

- 46 The original 2021-22 contract value was £59.06m. An additional £0.93m for Care Ladder pressures identified in January 2021 has been agreed at Q1. The budget includes this additional funding and is allocated to OOA £0.53m, Independent Fostering Agency (IFA) £0.25m and In-House Fostering £0.15m. The original contract value includes £0.84m to fund Covid Care Ladder (£0.71m) and agency (£0.13m) pressures identified as part of budget setting, £0.59m of the additional £0.93m is due to Covid. The 8 September 2021 Cabinet agreed to provide further Covid funding of £1.32m based upon Q1, making a total of £2.75m to cover Covid pressures.
- 47 A review of the estimated Covid costs for 2020/21 was undertaken and assumptions used to identify additional Care Ladder costs such as 50% of the 2020/21 net increase in OOA placements numbers and an increase in the Fostering numbers from November onwards being due to Covid, resulting in £1.3m being estimated for Covid in 2020/21. Different scenarios resulted in potential costs of Covid of up to £1.9m, evidencing it is complex and difficult to estimate costs that are a direct consequence of Covid. Based on the same assumptions used in 2020/21, the Care Ladder assumes Covid costs of OOA £1.81m, Independent Fostering Agency (IFA) £0.55m, In-House Fostering £0.33m and CiC 16+ Placements £0.38m, of which the Council has provided funding of £2.52m; the current net Covid Care Ladder pressure is £0.55m.
- 48 At the end of Q3 2021 there were 55 OOA placements; a reduction of 1 since the end of Q2 (1 less overall since 1 April compared to 5 increase [1.67 per month] in Q4). In addition to the OOA placements there are also 18 external expensive packages ranging from, £2,185 to £9,758 per week being funded from the 16+ budget. At the end of Q3 there are 399 foster placements; split 44% Independent Fostering Agency (IFA) and 56% In-House Fostering. Since the end of Q2 IFAs have increased by 14 and there has been no change in the number of In-House Fostering placements. The revised assumption in the Trust's MTFS is that the split by the financial year end is 41% / 59%.
49. The Future Placement Strategy has moved into the implementation stage and a Project Management Board has been established. The Board meets weekly, chaired by Rebecca Wilshire, Director of Social Care / Deputy Chief Executive of the Trust. There are currently 4 areas of property development that are focused on Bringing Children in Care Home. These are as follows:
- Skylarks Estate, Brodsworth. 2 new build properties, completion date is March 2022. These 2 properties will provide 4-bed unit in total with a single registered manager overseeing both homes.
 - Cambourne Close, Adwick. 2 bed unit. This is an internal Asset transfer, presented to and approved at Asset Board on 19.10.21. Trust residential service managers are working with DMBC colleagues regarding the designs and adaptations to the property. Expected date for completion June 2022.

- Tickhill Square, Denaby. This is an internal Asset transfer, presented to Asset Board on the 19/10/21. Tickhill Square will be repurposed as 2 adjoining homes, a 4-bed unit. There will be single Registered Manager overseeing both provisions. Expected date for completion April 2022.
- Askern Court, Doncaster, we are in discussion regarding the purchase of 5 fully contained flats with a provider who has recently left the market. They have a controlled office space and training room. These properties are for 16+ children, Bringing in Care Home/16+. Thus, increasing the in-house residential care provision in borough.

- 50 In total the above provision creates a total of up to 16 new in-Borough places for children and the aim is to place children in these homes from Spring onwards as they come on-line.
- 51 The Keys to the Future program is the delivery of our vision with our wider partner, St Leger in the creating of independence, confidence, education and value to the young adult and our community. All which can be derived from the established of a home and the trust in that young person.
- 52 The current risks associated with the project are largely centred around the recruitment of Registered Managers and appropriately qualified residential staff. The Trust currently have an innovative recruitment platform to target and access multiple and diverse audiences. This includes the internet, radio, social media, pop-up shops at Lakeside and Frenchgate. Furthermore, the Trust has entered into discussions with a specialist employment agency. The voice of the child/young person are congruent to the successful recruitment and attainment of staff.
- 53 The totality of this activity remains well within the designated budget for purchases, design and adaptations and there are no anticipated risks at the current time with design and building adaptation activity itself.
- 54 For all the above properties, engagement events with elected members have already happened or is planned. Community engagement event dates are being considered by the Project Management Group.
- 55 There is an ambitious target to increase the number of in-house foster carers to 276 by 2023, which is an increase of 115 from the current carers of 161. A recruitment drive is currently underway which is targeted to ensure a child is placed with the most suitable family and home ensuring permanence and stability.
- 56 Recruitment of Foster Carer is a priority. Children do better in foster placements and in Borough, therefore a Communication Strategy has been devised to enable clear communication and marketing. There are Fostering Service Plans being devised to fully support the plans around developing the fostering service.
- 57 Recruitment of foster carers are across a number of initiatives. There is a desire to recruit and train carers who may wish to specialise in unaccompanied asylum seeking children, parent and child carers and to support those children with disabilities. There is a focus and a priority to further develop the fostering service to meet the needs of all out children.
- 58 The Trust is actively reviewing OOA and high cost placements and identifies c. 50% 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 195 (158 at Q2 2021). This will impact

positively on children and families, as well as on placement costs and reduce staffing levels, including agency. There will, of course, be new entrants to care and high cost placements but, hopefully, at a lower rate than leaving.

59 Between August and December there have been an additional 20 UASC. The funding from the Home Office covers the cost of the placements but there has been a knock-on financial implication as 2 have been at Cantley SILS; vacancies that were planned to be filled by 2 expensive 16+ placements resulting in a cost increase of £174k.

60 The Trust has implemented a Social Worker Academy from April 2021 and made changes to Social Worker pay in January 2021 with the intention to recruit and retain permanent social workers and reduce agency social workers. The Council have provided funding of £286k towards the Social Worker Academy in 2021/22. To-date, 18 ASYEs have been appointed. Since the increase in agency pay in Q3 there has seen a greater attraction and retention of agency numbers to cover vacancies / caseloads. The number of agency workers for December was 48 FTE; 20.1 FTE more than the target for this stage of the year, attributable to increased caseloads and complexity of cases. There are at least 12 identified to be realised by April, all things remaining equal. There are an additional 5 included in the figures for one of the project teams in the front door. Assuming these caseloads reduce, these too can be released, as well as others.

61 The Trust submitted a business case to the Council for funding of £710k (£814k minus £104k Covid funds) due to increased caseload demand for the following: to retain 3 agency social workers (CiC and ACPS) £200k, unable to deliver IRO saving in 2021/22 £100k, additional Legal staffing resources £106k, £75k for administration, £134k for an additional assessment team, and an increase to the agency hourly rate to retain and appoint agency social workers £95k. The business case was approved by the Council except for the £200k for agency social workers which has been reclassified as a Covid pressure.

62 **Key Variances over/under £250k:**

63 There are two significant (£250k+/-) variances - Looked after Children, and Safeguarding Children; details below:

64 **Looked After Children - £3.96m overspend (£0.56m Covid)**

- **Out of Area (OOA) Placements - £2.57m overspend – increase of £0.86m since Q2 (£0.05m Covid; note £0.93 of Covid funding allocated in Q3)**

65 At the end of Q3 there were 55 OOA placements; a decrease of 1 since the end of Q2 2021 (1 less overall since 1st April compared to 5 increase [1.67 per month] in Q4). There were 10 new placements in Q3: 4 transferred from IFAs, 3 Parent & Child placements, 1 from SGO, 1 new to Social Care, and 1 is a S.117 placement from Hospital. The new placements have been offset by 11 leavers: 2 due to turning 18, 2 children returned home, 2 are Parent & Child placements that have ended, 1 has moved to a Parent & Child fostering placement, 2 have transferred to a more expensive 16+ placement, 1 to Cantley SILS, and 1 to Keys to Your Future.

66 The forecast includes growth of 1 per month from January onwards, and that no new homes will be operational in this financial year but open in the first 6 months of 2022/23. The budget allocated for the new homes has been moved back to OOA for 2021/22 to cover the revised assumption. There are to be 5 vacancies in the In-House Residential homes in the coming months which the forecast assumes will be filled by 4 OOA

placements, 2 children are expected to move to Keys to Your Future by early February subject to fire doors being fitted, 2 children are turning 18 this financial year, 1 child is expected to move to a fostering placement after 12 week assessment, and there are 3 Parent & Child placements due to end after 12 weeks. The Trust is actively reviewing OOA placements; the forecast assumes that this will result in a reduction of 3 OOA placements between January 2022 and March 2022.

- 67 The forecast assumes the OOA placements at 31st March 2022 is 43; 1 less than at Q2. The Trust's MTFS has been updated with the revised expected number of 43 OOA placements at 31st March 2022.
- 68 Overall the forecast spend has increased by £0.86m since Q2 due to growth in Q3 being more than forecast, the package costs for several existing children increasing, revised assumptions on when In House beds to be filled by OOA children and placements ending following reviews, and a reduction in the expected savings from the Vulnerable Adolescents pilot and how Therapeutic Support savings are included (even though these average c. £10k pw). If the placements numbers don't reduce from 55 to 43 as forecast then there is a risk that the overspend could increase by up to £0.74m.
- 69 The 2021/22 year-end total was 53 OOA plus 3 parent and child placements. The Trust's 2021/22 budget was set on the assumption OOA numbers would be 43 for April 2021 meaning a significant pressure (assumed at least 50% Covid related) has been carried into 2021/22. Funding for additional Care Ladder pressures of £0.93m identified in January 2021 has been agreed by the Council; £0.53m of this additional funding is for OOA.
- 70 Based on the same assumptions as year-end, the Care Ladder forecast assumes Covid costs of £1.81m for OOA of which £0.47m is funded via the contract sum, £0.35m is funded from the additional funding; and £0.94m is funded from the £1.32m to cover DCST's Covid pressures agreed at Q1, which leaves a net Covid pressure of £0.05m in the forecast.

- **Out of Area (OOA) Placements Education (DSG) Funding – additional funding of £1.06m – increase of £0.18m since Q2**

- 71 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 £4.14m; additional funding of £1.06m to the Trust to offset the OOA overspend but an increase to the pressure on the High Needs Block.

- **Independent Fostering Agencies & In-House Fostering - £0.71m overspend – increase of £0.32m since Q2 (£0.15m Covid; note £0.25 of Covid funding allocated in Q3)**

- 72 The combined forecast for Fostering is an overspend of £0.71m of which £0.15m is a Covid pressure above funding already received. The projected overspend has increased by £0.32m since Q2 as in Q3 IFA placements increased by 14, and early January's activity which has seen IFA placements increase by 1 and In House Fostering placements increase by 12 has also been factored into the forecast. The MTFS target by 31st March 2022 was a 35% / 65% split; the revised target in the forecast at month 4 was 32.5% / 67.5%. At the end of Q3 there are 399 foster placements; split 43.7% Independent Fostering Agency (IFA) and 56.3% In-House

Fostering. The revised assumptions in the Trust's MTFS is that the split by the financial year end is 41%/59%.

73 In addition to the revised split assumptions by year-end, an increase of 14 in IFA placements from April to December rather than a reduction is also the reason for the fostering overspend. Funding for additional Care Ladder pressures of £0.93m identified in January 2021 has been agreed by the Council; £0.40m of this additional funding is allocated to Fostering.

74 Based on the same assumption as year-end, the forecast assumes Covid costs of Independent Fostering Agency (IFA) £0.55m and In-House Fostering £0.33m of which £0.24m is funded via the contract sum, £0.24m is funded from the additional funding; and £0.25m is funded from the £1.32m to cover DCST's Covid pressures agreed at Q1, which leaves a net Covid pressure of £0.15m in the forecast.

