



# Doncaster Council

## Agenda

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To all Members of the

# OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

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

**Venue:** Council Chamber - Civic Office, Doncaster

**Date:** Thursday, 8th September, 2022

**Time:** 10.00 am

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Damian Allen  
Chief Executive

Issued on: Wednesday 31<sup>st</sup> August 2022

**Governance Officer for this meeting**

Caroline Martin  
Tel. 01302 735682

## Items for consideration

1. Apologies for absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Declarations of Interest, if any.
4. Minutes from the Meeting of the Overview and Scrutiny Management Committee held on 10th February 2022, 9th June 2022, 23rd June 2022 and 7th July 2022 (*Pages 1 - 30*)

5. Public Statements.

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

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

6. Performance Challenge of Doncaster Children's Services Trust: Quarter 1 2022/23 (*Pages 31 - 46*)
7. 2022-23 Quarter 1 Finance and Performance Improvement report (*Pages 47 - 112*)
8. St Leger Homes of Doncaster Ltd (SLHD) Performance and Delivery update: 2022/23 Quarter 1 (*Pages 113 - 126*)
9. Complaints and Compliments Annual Report 2021/22 (*Pages 127 - 160*)
10. Overview and Scrutiny Work Plan and the Council's Forward Plan of key decisions (*Pages 161 - 176*)

## **MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE**

Chair – Councillor Jane Kidd  
Vice-Chair - Councillor Jake Kearsley

Councillors Gemma Cobby, Leanne Hempshall, Richard A Jones, Majid Khan, Sarah Smith and Gary Stapleton

Education Co-optees\*: Antoinette Drinkhill and Bernadette Nesbit  
Invitees: To be appointed

\*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.

# Public Document Pack Agenda Item 4

## DONCASTER METROPOLITAN BOROUGH COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 10TH FEBRUARY, 2022

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on THURSDAY, 10TH FEBRUARY, 2022 at 10.00 AM

#### PRESENT:

Chair - Councillor Jane Kidd

Councillors John Healy, Majid Khan, Sarah Smith, Nigel Cannings and Tim Needham

Co-optees – Antoinette Drinkhill (Church of England Education representative)

#### ALSO IN ATTENDANCE:

Other Councillors;

- Councillor Martin Greenhalgh

Officers;

- Debbie Hogg, Director Corporate Resources
- Faye Tyas, Assistant Director Finance
- Dan Swaine Director of Economy & Environment
- Lee Golze – Assistant Director - Partnerships, Early Interventions & Localities
- Allan Wiltshire - Head of Policy Performance & Intelligence
- Rob Moore - Director of Corporate Resources & Company Secretary (DCST)
- Phil Holmes, Director of Adults Health and Well-being
- Rachael Leslie, Deputy Director of Public Health

		<u>ACTION</u>
1	<u>APOLOGIES FOR ABSENCE.</u>	
	Apologies for absence were received from Councillors Leanne Hempshall and David Nevett.	
2	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	There were no items where the press and public should be excluded from the meeting.	
3	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	

	There were no declarations made at the meeting.	
4	<u>MINUTES FROM THE MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 2ND DECEMBER 2021</u>	
	<u>RESOLVED</u> that the minutes of the meeting dated 2 <sup>nd</sup> December 2021, be agreed and signed as a correct report.	
5	<u>PUBLIC STATEMENTS.</u>	
	There were no public statements.	
6	<u>OVERVIEW AND SCRUTINY CONSIDERATION OF THE MAYOR'S BUDGET PROPOSALS 2022/23 - 2025/26</u>	
	<p>Members received the Mayor's draft budget proposals 2022/23 to 2024/25, to consider and provide a response prior to the Mayor presenting her proposals to Full Council on 28th February, 2022.</p> <p>To ensure the Committee added value to the Council's budget setting process, discussions focused on the following four issues:-</p> <ol style="list-style-type: none"> <li>i. To what extent are the Mayor's proposals in line with Central Government policy, pressures and directives?</li> <li>ii. To what extent will the Mayor's proposal ensure that the Council was able to contribute to the outcomes detailed within Doncaster Delivering Together and the Corporate Plan bearing in mind the constraints detailed at i. above?</li> <li>iii. To what extent do the Mayor's proposals demonstrate that the results of any consultation, research or other evidence have been taken into account? and</li> <li>iv. To what extent were the challenges in delivering the savings within the timescales.</li> </ol> <p>The Committee questioned a number of key areas relating to risk and challenges, in addition to existing and emerging pressures, which were addressed in detail by Directors and Assistant Directors including the Finance and Section 151 Officer. Evidence that was provided during the meeting highlighted that the budget was adequate, however, it was recognised that the budget needed to remain agile and responsive with a less traditional approach in order to meet immediate concerns and longer term aspirations.</p> <p>A number of areas discussed are set out below:</p> <p><b><u>DMBC/Corporate Resources</u></b></p> <p>The Committee recognised that there would be significant challenge in</p>	

delivering the budget proposals due to those risks detailed within the various reports and the Chief Finance Officer's comments on the robustness of the proposals in the forthcoming budget. Members heard how the proposals had been developed as part of a lengthy and robust process. It was explained the proposals focused on delivering essential services such as Children's Social Care with £5.6m in additional funding to provide adjustments for those savings that were no longer deliverable. It was also acknowledged that the proposals included specific one-off funding such as that allocated for domestic abuse services. It was noted that in total, the service budget pressures were estimated at £19.0m in 2022/23, increasing to £22.1m by 2024/25.

It was explained that although a settlement had been reached for 1 year, there was a need to consider the environment being operated in. It was commented that following a challenging 2 years, there was a need to consider an approach that would act as a bridge to the longer term. Members heard that there was an intent around longer-term financial stability to provide a sound platform to come out of the pandemic and provide change across the organisation. It was noted that Government intention was to review the funding available to local government going forward.

**Inflation** - It was acknowledged that inflation had been identified as a particular pressure, which would need to be taken into account as part of the proposals (equating to £13.5 million in 22/23 and rising to £31 million over 3 years). Members were informed that inflation would be monitored closely, particularly certain high cost areas for 22/23. It was noted that there was some mitigations through some of the Councils contracts, that would help provide some stability.

It was outlined that one of the key areas impacted by inflation was the rising costs of placements, particularly children's placements which was not just a national issue but also a local issue with placements rising to around £12,000 per week. It was explained that regarding Adult Social Care, there would be an announcement around intent although the Council has not been able to prepare for what those changes might be (as no detail had yet been provided). Members were informed that preparations for this had commenced alongside the Director of Adults, Health and Wellbeing.

**Food and Fuel Poverty** - Concern was raised around the impact of food and fuel poverty on families and individuals. The Director of Corporate Resources outlined what measures the Council had in place to support this issue. These included;

- Local Council Tax Support arrangements - Members were reminded of the Mayors priority with £25M from local council tax support arrangements supporting those residents on low incomes.
- Government resources for those suffering hardship providing an extra £100, which had been increased by the authority to £300. It

was noted that benefits had been seen as part of the collection basis. It was viewed important that those arrangements be continued as part of the 2022/23 budget proposals.

- Local Assistance Scheme – The scheme provided relief for specific circumstances for those in need and an additional £450,000 for this scheme had been included within the budget proposals.
- Household Support Fund - The Government had provided this funding for Doncaster Council to support households who would otherwise struggle to buy food, pay essential utility bills or meet other essential living costs supporting up to 20,000 households.

Members were also informed about a poverty workstream undertaken part of the Renewal Board. It was outlined that this work would consider a more blended approach as it was recognised that poverty occurred due to a number of issues.

**Delivering Children Social Care** – It was acknowledged that there were significant savings to be achieved in-line with placing children within the Borough. It was noted that there was additional funding and therefore mitigations from, for example, funding allocated for Domestic Abuse navigators, preventative services as well as for specific posts to support that permanence. It was acknowledged that savings needed to be delivered and value for money taken into account but it was also a risk in terms of the national position.

**Reserves** – Members were assured that the Council had reviewed the level of reserves available to ensure that it had sufficient funding available. It was explained that the balance on the uncommitted General Fund reserve for 2022/23 was estimated at £15.9m; which was not considered an excessive amount and would fund the Council for 11 days and cover risks identified. Reference was also made to the Council's earmarked reserves, which was set aside for specific purposes such as transformation of Council services.

**Covid** – It was noted that the authority was mindful around the ongoing issues relating to Covid. It was explained that this matter had been built into assumptions around services pressures and inflation in addition to the risk assessment around ability to delivery savings and overspending.

**Fees and Charges** – In terms of fees and charges, it was explained that current activity had been into taken account and a detailed analysis had taken place of all those services that generated an income. It was explained that an assessment had been undertaken on the likely income levels for the future across the board, which had identified a 3% increase on fees and charges delivering around £290,000 for 22/23 across all services. It was noted that there were specific pressures identified for certain income generating services such as car parking and others where income maybe increased such as trade waste.

**Council Tax and Business Rates** – This was acknowledged as a key income stream for council providing 42% of the Councils baseline funding.

The Committee were told how Council Tax income was based on the latest information available and tax base. It was explained that last year the collection rate had been reduced from 98.6% to 97% to take into account challenges with paying. It was continued that the collection rate had not been impacted as expected (although will continue to be monitored) and therefore the rate had returned to 98.6%. It was noted that this included some contingency, as the collection was still higher.

A Member expressed concern about the impact on council tax as a result of households experiencing increasing fuel, energy and food costs. It was acknowledged that there were challenges with collecting for the short-term, and this was the reason for payment arrangements and why the collection rate had reduced last year.

Members were informed that a number of direct debits had been cancelled before being reinstated and therefore the position had soon recovered. Members were informed that the top 50 businesses represented 70% of the council's business rates. An explanation was provided of the Business Rate Retention Scheme, the different components that formed part of the process undertaken and the balance that was sought when the baseline was set. Reference was made to the information in Appendix One of the report, which included an itemised account.

**Delivering Doncaster Together** - Members were assured that work would be undertaken collaboratively by working with partners and through a close connection across all sectors by going in the same direction and incrementally achieving what was set out in the Corporate Plan.

**Consultation and Engagement** – Members were told how the authority had been dynamic by recognising it was working within a different environment. It was explained that during the last couple of years, the Doncaster Talks brand had been used to gather a sense of how communities were feeling. It was noted that under the Team Doncaster website there was an engagement document that outlined the real strength of work being carried out which also translated into some of the budget proposals. It was considered that although more could be done, the partnership was becoming better at delivering on priorities. It was continued that the Council would have access to extra resources during the next 3/4 years. The Committee heard that the Mayoral Combined Authorities would be looking at its Investment Strategy and as a place, we would then benefit from that to deliver our priorities. Members were informed that there would be further one-off

resources to support certain priorities and be able to demonstrate our commitment as we move forward.

**Localities Model** – The Director of Adults, Health and Wellbeing commented that the localities programme was about better outcomes and quality of life. It was stressed that the idea was about working closer to communities and making better use of resources by joining and working together.

### **Economy & Environment**

The Director of Economy and Enterprise outlined proposals as part of the budget and welcomed investments put forward that demonstrated the Council's commitment to key corporate aspirations. These included;

- Revenue - £228,000 of proposed investment in the Tree Team to support the delivery of the Council's target to grow a million trees. It was commented that this also linked to the Council's aspirations around carbon neutrality reduction by 2030.
- Capital Investments - £6million towards road improvements and road safety enhancements. It was noted that funding received from Central Government for the highways network would not enable the authority to maintain it to the levels required.
- Capital Equipment - £600,000 on capital equipment within Streetscene to support environment work. It was recognised that there were certain challenges going forward around Council owned buildings, particularly in relation to Housing Revenue Account (HRA) and thermal efficiency.

**Housing Stock** – Members heard that an assessment undertaken on the Council's own housing stock indicated that £600M was needed to make the properties thermos efficient aligned with carbon aspirations for HRA stock. It was continued that this did not take into consideration the private rented sector or owner occupied properties. It was acknowledged that the Council's relationship with the ALMO was a positive one, however, it was viewed that the private sector was more challenging as it did not have that level of engagement. It was commented that more people were demanding housing from the HRA than there was capacity to deliver and therefore relationships with private sector and housing associations were pivotal.

**Covid Funding Support/Doncaster's Local Economy And Economic Growth** – It was acknowledged that there was a wider issue of Covid support and the exit from that. It was explained that there had been a number of funding streams provided to industry or small businesses. Concern was raised about the long-term impact of Covid on business due to increasing costs to households although



noted that there were positive results emerging from the town centre.

Members were reminded of the investment into Doncaster of around £60m of Government money through the 2 Town Deals and investment into the waterside and railway station.

Reference was also made to Government funding provided through the Transitional Relief and Supporting Small Business Relief packages, which had both been extended and that the Retail, Hospitality and Leisure Relief, were all measures that would support businesses mitigate business rate liability for 2022/23.

**Doncaster Delivering Together** – It was considered that there was sufficient investment as outlined earlier in the meeting to support the delivery of Council key priorities and potential acquisitions around the town centre as part of the wider masterplan. Concern was raised that there were longer-term challenges such as reducing carbon neutrality by 2040 (85% by 2030) and funding flood resilience schemes. Reference was made to challenges resulting from the funding landscape from Government, for example, the City Region Sustainable Transport Scheme that included a rail link to the airport. Members were also informed about the challenges arising from joining-up funding schemes together and funding that placed certain pressures to deliver schemes such as cycle lanes.

Comments were raised around ring-fenced funding for specific purposes rather than having more flexibility to benefit Doncaster's residents and businesses. Reference was made to an ongoing reliance on Business Rates economy and Council Tax income. It was considered that there were green shoots in future settlements.

**Doncaster's Local Economy and Economic Growth** – Further to information provided earlier in the meeting, the Director of Economy and Enterprise outlined that there was nearly £5 million for acquisitions from the Government Levelling Up Funding (LUF), and 2 Town Deals in place. It was explained that this formed part of the masterplanning and reconfiguration of the areas demonstrating commitment to the local area and economy.

#### **Children and Young People/Doncaster Children Services Trust**

The Assistant Director for Partnerships, Early Interventions and Localities provided assurances to the Committee that the budget provided enough funding for both statutory and wider services. It was explained that Doncaster had seen investment into their Early Help Services over the last 2 years in line with the Council's vision and ambition around providing early support for families and children. It was noted that demand had increased and that the average spend per head per child in Doncaster was above the national and regional average.

It was reported that there had been significant and continuous investment made in the three big policy areas that included early help, children's social care (reflecting increased demand) and finally education.

It was noted that cost pressures had been absorbed into the proposed budget, with robust financial management systems in place across each of service area to help maintain financial stability and continue to provide essential services

The Director of Corporate Resources and Company Secretary at the Doncaster Children's Services Trust provided assurances that all existing statutory and non-statutory services have been included as part of the budget proposals and would also support increased demand through continued investment from the Council. Members heard how through one-off investment, that efficiency would be increased by progressing the Future Placements Strategy. It was explained that the strategy would support the acquisition of new homes in Doncaster to move children back closer to home and help provide the best outcomes for them with greater efficiency. It was added that investment had also been made into fostering.

**Delivering Doncaster Together** – Reference was made to the six beacons within Delivering Doncaster Together that all linked with children and families. It was felt that there were sufficient funding to deliver those priorities as part of the localities model. Reference was made to education and skills, early help, and vulnerable children along with the strategies and various work streams in place.

Concern was raised by a Member of the Committee about the rising cost of out of authority placements and whether the budget proposals were adequate to meet the requirements of this service. It was acknowledged that this was a risk and an area of volatility. Members was assured of the work taking place to address that would create greater efficiency and that the proposals were adequate to meet the needs.

Members were told about the importance placed around the safety of children and child protection across the Borough, particularly around the front door supported through the significant investment made in the Trust as part of the development and improvement plan funded by the Council. Reference was made to key measures regarding caseloads for staff, which have been reduced and were now deemed as manageable going forward. The Committee was informed about the success experienced in recruiting more Social Workers and a 60% reduction in the number of Social Workers leaving the Trust compared across 2020 – 2021 (as a result of investment into Social Worker pay). Reference was also made to the value of academy placements and 'growing our own' approach.

Regarding concerns raised around the 'front door', it was explained that although the number of referrals were high, those referrals made did not always meet the thresholds in place for statutory services. Members were informed that work was taking place with partners such as police and education around understanding those thresholds.

Reference was made to an independent review undertaken of the Front Door with six recommendations in place and what had been put in place.

**Key Challenges and Risks** – It was noted that key risks included;

- Increased demand for children and young people;
  - in households where there were vulnerabilities; and
  - with additional needs.
- Ongoing issues with Covid in schools and the impact on staffing and potential referrals.
- Children's Emotional Health and Well-being - reference was made to the Children's Mental Health Strategy and it was stressed that there would be a real focus on working through the priorities for the next year as that will impact on future years.
- High Placement Costs – reference was made to the work being undertaken around Future Placement Strategy and it was noted that staffing the homes would be needed.

### **Adults Health and Well-Being/Public Health**

The Director of Adults, Health and Wellbeing explained that there were certain aspects of financial stability that were outside the authority's control. An example of this being the new national policy in Adult Social Care (in relation to modelling the cost of care for care homes and home care, as well as the charging cap). It was noted that national funding had been set aside for this, but that there were no assurance that they would cover those commitments.

In relation to what was within the authority's control, it was explained that the budget proposals set out to fund sensible and progressive activity. An example of this was provided around increasing the grip on early intervention and prevention in communities and the capability of in-house services. Members heard how there was also a significant focus on supporting external care providers who deliver services for Doncaster people, including residential homes, supported living, domiciliary care or via direct payments.

In terms of public health, it was explained that the authority was awaiting confirmation of the national allocation of ringfenced grant. It

was noted that there would be a small uplift with certain caveats attached. Members were reminded how the Public Health grant helped to provide services that reduced the impact on other services.

**Early Health and Intervention** - There was a brief discussion around prevention and how a large proportion of new funds for prevention were being directed to NHS services.

**Delivering Doncaster Together** – The Committee heard that the budget proposals were considered as sufficient in delivering the relevant priorities although concern was raised around workforce fatigue.

Reference was made to the healthy compassionate area and how there was value around changing the culture and it was felt there had been a shift in thinking behaviours. It was noted that appreciative enquiries provided the opportunity to find out more as well as developing trust with communities.

**Localities** – It was noted that this would support the need to become closer to communities as a way to mitigate challenges around issues that had increased (such as domestic abuse, mental health, loss of independence and learning disabilities). It was viewed that the localities model would help reposition what we do and support staff by removing barriers.

**Self-Referrals** – There was a brief discussion around prevention and how local people would be supported to make self-referral more easily. Reference was made to the Adult Social Care national framework, 'Making It Real' with 5 key strands that included information and advice and people feeling connected in their communities. Reference was made to how this could be better undertaken and that it was important to get the foundation right.

**Key Challenges and Risks** – It was reported that the biggest challenge within adult social care was workforce, more specifically the risk of not being able to recruit and retain a stable and good quality workforce in light of wider market pressures. Reference was also made to the risk of compulsory vaccinations. It was explained that the other challenge around workforce was fatigue of existing colleagues and the implications of this. An outline of approaches used to address this issue was provided.

It was reported that the government recently published an Integration White Paper, that highlighted an opportunity of working closer with the NHS and specifically the development of shared career pathways. It was recognised that there was also the potential for the NHS to invest in adult social care, perhaps building on the recent support provided by the South Yorkshire Integrated Care System (ICS) increasing the amount paid to care providers this winter with the stipulation they pass

	<p>this onto front line staff. Reference was made to the Council’s Proud to Care campaign building on the Social Care Academy set up in 2020 to increase support to the care sector in attracting and training the best people.</p> <p>In terms of Public Health, specific risks identified included a lack of a national pandemic plan, expected additional health protection demands in local authorities, capital budgets around leisure trust effected by real supply chain issues and inflation.</p> <p>The Chair thanked officers in attendance.</p> <p><b><u>RESOLVED</u></b> that:</p> <ul style="list-style-type: none"> <li>• the consideration of and support for the budget recommendations be supported;</li> <li>• the Chair be given delegated authority to provide a response by way of letter to the mayor on behalf of the Committee.</li> </ul>	
7	<p><b><u>CORPORATE PLAN 2022-23</u></b></p>	
	<p>Prior to the consideration by Cabinet and Full Council, the Assistant Director Policy, Insight and Change provided an overview of the revised Corporate Plan for 2022-23. He outlined how the Plan contributes to the Great 8 priorities in the Doncaster Delivering Together (DDT) Borough Strategy ensuring as an organisation it continued to deliver quality services.</p> <p>The committee addressed the following issues:</p> <p><u>Council’s key ambitions</u> – The Committee acknowledged that each Directorate had been consulted to ensure the Corporate Plan reflected the Council’s ambitions and contributed to shaping the well-being goals. The Committee noted the arrangements to monitor and ensure these were effectively delivered.</p> <p><u>Challenging objectives</u> – Members noted that the Corporate Plan focused on areas to be addressed over the next 12 months. It was also noted that some priorities were in a more advanced stage than others, with delivery plans and resources already in place. The main challenges highlighted were timescales and resources to deliver long term ambitions, particularly the environmental priorities including de-carbonising housing stock across all sectors. The Committee stressed it was essential to ensure incremental foundations were in place to build upon, year on year.</p> <p>To ensure deliverability, the Committee highlighted the importance of the Team Doncaster Partnership Model, being fit for purpose. Members noted that the principles of the Corporate Plan underpin how the Local Authority supports and was aligned to Doncaster Delivering</p>	

	<p>Together, ensuring it's approach was moving in the same direction as it's partners.</p> <p>It was also acknowledged that resources were sought at a regional level. For example, the Council was currently working closely with the Mayoral Combined Authority on the Investment Strategy and where fairness principles would soon be agreed in terms of a share of the allocation, to meet each authorities' needs.</p> <p>The Committee agreed that partnership working had significantly improved over the last few years, particularly whilst working on the Covid response, climate change, health and social care reform and the Levelling Up Fund.</p> <p><u>Locality working</u> – the Committee noted the way the Authority was thinking about it values and approach to ensure success through locality working. Members learnt that some issues had already been implemented, for example, the delivery of locality plans, approving lead roles for Directors and addressing how the Authority continues to engage with its communities.</p> <p><u>Links between the Council's different strategic plans</u> - the Committee was pleased to note the process to link the borough wide strategic objectives with the actions of individual employees at all levels ultimately through targets and Personal Development Reviews. It was emphasised that wider communication with staff, for example, through Team Meetings to familiarise employees with the final Corporate Plan content was essential to its success.</p> <p><u>Delivery of the Key Priorities 2022-23</u> – Members were reassured that progress towards delivering the priorities set out in the Corporate Plan's goals would be delivered and monitored through the Council's own performance management framework. In particular, this would provide Overview and Scrutiny with the opportunity to review progress when it considers the quarterly Finance and Performance Report. The Overview and Scrutiny Management Committee would receive the first quarterly report at its September meeting.</p> <p><b><u>RESOLVED</u></b> that the Chair be given delegated authority to write to the Mayor with the Committee's comments and support for the Corporate Plan.</p>	
8	<p><b><u>OVERVIEW AND SCRUTINY WORK PLAN AND THE COUNCIL'S FORWARD PLAN OF KEY DECISIONS</u></b></p>	
	<p>The Chair presented the Overview and Scrutiny Work Plan and the Council's Forward Plan of key decisions for the Committee's attention.</p> <p><b><u>RESOLVED:</u></b> That the report, be noted.</p>	

# Public Document Pack

## DONCASTER METROPOLITAN BOROUGH COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 9TH JUNE, 2022

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on THURSDAY, 9TH JUNE, 2022 at 2.00 PM

#### PRESENT:

Chair - Councillor Jane Kidd

Councillors Jake Kearsley, Gemma Cobby and Sarah Smith

Co-optees – Antoinette Drinkhill

#### ALSO IN ATTENDANCE:

- Andy Hood - Assistant Director for Practice Improvement (DCST)
- Helen Jones – Operational Manager (Youth Offending Service)
- Lee Golze – Assistant Director for Partnerships, Early Interventions & Localities

		<u>ACTION</u>
1	<u>APOLOGIES FOR ABSENCE.</u>	
	Apologies for absence were received from Councillors Leanne Hempshall, Gary Stapleton and Bernadette Nesbit.	
2	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	There were no items where the press and public should be excluded.	
3	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations made at the meeting.	
4	<u>PUBLIC STATEMENTS.</u>	
	There were no public statements made at the meeting.	
5	<u>YOUTH JUSTICE PLAN 2022/23</u>	
	The purpose of this report was to present the statutory Youth Justice Plan for 2022/23, covering the work of the Youth Offending Service	

(YOS) in Doncaster. Following a discussion the following areas were highlighted;

**Feedback and Engagement with Young People** – Members heard about the positive feedback provided by Young People around the Youth Justice Plan. In particular, Members were interested to hear about the success of home visits, which had continued following the pandemic and provided an opportunity for better engagement with both the young person and family in more comfortable surroundings and making them feel more supported through the process.

There was a brief outline of all the other services the young people involved in this process were also able to access as part of a means-led offer.

**Challenges** – It was recognised that there was still certain challenges such as Child Criminal Exploitation (CCE) and Organised Crime, however, there were effective mechanisms in place. It was noted that the impact of the cost of living was still an unknown entity.

Reference was made to Early Help services in place to support families, it was felt essential that these were made available at an early stage in order to make a difference. It was considered that as a partnership, children and young people needed to be supported as early as possible to prevent them from offending.

**Partnership Working** - Members welcomed the robustness and effectiveness of partnership arrangements in place to support young people and deter them from entering the youth justice system. Reference was made to Doncaster young people being able to benefit from what was offered as part of a Council led offer although it was recognised that more could always be done.

Clarification was provided that South Yorkshire Police did not have the capacity to accept referrals from organisations. In comparison to other areas, it was recognised that Doncaster benefited from some highly effective resources.

**Transfer of Doncaster Children's Services Trust to the Council** – Members were pleased to hear about the potential benefits and opportunities from the Trust transferring over to the Council and through aligning with a larger organisation. It was noted that the biggest risk would be losing the opportunity to bid for funding as a smaller organisation (the Trust) compared to the Council, however, it was recognised that there would still be other funding streams. It was also stated that by bringing the Trust back would remove contractual barriers.

Members heard that staff were looking forward to returning to the Council and that from a Senior Leadership point of view the Trust and



the Council were working well together moving forward.

**Supporting Young People into Education, Employment and Training** Members were provided with assurances that there were strategies in place, to ensure that those leaving the youth justice system had opportunities to access employment, education and training. Members heard about what was in place, which included;

- Dedicated Pathways to Progression, which had been provided as part of the Sheffield City Regional ESF bid.
- That every child going through the Youth Justice System has the opportunity to access a Level 6 Careers Adviser.
- Access to a Careers Adviser up to 19 years of age.
- An education coordinator who advocates children who are excluded from school at the Inclusion Panel
- Dyslexia screening.
- An Alternative Learning Provision for Children, utilising an experiential learning model enabling children to be reintegrated back to school in 12 weeks.

It was commented that a NEET inspection during 2021 had provided positive results about the offer in Doncaster as whole. it was noted that there was nothing in place to track those children who go to university,

The Committee welcomed the dedicated resources in place and valuable offer available in Doncaster, which had been duly recognised.

**Young People with Protected Characteristics** - The Committee sought assurances that the Youth Offending Services (YOS) worked effectively with all young people including those with protected characteristics or from groups that may be perceived as hard to reach. The Committee welcomed the bespoke offer and was pleased to hear that efforts were being made to engage with those who were more difficult to engage with. Reference was made to how relationships were built with family and the value that this gave to the process.

**Speech and Language Therapy in Schools** - The Committee was provided with an update of progress of Speech and Language Therapists provision within schools. Reference was made to the challenges in resourcing this service (which was not under the control of the Trust) and that work was underway to strengthen the Early Help offer to support this.

**EPIC** - Members were pleased to hear about the positive impact of the work undertaken by EPIC, in particular the success of the EPIC young person's hub established in Frenchgate Centre during 2021. Members heard that in addition to being provided with an appropriate and comfortable setting, where young people can go without fear of conflict, it also provided opportunities to access other essential services. A Member requested that list of providers, similar to EPIC be circulated.

Reference was also made to funding constraints and the need to harness charities and smaller groups going forward.

**Restorative Justice** – Members were informed about the restorative justice system and learnt that although it would be offered to everyone, it did not always take place. It was commented that when done correctly, it could be very powerful. Reference was also made other forms including letters of apology.

**Looked After Children** - There was a brief discussion around the challenges of Looked After Children coming through the system. It was noted that they were more likely to be reported for a crime due to the number of professionals they come into contact with and structures they live within.

**RESOLVED:** That the draft Youth Justice Plan 2021/22, be approved

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## DONCASTER METROPOLITAN BOROUGH COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 23RD JUNE, 2022

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on THURSDAY, 23RD JUNE, 2022 at 10.00 AM

#### PRESENT:

Vice Chair – Councillor Jake Kearsley (In the Chair)

Councillors Jake Kearsley, Richard A Jones, Majid Khan, Sarah Smith and Gary Stapleton

#### ALSO IN ATTENDANCE:

DMBC;

Debbie Hogg – Director of Corporate Resources  
Dan Swaine – Director of Economy and Environment  
Phil Holmes – Director of Adults, Health and Well Being  
Riana Nelson – Director of Learning, Opportunities and Skills  
Dr Rupert Suckling – Director of Public Health

St Leger Homes;

Julie Crook - Director of Corporate Services, SLHD

#### APOLOGIES:

Apologies for absence were received from Councillors Jane Kidd, Leanne Hempshall and Antoinette Drinkhill.

		<u>ACTION</u>
1	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations made at the meeting.	
2	<u>MINUTES FROM THE MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 31ST MARCH 2022</u>	
	<u>RESOLVED</u> that the minutes of the Overview and Scrutiny Management Committee held on 31 March, 2022, be approved	

	as a true record.	
3	<u>PUBLIC STATEMENTS.</u>	
	There were no Public Statements made at the meeting.	
4	<u>2021-22 QUARTER 4 FINANCE AND PERFORMANCE IMPROVEMENT REPORT</u>	
	<p>The Committee received the 2021/22 Quarter 4 Finance and Improvement Report introduced by the Director of Corporate Resources, Debbie Hogg.</p> <p>It was noted that moving into a new Financial Year; the Council continued to deliver services whilst faced with a challenging and uncertain environment. The cost of living was at its highest for over a decade and many people were faced with worries about rising costs and bills. As a result of this, a decision had been taken to make a £100 payment in support along with another further £100.</p> <p>The report also touched upon the recent decision to bring Doncaster Children's Trust back into the Council in order to address the improvements needs and this would be a key feature of the performance reporting moving forward into 2022/23.</p> <p>In terms of the financial position, there had been considerable volatility through 2021/22 and the budget planning had taken this into consideration and the financial position had been carefully monitored. The final outturn position was an underspend of £8.9 million, which presented an extremely positive year-end position in light of the financial pressures faced.</p> <p>Following consideration of the report, Members of the Management Committee were invited to put any questions to officers on the areas of work.</p> <p><u>Prosperous and Connected</u></p> <p>Members queried how as a result of the cost of living crisis, the Council would support their residents, and what impact this crisis would have on the Council as a whole in terms of collection rates. Members were assured that this had been considered and whilst it was a challenging environment, the Council would use its resources to support its residents as far as possible with a number of initiatives including free school meals, support from Citizens Advice Bureau, and various other areas of support.</p> <p>It was noted, that there was significant budget difference from Quarter 3 to Quarter 4, and Members queried the reasoning behind this, and why there had not been more accurate forecasting in terms of this. It</p>	

was reported that there had been volatility from Quarter 2 to 3, and a significant number of Managers from across the authority had risen to this challenge. However, moving forward, 2022/23 would be extremely challenging, and all Directorates across the authority would need to work together as a collective and choices would need to be made as to what were the Council's main priorities.

The recent announcement of Doncaster's City Status brought queries, with Members asking how this would attract business and funding into the area. It was recognised that there would be a number of challenges and demands that came with the status, but also many benefits, and would help to put Doncaster on the map, giving further confidence to businesses and the wider public as to Doncaster's ability to deliver. It was hoped that this would attract more business, which would bring additional money into the local economy and help to push projects forward. Concerns were raised regarding the rising costs of inflation, and ability to deliver on previously funded projects as building and supply costs rose. It was viewed, a very challenging time for all across the country, and there was a fine line to balance the costs against need but it was hoped a pragmatic approach would move existing projects forward as expected.

#### Greener and Cleaner

Queries were raised with regard to Fly Tipping as this continued to be an area of concern, and whilst the performance rate on this issue had improved, concern was voiced that keeping this down was not sustainable. It was explained that further resources had been put into place, and it had proven to be effective. It was hoped that the backlog had now gone and achieving target would be more manageable moving forward.

#### Healthy and Compassionate

The Director of Adults, Health and Well Being, and the Director of Public Health were in attendance at the meeting to respond to Members questions.

Questions were raised in respect of waiting times for assessments as this continued to be an area of concern, as it was preventing them from accessing the necessary care. Members were assured that people were still receiving adequate care and support, and whilst there were backlogs, things were improving. It was acknowledged that recruitment remained a major issue, and shared amongst other authorities, with services needing more hours and minds to deal with everything that was proving to be an issue. It was explained that many procedures and processes were not working as well as they could do, and a more joined up approach was required in order to connect all the areas and resolve the issues.

The problems with the MOSAIC system were commented on, and it was noted that those issues were historical. Members were assured that moving forward and it was intended that teething problems that had been experienced would be resolved.

In terms of recruitment, Members queried the effectiveness of the HR System currently in place due to the time it took to recruit new staff members, however Members were assured that this was no different and whilst it was important to vacant posts, there was a natural timeframe that was followed.

A query was also raised in respect of Direct Payments as this continued to be an area of concern. The Director of Adults, Health and Well Being reported that there was work to be done on providing individuals with more access but as a whole, people didn't take a lot of ownership or control. Although this needed to be improved moving forward it was recognised that it would not change quickly.

#### Skills and Creative

A subject of discussion in this area, was the transition of DCST back into DMBC control and how this was being progressed. There were a number of concerns and questions raised, to which the Committee was provided with reassurances that a significant amount of support had been put in place for the Trust. It was noted that recruitment remained an issue and the increase in demand for services further highlighted this shortfall but improvements were being seen.

The Director of Learning, Opportunities and Skills highlighted the following issues that were of concern and the areas of work that were being focussed on:-

- In SEND, 50% more referrals being made, which translated as 10% of children and young people needing an ECHP. The increased demand and complexity has then placed pressures onto the service.
- Increased ECHPs - Not meeting the timescales of carrying assessments of ECHPS. Members were assured that this was being actively worked on through increased capacity within the SEND team.
- Other pressures around workforce, including recruitment, quality assurance of services and progressing with areas for service improvement where required.

It was explained how the authority provided support services for schools, with part of the strategy dealing with SEN and pressures on the system in terms of high needs block (all designated schools grant). It was explained that part of the strategy was to support schools to

	<p>keep children as long as possible within mainstream schools which had the most effective and best outcomes.</p> <p>It was verified that around 6.6% of children and young people with an ECHP was a Looked After Child. Assurances were provided that Looked After Children within our schools were known to services and known to schools. It was continued that they were supported by the Virtual School responsible for the educational outcomes of children.</p> <p>It was acknowledged that more needed to be done around placements, stabilising education, support and attendance although mechanisms were in place within the educational system and early help system.</p> <p>In reference to the 2450 children and young people on the early help pathway, it was noted that there were a number of different level and layers within this. It was explained that there was early intervention around those with SEN (that did not require ECHP) that sits alongside the early help pathway</p> <p>Members were informed that these children and young people were picked up by the triage function (that sits within localities) and picks up early intervention or families that require further intervention and if required they will have more co-ordinated support and will be put onto the early help pathway.</p> <p>It was explained that there were a significant number of staff working in relation to Special Education Needs, and whilst officers did not have the exact numbers, Members were informed that these would be communicated following the meeting but that additional staff had been recruited to join this team In terms of vacancies Members were assured that efforts were being taken to actively recruit to the team..</p> <p>Finally, queries were raised with regards to NEET and the concern that 6.8% of children and young people were considered to be in this category. The Committee were informed that Doncaster was currently outperforming other areas in terms of young people participated within learning, but the exact figure would be clarified and communicated to Members.</p> <p>The Chair thanked Officers for their time and the information provided in relation to Members concerns and questions.</p> <p>RESOLVED that the Chair and Members of the Overview and Scrutiny Management Committee note the content of the Quarter 4 Finance and Performance Improvement Report.</p>	
5	<p><u>ST LEGER HOMES OF DONCASTER LTD (SLHD) PERFORMANCE &amp; DELIVERY UPDATE: 2021/22 QUARTER FOUR (Q4)</u></p>	
	<p>The Committee received the Quarter 4 Performance and Delivery</p>	

Update, which gave an opportunity to provide feedback to Members on performance success and challenges.

It was reported that eleven of the nineteen Key Performance Indicators (KPIs) had either been met or were within boundaries at the end of Quarter 4. It was noted that with targets set out of a very high standard, the expectation that the services provided were of a high quality. It was commented that whilst eight remained off target, some improvements had been seen.

Overall, it was felt that St Leger Homes was proving a high quality service at a low cost and whilst there were still improvements that could and would be made, the evidence was there that they were performing well consistently

With regard to rent arrears, it was noted that good progress had been made since the last update, hitting 'better than target', although void rent loss was not meeting its target with the number of voids standing at 178.

Following consideration of the issues touched upon in the report, Members were invited to raise any concerns or questions to officers. One of the particular concerns voiced was that many families or individuals were being placed in temporary accommodation in bed and breakfasts, due to a lack of suitable other accommodation. This, it was reported, was down to a reduction of privately rented accommodation due to many landlords leaving the rental market. Communication had been increased with private landlords in an attempt to persuade many to offer their housing to St Leger Homes for rent, and it was hopeful that this picture would improve moving forward.

Queries were also raised with regard to the time taken to re-let properties and why had taken so long when there were many vacant properties to be filled. However, it was explained that this was down to a number of reasons including staff vacancies of trades staff, some properties requiring a review by occupational health, repairs ongoing, and the balancing of suitability of properties to the correct tenants.

Finally, the Committee touched upon Staff Sickness as a KPI, as this was not performing well. It was viewed that this could be partly due to Covid absence not being counted into sick rates last year. It was also noted that there was a continuing amount of muscular skeletal absences. Managers were encouraged to remain in contact with their staff regularly and pick up any triggers and trends as well as ensure that absence was genuine, in order to get people back into the workplaces as soon as possible.

**RESOLVED** that the Committee note the St Leger Homes of Doncaster performance outcomes and the contribution SLHD makes to supporting Doncaster Council's Strategic Priorities.



6	<p><u>OVERVIEW AND SCRUTINY WORK PLAN AND THE COUNCIL'S FORWARD PLAN OF KEY DECISIONS</u></p>	
	<p>The Overview and Scrutiny Management Committee considered the work plan for the 2022/23 Municipal Year, which aimed to support an outcome focussed scrutiny function based on meaningful scrutiny and transparent recommendations.</p> <p>OSMC and its Panels had held work planning sessions throughout June 2022 in order to identify review topics for the coming year and a copy of the latest work plan was attached as an appendix to the report.</p> <p>Additionally, the Panel considered the Council's Forward Plan, which outlined all key decisions, to be taken by the Mayor and Cabinet in the next four-month period and Members were invited to raise any queries they had.</p> <p>Finally, the Committee was asked to note the appointment of the Joint Health Overview and Scrutiny Committee (South Yorkshire, Nottinghamshire and Derbyshire)</p> <p>In a query raised regarding Localities, Members were reassured that all Panels would touch upon these issues throughout the year and dates would be programmed in when more information was available to share. However, it was anticipated that it would be considered in autumn by the Management committee, at which point there would be a meaningful update to provide.</p> <p><u>RESOLVED</u> that:-</p> <ol style="list-style-type: none"> <li>1) Overview and Scrutiny Management Committee approve the 2022/23 Work plan attached at Appendix A to the report;</li> <li>2) The Councils Forward Plan attached at Appendix B to the report be noted; and</li> <li>3) Overview and Scrutiny Management Committee note the appointment of the Joint Health Overview and Scrutiny Committee (South Yorkshire, Nottinghamshire and Derbyshire)</li> </ol>	

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DONCASTER METROPOLITAN BOROUGH COUNCIL  
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 7TH JULY, 2022

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on THURSDAY, 7TH JULY, 2022 at 10.00 AM

PRESENT:

Chair - Councillor Jane Kidd

Councillors Jake Kearsley, Gemma Cobby, Leanne Hempshall, Sarah Smith and Gary Stapleton

Co-optees – Antoinette Drinkhill (Church of England Education representative) and Bernadette Nesbit (Diocese of Hallam Roman Catholic Church)

ALSO IN ATTENDANCE:

Leanne Hornsby, Assistant Director  
Rebecca Wilshire, Doncaster Children's Services Trust  
Rob Moore, Doncaster Children's Services Trust  
Clive Chambers, Doncaster Children's Services Trust

APOLOGIES:

Apologies for absence were received from Councillors Richard A Jones and Majid Khan

		<u>ACTION</u>
8	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	There were no items.	
9	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations made.	
10	<u>PUBLIC STATEMENTS.</u>	
	There were no public statements made.	
11	<u>PERFORMANCE CHALLENGE OF DONCASTER CHILDREN'S</u>	

SERVICES TRUST: QUARTER 4, 2021/22

The Committee gave consideration to the Doncaster Children's Services Trust (DCST) quarterly report of operational and financial performance. The following areas were addressed:

Doncaster Children's Services Trust Transition – In response to a question relating to the Ofsted report where it was stated that scrutiny arrangements between senior leaders of the Council and DCST needed to improve, the officers highlighted that they appreciated the question providing an opportunity to explain work that was being undertaken and to note that the Trust would cease to trade and the service return to DMBC on 1<sup>st</sup> September, 2022. It was noted that a DfE (Department for Education) had appointed an advisor on the Board and every layer of management having a line of sight, with improvements being made since before receipt of the Ofsted report.

It was reported that the Trust was working hard alongside the Council to ensure performance case data from the Mosaic system was able to be collated and accurate.

Support for leadership to ensure strategic and operational functions improve – Following the Ofsted report, it was explained that there were two main areas of support, the line of sight and supervision of front line management. Work was being undertaken with all staff including the 4x4x4 social care supervision model, lunchtime learning including relationships, what "good services" look like and weekly confidence building sessions with managers. Supervision was a key theme with Heads of Service and managers meeting weekly with DMBC Assistant Directors and Heads of Service ensuring support was available and a smooth transition back to the Council.

Mosaic – it was noted that the system was used in a number of local authorities with some experiencing the same issues as Doncaster but others having an excellent service. Follow concerns raised by the Committee with regard to the reliability and the system function the following areas were addressed:-

**User capability:** It was noted that when the system was originally introduced, staff did not 100% engage with the system or training provided however, it was noted that the system was not easy to use. Staff usage was now fully engaged.

**System forms:** Originally the Signs of safety forms were used within the system which created compatibility issues. DCST was currently in the process of moving towards using the forms within the system, but this would take time to complete and hopefully make the system easier to use.

**Data:** This was not being provided correctly by the system therefore no data had been collated. An example was provided that when a child

had been seen and the right box on the system was not completed, this would not automatically transfer into the data set. It was noted that if information was input wrongly there was no alert system however, the tested system would make certain boxes mandatory to complete.

**Improvement to the Mosaic System:** This was being led and overseen by Heads of Service within DCST.

**Staff Training:** the original training provided was an elearning standard package and very fragmented. Training for staff was now mandatory and if not undertaken on-line, must be undertaken face to face. More bespoke training was offered with case experience learning opportunities.

**Risks:** The highest risk was due in August, DCST would be one year without being provided data by the Mosaic system.

When installed, some of the system pathways were not originally tested from start to finish. DCST was working closely with other authorities who used the same system to iron out any issues to ensure it was fit for purpose as soon as possible.

**General:** Members accepted that data was only as valuable as the information provided, however, the system was useable and provided an excellent function if used correctly. Therefore triangulation was required to ensure that following a child being seen it be reported and entered correctly on the data system.

The improvement action plans required this system to be operational and effective but there would be a slow transition from using the Signs of Safety forms to the Mosaic forms. With regard to an accurate timescale it was difficult to confirm a date but it could be November / December 2022 when the system was fully functional.

**Child Safeguarding:** it was confirmed that children were still being seen, the issue with Mosaic was a data accuracy problem to evidence work being undertaken not the safety of children.