- **16+ CiC Placements - £2.16m overspend – increase of £0.45m since Q2 (£0.35m Covid; note £0.03 of Covid funding allocated in Q2)**

75 The projection at Q3 is an overspend of £2.16m; an increase of £0.45m since Q2 due to the number of placements increasing from 24 to 28, and Keys to Your Future fourth property is likely to be ready after March. As above, the overspend is £0.174m higher due to 2 beds at Cantley SILS being currently filled by UASC placements; it was assumed 2 expensive placements would move to these vacancies in September.

76 There are currently 18 expensive 16+ packages ranging from, £2,185 to £9,758 per week; these cases are being reviewed in the same way as the OOA packages. There is a risk to the forecast as it includes an assumption that 2 of the expensive packages move in January to Cantley SILS as 2 beds may become vacant subject to age assessments and the long term plan for the UASC. The forecast also assumes 2 expensive placements move to Keys to Your Future in February 2022. If these placement moves don't happen before March 2022 the forecast may increase by up to £0.21m. As detailed above, and in separate reporting, the Trust is actively reviewing the potential move of high cost placements.

77 **Safeguarding Children - £1.04m overspend – increase of £0.58m since Q2 (£0.24m Covid)**

78 The reason for the overspend is due to increased staffing costs, mainly due to agency cover for vacancies, maternity leave and the retention of some agency SWs for longer (based upon demand / caseloads). Caseloads, particularly in Assessments, have increased recently resulting in additional resource being required via agency placements. The business case, which included £0.13m for an additional assessment team, £0.1m as unable to deliver IRO saving in 2021/22, and £0.1m to cover an increase to the agency hourly rate was approved by the Council except for £0.2m for agency social workers which has been reclassified as a Covid pressure which has also led to the increase over spend since Q2.

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

80 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. There has been success with these initiatives, but increased caseloads and complexity of cases has meant that the anticipated efficiencies have not been met. That said, c. 10 social workers left the Trust in 2021 compared to 35 in 2020; it could therefore be assumed that this initiative has seen a

reduction is 25 agency if SW pay had not been increased. Additionally, the Trust has 18 ASYEs within the Trust.

- 81 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, but the Social Work Academy, Keys to Your Future, a significant reduction in social workers leaving the Trust, and a review of therapy have been notable successes. The Trust will continue to actively review costs across a number of headings in 2021/22 (but noting Covid pressures will continue), such as:
- 82 In House fostering has not increased significantly – Covid has impacted on the number of enquires we have had but work underway to review how we increase further, such as:
- Review of fostering offer – what support and benefits are accessible to carers
 - Financial review of carer payments underway
 - New marketing strategy being developed
 - Reviewing how partners can help, support and promote fostering for Doncaster via the Trust
 - Reviewing how we might attract IFA carers to convert to the foster for the Trust
 - Build and recruit specialist carers, such as Parent and Child Placements, foster carers for children with disabilities
- 83 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 interim HoS reviewing all OOA and 16+ Placements
 - Keys to Your Future has 2 children placed, 2 pending a new home opening, and a further 4 properties identified
- 84 The cost of agency is planned to reduce as a consequence of:
- increased social worker pay across some (but not all) areas to result in attraction and retention of employed social workers
 - the new social worker academy to “grow and retain our own”
 - changes to the Front Door processes to improve caseloads
 - reduced numbers of social workers leaving the Trust
- 85 Future Placement Strategy Implementation
- opening of the two-bed homes
 - registering Cantley (or the new 16+ home)
 - opening of a 16+ home
- 86 The continued implementation of the changes to adoption allowances
- 87 Other budgeted efficiencies (lead officer to work on these further)
- savings that accrue from homeworking
 - other overhead savings

88 **Benchmarking Information**

89 The Yorkshire Benchmarking data (1 LA not yet submitted) from January 2022 shows for Children's Services:

- 8 of 9 Yorkshire LAs had an overspend in 2020/21
- All Yorkshire LAs are forecasting an overspend in 2021/22
- 7 Yorkshire LAs have increased CiC in 2021/22, including the Trust
- Yorkshire LAs percentage of OOA to CiC has increased from 6.2% 2020/21 to 7.1%; Trust was 11.5%
 - 31 March 2022 Trust forecast reduces to 9.4%, with FPS impacting on positively on 2022/23 and beyond
- On average, Yorkshire LA's agency social workers increased in 2021/22 by 8%; Trust reduced by -14%
- In-House Foster numbers have remained stable on average for Yorkshire LAs and the Trust
- IFAs as a percentage of all foster children is 31% in Yorkshire LAs; Trust 44%
 - The Trust's ambition is to reduce to 25% by March 2026

90 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.

91 **Activity in Quarter 3 2021/22**

The Trust was involved in the following activities in quarter 3:

- October – Domestic Abuse Awareness Month
- October – Black History Month
- October – The Fostering Network Sons and Daughter Month
- 13 October – Launch event for refurbishment work at Beechfield Family Time Centre
- 13 October – Child Exploitation 'it's not ok' week
- 15 October – DANs Purple Event
- 20 October - Fostering Information Event
- 25 to 31 October – Care Leavers Week
- 4 November - EDI awareness training - What I would tell my younger self as a child of colour?
- 6 November – Stress Awareness Day
- 13 November – World Kindness day
- 15 to 21 November – Anti-Bullying Week / Odd Socks Day
- 15 November – Safeguarding Week
- 22, 24 and 25 November – Staff Summits
- Launch of Trust Star Awards
- 24 November – Fostering Information Event
- 13, 14, 20 and 21 – Fostering Information Event at the EPIC Hub, Frenchgate
- 10 December – Christmas Jumper Day
- 14 – 18 December – Toy Appeal

92 **Activity in Quarter 4**

The following events are scheduled or have taken place in quarter 4:

- 11, 18 and 25 January - Fostering Information Drop-In Event at the EPIC Hub, Frenchgate
- 31 January – closing of the Trust Star Awards
- 1, 15 and 22 February – Fostering Information Drop-In Event at the EPIC Hub, Frenchgate
- 3 February – Time to Talk Day
- 7 to 11 February – Fostering and Residential Drop In Event at Lakeside Village
- 7 to 13 February – Children’s Mental Health Week
- 8 February – Safer Internet Day
- 17 February – Fostering Online Information Event
- 17 and 24 February – Staff Summits
- 1 to 7 March – New Family Social LGBT+ Adoption and Fostering Week
- 15 March – World Social Work Day
- 17 March – Fostering Online Information Event
- 18 March – CSE Awareness Day
- 21 and 22 March – Fostering Information Stand in Frenchgate

93 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.</p>

94 RECOMMENDED OPTIONS

To note the report.

95 RISKS AND ASSUMPTIONS [RM 23/02/2022]

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

96 LEGAL IMPLICATIONS [RM 23/02/2022]

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

97 EQUALITY IMPLICATIONS [LE 23/02/2022]

There are no equality implications directly arising from this report.

98 HUMAN RESOURCE IMPLICATIONS [LE 23/02/2022]

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

99 TECHNOLOGY IMPLICATIONS [RM 23/02/2022]

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

100 HEALTH IMPLICATIONS [RW 04/03/2022]

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

101 FINANCIAL IMPLICATIONS [RM 23/02/2022]

Included within the body of the report.

102 CONSULTATION

Consultation has taken place with key managers and Directors.

103 Background papers

None

ACRONYMS

ASYE	Assessed and supported year in employment
BAU	Business as Usual
CAFCASS	Children and Family Court Advisory and Support Service
C&F	Child and Family
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

CONTACT OFFICERS AND REPORT AUTHORS

Clive Chambers
Head of Quality, Performance & Standards
Telephone: 01302 735933
Email: clive.chambers@dcstrust.co.uk

Rob Moore
Director of Corporate Services
Telephone: 01302 735200
Email: rob.moore@dcstrust.co.uk

Rebecca Wilshire
Director of Social Care / Deputy Chief Executive Officer
Doncaster Children's Services Trust



Doncaster Council

Report

Date: 31 March 2022

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 Three (Q3)

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:
 - 2.1. performance successes and challenges against the 2021/22 Key Performance Indicators (KPIs); and
 - 2.2. the Value For Money (VFM) Statement for the financial year ended 31 March 2021 (2020/21).
3. Seven of the fifteen KPIs measured were met or were within tolerances as at the end of Quarter 3 2021/22 (31 December 2021). Commentary appears below.

EXEMPT REPORT

4. This report is not exempt.

RECOMMENDATIONS

5. That Committee:
 - 5.1. note the progress of SLHD performance outcomes and the contribution SLHD makes to supporting DC strategic priorities; and
 - 5.2. accept SLHD's VFM statement for the financial year ended 31 March 2021 (2020/21).

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

7. BACKGROUND

- 7.1. **Appendix A** contains the SLHD 2021/22 KPI summary for Q3 2021/22. Commentary covering the performance against all indicators is provided below.
- 7.2. Targets and measures were reviewed with DC officers and elected members prior to the start of the financial year. KPIs were agreed with DC and there are now 20 KPIs for 2021/22 :
 1. two are measured quarterly – residents supported in training and residents supported in employment;
 2. four are measured annually - STAR survey (2), energy efficiency and Decent Homes Standard numbers. **NB** : It should be noted here that the annual STAR survey for 2021/22 is now complete and the two KPIs have been included in this report; and
 3. three KPIs relating to Homelessness do not have a target this year due to ongoing Covid19 requirements.
- 7.3. The only KPI changes from 2020/21 are for:
 4. Local expenditure; where we report against Revenue spend (as before) and now, as agreed with DMBC, to also include Capital spend; and
 5. Gas servicing; we are now reporting properties with a valid safety certificate rather than properties attended.
- 7.4. This report provides an opportunity to feedback on performance successes and challenges against the 2021/22 Key Performance Indicators (KPIs) as agreed as part of the Annual Delivery Plan (ADP).

8. 2021/22 QUARTER 3 PERFORMANCE

- 8.1. The table below summarises the KPI dashboard as at 31 December 2021. Performance comparatives have been included from 2020/21.

	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Green (meeting target)	6	5	5	8	5	6	6
Amber (within tolerance)	1	1	2	2	3	1	1
Red (not meeting target)	8	9	6	7	7	8	8
No target (homelessness)	3	3	3	0	0	0	0
Quarterly / Annual KPIs	2	2	4	0 ¹	4	4	4
Total	20	20	20	17 ¹	19	19	19

NB:

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

8.2. The tolerances which determine the amber status are 10% and 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 rent debit

Year end target 21/22 **3.00%**
Profiled Target December 21 **3.42%**
Q3 21/22 Performance **3.01%** **BETTER THAN TARGET – GREEN**

	Q3 21/22	Q2 21/22	Q1 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 %	3.01%	2.64%	2.64%	2.75%	3.39%	3.05%	3.12%	2.79%	3.29%	2.95%	2.77%
Target %	3.42%	3.21%	3.16%	3.00%	3.20%	3.00%	2.95%	3.22%	2.95%	2.95%	2.95%

Arrears performance remains strong, but arrears have increased slightly to end of December to 3.01%. This represents a considerable decrease from the same period in 2020 which was 3.39%. Performance continues to track below the profiled target of 3.42%.

December arrears of 3.01% (and November's 2.84%) represent a quartile 2 position when compared to Housemark's most recent national monthly pulse benchmarking exercise, where top quartile at end of November was 2.43%.

This strong performance continues against a backdrop of challenges that have been experienced throughout the year, in respect of lengthy waiting times for court dates and backlogs of cases (currently around two months for a pre hearing and a further two months for a further hearing). Also, the impacts of the cessation of the £20 Universal Credit uplift is now being felt as some claimants did not see the change in their October/November payments as well as the Christmas period.

Work across the Income Management and Tenancy Sustainability teams continues to focus on early intervention and supporting tenants to maximise incomes in order to manage their rent accounts successfully. Properties have been reviewed based on their SAP/EPC rating and are proactively being contacted to provide support to tackle fuel poverty. Further proactive contact will take place for those who are Benefit Capped in January.