Fostering and Adoption – with regard to the strategies to increase the number of in-house fostering placements it was a little too early to evidence success. However, it was explained that a couple of foster carers had given their intent to resign to move elsewhere but based on improvements they had agreed to remain with the DCST. The increase of up to 12 foster carers currently in assessment, was noted. It was hoped that there would be a further increase in the not too distant future.

It was reported that during the pandemic the courts were adjourning a number of cases. It was noted there was no permanency Panel and early permanency for babies was therefore not considered. It was stressed that one of the positives with using special guardianship

orders was children remained in a family environment.

Social Worker caseloads – It was report that DCST management check the allocation of caseloads on a daily basis and they were currently running at 18 to 20 per officer. Unfortunately, the data would not take account of part time workers which should equate to 8 to 10 per officers and this is why the average caseload was not accurate. 34% of officers were significantly over the caseload level with approximately 25 cases.

Improvement plans were in place to ensure a team manager supported no more than 6 staff with a maximum of 100 cases.

It was confirmed that no evidence that families were being closed early and referrals had recently reduced.

Social work recruitment – the recruitment drive continued with posts offered but some successful applicants unfortunately withdrew due to the unknown position relating to the DCST transfer back to the Council. It was noted generally it was a struggle to employ permanent or agency social workers as higher salaries could be secured at other authorities.

Inappropriate referrals from South Yorkshire Police – The Committee was provided with a number of inappropriate referral examples but noted that these children still required processing through the system. South Yorkshire Police were following their own policies with regard to child safeguarding and DCST and South Yorkshire Police were working closely to address training and appropriate referrals.

Out of Authority Placements – With regard to progress with reducing costs and ensuring they were minimised in future, it was explained that the Future Placements Strategy was delayed during the Covid lockdown but was now coming to fruition with 4 new homes and a further available by the end of the summer.

It was noted that each looked after child's package was being audited and if required adjusted This in turn could reduce costs, for example, a child may only need 1 support person rather than 3, or where there was a solo placement the needs may have reduced and could enable bed release. Packages in therapy units had also been reviewed to ensure the children received the correct support. Some significant changes had been made but the aim of the audit was to ensure child progression.

Members were reminded of the realistic position that at 5pm on Fridays sometimes children sadly had to be placed out of authority to ensure their safety, and again noted this was a national issue, not just Doncaster.

Supervision – it was confirmed that staff training to improve supervision quality was being undertaken regularly, but it had not been officially

	<p>recorded.</p> <p><b>RESOLVED that:-</b></p> <ol style="list-style-type: none"><li>1. The Doncaster Children’s services Trust performance outcome, finance and the contribution the Trust makes to support the Council’s strategic priorities relating to safeguarding the Borough’s children, be noted; and</li><li>2. The Cabinet Member for Social Care, Communities and Equalities be invited to the next quarterly performance meeting.</li></ol>	
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8 September 2022

To the Members of the OSMC

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

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

### EXECUTIVE SUMMARY

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

### EXEMPT INFORMATION

4. Not exempt.

### RECOMMENDATIONS

5. 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?

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

### BACKGROUND AND CURRENT POSITION

7. As indicated in previous reports the use of Mosaic has introduced challenges in our ability to produce reliable performance management information. Work to address the factors contributing to this, of which data quality is the key issue, has continued. The key achievement in Q1 was that the three statutory returns<sup>1</sup> have been uploaded to the

<sup>1</sup> Fostering data set, 903, which focusses on a particular cohort of children in care and Page 11 census, which focuses on a broader range of social work performance measures.

government portal.

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

### **Performance against targets**

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

### **Current Demand and activity levels**

#### **Referrals**

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

## Assessments

15. In the six months to the end of Q1 2,699<sup>2</sup> assessments were started, 90% of which were completed within 45 days or less. Of those assessments 58% were not judged to require further support from children's social care. In Q1 1,155 assessments were started compared to 1,560 in Q4.
16. A daily report is produced highlighting open single assessments, i.e. excluding re-assessments of cases that have been open for longer than six months, and the number of days these have been open to allow this work to be monitored.
17. 668 (58%) of assessments undertaken in Q1 resulted in further work being identified as necessary. This is not to suggest that these assessments were unnecessary however as the assessment is designed to be an intervention in its own right with further work only being required in relation to those children with the highest levels of need.

## Child in Need Activity

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

## Child Protection Activity.

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

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<sup>2</sup> Data is reported in this way to reflect the position in the Children's Assessment Tool (CAT) <sup>33</sup> This draws on the data set used by Ofsted during inspection.

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

### **Children in Care**

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

### **Adoption**

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

### **Care Leavers**

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

## **Staffing related Measures**

### **Supervision**

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

### **Caseloads**

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

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

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

31. The position at the same point on 7.4.22 was

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

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

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

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

### **Strategic developments**

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

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

### **Financial Summary**

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

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

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

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

## **Future Placements Strategy Update**

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

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

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

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

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

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

## **RECOMMENDED OPTIONS**

46. To note the report.

## **RISKS AND ASSUMPTIONS [RM 16/08/2022]**

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

## **LEGAL IMPLICATIONS [RM 16/08/2022]**

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

## **EQUALITY IMPLICATIONS [LE 16/08/2022]**

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

## **HUMAN RESOURCE IMPLICATIONS [LE 16/08/2022]**

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

## **TECHNOLOGY IMPLICATIONS [RM 16/08/2022]**

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

## **HEALTH IMPLICATIONS [RW 16/08/2022]**

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



## **FINANCIAL IMPLICATIONS [RM 16/08/2022]**

53. Included within the body of the report.

## **CONSULTATION**

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

## **ACRONYMS**

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

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Appendix 1

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

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

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

**Contract Key Performance Indicators**

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

<b>Contract Key Performance Indicators</b>					
<b>Measure</b>	<b>Target<sub>3</sub></b>	<b>Comp<sup>4</sup></b>	<b>Q4</b>	<b>Q1</b>	<b>Commentary</b>
Front line staff receiving supervisions in timescale	90%		.	62.7%	See commentary in the main report
<b>Partnership Performance Measures</b>					
% re referrals within the last 12 months	22% (28%)	21.8%	16%	19.4%	Initial data for Q4 indicated a re-referral rate of 5%, which we believed was inaccurate. Further work has been undertaken to validate this data, hence the updated figure.  As anticipated there was an increased outturn as a consequence. It should be noted this position does still demonstrate a positive trajectory as previously in Doncaster re-referral rates were over 25%
Improved outcomes for families that have received Family Support on closure	60% (40%)				This data is currently not reportable. Family Star, the tool which is used to evaluate this, was introduced into Mosaic in April 2022
Length of intervention from Family Support Services (days)	140 (180)				This data is currently not reportable. The system takes the start date for intervention as the earliest point that a case was open. A case stepped down from social care would use the referral to social care as the start date.
Timeliness of single assessment (less than 20 days)	25% (15%)				Data is currently not available
% Children in Need open between 6 -12 months	15% (20%)	13.7%	22.3%	27%	NB the figures are taken from ChAT and therefore include children subject to a protection plan, in care, open for assessment and with closed episode. This accounts for the variation in reporting
% Children in Need open over 12 – 24 months	15% (20%)	15.9%	14.7%	13%	See above

**Contract Key Performance Indicators**

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

**Contract Key Performance Indicators**

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

**Contract Key Performance Indicators**

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

**Contract Key Performance Indicators**

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





## Doncaster Council

### Report

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Date: 8<sup>th</sup> September 2022

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

#### 2022-23 Quarter 1 Finance and Performance Improvement Report

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

#### EXECUTIVE SUMMARY

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

4. The Council has responded by adding in an additional £4million to the *Household Support Fund* to provide financial support consisting of extra payments to households receiving housing benefit or council tax reductions, approved in the 2021-22 outturn report. However, we must recognise that we can only achieve so much locally, and despite our best efforts, this will continue to be a difficult period for many.
5. The mechanisms and process to bring the Doncaster Children's Services Trust (DCST) and functions into the Council are ongoing and will need significant attention to ensure a smooth transition in the remainder of 2022. However, this transition does provide a good opportunity to address the improvements needed in children's social care and to do this in a way that integrates well with other council services which support children and families.
6. In quarter 1 the number of Covid 19 cases continue to rise in Doncaster as they did nationally, due to a new Omicron sub-variant. The Council along with our health partners continued to promote COVID vaccinations, good respiratory and hand hygiene as well as responding to outbreaks of COVID in care homes and schools, and addressing additional pressures on the Health and Care System. COVID continues to be a key reason for staff sickness.
7. Finally, a review of the performance information has been conducted with new measures included for the first time in this report. These measures will be further refined to coincide with quarter 2 reporting which will also include Children's Social Care information usually reported via a separate DCST report.

## **Performance**

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



## **EXEMPT REPORT**

9. This report is not exempt

## **RECOMMENDATIONS**

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

## WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?



### TACKLING CLIMATE CHANGE



Detailed on [Page 4 Performance Profile](#)

#### Overview

11. Although the issue of climate change has not quite had the same prominence recently with the cost of living crisis and economic uncertainty but the publication of the latest CO<sub>2</sub> emissions estimates and the recent report from the Committee on Climate Change both remind us of the scale and extent of the challenge that remains for us all.

#### Service Standards

12. A number of new service standards have been introduced to reflect the wider contribution the Council has to tackling climate change. These include 174 homes have been retrofitted to improve energy efficiency across the Borough, 34 'zero emissions' vehicles have been commissioned to help reduce the Carbon Dioxide (CO<sub>2</sub>) and Nitrogen Dioxide (NO<sub>2</sub>) emissions from fleet vehicles and 10 grants have been issued to aid businesses with their low carbon transition. Specific targets will be developed in quarter 2 for these new measures.
13. We are now in the second year of a five-year naturalisation trial. There are 126 sites where areas have been set aside for naturalisation over this coming year totalling 1,613,243 square metres, which is an increase of 75,462 square metres from last year and above target. This includes 41 wildflower sites with new signs informing members of the public of the naturalisation project.

#### Key Activity

14. Continuing the success of last year's tree planting programmes, our target for 2022/23 will be to plant more trees in partnerships with private landowners and communities. Work has been underway to plan the locations for this year's planting season, which will take place from November to March. At least 50,000 trees will be planted during this season, as part of the 1 Million trees programme. There will also be additional trees planted by Street Scene (250), the Covid 19 memorial (1500) and the Tiny Forest project. The Tree register is now available online for the public, businesses and schools to record details of their own tree planting activity.
15. Work continues in implementing the recommendations from the Climate & Biodiversity Commission and the Environment and Sustainability Strategy. During quarter 1 we have successfully bid for £6.7m of external funding to support the delivery of energy efficiency improvements to over 650 homes. In addition to this, the Council has a £12.5m thermal improvement programme underway to insulate 1,800 council homes.

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



## DEVELOPING THE SKILLS TO THRIVE IN LIFE & WORK

**G** 3

**A** 2

**R** 3

Detailed on [Page 5 Performance Profile](#)

### Overview

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

### Service Standards

20. Elective Home Education (EHE) referrals have continued to grow steadily at a higher rate than pre-pandemic. During the pandemic our overall cohort reduced, breaking the trend with the national picture. Whilst our objective is not to close down all cases, it is to ensure that all young people receive a suitable education. Pressures on our services mean that our rate of closure has slowed slightly despite us closing 142 cases this year so far. We therefore still have 719 open cases (compared to a pre-pandemic level of 648). Our strong impacts on Elective Home Education numbers, have been down to our shift in policy around home education during the pandemic. We are positioning our attendance teams in schools from October in order to prevent notifications from arising.
21. Children missing education referrals have continued to rise, above pre-pandemic rates, but the overall number of cases remains around the pre-pandemic average of 199 and so far this year, we have closed 637 of our 833

referrals. We have utilised some additional funding in order to address capacity issues and are moving to a preventative model in the autumn term, with training sessions for health, social care and school teams planned for September in order to further limit the volume of referrals.

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

## Key Activity

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



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



Detailed on **Page 6 Performance Profile**

## Overview

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

## Service Standards

30. During this quarter £41.5m was spent with local companies out of total spend of £58.7m, local spending has maintained its steady trend around 71%. The Council continue to promote local spend opportunities at various business showcase events.
31. Processing of Major planning applications exceeds the national target with 13 out of 15 (86.67%) processed within agreed timescales. There is often a need to negotiate extensions of time with the applicants due to the complexity of the applications, but this can then provide an opportunity for matters to be resolved

positively so that a proposal can be recommended for consent. If extensions of time were not taken in to consideration our performance for major applications would be 13.33%.

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

### **Key Activity**

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

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

35. Across South Yorkshire, collaborative work has been taking place to shape the Shared Prosperity Fund Investment Plan that will be submitted to Government by the 1<sup>st</sup> of August deadline. Officers have worked on setting out a strategic framework that aligns with the Strategic Economic Plan, and captured 7 broad themes that support local ambitions like responding to the cost of living crisis for example. Underpinning this, are ten key operating principles that set out how South Yorkshire wishes to use its SPF allocation. Once the high level Investment Plan is submitted, work between August and October – when Government are expected to make a decision – will focus on what will be delivered. Shared Prosperity Funding is £8.9m for Doncaster and has three priority themes:
- Communities and Place
  - Supporting local business
  - People and Skills
36. On the 30<sup>th</sup> June 2022 we reached a significant milestone in the implementation of our Doncaster Town deal, the detailed business cases for the new mixed use building on the Public Realm Extension (potential location of GB Rail HQ) were submitted to Government for approval. Along with a proposal for a series of

mixed heritage plans, submitted to Government in March 2022, which include the development of the previous museum into an exciting Archives facility.

37. Significant progress has been made during Quarter 1 in shaping our 10 projects for the Stainforth Town Deal which will be submitted to Government in August 2022. The projects under 5 Themes are Headstock Park, Station Gateway, Town Centre Hub, Community Hub and New Link Road. With detailed architect drawings that capture the essence and spirit of what both the community and businesses require.
38. As part of Round 1 of the Levelling up fund (LUF) work commenced on key schemes contained within our successful Round 1 submission. In regards to the Heritage proposal, planning permission has been submitted for the development of the Corn Exchange; in regards to the other elements of our LUF bid, a designer has been commissioned for the 80 shop facades, on the Waterfront site a number of ecological surveys have been carried out, for St James baths and Copley House we are currently undergoing due diligence with the final shortlisted applicants and envisage a decision in early Quarter 2, and the proposed demolition of the old library is underway.
39. Discussion with our communities and businesses have helped develop 2 proposals as part of round 2 of LUF, which we intend to submit to Government to attract in excess of £38m for Doncaster. Our first proposal presents an opportunity to develop a number of projects within Edlington; the projects consist of Edlington Leisure Centre, Edlington regeneration, acquisition and development of housing and park space. Our second proposal for Don Valley, includes 3 distinct areas within Doncaster, i.e. Mexborough; Moorends and Brodsworth, the proposals contain proportion of redevelopment to existing buildings, enhancements to number of deprived streets, and creating safer and more vibrant places to live, shop and invest. With planned submission to Government in Quarter 2, and anticipate an outcome Quarter 3.



## **BUILDING OPPORTUNITIES FOR HEALTHIER, HAPPIER & LONGER LIVES FOR ALL**

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### **Overview**

40. As we exit out of a pandemic, healthier, happier and longer lives has constantly been at the forefront of our priorities. Both Public Health Services and Adult Social Care strive to tackle key issues, whilst the impact of the pandemic continues to challenge both our ability to deliver services and our capacity to respond to rising numbers.

### **Service Standards**

41. At 52 days the average time taken to complete Adult Social Care needs assessment is higher than the target of 42 days. For 2022/23 we have changed the way we are calculating performance to better reflect the average performance an individual can expect, changing from the mean to median



figure, so shouldn't be compared to previously reported performance. Performance continues to be impacted by staff vacancies which in turn affects our capacity. But a robust action plan is in place which includes improvements to social care practice, better system recording, audit of cases in excess of 50 days and a series of Team Improvement Workshops. This plan along with robust management oversight sets out the actions needed to drive improvement, but as we address these issues performance may decline before we see improvement.

42. At 68%, this quarter saw an increase both in the performance and the number of Adult Social Care Annual Reviews of Care. A review of our reporting method, a focus on backlog reduction, as well as improved system recording, resulted in 2,500 individuals reported as being in receipt of either a review or an assessment within the last 365 days.
43. There were 88 permanent admissions into Residential Care age 65+ years, this is a slight increase since last quarter, but is comparable with pre-pandemic figures for Quarter 1 2019/20. This equates to performance of 146.9 per 100,000 population. New permanent admissions into Residential Care age 18-64 increased by 3 (1.62 per 100,000 population) and is lower than previous years.
44. At present people face extended wait times for assessments and we continue to see a rising increase for demand, specifically Occupational Therapy which has a current average of 133.7 days. The service has seen over 3600 referrals in a 12 month period and robust reporting is a key improvement area. An action plan is in place to reduce the waiting times including tasks such as cleansing the current waiting list.
45. Throughout the pandemic, levels of alcohol misuse increased nationally and locally. Aspire provide a range of alcohol and drug services to people aged 18 and over in Doncaster. Referrals to Aspire for alcohol misuse have increased by around 200% during and since the pandemic. In Quarter 1, 46.54% of people engaged in the alcohol treatment service, successfully completed their treatment, which is better than our target of 37% which is the England average. Alcohol misuse is linked to a number of health conditions, including depression, liver disease, some cancers and cardiovascular conditions. The Office for Health Improvement & Disparities (OHID) estimates that Doncaster has 4313 dependent drinkers and that alcohol harm costs the NHS in Doncaster £17.2 million a year.
46. For Doncaster residents, in quarter 1, 46.3% people achieved a 4 week quit status against a target of 50%. Although quarterly performance is below target, in month performance was: April 70.1%, May 61.8% and June 22.2%. The Doncaster smoke free service has consistently performed above target for the past year.
47. Services are available to support people to stop smoking, with a bespoke service in place for pregnant women and in Quarter 4 (latest data) 73% of mothers quit smoking during pregnancy (target 85%), which is below target but

our ability to meet with clients has been impacted throughout the pandemic. Doncaster Stop Smoking in Pregnancy (SSiP) service has been integrated into health visiting pathway in order to provide a more holistic offer of support at perinatal and antenatal health and appointments.

**Key Activity**

- 48. Recruitment overall across the council remains a challenge, put is particularly prevalent in Adult Social Care with vacancies impacting both our capacity and performance. Through the delivery of our Workforce Development Strategy, throughout January-June we held 19 public engagement events across Doncaster and 6 schools/college engagement events to deliver a mini-induction to be used for placements for Health & Social Care Students.
- 49. Co-production resonates through at all levels with our Making it Real strategic board driving the way everyday social care services are designed and delivered, drawing on the lived experience of those in receipt of social care and those who work within it. As part of our Making it Real work and integral within our Adult Social Care Framework, we delivered a Co-Production Workshop attended by approximately 120 staff members, exploring at an operational level the importance of conversations and making sure individuals are involved as equal partners in planning their own care and support. As well as reviewing our ‘innovation site’ approach to developing our social practice via co-production.
- 50. Approximately a third of Doncaster residents do fewer than 30 minutes of moderate activity each week and we know that it is often the people who are the least active who are also facing other challenges in their lives too such as economic hardship and other inequalities. Get Doncaster Moving programme supports residents to lead an active life and aims to tackle the challenge of inactivity, championing campaigns like National Walking Month #WalkThisMay! And 8 schools signing up to the Creating Active Schools framework.
- 51. In the capital programme the disabled facilities grant scheme slipped £1.7m into future years, this is the redistribution of the prior year’s underspend.



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



Detailed on **Page 8 Performance Profile**

**Overview**

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

## **Service Standards**

53. The average number of 'verified' rough sleepers over the last 3 months stands at 18 and is just under target, with a significant reduction in June. Ongoing actions include the targeting of priority groups through the Complex Lives Multi-Disciplinary Team with an ambition that every rough sleeper has an offer of accommodation.
54. The percentage of people feeling safe after safeguarding intervention has improved, rising 7 percentage points to 61.45%. This quarter started out with detailed analysis, resulting in the reissue of guidance to staff, changes to our recording system and overall improved data quality.
55. Domestic abuse numbers increased during the pandemic, with campaigns and awareness raising to encourage those effected to report domestic abuse. The Police respond to all incidents, referring 476 cases to the Domestic Abuse Hub, who in turn responded to 100% of all referred cases with 2 days. The role of the hub is to provide longer term support to the victim and also provide advice.
56. Our Stronger Communities Service work to prevent and tackle anti-social behaviour and low level crime before formal enforcement by the police. During Quarter 1 10,797 early intervention and prevention issues were identified, managed and resolved, our highest ever recorded figure. Broken down by area: Central 2,414, North 1,219, South 3,642 and East 3,522.
57. Unfortunately some anti-social behaviour victims experience a number of instances and so go on to meet the higher risk threshold with 164 individuals falling into this category in this quarter. It is to be noted though that given the high rise in reported issues to over 10,000 that higher threshold numbers have not increased at the same rate, demonstrating that we are stepping in to manage issues and preventing escalation.
58. There were 148 operational inspections undertaken on mechanical playground play areas carried out in Quarter 1. Work continues to input asset information onto the Technology Forge system, which is approximately 65% complete
59. During quarter 1, the 65% target for removing fly tip waste within 7 days of being reported has been exceeded, as 90% of reported cases were closed within the service level agreement timeframe. The additional resources allocated to the service last year, combined with changes to operational service delivery, have continued to aid with the reduction in the previous backlog of cases. In quarter 2, the process will be managed digitally, using the Dynamic Resource Scheduler (DRS) system (Optitime). This solution has been re-implemented for this service/process from 13th July 2022, following recent system enhancements.

## **Key Activity**

60. 'Local Solutions' is our newly developed Localities model. Its primary aim is to change the way the council and partners deliver public services within our communities by being more attuned to differing needs/issues, to collaborate with our residents in order to build stronger more resilient individuals, families and communities. High level actions under the 4 themes aim to build capacity

within the communities, address inequalities, bring together funding to invest in local communities, strengthen local governance and importantly bring staff and services together.

61. In the capital programme the North Eastern Road new build scheme in Thorne has slipped by £0.5m into 2023/24 due to planning issues. In addition the council house new build phase 2 programme has slipped £1.9m, estimated budgeted spend on these developments has been revised to reflect a new delivery programme. The exact costs and phasing of the developments will be updated following a full tender exercise. Upon completion, this phase of the new build programme will deliver up to 126 new units that will be added to the Councils existing stock.