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

Target **0.50%**
Q3 2021/22 YTD Performance **0.79%** **WORSE THAN TARGET – RED**

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

The number of voids held at the end of December shows a reduction at 147, which is lower than November (153) and October (170). The 147 includes eight non-lettable voids, of which five are awaiting demolition, two are to undergo Option Appraisal one requiring major works.

Of the 139 available to let, 29 were fully repaired and available, and 46 were under offer.

The 139 properties available to let at end of December (and November's 146) represent a 0.70% proportion of dwellings vacant and available to let and would be a quartile 3 position when compared to Housemark's most recent national monthly pulse benchmarking, where the median indicator was 0.60% at end of November

A number of issues are contributing to targets not being achieved; increased delays waiting for R&D survey results, asbestos containing materials (ACM) removals, shortage of materials, delays waiting for the delivery of non stock items.

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

- Regular fortnightly monitoring meeting chaired by the Chief Executive;
- The resolution of resourcing difficulties;
- Action to tackle material shortages;
- Data analysis of performance;
- Improved cross team communication including team co-location;
- Changed processes to manage asbestos containing materials designed to expedite activity whilst still meeting regulatory safety duties;
- Working with area housing teams and partners on low demand areas to improve let-ability of hard to let properties;
- Analysing refusal reasons and putting measures in place to reduce refusals;
- Additional advertising using Zoopla;
- Full review taking place of current process to identify any changes which will streamline and improve performance;
- Increase in operational void meetings from 2 to 3 times per week; and
- National and local benchmarking to compare performance and identify best practice.

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

Target 20.00 days
Q3 2021/22 YTD Performance 32.39 days **WORSE THAN TARGET – RED**

	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Re-let days	32.39	31.62	32.72	46.11	48.27	49.32	55.05

In month performance for December was 43.79 days, a decline compared to November's of 34.01 days and October's 31.37 days. This has an adverse effect on cumulative YTD performance, now standing at 32.39 days.

There is no benchmarking data published yet for 2021/22 but top quartile for 2020/21 was 32.11 days for our peer group.

A number of long standing empty and low demand properties have adversely impacted on performance as they became re-let.

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

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

Target
Q3 2021/22 YTD

No target 2021/22
571

	21/22	20/21
	no.	no.
April	78	78
May	54	83
June	61	82
July	73	64
August	57	35
September	68	35
October	64	76
November	66	79
December	50	54
Total YTD	571	586

We have reduced overall B&B numbers compared to 119 in January 2021. We are working hard to continue to reduce this and have set ourselves a target of 45 by the end of March 2022 and zero by March 2023.

As a result of this work, the total number of nights has reduced from 770 in November to 488 in December. Following a huge increase in demand for emergency accommodation in September and October, where families had to be placed into B&B, a concerted effort successfully achieved no families left in B&B for Christmas.

Alongside this, we were provided with a Government directive on 20 December called Protect and Vaccinate which increased B&B placements and may increase further in January but we will still be working to move on other individuals in hotels to achieve the overall reduction. Along with the end of year target of 40 in B&B we will be working hard to achieve zero for families and children.

8.7. KPI 5: Number of Full Duty Homelessness Acceptances

Target
Q3 2021/22 YTD

No target 2021/22
292

	21/22	20/21
	no.	no.
April	31	29
May	45	18
June	36	30
July	23	31
August	43	26
September	47	34
October	18	46
November	28	34
December	21	25
Total YTD	292	273

The number of full duty acceptances has reduced from Q2, a positive trend. The cumulative annual figure is 292, compared to 273 for the same period in 20/21. We hope to continue this recent trend and achieve an overall annual reduction by the end of the year.

We are developing our prevention and case management processes robustly to prevent more people needing approach us in the first instance and to enable effective case management and resolve more cases before reaching full duty.

8.8. KPI 6: Number of homeless preventions

**Target
Q3 2021/22 YTD**

**No target 2021/22
439**

	21/22 no.	20/21 no.
April	50	68
May	41	47
June	63	44
July	47	44
August	33	55
September	75	57
October	38	48
November	56	61
December	36	32
Total YTD	439	456

It is disappointing that the level of preventions has dropped in December to 36 from 56 in November, this is mainly due to the team concentrating on reducing B&B and ensuring no families and children were in B&B for Christmas. We have also been focusing on the protect and vaccinate programme and Severe Weather Emergency Protocol (SWEP).

Our overall YTD level of preventions in 21/22 is 439 compared to 456 in 20/21 and we will be working hard in the remaining months to push this overall figure up closer to last year's performance. Going into 2022/23 there will be much more of a focus on prevention work and the target will be set higher than 20/21 performance.

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

Target 0.070%

30 November* YTD Performance 0.118%

WORSE THAN TARGET – RED

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

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

	Interactions	Complaints	Upheld	% upheld
21/22	237,963	769	280	0.118%
20/21	238,662	681	160	0.067%
19/20	231,087	770	164	0.071%

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 November 2021 we received 136 complaints. This is an increase of 46 (+51%) compared to October, and is 72 more than we received compared to November 2020. It is the highest volume of complaints we have seen in a November for the past four years.

63 (46%) of the 136 complaints were upheld. This is an increase of 20 compared to last month and is 32 more than November 2020.

All of this has an adverse effect on the YTD position which cumulatively stands at 0.118%, the highest so far this year, and worse than target.

For repairs, there is increased monitoring of performance. The majority of complaints centre on the length time taken to get repairs appointed. This is in part, due to the increased repairs demand we continue to see post pandemic of circa 20% and the added impact of depleting resources and recruitment issues across our sector, with limited trade availability. Some of the resource issues are short-term Covid related and include the availability of some materials.

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

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

The Repairs Excellence project is now underway, looking at a number of areas to improve all round performance, and a pilot launches this month, with a new approach to communicating with our customers with text reminders, to confirm appointments and hopefully reducing no-access, to free up resources to attend our appointments. 100% success was achieved in the first week of the pilot.

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

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

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

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

Target **90.00%**
Q3 21/22 YTD Performance **98.44%** **BETTER THAN TARGET- GREEN**

	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Tenancies sustained %	98.44%	98.20%	98.88%	97.25%	96.76%	96.67%	95.59%

An excellent performance in the year to date, continuing the above target performance all year in 2020/21.

Tenancies sustained post support continue to perform well with December results showing 98.78% of tenants are still in their tenancies six months after their support concluded, and four of the nine months to date have achieved 100% in month. This gives a cumulative performance thus far of 98.44% against a target of 90%.

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

Target **92.00%**
Q3 21/22 YTD Performance **89.38%** **WITHIN TOLERANCES - AMBER**

	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
First visit complete %	89.38%	90.80%	90.93%	90.92%	90.80%	91.24%	93.38%

Due to the changeover in systems in mid October, this is the first month performance information has been available since the end of Q2 (September). At the end of Q2 cumulative performance was 90.80% and September's monthly performance was 92.10%. Cumulative performance has reduced to 89.38% at the end of Q3.

Details of all the repairs not meeting target are being extracted from the new system and analysed, and the results will inform the Repairs Excellence Board project that aims to improve all aspects of the repairs service

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

Target **100.00%**
Q3 21/22 YTD Performance **100.00%** **MEETING TARGET - GREEN**

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

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

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

At the end of Q3, all properties held a valid gas certificate.

8.13. KPI 11 : Days lost through sickness per FTE

Profiled target	5.75 days	
Year end target	7.89 days	
Q3 2021/22 YTD Performance	8.61 days	WORSE THAN TARGET – RED

December saw 1.42 days absence per employee against a target of 0.65. This is an increase on November's absence (1.25 days absence per FTE) and more than double the monthly target.

As anticipated, the YTD position now stands at 8.61 days per FTE taking us over the annual target for year end, so this KPI will be red for the rest of the year.

Housemark's most recent national monthly pulse benchmarking shows the 'Working days lost due to sickness absence' indicator as at the end of November was 4.00% for the Median and quartile 3 was 5.38%. SLHD's equivalent indicator was 6.76%. However it needs to be borne in mind that many of the organisations reporting are Housing Associations who traditionally outperform local authorities.

The year end projection has increased further to 10.59 days per FTE, and is significantly higher than last year or indeed previous year's target of 7.9 days per FTE.

The highest cause of absence YTD remains stress depression and anxiety accounting for a 41.4% of the absence (no significant change from last month at 40%). Non work related stress remains the biggest contributor, with work related stress accounting for just 3.8% of this total.

December saw a further general increase in the number of days absence due to stress depression and anxiety and all known cases are actively being managed. These are not work related cases.

The second highest reason for absence remains Musculo-Skeletal (MSK), accounting for 20.3% a drop of nearly 9% on last month followed by Coronavirus which now accounts for 13.1% of all absence to date and an increase of just over 1% on last month.

Covid cases in December were more than double November and just slightly under the July peak. We have now seen 797.4 days lost due to Covid related sickness (not including self-isolation) in this financial year.

If we look at the absence figures this month excluding Covid we do still remain above target. This would still likely bring our projected outturn higher than target but by a much smaller margin.

8.14. KPI 12a and 12b : Local expenditure

It should be noted here that historically SLHD has always reported expenditure of a Revenue nature for the KPI, but following discussions with DC, will now report two local expenditure KPIs, the second of which will include Capital spend, and more accurately reflects the nature of the SLHD business:

- KPI 12a % Local expenditure of a Revenue nature only (as before)
- KPI 12b % Local expenditure of a Revenue and Capital nature

Target	70.0%	
KPI 12a Q3 YTD	55.8%	WORSE THAN TARGET – RED
KPI 12b Q3 YTD	71.0%	MEETING TARGET – GREEN

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

	KPI 12a		KPI 12b
	Doncaster spend YTD	Total spend YTD	Incl Capital spend %
21/22	£4,459k	£7,986k	55.8%
20/21	£3,930k	£7,522k	52.3%
19/20	£4,023k	£6,688k	60.2%

Cumulatively, YTD performance stands at 55.84% and an under-performance of £1.13m.

For the new KPI 12b including Capital spend, cumulative performance for the year to date would be 70% and the target met.

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.

Based on the types of goods and services due to be procured over the coming months, it is not anticipated that SLHD will be able to increase local revenue spend much further than it is currently and the target will not be achieved by year end.

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

Target	95.00%	
Q3 21/22 YTD Performance	97.32%	BETTER THAN TARGET – GREEN

No specific issues at this stage. Performance for ASB is continuing the strong trend, with a performance of 99.05% for December and a cumulative performance of 97.32% for the year to date. Just one case out of 105 closed showed as unresolved, a reflection of the team's work to ensure they are proactively tackling ASB.

Currently there are 342 open cases - the exact same figure as at the end of January last year. Once again noise and verbal harassment are the top 2 categories, with 82 each, totalling nearly half of all ASB cases.

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

Target YTD	59	
Q3 21/22 YTD Performance	20	WORSE THAN TARGET – RED

Similarly to last quarter this figure remains below target. This is despite additional efforts to widen the possible participant group offering places on the college courses to non SLHD residents (widened to social housing tenants as a whole).

A minimum number of participants is needed to run the course as determined by the provider and this is the number we are finding challenge in meeting. This was the case for the most recent course.

One of the challenges here is the current buoyant employment market, making it potentially easier to find work without training.

We continue therefore to review the possible ways to market the course and for the coming 12 months are considering a wider review of the opportunities that we provide and if this can be expanded outside of the usual cleaning and multi-skill options.

8.17. KPI 15 : Number of residents supported into employment

Target YTD	24	
Q3 21/22 YTD Performance	45	BETTER THAN TARGET – GREEN

We continue to exceed the target for Doncaster residents into employment driven largely by our ongoing efforts with apprentices, Kickstart and success in appointing previous WOW participants into permanent roles. This work will continue.

9. Annual KPIs

9.1. For 2021/22, there are four annual KPIs that would normally be reported at the end of the financial year.

9.2. Two of these relate to the annual STAR survey. The survey for 2021/22 is now complete and results were received in September. These have been analysed in detail and action plans are being developed as required. The two indicators have been included since Q2 reporting.