## NURTURING A CHILD & FAMILY-FRIENDLY BOROUGH EVERYONE BELONGS

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Detailed on [Page 10 Performance Profile](#)

### Overview

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

### Service standards

63. At 86.2% Doncaster continues to be above the national average for those children accessing their free childcare entitlement (2 year olds) 1202 children. This results from a strong focus and programmes of interventions from the Family Hubs and Early Years teams, working in partnership with key agencies, including providers, a key priority within the Early Help Strategy.
64. Data for quarter 1 2022/23, indicates we continue to exceed the national average of 92%, with take up for 3-4 year olds accessing free childcare entitlement with a consistent performance of 97.1% (6620 children). Nationally, numbers are up from 90% in 2021 but down from 93% in 2020. There has and continues to be an extremely strong offer, which remains crucial in supporting key workers and vulnerable children in particular.
65. Current Ofsted outcomes for Early Years providers are strong, being above both National and Regional Levels. The overall percentage of Early Years providers rated Good or Outstanding by Ofsted in Doncaster currently stands at 97% against a national figure of 96% (Ofsted June 2022). This overall outcome figure comprises of data from two specific groups of Early Years providers. These are childcare on non-domestic premises (which includes day nurseries and pre-schools) and childminders. 95% (57 out of 60) non-domestic premises are rated

with Good and Outstanding judgement and 98.2% of childminders are rated Good and Outstanding against a national outcome figure of 97%. Those who are awaiting inspections are receiving targeted support.

- 66. Throughout April to June there has been a focus on implementing the new 'Your Family' Local Solutions Teams, and all four teams are now in place and in community venues. These teams work with the whole family to provide support as early as possible in venues as close to families as possible, making it easier for them to access. They take in walk-ins, referrals and also Ward Members can direct families to them. There will be an evaluation of the approach in January 2023.
- 67. During quarter 1 we received 77 referrals into 'Your Family' teams, which is a 51% increase from Q4, 37 were received into the Central locality, 24 in the South, 14 in the North and 7 in the East. The key presenting needs have focused around financial exclusion (21%), Housing (42%) and Anti-Social Behaviour (18%).
- 68. This quarter has seen the introduction of audits with 28 Partnership Early Help and 25 parenting and Family Support Services. Quarter 1 audit data will be analysed over the coming weeks.

### Key Activity

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



## BUILDING TRANSPORT & DIGITAL CONNECTIONS FIT FOR THE FUTURE



Detailed on [Page 11 Performance Profile](#)

### Overview

- 70. At 219 square miles, Doncaster is the largest metropolitan borough in England, well placed centrally in the UK we have good transport connections regionally, nationally and internationally. However, our broad geography across the borough makes it more difficult to physically connect to social, leisure and work opportunities and rural areas can struggle with broadband connections. A range of projects to improve transport and digital connectivity have been progressed through quarter 1, including the delivery of highways, active travel and digital infrastructure schemes. In addition to progressing construction works, preparation and public consultation on new schemes was also undertaken.

### Service standards

- 71. Measures pertaining to road condition and maintenance are reported annually. Road condition is assessed by lasers attached to a moving vehicle. The survey

method and data processing are industry standard giving a comparable benchmark for all such roads in the country. This result is reported to the Department for Transport (DfT) and is used as part of the annual capital budget setting process by the DfT.

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

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

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

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

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

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

## PROMOTING THE BOROUGH & ITS CULTURAL, SPORTING & HERITAGE OPPORTUNITIES



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Detailed on [Page 12 Performance Profile](#)

### Overview

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

## Service Standards

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

## Key Activity

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

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

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



## REGENERATIVE COUNCIL

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## Overview

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

## Service Standards

84. Our performance against the average number of days to process a new housing benefit claim has reduced to 16.84 days against a target of 25 days. This is a big improvement to the 27.36 days reported in the last quarter and is back to pre-pandemic levels. This has been achieved due to staff not having to work on the previous Household Support Fund and Self-Isolation payments and some temporary resource with the required expertise has at last been sourced.

85. The average number of days to process new council tax support claims (CTR) for this first quarter is currently 41.33 against a target of 25 and was reported as 35.54 in the last quarter. Although this is well above target the trend is improving with the average number of days for June being 34 days. CTR claims are more difficult to identify as they are often part of a notification from Universal Credit, which can be received for a variety of reasons and around 20% of the notifications from universal credit relate to CTR claims. We continue to get



further outside assistance to handle the backlog of notifications for Universal Credit and in June we managed to recruit additional temporary staff with the expertise as mentioned above to concentrate on these cases as well as achieving the improvement with regard to housing benefit claims above. During this quarter staff have had to balance conflicting priorities and additional work being administered by the same staff that deal with new CTR claims. Improvements are anticipated in the second quarter and beyond as staff members are highly motivated to resume processing at the levels we were at prior to the additional Covid work.

86. This quarter 26.58% of the total Council Tax debit has been collected this quarter. This compares with 26.88% for the same period in 2021/22. This slightly reduced collection is due to a backlog of work that has accrued as a result of the significant administration required for the government's one off £150 energy rebate scheme. This has required resource to be re-assigned that would otherwise have been dealing with business as usual work. The energy rebate scheme is due for completion by the end of September and additional temporary resource is being sought to support both these areas.

87. We also seeing the impact of the energy rebate scheme within the Customer Services Contact Centre as the percentage of telephone calls answered within 150 seconds has reduced this quarter to 57% against a target of 90% that was achieved last quarter. Customer Services are responding to phone calls to support those staff processing the Energy Rebate, council tax and benefits so they can clear backlogs and improve performance. They received 67,571 calls in total (9743 more than in the previous quarter). 11,694 calls were regarding the energy rebate payment and these calls are taking at least five minutes each assisting customers to apply for the payment as well as dealing with frustrated citizens who do not understand the checks required by the government in relation to the bank account matching process. To add to this, vacancies have started to occur again in Customer Services as a result of promotion within the Council. Recruitment is progressing to restore performance levels.

### **Key Activity**

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

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



## WORKFORCE

90. The HR & OD team continue to support managers and staff through a variety of ways, assisting with capacity building both with the recruitment and retention of staff where needed; embracing new ways of working through the YWoW programme; regular communications and engagement on key workforce issues to advise and inform. As well as continuing to provide health and wellbeing support in managing an increase in staff sickness absence and resilience levels. Although performance overall has reduced again this quarter, the levels and rates have begun to steady and reduce.
91. Over the quarter, the number of job vacancies across the council have increased, and work is ongoing to utilise different recruitment methods to ensure we reach as many potential candidates as possible and remain competitive with the labour market. Workforce and succession planning continues with the recruitment of 3 national graduates for this year's cohort and increasing the numbers of apprentices (138 this quarter) to ensure we can grow our own talent in areas where we have hard to recruit to positions.
92. As part of our calendar of EDI events, support and engagement was provided for Ramadan, International Day Against Homophobia, Biphobia and Transphobia, Carers Week and Windrush Day.
93. The sickness absence rate for this first quarter was 13.47 days per full time equivalent employee, against a revised target of 10 days. This is an increase of 0.61 days from 12.86 days in quarter 4. This increasing trend remains a concern, and will continue to be monitored over the coming months to assess impact and ensure effective provisions to manage absence levels remain in place.
94. Agency worker spend has decreased again this quarter by 4% (£24k) to £609k from £633k in quarter 4; and the number of assignments has also reduced by 3 from 69 in quarter 4 to 66 this quarter. Both spend and usage will continue to be monitored against the needs and capacity of the business and ongoing recruitment and retention challenges faced both locally and nationally.
95. The Performance and Development Review Scheme for 2022/23 was launched in March with the target for completion remaining at 95%. The deadline for all staff to have a PDR has been set at the 30th September 2022. The overall council position was 64% of all staff had a PDR within the current timescale, an improvement of 9% at this time last year. Whilst services are still under pressure to deliver, there is clearly further work needed to ensure that staff are performance managed well and the PDR scheme is a vital part of that process.
96. The number of reported injuries at work in this quarter have reduced by 14 compared to the last quarter down from 65 to 51. The most common reported incident type was moving and handling. Manual handling awareness and risk assessment training is being delivered across operational directorates in response to this identified trend. RIDDOR reports continue to be low (4 in total this quarter), a reduction by 5 compared to the last quarter. All RIDDOR reports are from front line operational services – 2 from Adults, Health and Wellbeing and 2 from Economy and Environment. All reports are investigated with support and advice from the H&S Team.



## **EQUALITY, DIVERSITY & INCLUSION OBJECTIVES**

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

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

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

### **FINANCIAL POSITION:**

#### **Revenue Budget**

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

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

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

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

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

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

104. At the beginning of the financial year three significant risks were identified in Adult Social Care and financial capacity was identified by the Council to support them. Firstly cost pressures from the NHS were expected to increase. This is because of the loss of national funding from the Department of Health and Social Care to support costs arising from hospital discharge, alongside increased pressure for Integrated Care Systems to both deliver the national Transforming Care Programme and make savings on NHS Continuing Healthcare and Mental Health Aftercare. Secondly there were continued risks to care providers from increasing costs. For example the Council has recently provided increased funding to homecare providers to support inflation in the price of fuel. Thirdly there are risks of further unbudgeted costs arising from the new national policy on Adult Social Care announced in the Government White Paper "People at the Heart of Care". Linked to this, the Council is undertaking a nationally-mandated exercise on the cost of care with local care providers

which will report in the autumn and is also expecting increased financial pressures from Charging Reform and the implementation of the care cap. All of these risks remain significant and £1m of uncommitted non-recurrent funding remains to address them in 2022/23.

105. Therefore although at present Adults, Health and Wellbeing is reporting a £1.26m underspend for 2022/23, this position is expected to deteriorate as risks emerge from new COVID waves, the increasing cost of care provision and financial pressures from the NHS. Although this should, in the first instance, be covered by existing contingencies as being reported, the £1m non-recurrent funding can only be spent once and when it has gone Adults, Health and Wellbeing will have no further headroom to cover any increase in costs from either Adult Social Care or Community Safety.

106. Learning Opportunities, Skills & Culture (LOSC) is forecast to overspend by £1.95m at quarter 1. The overspend includes:

- Travel Assistance £1.67m based on current routes with net growth of 19 routes in year. The additional costs are due to both demand increases £0.62m, which are as a direct consequence of the increased demand within Special educational needs and disability (SEND), in particular for Out of Authority (OOA) placements, and price increases £0.96m. From September 2021 routes have increased on average approximately £2.5k per year, and there has been additional 47 routes added (projected 17 at September 2021). Price increases are due to both additional pupils added on to routes and/or price increases due to fuel costs. A new SEND Engine Room has been established chaired by an Assistant Director, which includes finance colleagues and this group are developing a plan that will look to address the current challenges. Management of the Dedicated Schools Grant overspend being at the forefront. A new post 16 arrangement at Stonehill School is a starting point and will be ready for Sept 2022. Other initiatives in train include the development of social, emotional and mental health (SEMH) hubs that will increase local capacity and reduce OOA placements. However significant challenges remain. Doncaster has been identified in tranche one of the Delivering Better Value in SEND Programme, and we are currently waiting for further details on the launch. This is a new programme, which is part of the DFE's support package to help Local Authorities maintain effective SEND services while functioning sustainably.
- Attendance £0.30m including Fixed Penalty Notice Fine £0.18m income shortfall and £0.12m Traded income shortfall. A paper will be coming to the Directorate Leadership Team to consider the current approach to Fixed Penalty Notices and a discussion around the implications of the recent white paper and what this means locally. The ambition is to further bring this work closer to the directorate Early Intervention and Prevention approach to support children and families earlier. There is the potential to consider Stronger Families funding as this links to outcomes framework.

107. The Doncaster Children's Services Trust (DCST) forecast outturn at Quarter 1 is an overspend of £4.93m; £4.04m on the Care Ladder from additional demand and increased package costs for external placements, and £2.81m on agency

worker costs; offset by staffing under spends of -£2.16m. Care Ladder cost-pressures, in particular in Out of Authority (OOA) and Fostering placements, were brought forward into 2022/23. The Care Ladder overspend of £4.04m includes: OOA placements £3.59m, Fostering placements £0.62m, 16+ placements £0.76m, and Unaccompanied Asylum Seeking Children (UASC) placements £0.34m offset by additional funding of -£1.37m from the Dedicated Schools Grant (DSG) High Needs Block (note: this increases the budgetary pressure to the High Needs Block). More detail is included in the DCST Finance and Performance Report – Quarter 1.

108. Corporate Resources is forecast to underspend by -£0.21m at Quarter 1. This includes the projected underspend of -£0.38m on the new apprenticeship funding allocation of £0.75m, approved in the 2022/23 budget setting process. The strategy implementation for utilising this additional resource is in its early stages of take up focussing on the most effective use across the different levels of apprenticeship available and targeting the difficult to recruit and retain service areas. Bereavement services is projected to overspend by £0.26m mainly as a result of the increased gas prices. There are a number of other offsetting variances within services including overspends on the mortuary contract and housing benefit subsidy for temporary accommodation for homelessness, offset by additional recruitment advertising income predominantly from schools, one-off staffing underspends and increased income levels including recharges for the fleet. It should also be noted that where possible services are working to contain pressures such as the increased cost of the Microsoft licence.

109. At quarter 1 Public Health is projecting an underspend of -£0.04m due to two vacant Strategic Commissioning posts - now recruited to with an expected start date of September 2022.

110. The Public Health Grant is showing -£0.15m underspend on NHS health check and -£0.13m underspend on vacant posts. The grant is ring-fenced so it is assumed underspends will be carried forward to future years.

111. Economy and Environment is forecast to overspend by £1.86m at quarter 1. The main variances are: -

- Facilities Management: £1.00m overspend mainly as a result of increased energy costs;
- Street Lighting: £0.82m overspend mainly due to: £0.54m increase in energy costs, £0.19m increase in cost of repairs to street lighting, signs and bollards, due to an increase in repairs (this may be overstated and work is ongoing to get a more accurate projection);
- Strategic Asset Management: £0.27m overspend mainly as a result of the projected increase in Energy costs since budgets were approved, along with projected income short fall on CCQ (Savoy Cinema) due to delays in letting the restaurant units;
- Drainage General and Gully Frames: £0.33m overspend; £0.21m ongoing due to salary costs previously funded by grant, £0.12m due to one-off purchase of gully frame covers to replace those stolen in 21/22.

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

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

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

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

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

115. The above figures do not include any estimated loss of income from Council Tax and Business Rates. These form part of the Collection Fund and due to statutory accounting requirements the impact of gains or losses in the Collection Fund in 2022/23 won't affect the Council's General Fund until 2023/24. The impact on the Collection Fund is discussed below.

## **Action Plan**

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

- Detailed discussions at DLTs to be led by Assistant Directors for their respective areas with finance business partners providing a supporting role, this will mean Assistant Directors own the projections and fully understand the reasons,
- Budget management discussions are cascaded through the management levels across all services i.e. Assistant Directors have regular financial monitoring meetings during the year with their Heads of Services, Heads of Services discuss the financial monitoring position in 1 to 1's with Service Managers,
- Budget holder training is now mandatory for managers (like GDPR, Health and Safety etc),
- Information to be provided to DLTs showing which budget holders have not accessed the Collaborative Planning (CP) system recently.

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

### Housing Revenue Account (HRA)

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

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

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

### Capital Budget

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

Directorate	Value of Schemes (£'000)	Count of Scheme
ADULTS HEALTH & WELLBEING	6,218	9
CORPORATE RESOURCES	16,995	44
LEARNING OPP, SKILLS & CULTURE	9,712	80
PUBLIC HEALTH	6,632	8
ECONOMY & ENVIRONMENT	88,000	276
<b>Grand Total</b>	<b>127,557</b>	<b>417</b>

122. At quarter1 there has been a 13% reduction in the projected in year spend when compared to the opening budget of £147.1m which is a reduction of £19.5m.

123. The opening budget of £147.1m differs to the figure reported as at budget

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

setting due to additional slippage and newly approved schemes in Q4 2021/22. All figures also exclude the Investment & Modernisation Fund (IMF).

124. The specific schemes that have experienced slippage of over £0.5m are referred to in the key activity sections above.

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

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

126. There are 231 schemes totalling £48.3m which have budgets but are yet to incur any spend. The numbers are high in Learning Opportunities, Skills & Culture due to block budgets being split out to individual schemes for works to take place at schools many of which will start in the summer holidays but are yet to incur spend.

127. Two of the highest value of examples of schemes yet to incur spend are the Frenchgate Tunnel £1.6m and Green Homes Grant Local Authority Delivery (LAD) Scheme Phase 2 £2.4m. The totals by directorate and all schemes over £1m and yet to incur spend are listed in the tables below.

Directorate	Number of Schemes	Sum of Total for budgets with no spend in year (£'000)
ADULTS HEALTH & WELLBEING	5	307.3
CORPORATE RESOURCES	28	10,294.8
LEARNING OPP, SKILLS & CULTURE	60	5,484.4
PUBLIC HEALTH	6	4,997.2
COMPLETED CAPITAL SCHEMES	2	152.4
ECONOMY & ENVIRONMENT	130	27,105.5
<b>Gr:</b>	<b>Projected Budget Update Current Year (£'000)</b>	<b>48,341.6</b>
<b>Scheme</b>	<b>Year (£'000)</b>	
LAD SCHEME Phase 2	2,403	
DCLT INVESTMENT - THORNE	2,336	
T0016/3 THORNE STATACC NTH-STH	2,060	
FRENCHGATE TUNNEL	1,600	
CIVIC OFFICE MAJOR ITEMS WORK	1,377	
SECURE & RESILIENT TECHNOLOGY	1,350	
TOWNS FUND DONCASTER BLOCK	1,226	
FUTURE PARKS 15 BESPOKE PARK	1,182	
TOWNS FUND STAINFORTH BLOCK	1,001	

Current Status of Schemes in the programme



128. 185 schemes have either not started or are still at the planning phase which is nearly 45% of all the current year schemes.

129. 141 schemes have been classified as underway and 71 schemes are now in the completion phase.

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

### Capital Receipts

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

### Risks

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

### **Collection Fund**

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

- Council Tax:

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

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

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

Council Tax arrears were £26.56m compared to the target of £26.50m at the end of quarter 1. The target for reduction of Council Tax arrears was £2.10m for quarter 1 and the actual reduction in arrears was £2.05m. The main reason for this slightly below target reduction is that additional debt recovery resource is

being used on the £150 energy rebate scheme. This should settle down in quarter 2 and it is hoped to get back on target at that time.

- Business Rates:

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

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

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

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

### Schools Funding & Dedicated Schools Grant (DSG)

133. The Dedicated Schools Grant (DSG) is predicted to overspend by £4.85m during 2022/23 to create an overall overspend on DSG of £17.79m. The overspend position is mainly due to pressures within the High Needs Block which includes expenditure on Out of Authority placements, Specialist Post 16 Institutions, Education Health & Care plan (EHCP) Top Up payments. The increase in spend for children placed in SEN out of authority placements, is due to a combination of levels of need and local schools provision, and there has been delays in delivering savings on Children with Disabilities (CWD) and Looked after children (LAC) placements due to additional demand, increased complexity of children and in turn higher package costs, and no new homes are open yet as part of the Future Placement Strategy, initially due to the impact of COVID-19 but now due to difficulties in recruiting the staff required. There is a significant amount of work being completed at both operational and strategic levels. Strategically senior education leads in the council are liaising with schools around the devolution of elements of the DSG to ensure that locally there are the right services in place to support children, improving outcomes and reducing costs.

134. Whilst the overspend position is significant it is not uncommon to other LA positions and Doncaster Council, amongst 55 LA's, is currently in early discussions around participating in the DfE's Delivering Better Value in SEND programme which will look at plans to manage and reduce the authority's high

needs block overspend position. In the last 2 years the Government has recognised the position that many LAs face on their High Needs Block and have increased the DSG High Need Grant to LAs with Doncaster receiving an extra £5.7m in 2022/23 compared to 2021-22 levels and a further £2.4m in 2023/24 is estimated. Based on latest DfE guidance the projected increases to the grant for future years have been reduced to a 5% increase in 2023/24 and 3% in 2024/25. The current high needs medium term plan currently shows an overall deficit position of £20.06m at the end of 2025/26, which includes an in year surplus during 2025/26 of -£0.5m.

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

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

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

## Reserves

136. As part of the strategy to streamline and reduce the number of specific earmarked reserves, a review is being undertaken with a view to repurposing balances no longer required for their original purposes.

137. A non-key decision was taken by the Mayor on 1st August 2022 to streamline the governance of significant earmarked reserves where the approval route for accessing these funds had already been delegated via previous key decisions. The 'Revenue Contribution to the Capital Programme' earmarked reserve was established prior to 2014 but the original delegation and approval process cannot be referenced and therefore the proposed approval process for this reserve requires a key decision. The reserve was created to meet the revenue costs associated with major capital projects, for example feasibility work supporting master planning and strategic acquisitions, with the intention to cover

costs that cannot be capitalised or have to be funded at risk until such a time that they can be charged to the capital programme or covered by external funding. To be consistent with the approval route for other reserves of a similar nature, it is recommended that spending decisions from this reserve above £250k revenue / £1m capital are delegated to the relevant Director and CFO in consultation with the relevant Portfolio Holder.

**STRATEGIC RISKS**

138. The register contains 11 risks all have been profiled for quarter 1. 8 risks have retained the same profile.

139. Through effective mitigation the following risk profiles has reduced:

- Failure to successfully prevent a major cyber attack

140. The following two risk profiles have increased:

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

141. The target profiles will be reviewed for all strategic risk before quarter 2.

**OPTIONS CONSIDERED**

142. Not applicable

**REASONS FOR RECOMMENDED OPTION**

143. Not applicable

**IMPACT ON THE COUNCIL’S KEY OUTCOMES**

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

effective leadership and governance	
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**RISKS & ASSUMPTIONS**

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

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

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

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

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

**HUMAN RESOURCES IMPLICATIONS [Officer Initial: KG Date: 28/08/2022]**

- 147. Key performance indicator outcomes that are specific to the workforce are detailed within the body of the report along with other key areas of performance worth noting.
- 148. Failure to achieve targets for sickness absence can impact on service delivery to customers and increase costs particularly where cover has to be arranged. The increase in employee sickness rates is a concern however the HR & OD team will continue to work with managers to support a drive to reduce this in an effective and timely manner
- 149. Nationally recruitment into many roles is difficult and across the council remains a challenge, whilst particularly prevalent in some areas of the council, the impact is being felt across the council. Work is being done to reduce the impact and improve recruitment including through apprenticeships. However, the number of vacancies is impacting on our capacity to deliver in some service areas and in other areas it is driving the increased agency costs as we are required to meet delivery needs

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

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

**HEALTH IMPLICATIONS [Officer Initials: RS Date: 28/07/2022]**

151. This report provides an overview on the work of the council and as such the whole of the corporate performance contributes to improving and protecting health. Each of the GREAT EIGHT areas contributes to health but specific health implications are addressed in paragraphs 40-51 and 62-69. Much of the

information is presented as summary data and as such the author should be conscious that this may hide inequalities within the data presented.