9.3. The other two annual KPIs show the most recent performance from Q4 2020/21.

9.4. KPI 16 : Tenant satisfaction with overall service

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

Results for the 2021/22 survey are currently being analysed. Results from the 2021/22 survey are slightly down on the previous STAR survey but Housemark have recently reported that a drop in satisfaction levels are being evidenced nationally.

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

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

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

9.6. KPI 18 : Tenant satisfaction with property condition %

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

Results for the 2021/22 survey are currently being analysed

9.7. KPI 19: Energy efficiency ANNUAL KPI :

Target 2021/22	68.37%	
Performance	64.74%	(Q4 Outturn 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 for that year of 41.53%. SLHD are currently reviewing investment needs as part of a new environmental strategy. This indicator will be reported annually.

10. Annual Value For Money (VFM) statement for 2020/21

- 10.1. In the Cabinet decision of 3 July 2018 there is a requirement for SLHD to report annually to DMBC on Value For Money (VFM) performance. The main vehicle for this is an annual VFM statement, which includes details of costs and performance of each of SLHD's service areas against budgets and targets, and how these compare with other organisations.
- 10.2. The VFM statement for 2020/21 was presented to SLHD's Board in November 2021 and is attached at **Appendix B**.
- 10.3. Operationally, the main challenges in 2020/21 were to maintain core services within the constraints of Covid19 restrictions, implementing a new integrated housing management system, further rollout of Universal Credit (UC), Building Safer Futures consultation and publication of the social housing White Paper.
- 10.4. Despite the significant Covid19 restrictions throughout the year, particularly in April and May 2020, SLHD ensured business critical services were delivered, before a phased return to full service in early June.
- 10.5. The statement shows that St Leger is again, in general, a low cost, mid to high performing organisation when benchmarked with our peers (25 organisations – ALMOs, Metropolitan Boroughs and Unitary Authorities) and also all housing providers nationally (120 organisations).
- 10.6. At an overview level, VFM 'dashboards' can be produced by plotting a selection of cost and performance indicators in a 2x2 matrix to show how an organisation compares with its peer group, geographically or nationally, for core service areas. The aim is to have as many indicators as possible in the low cost, high performance green area and as few as possible in the high cost, poor performance red area. Dashboard are intended to give a VFM snapshot and generate further investigation.
- 10.7. The table below shows the cost and performance indicators selected and the resulting dashboard for 2020/21. Comparative dashboards are included in the VFM statement.

Key	Service	Cost indicator	Performance indicator
1	Responsive repairs	CPP * of responsive repairs	STAR satisfaction with repairs service
2	Void repairs and lettings	CPP of void repairs	Void rent loss %
3	Rent arrears & collection	CPP of rent arrears & collection	Current arrears %
4	Tenancy Management	CPP of tenancy management	STAR satisfaction with service overall
5	Customer involvement	CPP of customer involvement	STAR satisfaction with views being listened and acted
6	Customer services	CPP of housing management	Average days to respond to complaints
7	Neighbourhood m'ment	CPP of estate services	STAR satisfaction with neighbourhood as place to live
8	Community investment	CPP of community investment	Residents supported into employment

* CPP = Cost Per Property

Peer group 2020/21 - 25 ALMOs, Metropolitan Boroughs and Unitary authorities



Nationally 2020/21 – approx. 120 housing providers



11. Background Papers

11.1. None

12. Glossary of acronyms and abbreviations

ADP	Annual Development Plan
ASB	Anti- Social Behaviour
CPP	Costs per property
DC	Doncaster Council
FTE	Full Time Equivalent
HRA	Homelessness Reduction Act
KPI	Key Performance Indicator
MSK	Musculo-Skeletal
SLHD	St Leger Homes of Doncaster
STAR	Survey of Tenants and Residents
SWEP	Severe Weather Emergency Protocol
UC	Universal Credit
VRL	Void rent loss
VFM	Value For Money
WoW	World of Work
YTD	Year to date

OPTIONS CONSIDERED

13. Not applicable

REASONS FOR RECOMMENDED OPTION

14. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

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

RISKS AND ASSUMPTIONS

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

LEGAL IMPLICATIONS

Neil Concannon, Head of Service – Litigation & Regulatory Legal Services, 15.02.22

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

FINANCIAL IMPLICATIONS

Julie Crook, Director of Corporate Services SLHD, 03.03.22

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

HUMAN RESOURCES IMPLICATIONS

Angela Cotton, HR & OD Business Manager, 14.02.22

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

TECHNOLOGY IMPLICATIONS

Peter Ward, Technology and Governance Support Manager, 15.02.22

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

HEALTH IMPLICATIONS

Kirsty Tunnicliffe, Public Health Improvement Coordinator 15.02.22

20. 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.
21. 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. It is particularly encouraging to see that the team is targeting those who have lower SAP/EPC ratings, providing these tenants with support to tackle fuel poverty.
22. A suitable, safe and good quality home is essential for good mental and physical health, as are communities that support people and enable them to thrive. Work to resolve antisocial behaviour is exceeding target. Effectively reducing antisocial behaviour can be expected to have a positive impact on individual wellbeing and potentially on community cohesion. Quarter 3 performance in regards to complaints is below target and the main themes include delays to completing a repair, ongoing ASB issues, and requests for service/enquiries and time taken to respond for Home Options. It is positive to see that all properties held a valid gas safety certificate at the end of Q3, supporting tenants' health, wellbeing and safety at home.
23. As a key local organisation, St Leger Homes of Doncaster has the opportunity to improve health and wellbeing by maximising local social, environmental and economic benefits. This can be done in a number of ways, including good working conditions, local purchasing and training and development opportunities. It is positive to see the number of tenants and residents helped into employment is exceeding target, although the

number of tenants and residents helped into training and education remains lower than the target. Understanding the causes of employee sickness absence and improving the working environment has the potential to improve employee health and wellbeing, and reduce preventable days lost to sickness, which is currently below target. In addition to this, further benefits can be realised by continuing to explore opportunities to increase social value through local revenue expenditure.

24. As a stable and secure home is an essential contributor to good health and wellbeing Public Health wishes to see a continued focus on homeless preventions and less reliance on bed and breakfast placements where possible

EQUALITY IMPLICATIONS

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

CONSULTATION

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

BACKGROUND PAPERS

27. None

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

ADP	Annual Development Plan
APA	Alternative Payment Arrangement (for Universal Credit benefit)
ASB	Anti-Social Behaviour
CIPD	Chartered Institute of Personnel and Development
CV	Curriculum Vitae
DC	Doncaster Council
DWP	Department for Work and Pensions
FTE	Full Time Equivalent
HRA	Homelessness Reduction Act
HSE	Health and Safety Executive
KPI	Key Performance Indicator
MHCLG	Ministry of Housing, Communities and Local Government
SLHD	St Leger Homes of Doncaster
STAR	Survey of Tenants and Residents
UC	Universal Credit
VRL	Void rent loss
WoW	World of Work
YTD	Year to date

REPORT AUTHOR & CONTRIBUTORS

Nigel Feirn,
Head of Finance and Business Assurance, St. Leger Homes of Doncaster Limited
01302 737485
Nigel.Feirn@stlegerhomes.co.uk

Dave Richmond

Chief Executive Officer, St. Leger Homes of Doncaster Limited
01302 862700
Dave.Richmond@stlegerhomes.co.uk

BACKGROUND PAPERS

28. None

Appendix A – SLHD Key Performance Indicator Summary Q3 2021/22

KPI	Indicator	20/21 Outturn	20/21 Quartile	21/22 Quarter 1	21/22 Quarter 2	21/22 Quarter 3	21/22 Quarter 4	21/22 Target	DoT	R/A/G
1	Percentage of current rent arrears against annual debit %	2.75%	Quartile 2	2.64%	2.64%	3.01%		3.42% ytd 3.00% year	↓	✓
2	Void rent loss (lettable voids) %	1.00%	Quartile 1	0.81%	0.79%	0.79%		0.50%	↔	✗
3	Average Days to Re-let Standard Properties ytd days	46.11	Quartile 2	32.72	31.62	32.39		20.00	↓	✗
4	Number of Households placed in B&B Accommodation ytd	831	n/a	193	391	571		n/a	n/a	n/a
5	Number of Full Duty Homelessness Acceptances ytd	398	n/a	112	225	292		n/a	n/a	n/a
6	Number of homeless preventions ytd	604	n/a	154	309	439		n/a	n/a	n/a
7	Complaints upheld as a % of customer interactions %	0.065%	n/a	0.092%	0.096%	0.118%		0.070%	↓	✗
8	Number of tenancies sustained post support	97.25%	n/a	98.88%	98.20%	98.44%		90.00%	↑	✓
9	Number of repairs first visit complete	90.92%	Quartile 3	90.93%	90.80%	89.38%		92.00%	↓	⚠
10	Gas servicing:% of properties with a valid gas certificate	100%	Quartile 1	99.98%	99.92%	100.00%		100.00%	↑	✓
11	Days lost through sickness per FTE	6.60	Quartile 2	1.98	5.09	8.61		5.75 ytd 7.90 full year	↓	✗
12a	Percentage of Local Expenditure % Revenue only	52.07%	n/a	51.65%	57.39%	55.84%		70.00%	↓	✗
12b	Percentage of Local Expenditure % Revenue and Capital	n/a	n/a	70.80%	72.00%	71.00%		70.00%	↓	✓
13	ASB Cases Resolved as a % of All Cases Closed	95.19%	n/a	96.65%	96.68%	97.32%		95.00%	↑	✓
14	Number of residents undertaking training or education ytd	30	n/a	10	12	20		59 ytd 67 full year	↑	✗
15	Number of residents supported into employment ytd	28	n/a	7	33	45		24 ytd 30 full year	↓	✓
16	Tenant satisfaction levels % (STAR)	87.00%	Quartile 2	Annual KPI	84.80%	84.80%	84.80%	89.00%	↓	✗
17	Percentage of homes maintaining decent standard %	99.99%	Quartile 2	Annual KPI	Annual KPI	Annual KPI	Annual KPI	100.00%	n/a	n/a
18	Tenant satisfaction with property condition % (STAR)	89.40%	Quartile 1	Annual KPI	86.50%	86.50%	86.50%	89.00%	↓	✗
19	Energy efficiency. Target: achieve EPC Level C by 2030	64.74%	n/a	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 ✗ ⚠ ✓

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ST LEGER HOMES OF DONCASTER LIMITED

VALUE FOR MONEY (VFM) STATEMENT

**FINANCIAL YEAR ENDED
31 MARCH 2021**

“Providing homes in neighbourhoods that people are proud to live in”

Our strategic objectives :

- ***Ensure all our homes are modern, decent and energy efficient;***
- ***Support our tenants to lead successful and fulfilling lives;***
- ***Be a nationally recognised housing services provider; and***
- ***Deliver the aims of Doncaster Growing Together through innovation and partnership.***

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1. Executive Summary

- 1.1. St Leger Homes of Doncaster (St Leger) defines value for money as: **“Achieving the best balance between service cost and the benefit to the customer and business”**.
- 1.2. A balanced scorecard of priorities and targets were developed for each strategic objective and were agreed with Doncaster Council (DC) to reflect plans and risks. It should be noted here that priorities, targets and budgets were approved before Covid19 took full effect.
- 1.3. An Annual Development Plan (ADP) and a suite of Key Performance Indicator (KPIs) for the year was also approved by the Board, based on our strategic objectives and also Mayoral priorities. Key themes for 2020/21 were :
 - Responding to emerging building and fire safety regulations;
 - Using technology to modernise and transform the business and service delivery;
 - Helping tenants to sustain their tenancies;
 - Reviewing the Asset Management strategy and making best use of DC’s assets;
 - Customer access - engaging with tenants, residents and communities;
 - Expanding our World of Work programme (WoW);
 - Delivering the ICT strategy and digital transformation;
 - Reducing and preventing homelessness within the borough;
 - Reducing the number of empty properties in the borough; and
 - Embedding a positive health, safety and wellbeing culture.
- 1.4. Operationally, the main challenges in 2020/21 were to maintain core services within the constraints of Covid19 restrictions (**see Section 3 below**), develop and implement a new integrated housing management system, further rollout of Universal Credit (UC), Building Safer Futures consultation and publication of the social housing White Paper.
- 1.5. Doncaster has the lowest rents within South Yorkshire and tenant satisfaction levels that rent provides value for money is top quartile with our peers and nationally. 2020/21 provided many challenges to this and St Leger met these within limited budgets.
- 1.6. At this highest level, increased performance targets have mostly been met, but not meeting some was unavoidable due to Covid19 implications, and we operated within budget, whilst budgets and staffing levels have largely stayed the same. The statement expands on this by looking at cost and performance by service and how these compare with other organisations.
- 1.7. Despite the significant restrictions, particularly in April and May 2020, SLHD ensured business critical services were delivered, before a phased return to full service in early June, and which remained in place for the rest of the year, even with more disruption with further lockdown and tier restrictions in Quarters 2 and 3. SLHD also played a significant role in working with our stakeholders to provide much needed support to vulnerable residents across the borough during these restrictions.
- 1.8. Performance was strong in a number of areas and St Leger operated within budget, whilst staffing levels and budgets and have stayed the same or reduced, except where there had been agreed cost or inflationary increases with DC.
- 1.9. Some targets were not met, which was unavoidable given the constraints of the Covid19 pandemic. However, despite these significant operational and financial challenges, the majority of targets were exceeded, met or within tolerances, and was the best ever in one instance (sickness).
- 1.10. The statement also shows that St Leger is again, in general, a low cost, mid to high performing organisation when benchmarked with our peers (25 organisations – ALMOs, Metropolitan Boroughs and Unitary Authorities) and also all housing providers nationally (120 organisations).

- 1.11. The majority of our cost and performance indicators are in the upper quartiles (above median) compared to our peers. Benchmarking shows there are areas of good performance and also some areas for improvement, which will be followed up and acted on.

2. VFM environment

- 2.1. St Leger is income led, receiving management fees to manage and maintain Doncaster Council's (DC) housing related assets; around 20,000 homes, 100 shops, 2,000 garages and sites and some Housing Revenue Account (HRA) land, and a number of other key housing services. It is therefore imperative that St Leger achieves VFM in all of its activities.
- 2.2. Annual management fee incomes for 2020/21 only increased in relation to specific cost of living awards, pay scale increments, pension cost increases, growth or specifically agreed elements, and therefore robust budgetary control was required and achieved in the year.
- 2.3. Our VFM strategy contains six objectives :
- **Culture** : maximise staff involvement in VFM and embed a VFM culture;
 - **Customers** : maximise customers, leaseholders and stakeholders' VFM engagement;
 - **Comparison** : expand the performance management framework and benchmarking;
 - **Communication** : improve the quality, range and use of VFM reporting;
 - **Commercial**: ensure best use of all assets for which St Leger is responsible; and
 - **Collaboration** : strengthen the role of Support Services to the business.
- 2.4. St Leger has again followed the Regulator for Social Housing framework in producing this document. The VFM standard states that a registered housing provider must clearly articulate its strategic objectives and have an approach agreed by board to achieving VFM in meeting these objectives. <https://www.gov.uk/guidance/regulatory-standards>
- 2.5. We validate our performance with employee and customer surveys and we actively benchmark our services with other organisations. As in previous years, the main method of benchmarking is through our membership of Housemark (see Section 6 below), but we also carry out more tailored benchmarking with specific organisations.

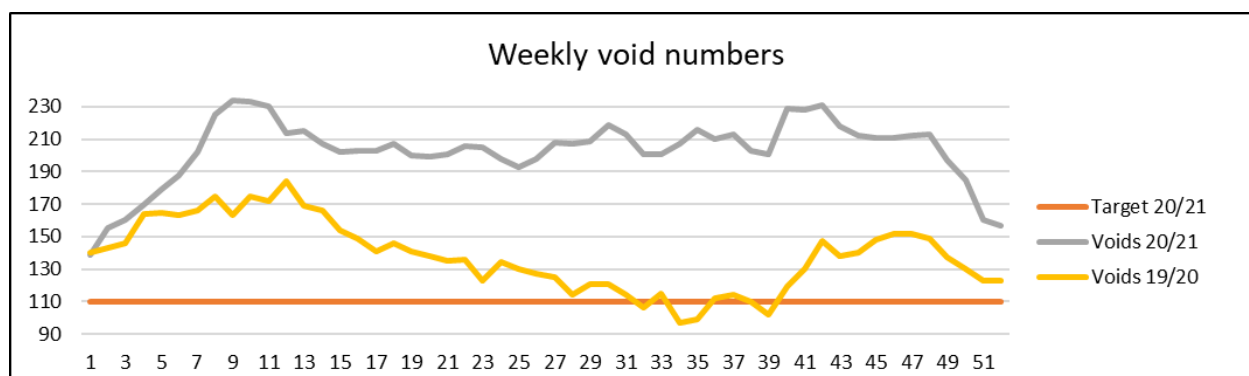
3. Covid19

- 3.1. 2020/21 was an exceptional year with the Covid19 pandemic providing numerous challenges, and to provide the required context for this VFM statement, the main challenges are listed below. Further details appear throughout the statement as appropriate :
- Business critical services only were delivered in April and May 2020 and normal services started to resume from June, as lockdown restrictions were eased. Covid19 continued to impact as there were further lockdown and tier restrictions in Q2 and Q3;
 - St Leger offices were closed and all office based staff were working from home throughout 2020/21;
 - No employees on furlough in the year;
 - Reduced capital income of £2.4m mainly due to quarter 1 restrictions. Bottom line adverse impact of £1.2m;
 - Court closures, eviction bans and no enforcement action available on tenants;
 - Mayoral option of a three month rent payment holiday in Q1;
 - Additional PPE required for employees costing nearly £100k more than budget;
 - New Covid-safe systems of work introduced, eg. one tradesperson per van, 'shift' arrangements on site to minimise contact, increased hygiene requirements;
 - Significant, unbudgeted investment in IT equipment, primarily laptops, to enable employees to work from home;
 - Full year expenditure commitment on some Service Level Agreement budgets, eg Grounds Maintenance, Cleaning, compared to some Housing Associations who would reduce expenditure due to Covid19 restrictions; and
 - Additional temporary accommodation costs of £1.6m to meet government instructions and providing increased demands on employee capacity.

PERFORMANCE

4. Company performance - Key Performance Indicators (KPI)

- 4.1. Annually, the Board approve the ADP, budget and Key Performance Indicator (KPI) targets aligned with our strategic objectives. Budgets and KPIs are monitored monthly.
- 4.2. The budgets and targets were approved before the Covid19 pandemic restrictions were put in place (March 2020) and they had a material impact on all services, particularly in Quarter 1.
- 4.3. Void levels in the year reflect this and the chart below plots void numbers throughout the year compared to target and also 2019/20. It shows an increase in the first quarter and again towards the end of quarter 3 in line with Government tier and lockdown instructions, but were heading towards target towards again by year end.



- 4.4. The table below shows the KPIs for 2020/21 and whether targets were met, with comparatives.

KPI	KPI description	20/21 Outturn	20/21 Target	19/20 Outturn	18/19 Outturn
1	Current rent arrears % against annual rent	2.75%	2.80%	2.79%	2.61%
2	Void rent loss % of annual rent	1.00%	0.50%	0.59%	0.49%
3	Average no. of days to re-let a property	46.11	20.0	22.7	20.9
5	Full Duty homelessness acceptances	398	160	228	130
6	Homeless preventions	604	800	965	n/a
7	Complaints upheld as a % of interactions	0.065%	0.075%	0.061%	0.070%
8	Tenancies sustained post support	97.25%	90.00%	93.80%	n/a
9	Repairs – First visit complete	90.92%	92.00%	90.24%	n/a
10	Gas servicing - % of properties attended	100.00%	100.00%	100.00%	100.00%
11	Days lost through sickness per FTE	6.60	7.90	8.22	8.90
12	Percentage of local expenditure	52%	70%	59%	58%
13	Anti-Social Behaviour % of resolved cases	95.19%	95.00%	95.55%	92.99%
14a	Tenants & residents undertaking training	30	56	53	n/a
14b	Tenants & residents into employment	28	25	31	n/a
15	Tenant satisfaction overall	87.00%	89.00%	87.00%	n/a
16	Homes meeting Decent Standard	99.99%	100.00%	100.00%	n/a
17	Tenant satisfaction with property condition	89.40%	89.00%	89.40%	n/a
18	Energy efficiency of properties – new	64.74%	42.00%	99.96%	n/a

Key :

Target met/exceeded	Within tolerance	Target not met
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- 4.5. The table shows twelve KPIs meeting or within tolerance of target and six not meeting target, two of which are voids related, due to lettings suspensions during the year, and two due to homelessness as a result of following government's 'everyone in' instructions.

- 4.6. Despite the Covid19 constraints, there was some exceptional performance areas :
- Rent arrears ended the year at 2.75%, below target and also below 2019/20 levels, even with restrictions on evictions and legal action, and also rent holidays on offer to tenants at the start of the year;
 - Tenancies sustained exceeded target at 97.25%;
 - All gas appliances were serviced and had a valid gas safety certificate; and
 - Sickness levels were better than target and the lowest ever.
- 4.7. Detailed commentary appears at **Section 7** below.

5. Customer Service standards

- 5.1. To complement our corporate KPIs, St Leger has developed Service Standards with our customers. These are operational indicators to ensure we provide the highest levels of customer service. They are reported quarterly with actions generated to improve performance. The table below summarises our performance:

Service standards	20/21	19/20	18/19
Compliant with target	7	8	8
Within target tolerance	1	3	2
Not compliant with target	3	2	3
Total	11	13	13

- 5.2. The three standards where we weren't meeting target were:
- Increasing the number of tenants in the Get Involved Group (GIG);
 - Resolve/respond to enquiries, compliments and complaints within 10 working days; and
 - Answering calls within 20 seconds.

BENCHMARKING

6. Benchmarking – how we compare with others

- 6.1. We actively benchmark our services with other organisations, because a key element of being able to claim whether VFM is being achieved is how we compare with other organisations.
- 6.2. The main method of benchmarking is through our membership of Housemark. One outcome of benchmarking is grading our costs and performance into four bands or quartiles, ie Quartile 1 for top performers or lowest cost, etc. We submit performance information quarterly and more comprehensive performance information on annual basis, together with detailed financial analysis (see below).
- 6.3. We also carry out more tailored benchmarking with specific organisations, where appropriate. This was limited in 2020/21 due to restrictions on travel and focus on core services during the pandemic, but some benchmarking was undertaken involving:
- Universal Credit (UC) – working with the DWP national policy team to develop year-end processes for all social housing landlords
 - Income Management (IM) – participation in a regional (northern) benchmarking group;
 - Income Management (IM) – talking to other organisations to review systems;
 - Part of the National Early Adopter programme for High Rise Buildings (HRRB);
 - Participated in a regional health, safety and compliance benchmarking group;
 - Member of a national Former Tenant Arrears forum;

HOUSEMARK

- 6.4. The benchmarking information from Housemark for 2020/21 compares our performance to a peer group of 25 ALMOs, Metropolitan Boroughs, Unitary authorities and similar organisations, and also around 120 housing providers nationally.
- 6.5. All benchmarking results must consider that differences exist between housing providers – size, geography, demographic, timing, etc. - and should serve as an introduction for further investigation and detailed discussions.
- 6.6. Some organisations would have had employees on furlough in the year and therefore received government income. Housemark have accounted for this by treating it as income rather than netting off employee costs, so all cost comparisons will be consistent
- 6.7. **In summary, for all benchmarking information submitted, it shows that St Leger remains a low cost, mid performing organisation** (see below).