**EQUALITY IMPLICATIONS [Officer Initial: SWr Date: 20/07/22]**

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

**CONSULTATION**

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

**BACKGROUND PAPERS**

154. Not applicable.

**GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

155. N/A

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# Performance Profile January 2022 – March 2022

## Appendix A






# Content

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## Understanding the performance symbols

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






	improvement
	Same as last time
	getting worse

## The spark chart shows:





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



### Performance

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

### Risk Profile

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



# Outcome Framework

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

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























# Tackling climate change

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

# Developing the skills to thrive in life & work

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(L&O:CYP) Education, Health and Care Plans Issued Within 20 Weeks EXCLUDING Exception Cases	Q1 2022/23			22.89%	100.00%	
(L&O:CYP) % of children with first choice school placement in Reception	2020/21			96%	94%	
(L&O:CYP) % of children with first choice school placement in Secondary	2021/22			88%	95%	
(AH&W) Number of Refugees (both asylum and resettlement) supported into ESOL and/or Employment	Q1 2022/23	New	New	19	10	
(L&O:CYP) The number of children in Elective Home Education	Q4 2021/22	New	New	719	700	
(L&O:CYP) The number of Children Missing in Education	Q4 2021/22	New	New	233	195	
(L&O:CYP) % Persistent Absence – Secondary age (Autumn Term)	Q1 2022/23			31.6%	27.7%	
(L&O:CYP) % 16-17 year olds Not in Education, Employment, or Training (NEET)	Q1 2022/23			4.5%	5%	

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

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









# Building opportunities for healthier, happier & longer lives for all

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



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

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

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

# Nurturing a child & family-friendly borough everyone belongs

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





# Building transport & digital connections fit for the future

Service Standard	Update	D.O.T (short)	D.O.T (long)	Value	Target	RAG
(E&E) National Highways Transportation Survey Highways Maintenance Overall Satisfaction Score	2021/22	↓	↓	48%	49%	⚠
(E&E) Principal Roads not Requiring Major Maintenance	2021/22	▬	▬	98%	98%	✓
(E&E) Non-Principal Roads not Requiring Major Maintenance	2021/22	▬	↑	98%	98%	✓
(E&E) % Estate Roads in Good to Fair Condition	2021/22	↓	↑	82%	81%	✓



# Promoting the borough & its cultural, sporting & heritage opportunities

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



# A Regenerative Council

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

## Whole Authority Governance Indicators

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



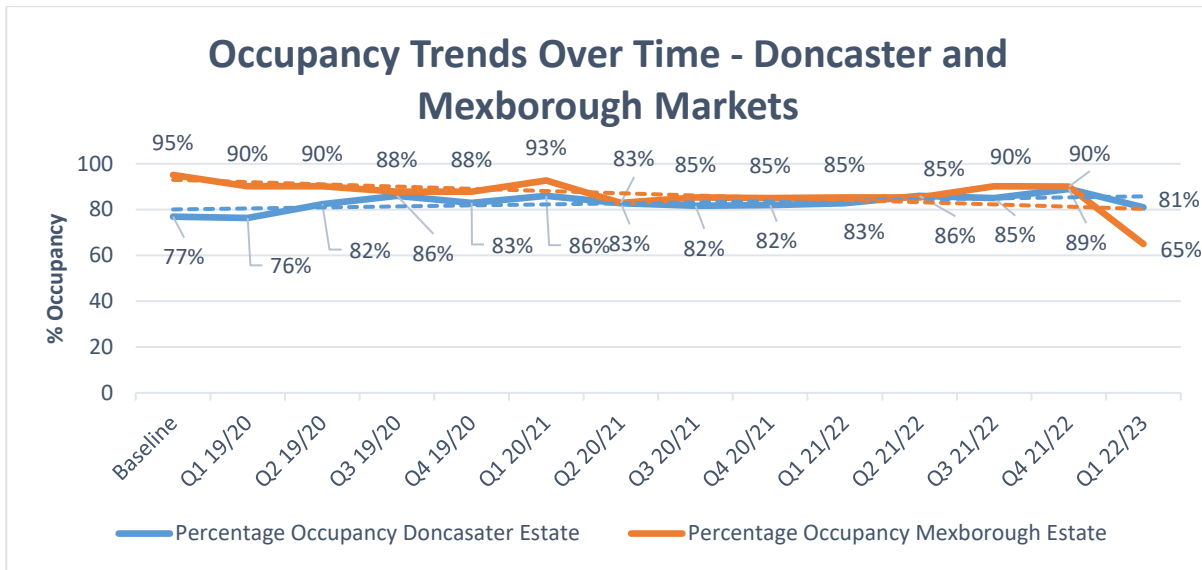
# STRATEGIC RISKS

	Risk Title	Current Risk Score	Target Risk score	Direction of Travel
	Failure to safeguard adults may result in adults being vulnerable and susceptible to experiencing harm or abuse	10	5	
	A failure to have, and proportionate, an evidence based mix of interventions and services in place that will plausibly support a narrowing of the gap in inequalities and a reduction in levels of deprivation across the Borough	12	6	
	Failure to implement the Partnership priorities across the Team Doncaster Partnership	9	6	
	The potential impact on formal achievement rates/outcomes due to learning lost during Covid.	12	12	
	Without effective influence and engagement with the South Yorkshire MCA, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal	12	8	
	Failure to maintain and improve the management of health and safety may impact on the Council's ability to mitigate risk to both colleagues and members of the public and our inability to deliver effective services	8	4	
	Failure to successfully prevent a major cyber attack	20	6	
	There needs to be a broad range of service delivery which supports people in the community and in other settings (depending on their needs), without which makes it more difficult for people to live healthy, independent lives	12	10	
	Failure to deliver the Medium Term Financial Strategy would result in an alternative budget being required with consequential service reductions covering failure to manage expenditure and income within the annual approved budget and balance the budget.	10	5	
	(HOS) Failure to safeguard children and young people across the partnership may result in children and young people being vulnerable and susceptible to risk	20	10	
	The combined impact of managing concurrent risks eg: floods, EU transition arrangements, Covid	15	20	

# MARKET ASSET MANAGEMENT (MAM) DONCASTER LTD.

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

## Occupancy Trends at Doncaster and Mexborough Markets

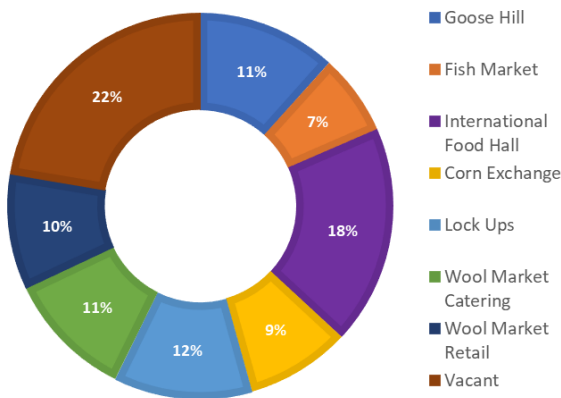


Doncaster Market has seen a reduction from 89% at the end of last quarter of 2021/22 to 81%. This is in part due to vacancies in Goose Hill that are not being re-filled at present as the majority of the traders from the Corn Exchange will be relocated.

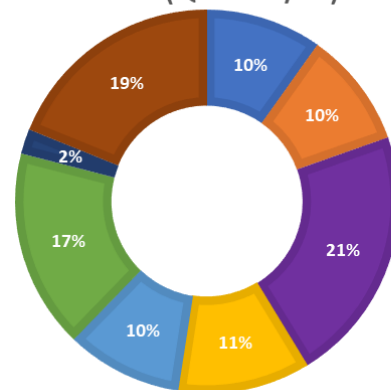
Mexborough has seen a significant decrease in occupancy levels in Q1 of 2022/23, a large drop from 90% to 65%. This is because a trader, who occupied 4 units, has closed.

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

PERCENTAGE OCCUPANCY AT DONCASTER MARKET (BASELINE)



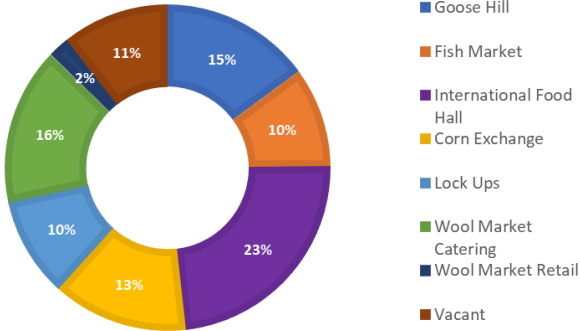
PERCENTAGE OCCUPANCY AT DONCASTER MARKET (Q1 2022/23)



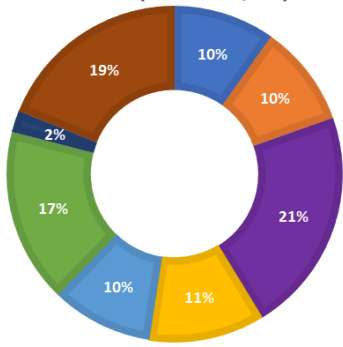
The comparison of occupancy across the Doncaster estate between baseline (May 2019) and present levels (Q1 2022/23) shows a significant difference in the number of units in each area. The main difference is the reduction of retail units in the wool market where the majority of retail space has been re-purposed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

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

**PERCENTAGE OCCUPANCY AT DONCASTER MARKET (2021/22 Q4)**

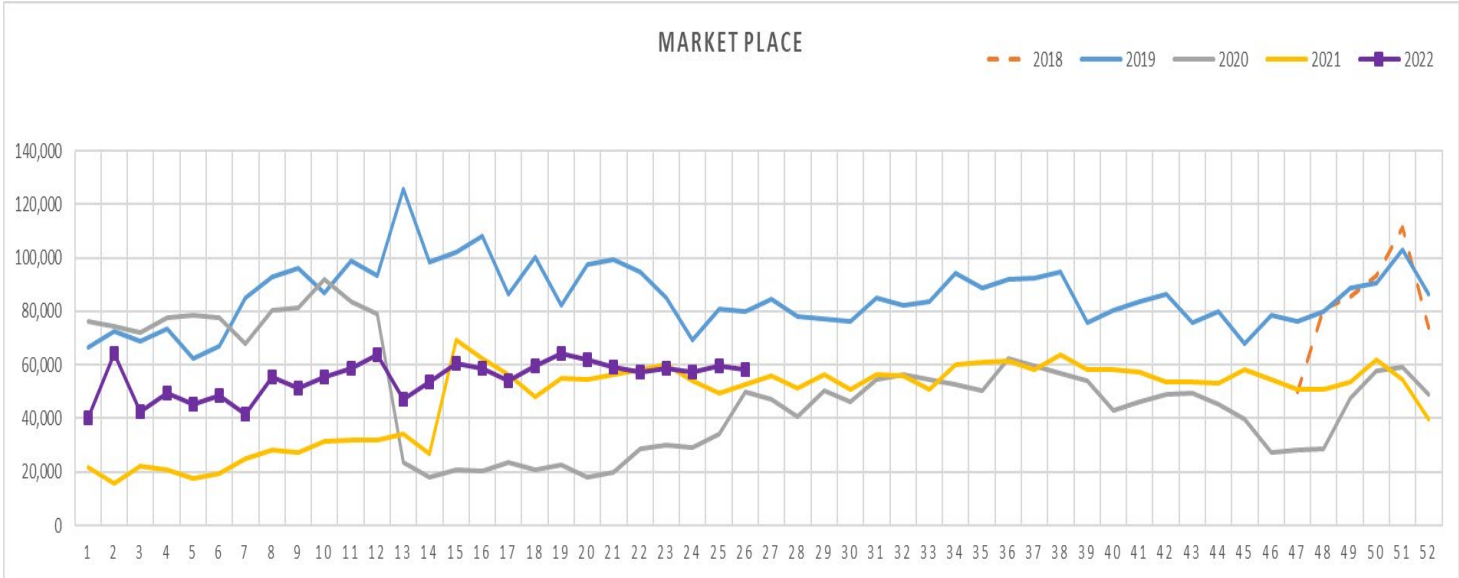


**PERCENTAGE OCCUPANCY AT DONCASTER MARKET (Q1 2022/23)**



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

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



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

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

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

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

Regular updates on the Maintenance Schedules of both Mexborough and Doncaster estates are part of the quarterly KPI return. All aspects of the maintenance schedules are up to date.

### Developments

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

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

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

The development of the Levelling Up Fund (LUF) project on the iconic Grade II Listed Corn Exchange continues with regular discussions between MAM and council officers taking place to progress this project to the timelines set out for the expenditure of the funding. Work is now starting to be timetabled to commence as planning applications have been submitted. Other improvements across both Doncaster and Mexborough market are also continuing. Traders from within the Corn Exchange have been offered new locations within the estate and all but one have accepted. The one trader leaving the market is taking up a shop unit in Bowers Fold.

### Events

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

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

### Financial Position

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

# HEALTH AND SAFETY

## Coronavirus

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

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

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

## General H&S

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

## H&S Training

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

## SLH, DCLT & DCST Health and Safety Partnership Meetings

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

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

The councils Fire Safety Advisor and Health and Safety Manager attend the SLH Building Safety Group to support and provide advice on any building safety compliance issues. The Councils H&S Manager continues to have regular partnership meetings with SLH and the Head of Building Safety to share H&S information, experiences and support SLH on H&S matters, where required.

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

## Hatfield Colliery H&S Risks

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



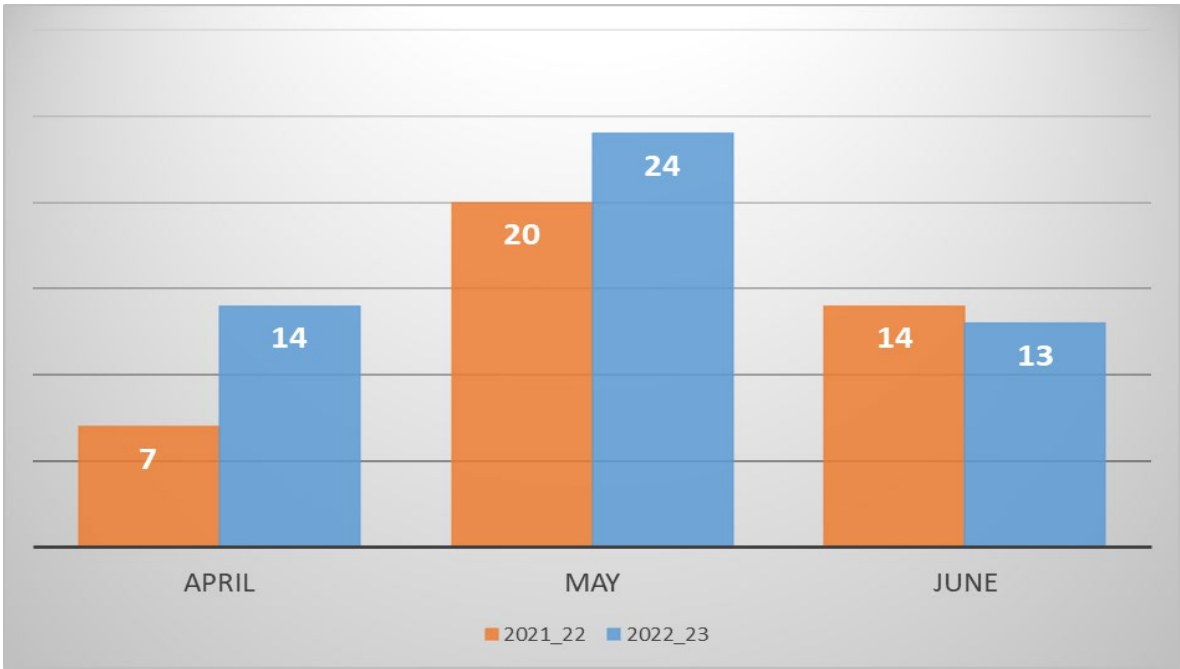
Stainforth Town Deal (STD). Plans continue to be developed to further mitigate risks related to the run-o-mine on the colliery site. ARUP (commissioned by the STD) are currently undertaking condition survey works of both headstocks.

**Directorate Health and Safety Committees**

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

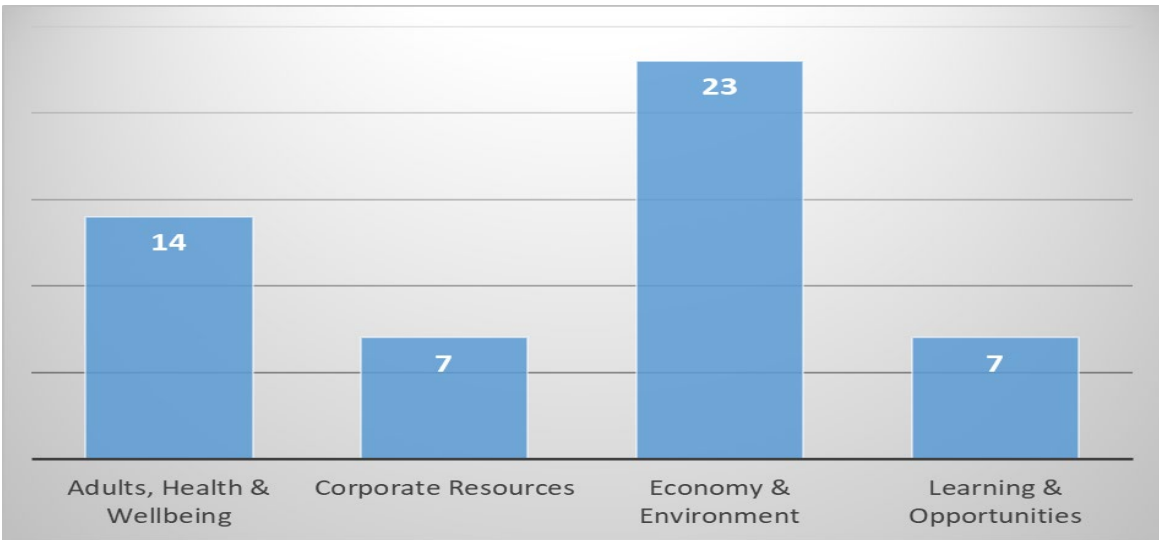
**Accident Statistics**

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



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

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

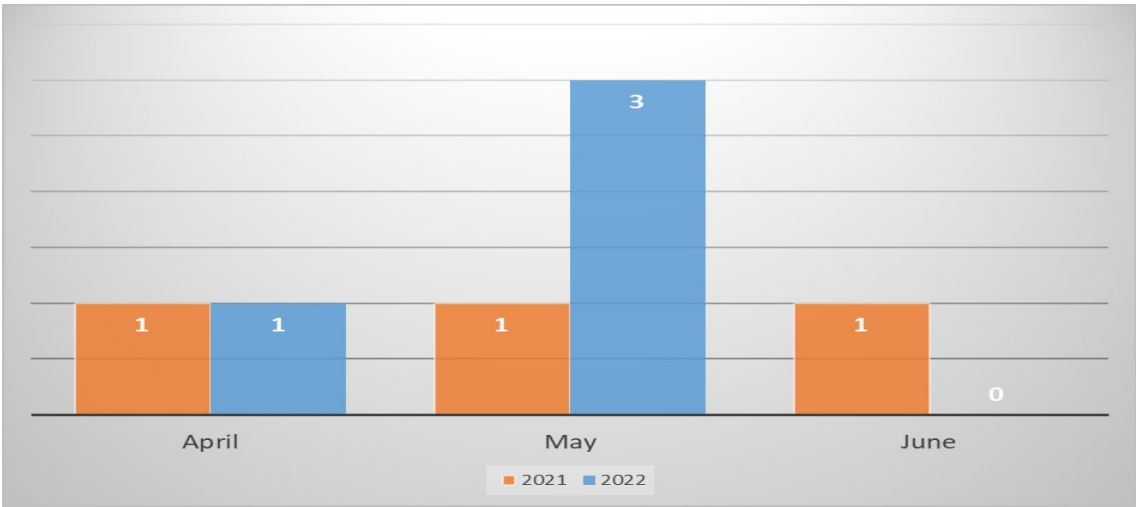


There is a higher number of employee injuries reported from Directorates that have larger numbers of operational employees. Moving and handling are the most commonly reported incident type leading to an employee injury at work with 9 injuries resulting from handling items and 6 injuries from moving and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

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

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

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



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



Doncaster  
Council

Q1

# Finance Profile

## April 2022 – June 2022

### APPENDIX B

# Content

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

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

Corporate Resources Revenue		Quarter 1 2022/23		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	<b>Corporate Resources Total</b>	<b>109.578</b>	<b>25.561</b>	<b>-0.389</b>
	Customers, Digital & ICT	65.897	10.530	0.164
	Corporate Resources Director	0.213	-0.132	0.000
	Finance	25.725	0.965	-0.131
	Hr, Comms & Exec Office	6.865	6.008	-0.621
	Legal & Democratic Services	6.696	4.180	0.213
	Policy, Insight & Change	4.182	4.011	-0.014

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

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

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

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

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

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

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

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

## Savings Tracker

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

## **Treasury Management Update – Quarter 1 2022-23**

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

### **Borrowing**

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

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

5. Any borrowing that will be undertaken within this financial year is going to be on a short term basis therefore will increase the under 12 months maturity profile but still within the limit.
6. Treasury Management officers confirm that there have been no breaches of prudential indicators, as set out in the Treasury Management Strategy Statement agreed by Council on 28<sup>th</sup> February 2022 during this financial year.