Housemark - VFM dashboard

- 6.8. At an overview level, VFM dashboards can be produced by plotting a selection of cost and performance indicators in a 2x2 matrix to show how an organisation compares with its peer group, geographically or nationally, for core service areas. The aim is to have as many indicators as possible in the low cost, high performance green area and as few as possible in the high cost, poor performance red area.
- 6.9. The dashboard is intended to give a VFM snapshot and generate further investigation. The dashboards for 2020/21 and 2019/20 comparatives are shown below.
- 6.10. The tables below shows the cost and performance indicators selected with the dashboards for 2020/21 and 2019/20, for both our Peer Group and Nationally.

PEER GROUP VFM DASHBOARDS

Key	Service	Cost indicator	Performance indicator
1	Responsive repairs	CPP * of responsive repairs	STAR satisfaction with repairs service
2	Void repairs and lettings	CPP of void repairs	Void rent loss %
3	Rent arrears & collection	CPP of rent arrears & collection	Current arrears %
4	Tenancy Management	CPP of tenancy management	STAR satisfaction with service overall
5	Customer involvement	CPP of customer involvement	STAR satisfaction with views being listened and acted
6	Customer services	CPP of housing management	Average days to respond to complaints
7	Neighbourhood m'ment	CPP of estate services	STAR satisfaction with neighbourhood as place to live
8	Community investment	CPP of community investment	Residents supported into employment

* CPP = Cost Per Property

Peer group 2020/21 - 25 ALMOs, Metropolitan Boroughs and Unitary authorities



Peer group 2019/20 - 25 ALMOs, Metropolitan Boroughs and Unitary authorities



NATIONAL DASHBOARDS

Key	Service	Cost indicator	Performance indicator
1	Responsive repairs	CPP * of responsive repairs	STAR satisfaction with repairs service
2	Void repairs and lettings	CPP of void repairs	Void rent loss %
3	Rent arrears & collection	CPP of rent arrears & collection	Current arrears %
4	Tenancy Management	CPP of tenancy management	STAR satisfaction with service overall
5	Customer involvement	CPP of customer involvement	STAR satisfaction with views being listened and acted
6	Customer services	CPP of housing management	Average days to respond to complaints
7	Neighbourhood m'ment	CPP of estate services	STAR satisfaction with neighbourhood as place to live
8	Community investment	CPP of community investment	Residents supported into employment

* CPP = Cost Per Property

Nationally 2020/21 – approx. 120 housing providers



Nationally 2019/20 - approx. 90 housing providers



Housemark - Optimising service costs

- 6.11. Total expenditure is analysed into Housemark service areas to give headline and detailed costs per service. The table below summarises our headline **costs per property (CPP)** together with comparatives and peer and national group benchmarks from Housemark.

Cost Category	18/19 Outturn CPP £	19/20 Outturn CPP £	20/21 Outturn CPP £	Peer Median CPP £	Peer Quartile	National Quartile
<u>Repairs</u>						
Major Works	1,815	1,134	1,101	1,163	Q2	Q3
Cyclical Maintenance	129	127	138	266	Q1	Q1
Responsive Repairs	571	571	583	535	Q3	Q2
Void Works	200	193	214	233	Q2	Q2
<u>Housing</u>						
Rent arrears collection	76	78	88	112	↓Q2	Q1
Resident Involvement	14	16	19	30	↓Q2	Q1
Tenancy Management	89	90	104	129	Q2	↓Q2
Lettings	30	36	39	64	↓Q2	Q1
Anti Social Behaviour	56	58	62	63	↑Q2	↑Q2
Estate Services	115	128	130	179	↑Q2	Q2
Housing – total	380	406	442	577	Q2	Q1
Total Cost Per Property	3,095	2,431	2,478	2,774		

Overheads are allocated by Housemark into each service categories

↑ ↓ arrows indicate any quartile movements compared to 2019/20

Housemark - Cost and Performance indicator quartile summaries

- 6.12. The tables below show the banding of our quartile positions for all cost and all performance indicators submitted.. Over the past four years, small majorities of our Cost (~60%) and Performance (~60%) indicators are in Quartiles 1 and 2:

COST		20/21		19/20		18/19		17/18	
	no.	%		no.	%	no.	%	no.	%
Quartile 1	2	6		9	28	9	28	6	19
Quartile 2 / Median	19	56		10	31	8	25	10	31
Quartile 3	8	24		7	22	9	28	11	34
Quartile 4	5	14		6	19	6	9	5	16
Totals	34	100		32	100	32	100	32	100
PERFORMANCE		20/21		19/20		18/19		17/18	
	no.	%		no.	%	no.	%	no.	%
Quartile 1	9	28		15	47	14	42	10	36
Quartile 2 / Median	8	27		7	22	7	22	5	18
Quartile 3	10	30		6	19	11	33	7	25
Quartile 4	5	15		4	12	1	3	6	21
Totals	34	100		32	100	33	100	28	100

- 6.13. All Quartiles 3 and 4 indicators will again be reviewed to understand why these positions were achieved and put actions in place to move us into the higher quartiles.

Housemark - Detailed Cost and Performance indicator quartile position

6.14. The tables below show the indicators submitted and comparatives from the previous two financial years with our Peer Group. The tables also shows the quartile positions for 2020/21 and 2019/20. Tables have been separated into two sections – Upper Quartiles (Q1, Q2) and Lower Quartiles (Q3, Q4). These indicators provide further detail behind the VFM dashboards and tables above.

Housemark - Quartile position table – UPPER QUARTILES 1 and 2

Service area	Indicator Description	18/19 Outturn	19/20 Outturn	20/21 Outturn	Peer Median	20/21 Quartile	19/20 Quartile
Corporate	Staff turnover in the year %	7.20%	7.5%	5.0%	7.5%	Q1	Q1
Cyclical Maintenance	Total CPP	£129	£127	£111	£266	Q1	Q1
Cyclical Maintenance	Gas servicing - % valid certificate	100.00%	100.00%	100.00%	99.96%	Q1	Q1
Cyclical Maintenance	% gas safety checks by annivers date	100.00%	100.00%	100.00%	99.89%	Q1	Q1
Lettings	Dwellings vacant unavailable to let %	0.00%	0.00%	0.04%	0.54%	Q1	Q1
Lettings	Void rent loss % of rent loss	0.49%	0.59%	1.00%	1.45%	Q1	Q1
Major Works	% of dwellings that are non-decent	0%	0.0%	0.0%	0.4%	Q1	Q1
Rent arrears&collection	Write offs %	0.47%	0.35%	0.04%	0.31%	Q1	Q3
Responsive repairs	Appointments kept % of apps made	98.90%	99.3%	99.3%	96.5%	Q1	Q1
Responsive repairs	Satisfaction repairs service (STAR)	85.90%	90.1%	86.3%	78.7%	Q1	Q1
Total Housing M'ment	Total CPP	£265	£278	£311	£385	Q1	Q1
Anti Social Behaviour	Total CPP	£56	£58	£62	£63	Q2	Q3
Corporate	Days lost through sickness per FTE	9	8.3	6.6	8.6	Q2	Q1
Corporate	Finance Costs CPP	£6	£7	£8	£11	Q2	Q1
Corporate	Direct revenue costs - finance costs %	2.20%	2.3%	2.5%	2.5%	Q2	Q2
Corporate	Central Overheads and HR CPP	£30	£31	£33	£48	Q2	Q2
Estate Services	Direct employees per 1000 props	0.42	0.68	0.78	1.06	Q2	Q2
Estate Services	Total CPP	£115	£127	£130	£179	Q2	Median
Lettings	Average re-let time (major works)days	43.2	54.0	96.7	98.3	Q2	Q2
Lettings	Average re-let time (all re-lets) days	24.2	27.6	54.7	70.0	Q2	Q1
Lettings	Total CPP	£30	£36	£39	£64	Q2	Q1
Lettings	Direct employees per 1000 props	0.67	0.85	0.78	0.94	Q2	Q1
Lettings	Average re-let time in days (standard)	21	23.0	46.1	49.9	Q2	Q2
Lettings	Dwellings vacant & available to let %	0.58%	0.61%	0.74%	0.76%	Q2	Median
Major Works	Total CPP	£1,815	£1,134	£1,001	£1,163	Q2	Q2
Rent arrears&collection	Total CPP	£76	£78	£88	£112	Q2	Q1
Rent arrears&collection	Current rent arrears %	2.62%	2.79%	2.75%	2.76%	Q2	Q2
Rent arrears&collection	Percentage of Rent collected %	98.91%	99.58%	99.68%	98.06%	Q2	Median
Rent arrears&collection	Direct employees per 1000 props	1.78	1.88	1.72	1.76	Q2	Q3
Resident Involvement	Total CPP	£14	£16	£19	£30	Q2	Q1
Resident Involvement	Direct employees per 1000 props	0.29	0.33	0.34	0.47	Q2	Q1
Responsive repairs	Average cost of responsive repair £	£128	£121	£140	£150	Q2	Q2
Tenancy Management	Average days to respond to complaints	7.0	7.0	9.0	10.09	Q2	Q1
Tenancy Management	Total CPP	£89	£90	£104	£129	Q2	Q2
Tenancy Management	Direct employees per 1000 props	1.99	1.89	1.94	1.96	Q2	Q2
Total Housing M'ment	Direct employees per 1000 props	5.73	6.03	5.85	6.12	Q2	Q2
Void repairs	Average cost of void repair £	£2,259	£2,197	£2,879	£3,712	Q2	Q1
Void repairs	Total CPP	£200	£193	£214	£233	Q2	Q2

Housemark - Quartile position table – QUARTILES 3 and 4

Service area	Indicator Description	18/19 Outturn	19/20 Outturn	20/21 Outturn	Peer Median	20/21 Quartile	19/20 Quartile
Anti Social Behaviour	Direct employees per 1000 props	1.00	1.08	1.08	0.92	Q3	Q2
Corporate	IT & Comms CPP	£15	£15	£41	£36	Q3	Q1
Corporate	Overheads as % of Revenue costs	20.73%	20.5%	22.0%	19.6%	Q3	Q3
Corporate	Direct revenue costs - IT&comms costs %	5.01%	4.7%	5.9%	4.8%	Q3	Q3
Corporate	Premises costs CPP	£20	£24	£21	£14	Q3	Q3
Corporate	Direct revenue costs - premises costs %	3.08%	3.4%	3.1%	1.9%	Q3	Q4
Major Works	Average SAP rating	66.3	68.6	68.6	70.6	Q3	Q3
Rent arrears & collect	Former tenant arrears %	1.50%	1.72%	1.93%	1.54%	Q3	Q3
Rent arrears & collect	UC tenants in arrears %	no data	66.22%	58.64%	58.14%	Q3	Q3
Rent arrears & collect	Non- UC tenants in arrears%	no data	21.89%	20.47%	19.41%	Q3	Q2
Resident Involvement	RI in consultation groups %	5.60%	10.2%	4.0%	4.4%	Q3	Q1
Resident Involvement	% residents regd. for online access	10.56%	9.3%	11.2%	19.0%	Q3	Q4
Resident Involvement	Requests made online/1,000 props	106	93	112	574	Q3	Q4
Responsive repairs	Repairs completed at the first visit %	88.20%	90.2%	90.9%	91.8%	Q3	Q2
Responsive repairs	Total CPP	£571	£571	£584	£535	Q3	Q3
Responsive repairs	Direct employees per 1000 props	8.4	8.60	8.22	5.75	Q3	Q4
Tenancy M'ment	% of complaints responded to target	89.30%	86.8%	74.7%	80.4%	Q3	Q2
Tenancy M'ment	Tenancy turnover	7.43%	7.41%	6.16%	5.84%	Q3	Q3
Anti Social Behaviour	ASB cases per 1,000 properties	75	84	85	67	Q4	Q3
Corporate	Direct revenue costs - central o'heads%	10.41%	10.1%	10.6%	7.1%	Q4	Q3
Corporate	Overheads as % of turnover	10.67%	10.6%	11.3%	9.6%	Q4	Q4
Cyclical Maintenance	Direct employees per 1000 props	2.58	2.54	1.96	0.02	Q4	Q4
Major Works	Direct employees per 1000 props	7.79	8.06	6.23	0.39	Q4	Q4
Resident Involvement	Number of services changed	8	15	4	8	Q4	Q2
Resident Involvement	Number of unique website hits	75,228	no data	19,949	109,538	Q4	
Responsive repairs	Ave. responsive repairs per prop.	3.6	3.9	3.4	2.6	Q4	Q4
Responsive repairs	Average days to complete repairs	16.33	17.29	16.75	8.52	Q4	Q4
Void repairs	Direct employees per 1000 props	4.14	3.76	3.57	1.61	Q4	Q4
Anti Social Behaviour	Satisfaction with case handling %	no data	no data	no data			
Anti Social Behaviour	Satisfaction with case outcome %	no data	no data	no data			
Major Works	Quality of your home (STAR)	89.20%	89.4%	no data			Q1
Corporate	Satisfaction overall (STAR)	88.80%	87.0%	no data			Q2
Corporate	Rent provides VFM (STAR)	92.80%	94.2%	no data			Q1
Estate Services	Satisfaction with n'hood (STAR)	81.30%	81.2%	no data			Q3
Resident Involvement	Views taken into account % (STAR)	83.50%	83.1%	no data			Q1
Tenancy Management	Evictions	0.23%	0.19%	no data			Q2
Void repairs	Average days to complete repairs	10.1	11.1	no data	17.0		Q1