### **Investment**



7. The investment portfolio can be seen in Figure 2. The investments are a mixture of call and notice accounts for liquidity and fixed rate bank investments.
8. The current average investment rate is 0.76% over the first three months which has been increasing each month in line with the interest rate increases. This is higher than the returns achieved through the last few years reflecting the different economic climate we are currently in.
9. Treasury Management officers confirm that there have been no breaches of investment limits, as set out in the Treasury Management Strategy Statement agreed by Council on 28<sup>th</sup> February 2022 during this financial year.

**Figure 2: The following summarises the Council's investment portfolio as at 30<sup>th</sup> June 2022**

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

### **Risks**

10. Risks were reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 28<sup>th</sup> February 2022. The key risks and mitigating actions relevant to this quarter are as follows:
  - a. The Council could be unable to borrow when funding is required due to adverse market conditions and/or budgetary restraints. This risk is mitigated by maintaining sufficient easily accessible funds. Further mitigating actions could be scaling back or re-profiling capital expenditure plans if necessary.
  - b. There could be an increased use of reserves and working capital which is currently used to finance the under borrowed position. This risk is mitigated by regular monitoring of the use of reserves and having a robust cash flow forecast, which is monitored on a daily basis
  - c. Counterparty risks are reviewed weekly and action taken to minimise the risk that any investments placed are not returned on the due date. Creditworthiness data is received on a daily basis from our Treasury Management advisors and action will be taken to reduce exposure or remove institutions from the list if negative indicators deem it appropriate.

## Capital Programme Block Budget Allocations Quarter 1 2022-23

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

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

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

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

## Virements for Elected Mayor / Cabinet / Portfolio Holder Approval

### 2022/23 Quarter 1

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

The following virements are proposed for approval: -

	<b>Reason</b>	<b>Directorate</b>	<b>£</b>
1	Services related to homelessness & housing were going to move under PH/Strategic Commissioning, as part of a review of homelessness provision	AHWB PH	-2,398,000 2,398,000

## Monitoring Action Plan

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

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



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





## Doncaster Council

### Report

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**Date: 8 September 2022**

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

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

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

#### **EXECUTIVE SUMMARY**

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

#### **EXEMPT REPORT**

4. This report is not exempt.

#### **RECOMMENDATIONS**

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

## WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

### 7. BACKGROUND

7.1. **Appendix A** contains the SLHD KPI summary for Q1 2022/23. Commentary covering the performance against all indicators is provided below.

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

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

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

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

### 8. 2022/23 QUARTER 1 PERFORMANCE

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

	Q1 2022	Q4 21/22	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Green (meeting target)	6	7	7	6	6	8	5	6	6
Amber (within tolerance)	1	4	3	3	2	2	3	1	1
Red (not meeting target)	6	5	4	5	4	7	7	8	8
No target (homelessness)	2	3	3	3	3	0	0	0	0
Quarterly / Annual KPIs	4	0	2	2	4	0	4	4	4
Total	19	19	19	19	19	17	19	19	19

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

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

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

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

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

	Q1 22/23	Q4 21/22	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Arrears %	2.62%	2.55%	2.92%	2.57%	2.55%	2.75%	3.39%	3.05%	3.12%
Profiled target %	2.85%	3.00%	3.42%	3.21%	3.16%	2.80%	3.20%	3.00%	2.95%

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

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

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

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

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

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

	Q1 22/23	Q4 21/22	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Void rent loss YTD %	0.76%	0.79%	0.79%	0.79%	0.82%	1.00%	1.02%	0.97%	0.97%
Void numbers at month / quarter end	151	178	147	159	142	159	216	195	209

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

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

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

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

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

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

	Q1 22/23	Q4 21/22	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Re-let days	33.6	33.7	32.4	31.6	32.7	46.1	48.3	49.3	55.1

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

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

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

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

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

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

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

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

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

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

8.9. KPI 5: Number of Full Duty Homelessness Acceptances

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

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

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

8.10. KPI 6: Number of homeless preventions

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

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

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

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

**Target** **0.07%**  
**31 May \* performance** **0.12%** **WORSE THAN TARGET – RED**

\*Complaints are reported one month in arrears to ensure that the complaints are closed down within our service standard of 10 working days. For the KPI, we analyse the % of complaints upheld against all customer transactions. This provides us with a picture of our customer’s dissatisfaction and enables us to drill down further into the relevant service areas.

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

Interactions	Complaints	Upheld	% upheld against interactions	Not upheld as % of all complaints	Upheld as % of all complaints
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<b>22/23</b>	<b>63,052</b>	<b>229</b>	<b>76</b>	<b>0.12%</b>	<b>67%</b>	<b>33%</b>
21/22	66,596	191	61	0.09%	68%	32%
20/21	39,886	118	35	0.09%	70%	30%
19/20	65,886	180	35	0.05%	81%	19%
18/19	55,343	173	30	0.05%	83%	17%

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

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

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

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

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

**Target** **97.25%**  
**June 22 YTD performance** **98.50%** **BETTER THAN TARGET – GREEN**

Period YTD	Cases closed 6 months previously	No. of tenancies sustained after 6 months	% of tenancies active 6 months after support ended	Target %
Q1 20/21	263	251	95.4%	90.0%
Q2 20/21	517	499	96.5%	90.0%
Q3 20/21	679	657	96.8%	90.0%
Q4 20/21	872	848	97.3%	90.0%
Q1 21/22	157	155	98.7%	90.0%
Q2 21/22	335	329	98.2%	90.0%
Q3 21/22	515	507	98.4%	90.0%
Q4 21/22	657	646	98.3%	90.0%
<b>Q1 22/23</b>	<b>267</b>	<b>263</b>	<b>98.5%</b>	<b>97.25%</b>

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



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

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

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

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

Period YTD	No. of repairs completed	No. of repairs completed first visit	% repairs completed first visit	Target %
Q1 20/21	7,165	6,701	93.5%	92.0%
Q2 20/21	18,485	16,892	91.4%	92.0%
Q3 20/21	30,685	27,866	90.8%	92.0%
Q4 20/21	42,464	38,609	90.9%	92.0%
Q1 21/22	9,839	8,941	90.9%	92.0%
Q2 21/22	18,547	16,841	90.8%	92.0%
Q3 21/22	26,252	23,759	90.5%	92.0%
Q4 21/22	34,595	31,192	90.2%	92.0%
<b>Q1 22/23</b>	<b>7,611</b>	<b>7,178</b>	<b>94.3%</b>	<b>92.0%</b>

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

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

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

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

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

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

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

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

<b>Profiled target</b>	<b>1.87 days</b>	
<b>June 22 YTD Performance</b>	<b>2.35 days</b>	<b>WORSE THAN TARGET – RED</b>

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

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

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

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

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

8.16. KPI 12 : Local expenditure

<b>Target</b>	<b>70.0%</b>	
<b>June 22 YTD Performance</b>	<b>74.6%</b>	<b>BETTER THAN TARGET – GREEN</b>

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

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

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

<b>Target</b>	<b>95.0%</b>	
<b>June 22 YTD Performance</b>	<b>96.1%</b>	<b>BETTER THAN TARGET – GREEN</b>

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

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

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

<b>Profiled Target</b>	<b>19</b>	
<b>June 22 YTD Performance</b>	<b>0</b>	<b>WORSE THAN TARGET – RED</b>

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

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

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

8.19. KPI 15 : Number of residents supported into employment

<b>Profiled Target</b>	<b>7</b>	
<b>June 22 YTD Performance</b>	<b>7</b>	<b>MEETING TARGET – GREEN</b>

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

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

9. Annual KPIs

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

9.2. KPI 16 : Tenant satisfaction with overall service

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

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

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

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

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

9.4. KPI 18 : Tenant satisfaction with property condition %

**Target 2022/23 89.0%**  
**March 22 year end Performance 86.5%**

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

9.5. KPI 19: Energy efficiency ANNUAL KPI :

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

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

**10. Background Papers**

10.1. None

**OPTIONS CONSIDERED**

11. Not applicable

**REASONS FOR RECOMMENDED OPTION**

12. Not applicable

**IMPACT ON THE COUNCIL'S KEY OUTCOMES**

	<b>Outcomes</b>	<b>Implications</b>
	<p><b>Doncaster Working:</b> 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"> <li>• Better access to good fulfilling work</li> <li>• Doncaster businesses are</li> </ul>	<p>Work of SLHD impacts on Council key priorities, with implications on the quality of life for Doncaster Council's tenants and other residents and the communities they live in.</p>

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

	<ul style="list-style-type: none"> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul>	
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## **RISKS AND ASSUMPTIONS**

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

## **LEGAL IMPLICATIONS**

**Scott Fawcus 11.08.22**

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

## **FINANCIAL IMPLICATIONS**

**Julie Crook, Director of Corporate Services SLHD, 24.08.22**

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

## **HUMAN RESOURCES IMPLICATIONS**

**Angela Cotton, HR & OD Business Manager, 23.08.22**

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

## **TECHNOLOGY IMPLICATIONS**

**Elaine Thompson, Technology and Governance Support Manager, 11.08.22**

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

## **HEALTH IMPLICATIONS**

**Claire Hewitt, PA to Director of Public Health 11.08.22**

18. A suitable, safe and good quality home is essential for good mental and physical health, as are communities that support people and enable them to thrive. The current and growing cost of living crisis is likely to increase demand and complexity on all parts of the system, including housing. Planned recruitment to focus on proactively preventing homelessness is positive in this context.

19. Complaints for the reporting quarter have again reduced and are used to bring attention to where improvement can be made. The repairs excellence project will ensure that homes can be ready and safe for tenants.

20. As a stable and secure home is an essential contributor to good health and wellbeing, the number of placements to B&B and hotel accommodation is high and has increased, with families noted as approaching the service in high numbers. Where temporary accommodation is necessary for families, it is essential that their broader health and wellbeing needs are supported.

21. As a local anchor organisation, St Leger Homes of Doncaster has the opportunity to improve health and wellbeing by maximising local social, environmental and economic benefits. This can be done in a number of ways, including good working conditions, local purchasing and training and development opportunities. It is positive to see the number of tenants and residents helped into employment is exceeding target, although the number of tenants and residents helped into training and education continues to remain below target.

## **EQUALITY IMPLICATIONS**

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

## **CONSULTATION**

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

## **BACKGROUND PAPERS**

24. None

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

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

## **REPORT AUTHOR & CONTRIBUTORS**

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## Appendix A – SLHD Key Performance Indicator Summary Q1 2022/23

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

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





## Doncaster Council

### Report

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Date: 8<sup>th</sup> September  
2022

To the Overview & Scrutiny Management Committee

Complaints and Compliments Annual Report 2021/22

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

#### EXECUTIVE SUMMARY

1. The purpose of this report is to summarise complaints and compliment information relating to 2021/22 for Doncaster Council and partners. This includes the Council, Doncaster Children's Services Trust (DCST), St Leger Homes of Doncaster (SLHD) and Doncaster Culture and Leisure Trust (DCLT). It also seeks to identify the key areas that are the subject of complaints and what measures have been taken to improve as a result of that feedback where required. It also provides the current position with regard to the Unreasonable Behaviour Policy. **Appendix 1** includes the full Complaint and Compliment report and **Appendix 2** includes a copy of the Local Government & Social Care Ombudsman (LGSCO) Annual Letter to Doncaster Council published in July relating to performance in 21/22.
2. Analysis evidences that across all the organisations in 2021/22, we saw an increase in the number of complaints received by a cumulative 1,080, resulting in 2,857 complaints being received compared to 1,777 in the previous year. The report includes a comparison to the 2019/20 year, in which the number of complaints received are similar to this year. Last year, the impact COVID had on both Council Services and residents as a whole saw the number of complaints and communication with the Council decrease significantly and for that reason is not a useful comparison when assessing the final figures. The key improvements resulting from the feedback in 21/22 are:

### **Doncaster Council**

- The Adults Health and Wellbeing Directorate (AHWB) has introduced the involvement of Senior Practitioners in responses to complaints to help recognise where improvements in service areas can be maximised, for example contacting family members and striking up dialogues in a more timely manner. Previously the communication was delayed due to prioritisation of workloads by social workers.
- The Waste & Recycling Team have been working closely with the Customer Experience Team to ensure that a considerable proportion of their complaints are investigated with the resident contacted the same day with a view to preventing unnecessary formal action.
- In AHWB, complaint training has been made mandatory to all senior managers and officers that may deal with complaints to improve letter writing and communication style with residents and families, which will reduce escalation.

### **Doncaster Children's Services Trust**

- A review of fostering processes including training, assessments and ongoing supervision so that existing and potential foster carers understand what the Trust expects of them. The outcome was that it was agreed with the Recruitment and Assessment Team that standards of conduct of foster carers, including consumption of alcohol, would be explored during the preparation course for people who are interested in fostering and also in the home study for those who wished to pursue fostering for the Trust. Standards of conduct would be addressed in supervision with existing foster carers as well as through the Annual Review Process, which provides independent oversight by the Agency Decision Maker.
- A sample letter template has been created by the Letterbox Coordinator for a sibling/young person to use as part of the Letterbox process. The Letterbox is used for communication between birth families and children who have been adopted.
- The Trust's Psychological Services has changed its procedures to either share the outcome of any assessment they undertook directly with the young person and their families or be present when the social worker did this. This action was taken because they are best placed to answer any queries and receive direct feedback

### **St Leger Homes of Doncaster**

- SLHD have launched The Repairs Excellence pilot, with a new approach to communicating with customers, which includes text reminders to confirm appointments.
- SLHD have reviewed their ASB processes and procedures using the Tenant and Resident Improvement Panel and will shortly be implementing a number of service improvements resulting from the review.
- SLHD are reviewing the front-end access into the Home Options service to provide a quicker response at the first point of contact and immediate allocation to an officer to case manage if required. SLH are also ensuring all homeless cases have a dedicated case manager so

that customers have just the one officer they deal with and can contact if they have a problem.

### **Doncaster Culture and Leisure Trust**

- With regard to DCLT capital works and site closures, they have improved communication with customers and feedback on progress of the works. They have now published statements of progress to reduce complaints from customers and they meet regularly with stakeholders.
- DCLT have experienced several communication and process errors with their external provider who managed their memberships and direct debit payments. This caused upset and distress for their customers. DCLT have taken the decision to move the process in house and to maximise their IT systems to provide a better customer experience.
- Due to capital works, DCLT pool space is limited. After returning from Covid19 closures, programming reviews became central to ensure that the offer was fair, consistent, and equitable to all customers. This did cause issues for some customers who felt that their session should be prioritised. DCLT decisions were made to ensure they could maintain an offer for all customers, including public, learn to swim, education lessons and local swimming clubs.

### **EXEMPT REPORT**

3. N/A

### **RECOMMENDATIONS**

4. This report recommends consideration and comment on the complaints and compliment report for the period 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022.

### **WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

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

### **BACKGROUND**

6. The aim of complaint procedures is to resolve any dissatisfaction promptly, effectively and transparently and to inform service improvements to prevent service users experiencing the same issues in the future. The Council, DCST, SLHD and DCLT all have complaint policies and procedures. They also have officers who are responsible for ensuring the complaint and compliment processes are followed and are available to support customers and staff to ensure that making a complaint is as easy as possible for all concerned.
7. The LGSCO carried out detailed investigations on 16 applications, six were upheld in the customers favour, two were partially upheld, four were not upheld

and four are still being investigated. Of the 6 cases that have been upheld across the Authority, the majority were upheld as the LGSCO did not feel that the distress and inconvenience caused to the resident had been adequately considered, even if the overall actions by the authority were supported.

8. Throughout the year we have been ensuring that, any Stage 1 or Stage 2 investigations that were carried out within the internal complaint procedure had addressed all the customers concerns before the response was sent to the customer. This ensures that if a customer chooses to seek independent advice, we have done all we can to improve. In 100% of cases the LGSCO were satisfied that DMBC, DCST and SLHD had successfully implemented their recommendations when a complaint was upheld.

## 9. Summary of Complaints and Compliment Information

### Number of Complaints received

Organisation	Stage 1 2019/20	Stage 1 2020/21	Stage 1 2021/22
DMBC	620	460	815
SLHD	832	845	1183
DCST	134	151	169
DCLT	966	321	690
<b>TOTAL</b>	<b>2552</b>	<b>1777</b>	<b>2857</b>

### Number of Compliments received

Organisation	Compliments 2019/20	Compliments 2020/21	Compliments 2021/22
DMBC	346	423	418
SLHD	203	107	124
DCST	243	265	211
DCLT	57	28	43
<b>TOTAL</b>	<b>849</b>	<b>823</b>	<b>796</b>

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

### OPTIONS CONSIDERED

11. There are no options to consider in this particular report. The main objective is to communicate the 2021/2022 complaint and compliment information for Doncaster Council and its partners.

## REASONS FOR RECOMMENDED OPTION

12. N/A

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

13.

	<b>Outcomes</b>	<b>Implications</b>
	<p><b>Doncaster Working:</b> 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"> <li>• Better access to good fulfilling work</li> <li>• Doncaster businesses are supported to flourish</li> <li>• Inward Investment</li> </ul>	<p>Complaints and compliments both provide valuable customer feedback to put any failure right, implement the resulting improvement and to celebrate an outstanding quality of service. This applies to everything we do and all services involved in delivering all our priorities.</p>
	<p><b>Doncaster Living:</b> 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"> <li>• The town centres are the beating heart of Doncaster</li> <li>• More people can live in a good quality, affordable home</li> <li>• Healthy and Vibrant Communities through Physical Activity and Sport</li> <li>• Everyone takes responsibility for keeping Doncaster Clean</li> <li>• Building on our cultural, artistic and sporting heritage</li> </ul>	
	<p><b>Doncaster Learning:</b> 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"> <li>• Every child has life-changing learning experiences within and beyond school</li> <li>• Many more great teachers work in Doncaster Schools that are good or better</li> <li>• Learning in Doncaster prepares young people for the world of work</li> </ul>	

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

## RISKS AND ASSUMPTIONS

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

## LEGAL IMPLICATIONS [HP 14/06/2022]

15. The Council has a number of legal duties in relation to complaints, particularly in relation to Local Government Ombudsman findings. The Monitoring Officer has detailed duties in relation to findings of maladministration under the Local Government and Housing Act 1989 and the Local Government Act 1974. The Council also has a specific duty set out in law to publish an annual report of complaints made in relation to Children's Services. Complaints are increasingly seen as a valuable tool to be used by organisations to better understand their services and to ensure that lessons can be learnt from customer complaints, feedback, and services improved.

### **FINANCIAL IMPLICATIONS [Officer Initials PH Date 10/06/22]**

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

### **HUMAN RESOURCES IMPLICATIONS [Officer Initials RH Date 14/06/2022]**

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

### **TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 10/06/2022]**

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

### **HEALTH IMPLICATIONS [Officer Initials SH 14/06/2022]**

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

### **EQUALITY IMPLICATIONS [Officer Initials DA Date 10/06/22]**

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

### **CONSULTATION**

21. This report has been considered by the Chief Executive, Directors and the Executive Board followed by the Overview & Scrutiny Management Committee.

### **BACKGROUND PAPERS**

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

### **REPORT AUTHOR & CONTRIBUTORS**

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**Debbie Hogg**  
**Director of Corporate Resources**





**Doncaster  
Council**



# **Complaints and Compliments Annual Report for 2021/22**

## 1. Introduction

The purpose of this report is to summarise complaints and compliment information for 2021/22 for Doncaster Council and partners. This includes the Council, Doncaster Children's Services Trust (DCST), St Leger Homes of Doncaster (SLHD) and Doncaster Culture and Leisure Trust (DCLT).

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

The Council's definition of a complaint is:

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

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

## 2. Complaints Procedure

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

### Early Resolution

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

### Stage 1 – Local Resolution

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

### Escalated Complaint Investigation

A complainant can request an escalated complaint investigation if they are unhappy with the outcome of the Stage 1 investigation. The Customer Experience team will liaise with the Head of

Service to discuss whether there has been any additional information provided by the complainant that would require a further review. An independent senior officer would conduct the escalated complaint investigation. Their role is to ensure that a thorough investigation is carried out and a full response provided to the complainant within 20 working days (or a pre agreed timescale) of their latest communication. The escalated investigation is the end of the Council's internal complaints procedure. There is no further right to appeal to the Council following the issue of a Stage 2 response.

### **Local Government and Social Care Ombudsman (LGSCO)**

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

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

### **Outcome and Resolution**

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

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

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

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

The LGSCO can ask a Council to:

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

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

## **DCST Statutory Complaint Procedure**

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

### **Statutory Stage 1 - Local Resolution**

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

### **Statutory Stage 2 – Investigation**

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

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

The investigation is conducted by an external Investigating Officer who is accompanied by an external Independent Person (whose role is to ensure that the investigation is open, transparent and fair). Both officers complete a report with their recommendations following the investigation, which is passed onto a senior manager within the Trust (Adjudicating Officer) for the adjudication process. The Adjudicating Officer is a senior manager who does not have management responsibility for the service area that has been complained about.

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

### **Statutory Stage 3 – Review panel**

Following a full Stage 2 investigation a complainant can request that their complaint is considered further by a review panel (Stage 3). The Customer Experience Manager will make a decision on

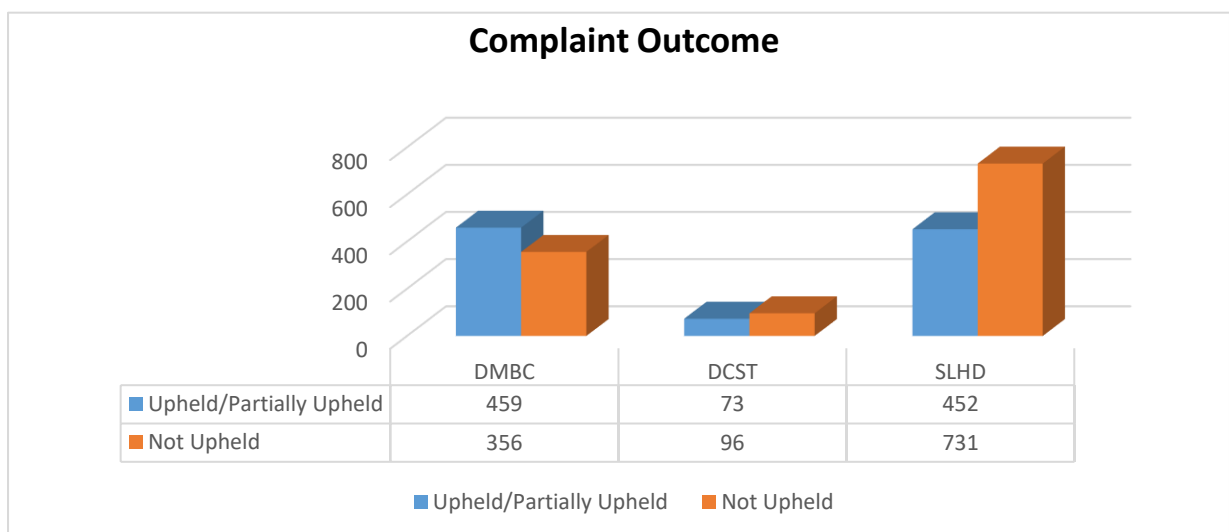
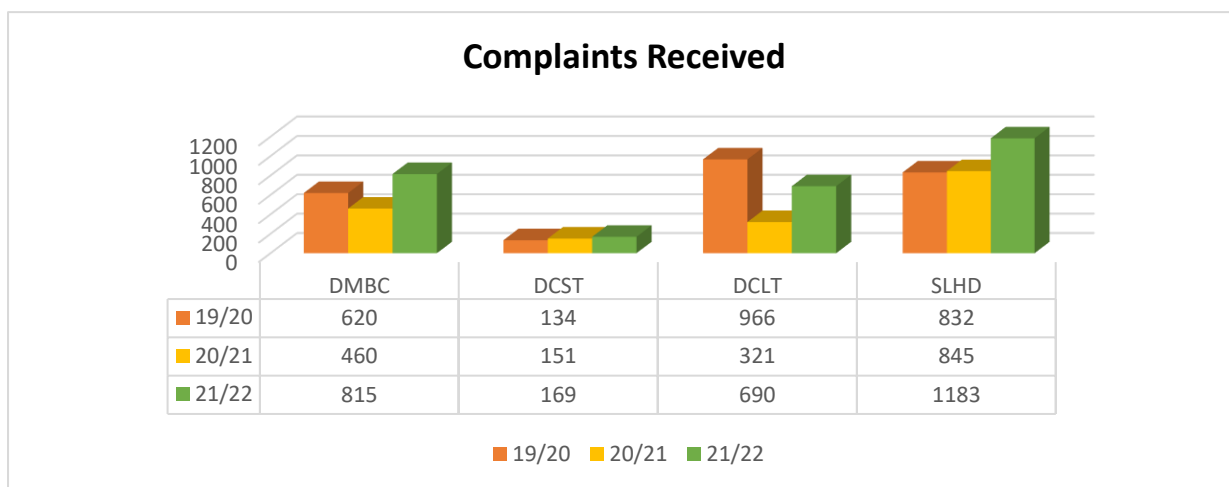
whether or not to escalate the complaint to Stage 3 based on the evidence provided by the complainant.

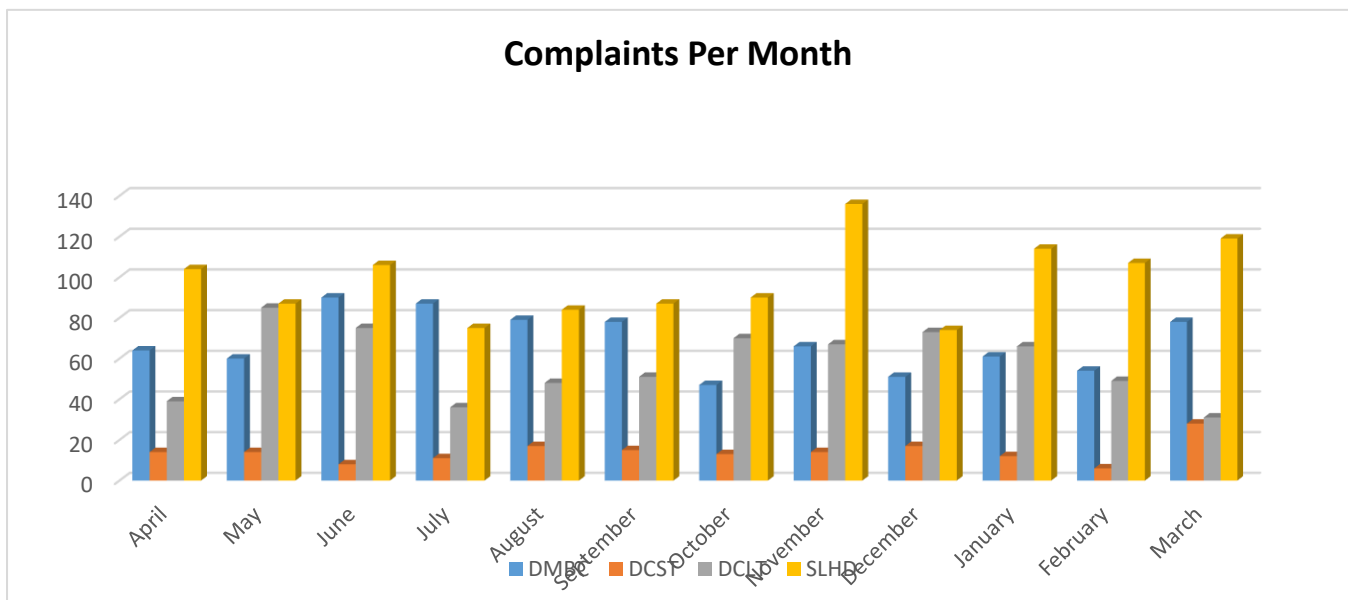
If the Customer Experience Manager does not agree to escalate the complaint to Stage 3, they write to the complainant and explain why they have made this decision. The complainant is advised of their right to contact the LGSCO if they are unhappy with this decision.

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

### 3. High Level Analysis

Across all the organisations in 2021/22, we saw an increase in the number of complaints received by a cumulative 1,080, resulting in 2,857 complaints being received compared to 1,777 in the previous year. The report includes a comparison to the 2019/20 year, in which the number of complaints received are similar to this year. Last year, the impact COVID had on both Council Services and residents as a whole saw the number of complaints and communication with the Council decrease significantly and for that reason is not a useful tool of comparison when assessing the final figures. Below are accompanying graphs and comments from each organisation showing these figures in more detail.





## Doncaster Council

Monthly trends for 2021/22 are understandably different to last year due to the previous restrictions on services. We have seen the number of complaints rise to a number similar to previous years prior to the COVID-19 pandemic.

As shown in the graph above, DMBC did not note any particular month or quarter in which we received a peak in complaints, the number stayed quite consistent throughout the year.

All Directorates experienced an increase in the number of complaints received last year:

- Corporate Resources – Increase of 75%
- Adults Health and Wellbeing - Increase of 57%
- LOCYPS - Increase of 59%
- Economy and Environment - Increase of 83%

Although DMBC received an overall increase in complaints of 77%, the average time to resolve complaints was just 9 working days.

## St Leger Homes of Doncaster

SLHD received a total of 1183 complaints this year (2021/2022), which is an increase of 338 from the previous year.

- 67% (794) of the complaints were for Property Services.
- 32% (378) of the complaints were for Housing and Customer Services.
- 1% (11) of the complaints were for Corporate Services.

The Housing Ombudsman's recently published 'Corporate Plan' mentions a surge in complaints about landlords, unprecedented in their 25 year history. They cite the reasons for this as being related to the Social Housing White Paper, which increased resident awareness of their right to

complain and faster resolution of complaints by landlords in line with the HO Code. Future policy changes to improve access to complaints and the impact of building safety are likely to sustain higher volumes of casework. We also need to factor in when comparing with 20/21 the impact of COVID-19 on the number of complaints received.

### **Doncaster Culture and Leisure Trust**

Out of the 690 Complaints logged during this period, 23 were from repeat customers. In total, they received 667 separate complaints.

DCLT have seen a decline in cleanliness complaints compared to before the pandemic. DCLT has seen a peak in complaints received during school holiday periods, the reason for the increase is felt to be due to increased footfall during that period and the adjustments to timetables to offer a holiday programme.

The main area for complaints has been service delivery, in particular swimming lessons. After re-opening after COVID-19 closures, DCLT have struggled to recruit specialised swimming instructors. The lack of staff has resulted in lessons being cancelled. This has been highlighted as a national issue for the industry and other leisure trusts have experienced the same issue. DCLT have explored various options to resolve including offering free training, consolidating shift patterns to ensure they are utilising full capacity of existing qualified staff and offering to upskill existing staff.

DCLT have received several complaints regarding the management of their membership packages, the majority were direct issues with the external provider who collected direct debits on DCLT's behalf. This has been highlighted as a lesson learnt as DCLT have taken steps to resolve this by returning to in-house collections.

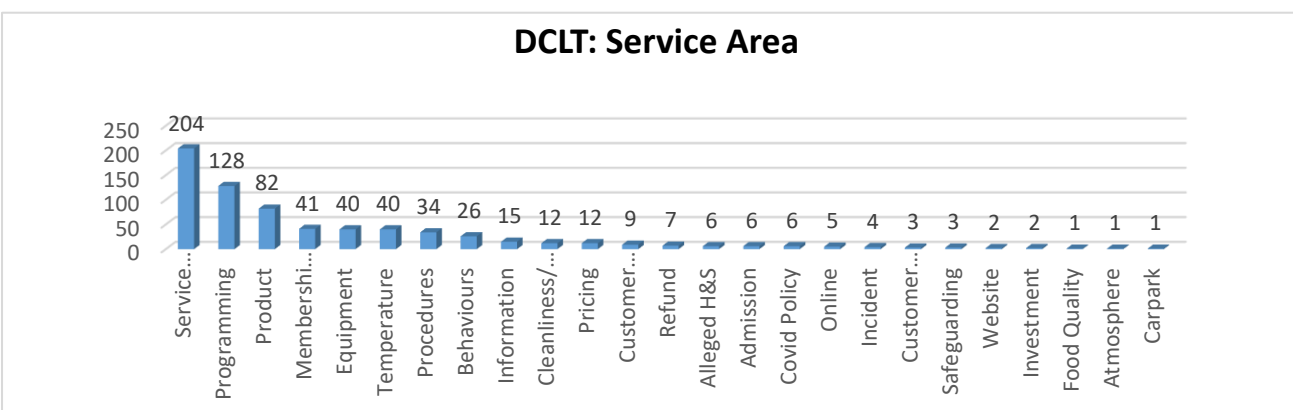
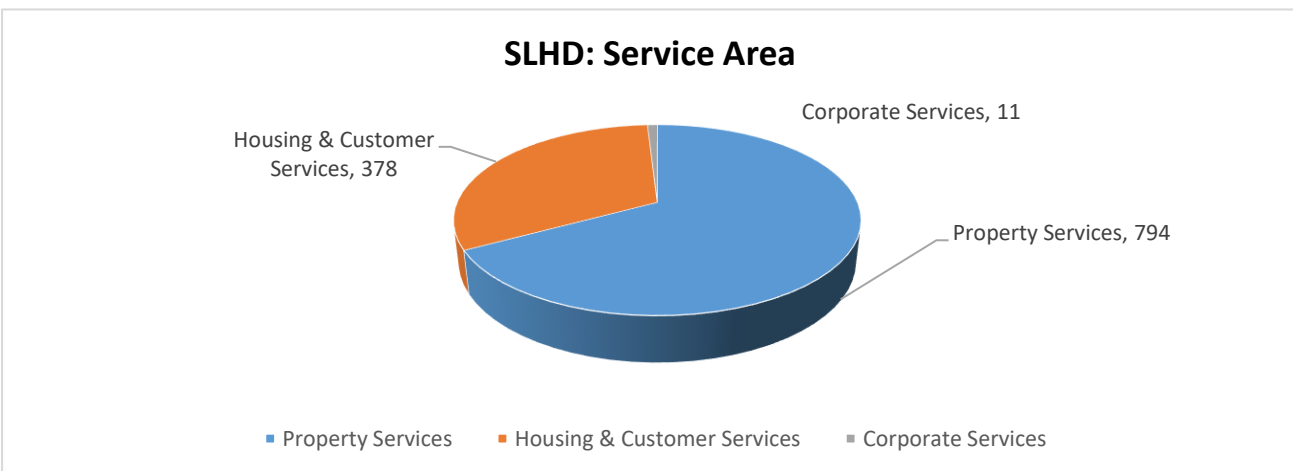
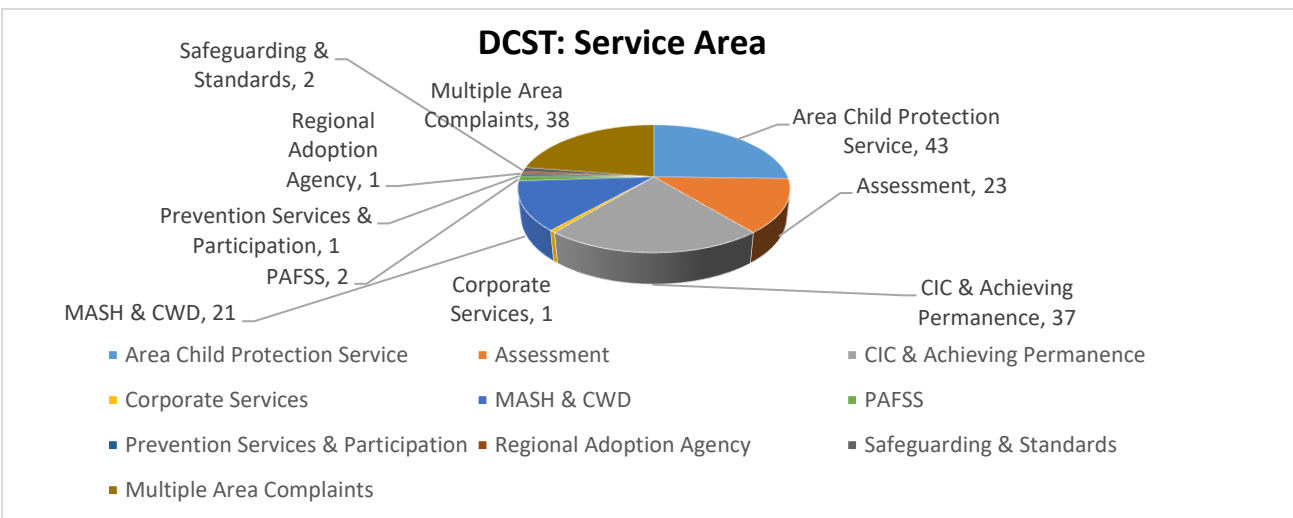
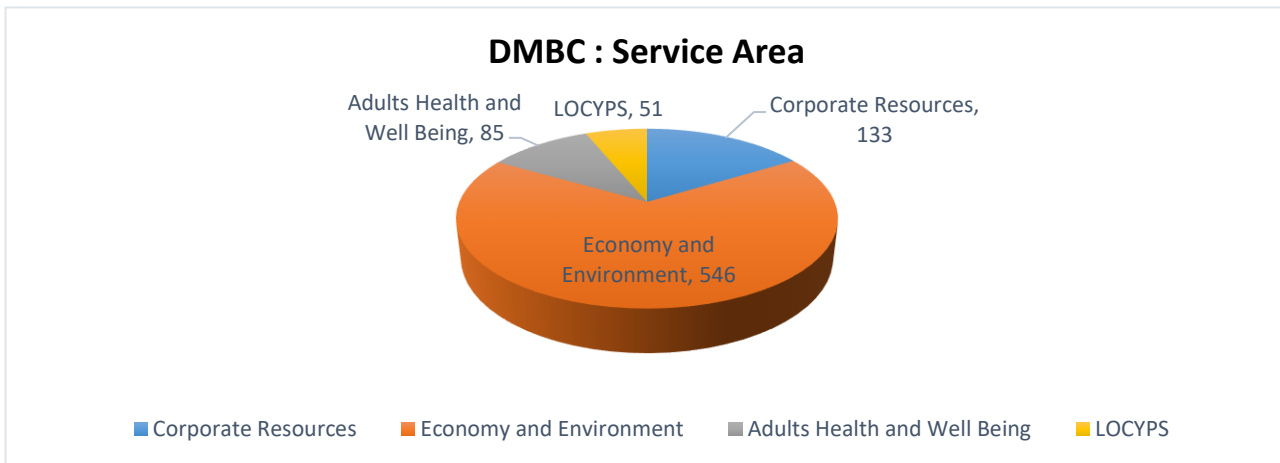
### **Doncaster Children's Services Trust**

During the reporting year 303 contacts were logged which were received from 226 different people. This was a 7% increase from 2020/21 when there were 283 contacts logged which were received from 225 different people. In 2019/20 there were 229 contacts from 167 different people which shows an ongoing annual increase in the number of contacts received by the Customer Experience Team to levels which were last seen in 2017/18 (309 contacts).

One of the reasons for the increase in contacts in 2021/22 was due to the higher number of people making repeat contacts. In 2021/22 the Trust received 2 or more contacts from 45 people which is an 18% increase from 2020/21 when the Trust received 2 or more contacts from 38 people. Of the 303 contacts, 64 were accepted at Stage 1 of the statutory complaints procedure, which was 38 less than 2020/21 when 102 complaints were accepted at Stage 1 of the statutory complaints procedure. In 2021/22 there was a 114% increase (49 to 105) of people raising complaints which were dealt with through the Trust's corporate complaints procedure.

The majority of complaints were received by the Area Child Protection Service teams, followed by the Assessment Service. As these teams deal with child protection matters, which is an emotive subject and will involve the need for difficult conversations with families, it is expected that these may result in complaints being received. These teams also hold the highest proportion of cases.

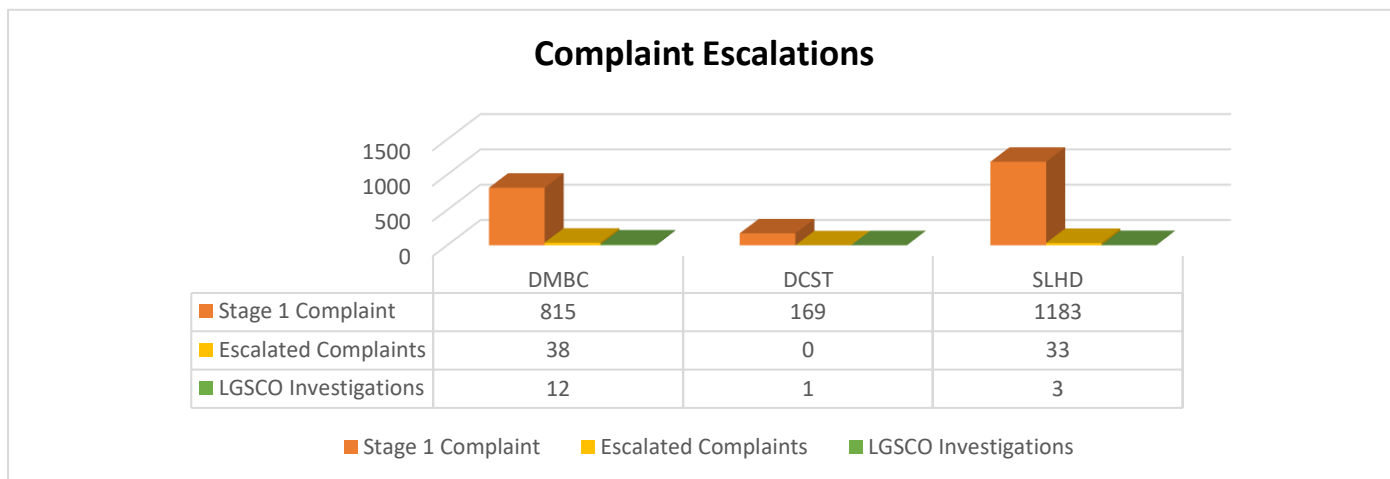
#### 4. Complaints by Organisation and Service Area





## 5. Escalated Complaints

Although the majority of all complaints will be investigated and resolved at the first stage of the complaints procedure, if a customer still feels aggrieved or they have additional evidence they wish to provide they can request that their complaint is escalated to Stage 2 of the complaint procedure. The Stage 2 investigations are carried out internally. If they are still dissatisfied with the response from their Stage 2 investigation, they may then proceed to an independent investigation by the Local Government and Social Care Ombudsman. The figures relating to these investigations are as follows.



### Local Government & Social Care Ombudsman (LGSCO)

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

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

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

During 2021/22 across DMBC, SLHD and DCST, the LGSCO carried out a total of 16 full investigations. Compensation paid to customer following an LGSCO investigation are as follows:

DMBC paid a total of £1,700 in compensation payments, SLHD paid a total of £250.00 and DCST didn't make any compensation payments.

**Appendix 2** includes a copy of the LGSCO Annual Letter to Doncaster Council published in July relating to performance in 21/22 when it is received later in July. This will be included at the Executive Board and Overview & Scrutiny Management Committee.

## **6. Lessons Learned and Service Improvements**

### **Doncaster Council**

The services, which have been recognised as requiring service improvements and/or have made changes to reduce the number of complaints received, are:

#### **Adults Health & Wellbeing - Safeguarding**

We have seen Safeguarding complaints reduce from 14 in total over Q1 and Q2, to just 1 in Q3 and Q4 combined. Feedback from this team advised that during monthly team meetings they have incorporated the following:

- Discussions around the nature of complaints that have been received and lessons learned identified.
- Involvement of Senior Practitioners in responses to complaints to help recognise where improvements in service areas can be maximised, for example contacting family members and striking up dialogues in a more timely manner.  
Previously the communication was delayed due to prioritisation of workloads by social workers.

In AHWB complaint training has been made mandatory to all senior managers and officers that may deal with complaints to improve letter writing and communication style with residents and families which will reduce escalation.

#### **Economy & Environment – Licensing**

During 2021/22 Economy and Environment received 52 complaints relating to the Licensing service, this is an increase of 48 complaints compared to the previous year. The majority of these complaints were due to delays in service, for both new applicants and renewals and/or related to dissatisfaction when callers were unable to speak to someone directly on the telephone.

During 2021/22 due to the challenges of COVID-19, and the continued restrictions on face-to-face customer interaction, the Council's licensing function operated solely on digital application & renewal systems. Customers who telephoned were directed to the licensing email inbox, where emails were triaged by the licensing team and responded to based on an assessment of the urgency of the request.

Whilst all of the changes to service were necessary to ensure business was able to continue in the most efficient manner, during a period of unprecedented demand on the service, the customer experience in terms of applicants and license holders not being able to speak to a person about their issue was undoubtedly compromised. Discussions are currently taking place to look at how an efficient telephony function can be reinstated at the earliest opportunity.