Satisfaction surveys

- 6.15. The main customer survey is an annual Survey of Tenants and Residents (STAR), and a survey was planned to be undertaken in January 2021. However, given the Covid19 challenges nationally throughout the year, the decision was taken to defer this survey until July 2021.
- 6.16. Results from the July 2021 survey are being analysed and a review of the quartile markers for 2020/21 shows St Leger is in the upper quartiles compared to our peers and nationally for the main core questions. These core questions are around satisfaction levels overall, repairs, property condition, engagement, neighbourhood and VFM.

7. Key VFM achievements 2020/21

- 7.1. Core services were unchanged during 2020/21 whilst St Leger addressed the Covid19 constraints listed in Section 3 above, as well as managing the impact of Brexit, which affected availability of contractors and building materials, implementing a new IT system and all office based staff working from home.
- 7.2. There were achievements in VFM in a number of areas, both strategically and operationally in the year, and are summarised below.

Systems

- 7.3. As with 2019/20, the main focus in 2020/21 was the development and implementation of a new integrated housing management system for implementation in 2020/21. Phase 1 was successfully delivered in November 2020 (and Phase 2 successful in October 2021)
- 7.4. The new system rationalises a number of separate systems (TotalRepairs, Universal Housing and Keystone) to give a much more comprehensive single view of a tenant and will also deliver savings around software licencing.
- 7.5. There has also been investment in other software and also in server architecture and equipment for agile working, all of which will generate operational efficiencies.
- 7.6. In turn, agile working has led to reduced use/need of premises, which will mean savings on rent and utilities, plus travel time and cost for employees and improving our carbon footprint.
- 7.7. This investment in 2019/20 and 2020/21 will lead to even bigger savings in 2021/22 as the systems and agile working become embedded.
- 7.8. The Business Intelligence Tool ('Qlik') continued to be developed in the year and interrogates core systems, providing timely and accurate performance information to Managers across the business.

Investment

- 7.9. Despite the early Covid19 disruptions, St Leger managed and maintained DC's housing and related stock also effectively managed £17.4m of DC's £19.1m capital programme, and £8m of this was delivered by the St Leger in-house tradesteam.
- 7.10. This investment in the housing stock sustained and enhanced decency works already carried out. Improvements to over 5,000 homes were delivered and included an external improvement programme, heating conversions and upgrades, communal hall works, estate works and structural repairs.
- 7.11. The year saw continued investment in health and safety compliance works in all properties under our management and also saw continued focus on strengthening and improving fire safety in our high rise buildings. This included delivering a range of fire safety improvements identified from extensive intrusive fire surveys and fire risk assessments.
- 7.12. As well as our programme of capital works we continue to carry out responsive and scheduled repair work and cyclical testing of heating and electrics to ensure the continued maintenance of our housing stock. We operate a 24/7 contact service.
- 7.13. Implementation of the new IT system includes an industry standard Schedule of Rates (SORs), which was purchased in late 2019/20 for implementation in Phase 2 2021/22 (see below).

Procurement/cost savings

- 7.14. St Leger has a dedicated Procurement team with performance targets, including contracted spend levels, and maintains a contract log and efficiency register.

- 7.15. The efficiency register captures savings as contracts are renewed and managed, and for 2019/20, effective procurement and contract management generated savings of approximately £0.8m compared to previous years or contracts.
- 7.16. We have robust Financial Regulations and Contract Standing Orders and these documents ensure we operate in a legal, ethical and inclusive manner whilst achieving best value for money. We utilise OJEU compliant frameworks operated by procurement consortia and all contract evaluations consider cost and quality assessment criteria.
- 7.17. One of the corporate KPIs for the year was a target of 70% of expenditure being local to Doncaster. The outturn was below target at 52%, largely as a result of having to use a contractor outside of Doncaster, but within South Yorkshire.
- 7.18. In addition to this, we changed our payment arrangements with suppliers to maintain positive cashflow within the local markets and we delivered a very good performance of paying suppliers within target timescales.
- 7.19. New, industry standard Schedule of Rate (SORs) from the National Housing Federation (NHF) will be implemented in 2021/22 and will ensure our in-house works are charged appropriately, enable effective performance monitoring and allow accurate benchmarking with external suppliers to ensure VFM is achieved with suppliers.
- 7.20. 'Social Value' assessments were introduced in 2020/21 whereby 10% of all contract assessments are based on the social value of the contract. These consider factors such jobs created, carbon footprint, community groups and local expenditure, and Targets/Outputs/Measures (TOMs) are built in to every contract.

Employees

- 7.21. 2020/21 saw a fundamental shift in ways of working for all employees. Government instructions on 23 March 2020 meant all offices were immediately closed and office based staff worked from home for the year. Customer facing staff had to work in new Covid19 compliant ways.
- 7.22. Business critical services only were delivered in April and May and then all core services resumed from June 2020, and as referred to above, performance was strong throughout the year with any targets not being met mainly as result of the pandemic and related restrictions.
- 7.23. Employee wellbeing was at the forefront of a number of initiatives in the year.
- 7.24. Three staff pulse surveys were undertaken, specifically aimed at assessing employees' wellbeing, issues with new home working arrangements and capturing thoughts for possible changes post restrictions. They have now become the regular ongoing way we monitor employee voice and opinion across the whole organisation.
- 7.25. Sickness levels reduced to 6.6 days per FTE, the lowest ever, and is above median when compared to our peer group and nationally.
- 7.26. Staff turnover was very low at 5.0% and is top quartile against our peer group and nationally.
- 7.27. Corporately, a People Strategy is in place with an action plan aligned with our strategic objectives and Corporate Plan.
- 7.28. Despite the enforced new working arrangements, we continue to involve and invest in our staff, delivering a comprehensive learning and development programme for all staff during 2020/21 offering over 200 training courses and learning events, providing over seven learning hours per full time equivalent employee.
- 7.29. There were some realignments in year, most notably in HR and OD, and strengthening the Health and Safety Compliance Team commenced in the year, which will conclude in 2021/22.

- 7.30. The Customer Access Team (CAT), implemented in 2019/20, continued its phased development. The CAT deals with first point of contact enquiries, including by phone, email, video and in person at our office receptions. The CAT brings together all our customer access channels to deliver a single, whole organisation customer access service.
- 7.31. This is changing the way customers access our services for first point of contact enquiries and, means we are able to deal with enquiries at the first point of contact without passing the customer on to other teams, providing a better service for tenants.
- 7.32. In 2020/21 we continued our wellbeing activity, following achievement of the Silver level in the Public Health Bewell@Work Award in 2019/20, and are developing our plan to achieve Gold by March 2022.
- 7.33. St Leger Homes again achieved the maximum five star rating in the British Safety Council's Occupational Health and Safety Audit scheme for the last ten years, and achieved the international ISO45001 health and safety standard during 2019/20.

Customers

- 7.34. Customers will be the ultimate beneficiaries from all VFM work. Despite the numerous constraints resulting from the Covid19 pandemic, St Leger Homes maintained our commitment to providing suitable homes, maintaining independence, tackling social and financial exclusion and empowering people to have a better quality of life.
- 7.35. We achieved reaccreditation for the Government Standard for Customer Service Excellence (CSE) for the eleventh year running. The standard is awarded to public service organisations which meet strict criteria demonstrating that they focus on the needs and preferences of their customers, and all elements are considered either 'Compliant' or 'Compliance Plus'.
- 7.36. Addressing homelessness is one of the key priorities of Doncaster Growing Together and our own Corporate Plan, and three of the KPIs for the past three years are related to this. This service had an exceptionally busy year, primarily as a result of responding to Covid19 and the government's 'everyone in' instruction in March 2020, ensuring a bed for the night for everyone presenting as homeless during the pandemic.
- 7.37. This was in addition to the usual high demand in general service approaches for access to the housing register, housing advice and homeless applications, statutory rehousing and use of homeless temporary accommodation.
- 7.38. Successful bids to Government in recent years for funding initiatives such as the Rapid Rehousing Pathway, Private Rented and Rough Sleeper Initiative, secured funding for 2020/21 and this provided much needed resources and capacity to further reduce homelessness in Doncaster.
- 7.39. The severe weather emergency protocol (SWEP) remained in place during the year and was activated on several occasions. SWEP ensures normal operational service is maintained and increased measures to prevent rough sleeping during these periods. In conjunction with our partners, we were able to ensure a bed was available for every rough sleeper who wanted one during the severe weather.
- 7.40. Our Tenants and Residents Improvement Panel (TRIP) undertake a number of tasks and reviews each year to inform service improvements. TRIP play a key role in our work on consultation, customer engagement, mystery shopping and reality checking.
- 7.41. We have effective partnerships with numerous organisations, in particular the DWP, CAB, and South Yorkshire Credit Union to deliver solutions to our tenants.
- 7.42. Helping our tenants with the impact of benefit reform is key to sustaining tenancies. Our dedicated tenancy sustainment team ensures tenants have the financial capability and skills to manage their money.

- 7.43. Full roll-out of UC is expected to conclude in 2021/22, affecting over 7,500 tenants by then and totalling over £24million of income per annum. For 2020/21, this meant approximately £4million more rent to collect than the previous financial year. Our work with partner organisations to date has minimised the impact of UC and welfare reform, and again proved very effective in 2020/21 with an exceptional performance in managing rent arrears, being better than target and comparing favourably with other housing providers.

8. Plans for 2021/22 onwards

- 8.1. St Leger's plans for 2021/22 onwards are to embed the new integrated housing management system and deliver its projected efficiency savings. This new system is central to VFM gains going forward. It replaces a number of separate systems to give one view of a customer and therefore much more efficient processes for employees, service benefits for our customers, and will change the way everyone works across the company.
- 8.2. Financially, challenging one year and medium term budgets have been set and performance targets have either been maintained or are more challenging, demanding and driving efficiency and effectiveness improvements in the organisation. Operating within these budgets whilst maintaining the high performance levels and meeting targets will evidence VFM.
- 8.3. The Social Housing White Paper provides additional challenges, not least the regulatory framework, part of which is the VFM standard, so plans from 2021/22 are heavily influenced by this.
- 8.4. A new employee performance monitoring framework has been introduced in 2021/22 that contains individual targets aligned with KPIs and the ADP and embedding this will contribute significantly to achieving company-wide VFM.
- 8.5. In summary, the main priorities for 2021/22 are :
- implement and embed the new integrated housing management system;
 - develop the workforce; and
 - health and safety compliance.

9. Summary

- 9.1. The 2020/21 financial year was an exceptional year with numerous challenges facing St Leger. Primarily this was managing the impact of Covid19, but this became business as usual as the year progressed. St Leger also developed and implemented a new integrated housing management system and addressed the actions from building safer futures and social housing white paper requirements.
- 9.2. The above all provided significant budget challenges but the company operated within budget and core operating costs remain stable. There was some exceptional areas of performance in the year, notably around rent arrears and sickness levels, the latter set against the pandemic and the wellbeing challenges of all staff having to change ways of working, with the large majority working from home almost overnight. This in turn provided numerous IT challenges and all were addressed to ensure core services were maintained.
- 9.3. We continue to be a low cost, mid to high performing organisation compared to other housing providers. Performance wise, our levels are generally equivalent or better than most, but again there are areas where our costs and performance could be improved, and our plans will improve our VFM performance.

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 Canceled 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	Thurs 9th Sept 2021 at 10am Council Chamber (CM/RW)	Thurs 30th Sept 2021 at 10am Council Chamber (CM)	Thurs 16th Sept 2021 at 4.30pm Council Chamber (CR)		
	<ul style="list-style-type: none"> • Qtrly Finance & Performance Report – Qtr 1 (c) <ul style="list-style-type: none"> ◦ DMBC ◦ SLHD7th ◦ 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 (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 11am Briefing Session, MS Teams (CM)		Fri 1st Oct 2021, 2pm Briefing Sessions, MS Teams (CM)	Wed 13th Oct 2021 at 11.30am, Chamber (CR)	Mon 11th Oct 2021 at 10am , Chamber (CM)
	<ul style="list-style-type: none"> Localities (general update and the executives proposals for Governance) 		<ul style="list-style-type: none"> Overview of upcoming policies 	<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"> Flood Planning Preparation (c) Domestic Abuse Strategy(c)
Nov	Thurs 4th Nov 2021 at 10am Council Chamber (CR)	Mon 22nd Nov 2021 at 1.30pm Council Chamber (CM)	Tues 9th Nov 2021, 1pm Virtual Meeting (CR) Deferred TBA	Briefing Session Wed 10th Nov 2021, 10:30am Virtual Meeting (RW/CM)	Briefing Session Wed 10th November 2021 2pm Virtual Meeting (CR)
	<ul style="list-style-type: none"> The Statement of Licensing Policy Gambling Act 2005 (c) 	<ul style="list-style-type: none"> Winter Planning Update from Doncaster and Bassetlaw Teaching Hospitals (c) 	<ul style="list-style-type: none"> Evidence gathering session – meeting with teachers (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.(c) Town Centre update including Waterdale area, strategy and plans for, Housing, retail, hospitality and engagement with businesses and how they are responding to challenges (c) 	<ul style="list-style-type: none"> Environmental Strategy (Sustainability) Naturalisation
	Thursday 4th November following the formal meeting Council Chamber (CR)			Tues, 30th Nov 2021, 10am Council Chamber (CM)	Thursday 25th November at 2pm (CR)
	<ul style="list-style-type: none"> Commissioning – discussions with service users re: drug and alcohol abuse (c) 			<ul style="list-style-type: none"> Update on the Market (MAM contract).(c) Town Centre economy including impact from Covid, footfall, night-time economy, Alfresco dining, market economy.(c) 	Community Safety Strategy(c)

Please note dates of meetings/rooms/support may change

Dec	Thurs 2nd Dec 2021 at 10am Council Chamber (AS/RW)		Thurs 9th Dec 2021 at 4.30pm (CM/CR) Council Chamber		
	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 2 (c) <ul style="list-style-type: none"> DMBC SLHD DCST 		<ul style="list-style-type: none"> 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 (c) 		
Jan	Thurs 27th Jan 2022 at 10am Microsoft Teams (briefing session) (CM/CR)	Mon 31st Jan 2022 at 1.30pm (CM)			
	<ul style="list-style-type: none"> Budget (c) Corporate Plan (c) 	<ul style="list-style-type: none"> Carers Strategy – to include people with lived experience (c) 			
	Thurs 10th Feb 2022 at 10am Council Chamber (CM/CR)				Wed 9th Feb 2022 at 10am Council Chamber (CR)
	<ul style="list-style-type: none"> Budget (c) Corporate Plan (c) 				<ul style="list-style-type: none"> Crime and Disorder Committee (c)
	Thurs 24th Feb 2022 at 10am deferred to 15th March				
	Monday 14th March 2022 at 2pm Briefing Session (CR) Council Chamber				
	LGA Peer Review - OSMC led Members session (c)				

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Please note dates of meetings/rooms/support may change

March	Tuesday 15th March 2022 at 10am Briefing Session (CM) Microsoft Teams		Wednesday 2nd March at 5pm Council Chamber (CR)		
	<ul style="list-style-type: none"> Localities update (c) 		<ul style="list-style-type: none"> Youth Councillors and Young Advisors 		
	Thurs 31st March 2022 at 10am, Council Chamber (AS/RW)	Thurs 3rd March 2022 at 10am, Council Chamber (CR)	Thurs 17th March 2022 at 4.30pm (CR)	Wed 9th March 2022 at 10am (CM)	
	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 3 (c) <ul style="list-style-type: none"> DMBC SLHD DCST Rossington Neighbourhood Plan (TBC) 	<ul style="list-style-type: none"> Part 1 - CQC Inspection and Regulation Update – Doncaster Care Quality including inspection ratings. Covid impact and how care providers have risen to the challenge (c) Part 2 - CQC possible part two - Chief Nurse CCG – NHS settings (c) Health Protection – link with the implications of long Covid(c) 	<ul style="list-style-type: none"> SEND Strategy Postponed to a future meeting Youth Council – Domestic Abuse campaign 	<ul style="list-style-type: none"> Employment programme opportunities following Covid easing with possible invite to DWP (c) 	
Apr					
May					

POSSIBLE ISSUES FOR FUTURE CONSIDERATION OR TO BE SCHEDULED

Please note dates of meetings/rooms/support may change

	Youth Justice Plan OSMC 9 th June		Home to School Transport – 27 th June 2022		
	Quarter 4 Performance OSMC 23 rd June, 2022	Adult Safeguarding Report 2022 (date TBC) to be circulated	<ul style="list-style-type: none"> Theme: Sufficiency (potential for 2022/23) Reports to include comparators and best practices with comparisons to like authorities.	Impact of Brexit (ongoing through quarterly OSMC performance management meetings)	Environmental Improvement Plan (timing TBC)
	Impact of Brexit (ongoing through quarterly performance management meetings)	Joint Regional Health (JHOSC) – as required Chair only to attend	Following issues to be fed into the themes considered: <ul style="list-style-type: none"> Transition of young disabled adults to adulthood; 	Housing Allocations Policy Review 2022/23	
	Local Plan update Autumn 2022	Links with Social Care and Housing (added following discussion with Chair and Director) TBC maybe 2022/23	<ul style="list-style-type: none"> Doncaster Children's Safeguarding Partnership Annual Report – to circulate for comments 	Local Plan – update including delivery of key housing projects and connectivity – item for 2022/23 work plan spring 2023	
	Commissioning – meeting with providers	<ul style="list-style-type: none"> Children's Health Related Issues (Briefing) to include <ul style="list-style-type: none"> Children's Mental Health (Strategy) SALT (TBC) Health Visitors (CYP / HASC) 	<ul style="list-style-type: none"> Update on the funding provided for additional family practitioners and difference they have made – including risks associated. 	Town Centre Transport	
Page 130	Poverty Strategy – 2022/23 (TBC)		<ul style="list-style-type: none"> Children's Health Related Issues (Briefing) to include <ul style="list-style-type: none"> Children's Mental Health (Strategy) SALT (TBC) Health Visitors (CYP / HASC) 	Car Parking Strategy	
	Compliments and Complaints 8 th September 2022		<ul style="list-style-type: none"> Youth Council (Priorities) – July 2022 	Town centre regeneration and development	

Please note dates of meetings/rooms/support may change

	Cultural Strategy – deferred from 2 nd February briefing session new date TBC		<ul style="list-style-type: none"> Children and Young People's Plan (invite HASC Scrutiny Panel) TBC 		
			<ul style="list-style-type: none"> Meeting with Headteachers to address front door referrals. 		
			<ul style="list-style-type: none"> SEND – meeting with families and SENCO group. 2022/2023 workplan 		
			<ul style="list-style-type: none"> SEND Strategy and Behaviour Transformation Programme (pre cabinet decision) (to include a focus on Education health Care plans) (c) (Postponed) 		
BRIEFING NOTES					
		Update on Scawthorpe Merger - circulated 031121		Housing Allocations Policy – circulated 2021.	Veterans – Briefing note general update with focus on homelessness – circulated 151021
					Future Parks Scheme (requested)

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DONCASTER METROPOLITAN BOROUGH COUNCIL **FORWARD PLAN FOR THE 1ST APRIL TO 31ST JULY, 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

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Prepared on: 1st March 2022 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 and Trading Services
- 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
1 Apr 2022	To approve the retender of the Integrated Community Equipment Loan Service (ICELS) contract.	Councillor Andrea Robinson, Portfolio Holder for Adult Social Care	Portfolio Holder for Adult Social Care	Tracy Miller, Partnership Manager - Integrated Community Equipment Loan Service, tracy.miller@doncaster.gov.uk		Open
11 May 2022	<i>Refresh of the Get Doncaster Moving physical activity and sport strategy.</i>	<i>Councillor Nigel Ball, Portfolio Holder for Public Health, Leisure, Culture and Planning</i>	<i>Cabinet</i>	<i>Andy Maddox, Business Development Manager andy.maddox@doncaster.gov.uk</i>		<i>Open</i>
11 May 2022	To adopt the Early Help Strategy 2022-2025.	Councillor Rachael Blake, Portfolio Holder for Children's Social Care, Communities and Equalities,	Cabinet	Stephanie Douglas, Head of Service Early Years and Localities stephanie.douglas@doncaster.gov.uk		Open

		Councillor Lani-Mae Ball, Portfolio Holder for Education, Skills and Young People				
8 Jun 2022	Quarter 4 2021-22 Finance and Performance Report	Mayor Ros Jones	Cabinet	Matthew, Smith, Head of Financial Management Tel: 01302-737663 matthew.smith@do ncaster.gov.uk		Open
8 Jun 2022	St Leger Homes Performance Report 2021/22 Quarter 4 (Non-Key Decision)	Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Business.	Cabinet	Julie Crook Tel: 01302 862705		Open
8 Jun 2022	DCST Quarter 4 Finance & Performance Report (Non- Key Decision)	Councillor Rachael Blake, Portfolio Holder for Children's Social Care, Communities and Equalities	Cabinet	Rob Moore, Director of Corporate Services and Company Secretary rob.moore@dcstru st.co.uk		Open

8 Jun 2022	Doncaster Town Deal - Station Gateway Projects.	Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Business.	Cabinet	Neil Firth, Head of Service, Major Projects and Investment neil.firth@doncaster.gov.uk		Part exempt 3
8 Jun 2022	Doncaster Council House Build Programme Phase 2.	Portfolio Holder for Housing and Business	Cabinet	Adrian Robertshaw adrian.robertshaw@doncaster.gov.uk		Open
20 Jul 2022	Doncaster Council Home to School Transport Policy 2022-2027	Councillor Lani-Mae Ball, Portfolio Holder for Education, Skills and Young People	Cabinet	Anita Linsdell Anita.Linsdell@doncaster.gov.uk		Open

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