Despite numbers of complaints increasing the average response times for dealing with complaints was swift, equating to just 6 working days in total.

## Economy and Environment – Waste and Recycling

The Waste & Recycling Team have been working closely with the Customer Experience Team to ensure that a considerable proportion of their complaints are investigated and resident contacted the same day with a view to preventing unnecessary formal action.

### **St Leger Homes of Doncaster**

SLHD received a number of complaints about lack of communication regarding repairs appointments, alongside complaints about missed appointments. The Repairs Excellence pilot has been launched, with a new approach to communicating with customers, which includes text reminders to confirm appointments.

For Housing Management many of the complaints relate to ongoing Anti-Social Behaviour issues and complaints about tenants neighbours. SLHD are starting work on introducing VoiceScape (an automated phone system) to check in with complainants who have a live ASB case. A message will be sent each week and will provide reassurance that SLHD are working on the case and to invite tenants to press 1 if they have any new information or would like to speak with their Housing officer.

SLHD have reviewed their ASB processes and procedures using the Tenant and Resident Improvement Panel and will shortly be implementing a number of service improvements resulting from the review.

Many of the complaints for Home Options are around requests for service/enquiries and the length of time taken to respond. SLHD are reviewing their front-end access into the service to provide a quicker response at the first point of contact and immediate allocation to an officer to case manage if required. SLHD are also ensuring all homeless cases have a dedicated case manager so that customers have just the one officer they deal with and can contact if they have a problem.

SLHD have had complaints and comments from some tenants who feel they do not understand their individual or mental health needs. SLHD have piloted mental health training for front line staff and will be rolling this out corporately.

### **Doncaster Culture and Leisure Trust**

Due to capital works, DCLT pool space is limited. After returning from COVID-19 closures, programming reviews became central to ensure that the offer was fair, consistent, and equitable to all customers. This did cause issues for some customers who felt that their session should be prioritised. DCLT decisions were made to ensure they could maintain an offer for all customers, including public, learn to swim, education lessons and local swimming clubs.

With regards to DCLT's capital works and site closures, they have improved communication with customers and feedback on progress of the works. They have now published statements of progress to reduce complaints from customers and they meet regularly with stakeholders.

DCLT have experienced several communication and process errors with their external provider who managed their memberships and direct debit payments. This caused upset and distress for their customers. DCLT have taken the decision to move the process in house and to maximise their IT systems to provide a better customer experience.

The year DCLT have seen a decline in cleanliness complaints compared to before the pandemic.

## **Doncaster Children's Services Trust**

When a complaint is raised about a matter, the complaint is looked into and responded to. However, there are occasions where learning has been identified even though the specific matter has not been complained about. On these occasions the opportunity is still taken to learn from experience and adapt services to reduce the risk of a matter being subject to complaints in the future. Examples of these are as follows: - The outcome of a complaint from potential adopters, from another agency, who were unhappy that the Trust's social worker did not provide them with information directly regarding a child was that it was the responsibility of their social worker to provide them with updates. In order to address the issue the Adoption Team advised that their procedures would be reviewed to ensure it is clearly identified who communication will be passed through if another local authority are involved in discussions about the adoption of a Doncaster child.

Following a complaint regarding a letter being printed in black and white with an address on it that was not registered as a Trust building, which caused the complainant concerns that it was fraudulent, the following communication sent out to all staff advising them that:

- It was a legal requirement to have the registered address of the Trust and company registration number on all letter headed paper.
- If a person is required to attend an appointment at an office the full address should be included in the body of the letter together with the name of the person to ask for on arrival.
- When a letter is posted which is printed in black and white the following line is to be included: "This letter has been printed in black and white, rather than in colour to reduce our environmental impact."

As the result of complaint that guidance had not been given to a young person on how to write to a half sibling that had been adopted, the Letterbox Coordinator created a sample letter for a sibling/young person to use as part of the Letterbox process. The Letterbox is used for communication between birth families and children who have been adopted.

As the result of complaints it was agreed that there should be a review of fostering processes from the outset including training, assessments and ongoing supervision so that existing and potential foster carers understand what the Trust expects of them. The outcome was that it was agreed with the Recruitment and Assessment Team that standards of conduct of foster carers, including consumption of alcohol, would be explored during the preparation course for people who are interested in fostering and also in the home study for those who wished to pursue fostering for the Trust. Standards of conduct would be addressed in supervision with existing foster carers as well as through the Annual Review Process which provides independent oversight by the Agency Decision Maker.

The Trust's Psychological Services changed its procedures to either share the outcome of any assessment they undertook directly with the young person and their families or be present when the social worker did this. This action was taken because they are best placed to answer any queries and receive direct feedback.

As the result of a complaint that a family felt that there had been a delay in them receiving a payment for a claim for expenses, the opportunity was taken to advise staff in the team that any claim

submitted takes between 3 and 5 working days to be processed and paid so that families can budget for this in future.

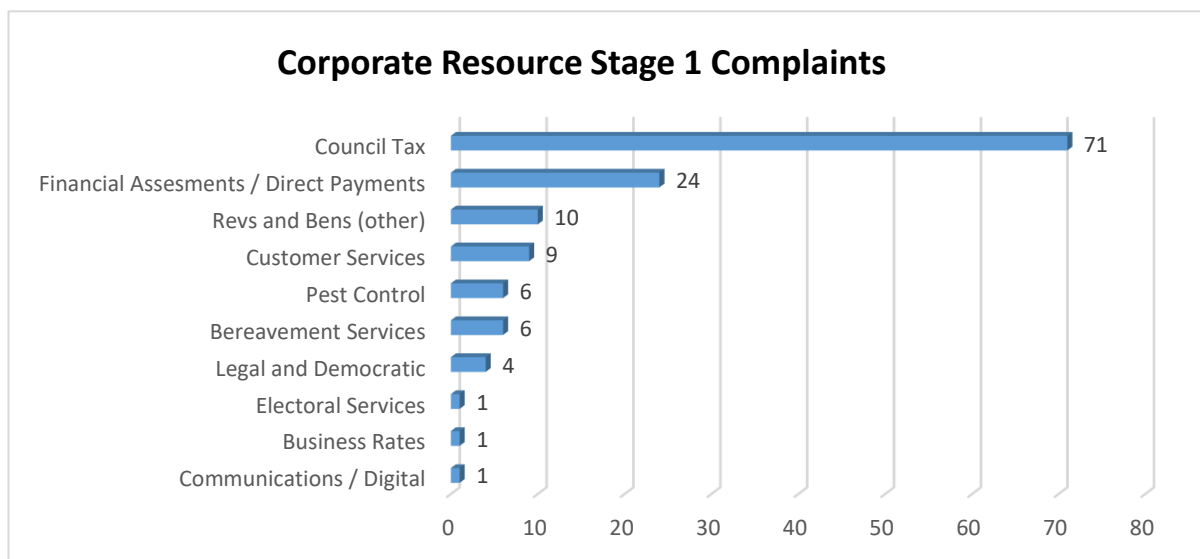
## 7. Doncaster Council by Directorate

### Corporate Resources

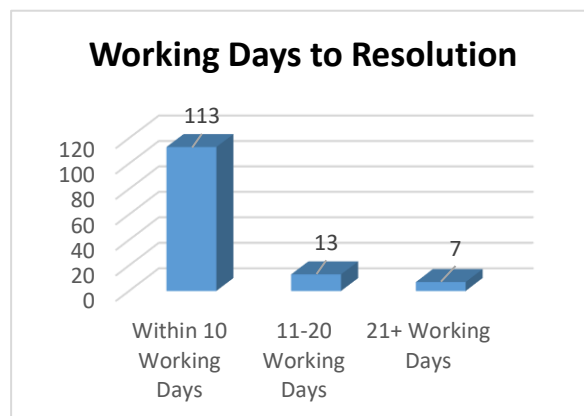
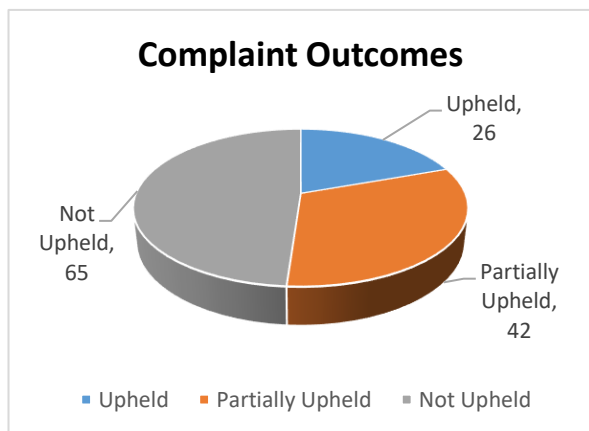
The Corporate Resources Directorate received 133 corporate complaints in 2021/22.

The Council Tax department have received the majority of complaints accounting for 71 of these. The majority of these complaints were disagreements in relation to bills and charges. Of all Council Tax complaints logged just over half, 52% were either Upheld or Partially Upheld.

We have also seen an increase in Financial Assessment complaints, 23 over the past 12 months, with the majority relating to residents either misunderstanding the care fees or disagreeing with the figure. The Upheld or Partially Upheld rate is just over 50%.



Across the Directorate, 85% of all customer complaints were responded to within the timescale of 10 working days.



## Escalated Complaints

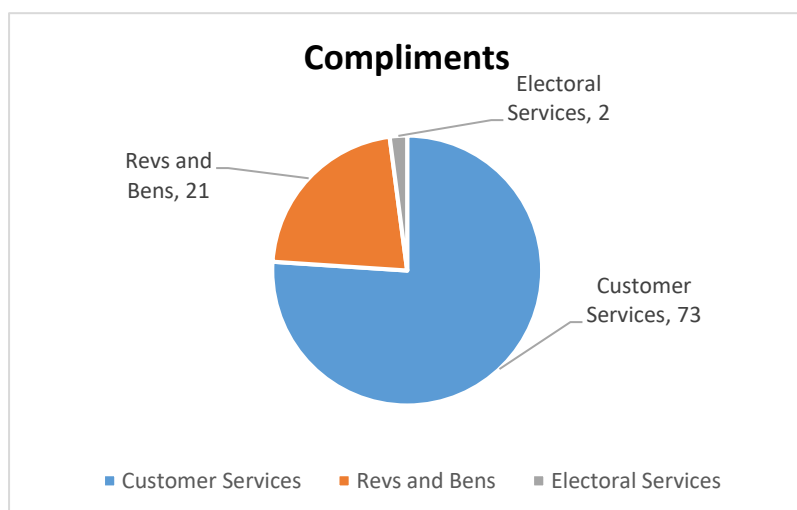
Corporate Resources investigated just two escalated complaints during 2021/22, both of which were related to Financial Assessments. Of all Corporate Resources complaints that were received last year, 5 customers sought advice from the Local Government and Social Care Ombudsman (LGSCO).

A summary of the LGSCO decisions;

Two customers had their LGO application upheld. One of which was a complaint about the decision not to approve a blue badge application and the other, a complaint about copies of care fee invoices being sent to the incorrect address. 1 relating to procurement was not upheld. Two customers had their investigation discontinued, as their case did not meet the criteria for a full LGSCO investigation.

## Compliments

Doncaster Council have received in total 418 compliments, of which 96 were for teams across Corporate Resources. The breakdown of the directorate is below.



## Economy and Environment

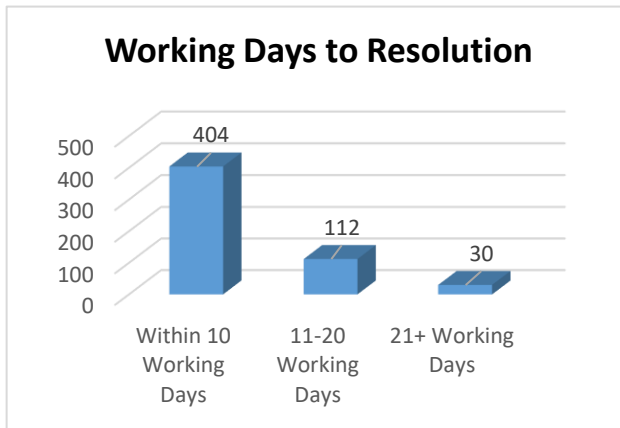
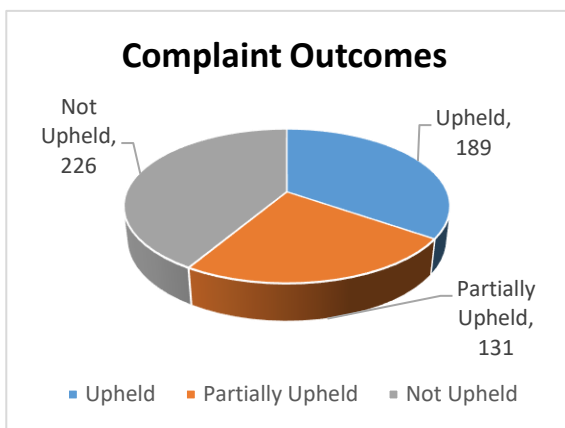
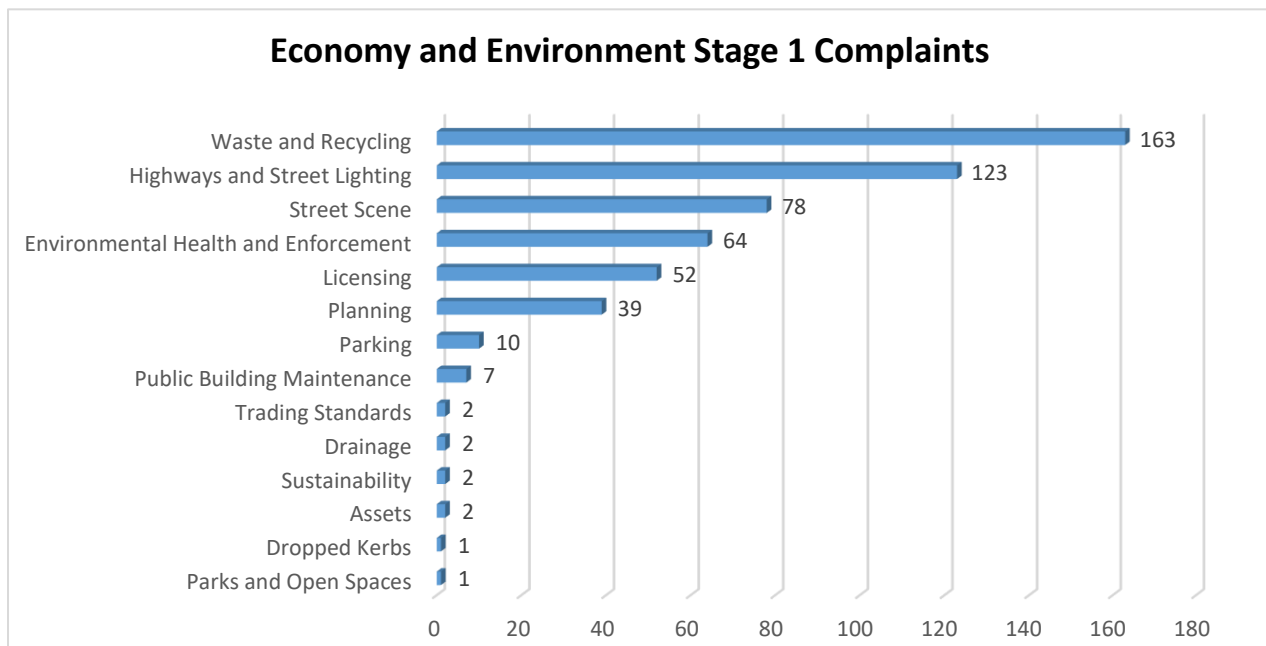
The Economy and Environment Directorate received 546 complaints in 2021/22. The services that received the most complaints were those that have the largest impact on the majority of the residents in the borough, Waste and Recycling, Highways and Street Lighting, Street Cleaning and Fly Tipping. These three services equated for 69% of all complaints received for this directorate.

Although, across all service teams we have seen an increase in complaints, which we were expecting following last year, the most notable increase has come from Licensing who have increased the complaints from just 4 the previous year to 52 most recently. Customers informed us that they have become frustrated with the issues relating to communication both to and from the Licensing department.

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

- Communication issues with Licensing
- Waste and Recycling Missed Collections / COVID Self Isolation Impact

Across the Directorate, 74% of all customer complaints were responded to within the timescale of 10 working days.



## Escalated Complaints

Economy and Environment received 18 escalated complaints during 2021/22. Of these, 5 were either upheld or partially upheld following a further investigation. The average timescale for responding to escalated complaints within this directorate was 14 working days.

Of all Economy and Environment complaints that were received and responded to over the course of the last year, 10 customers sought the advice from the LGSCO. Of these complaints, 5 investigations were discontinued by the LGSCO, 2 relating to Planning were partially upheld, 1 relating to Environmental Health and Enforcement was fully upheld and there are 2 which remain active as the LGSCO are still carry out their investigations.

## Compliments

Doncaster Council have received in total 418 compliments, of which 209 were for teams across Economy and Environment. The breakdown of the directorate is below



**Adults Health and Wellbeing (AHWB)**

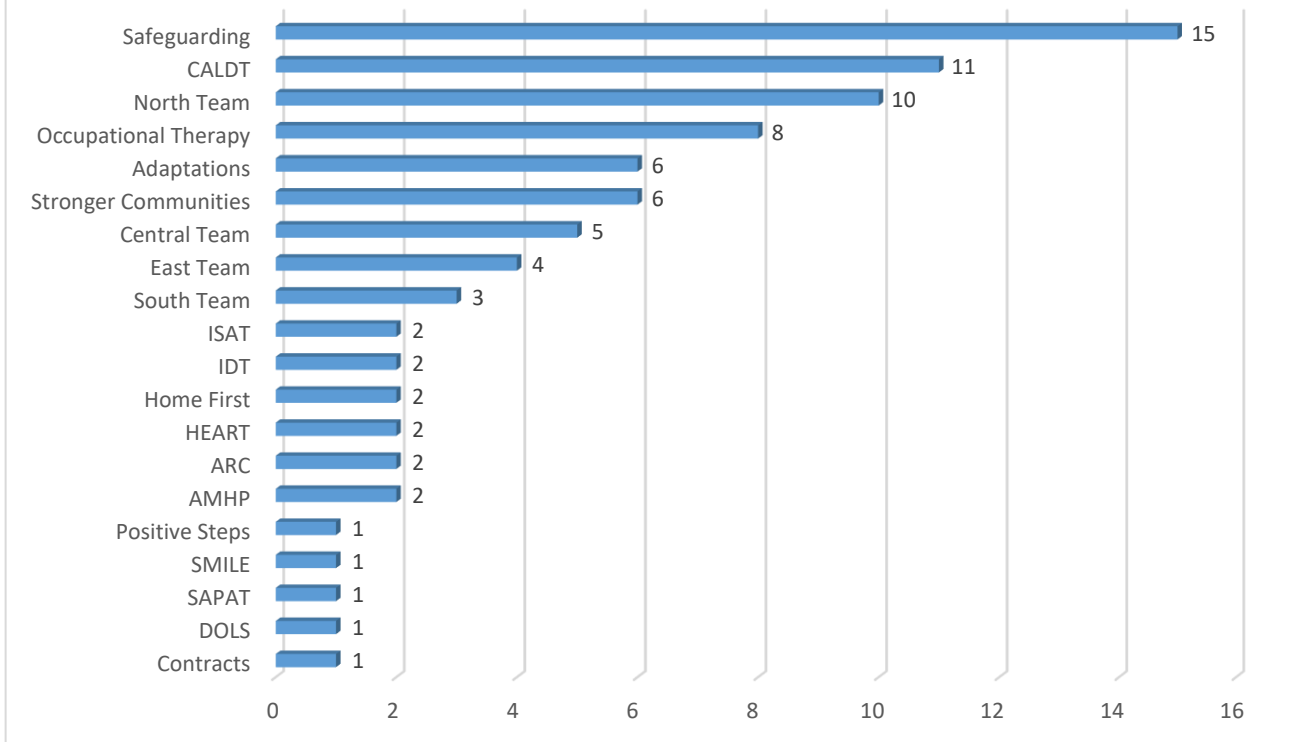
AHWB received 85 complaints in 2021/22, with Adult Social Care receiving 48 of these complaints and Communities receiving 37. The departments, which generated the majority of complaints throughout the year were, Safeguarding 15 and Community Adult Learning Disability Team (CALDT) 11.

This has been discussed in quarterly meetings with the Safeguarding team implementing changes to their working practises, which has resulted in just one of the 15 complaints logged since October 2021. CALDT have had a recent increase but the cause has been determined and what appeared to be an upward trend in quarter 2 and 3 has now slowed with just 2 complaints logged since the beginning of December.

Below is a full breakdown of all Adult Health and Wellbeing complaints received throughout 2021/22.

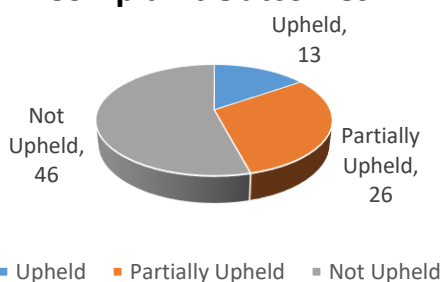


## Adults Health and Wellbeing Stage 1 Complaints

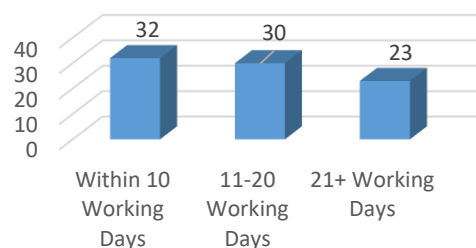


Across the Directorate, 38% of all customer complaints were responded to within the corporate timescale of 10 working days. Most complaints in this area are of a complex and sensitive nature and can be difficult to carry out a full investigation and respond within the 10 working days. If a complaint response is going to take longer, customers are regularly contacted throughout and often invited to attend a face-to-face meeting to discuss their concerns on more of a personal level. This can again have an effect on the timescales as we allow the customer to choose a time that suits their requirements.

### Complaint Outcomes



### Working Days to Resolution



## Escalated Complaints

AHWB received 8 escalated complaints during 2021/22. The average timescale for responding to all escalated complaints within this directorate was 16 working days. Of all AHWB complaints that were received and responded to over the course of the last year, just 5 customers' sought advice from the Local Government and Social Care Ombudsman (LGSCO).

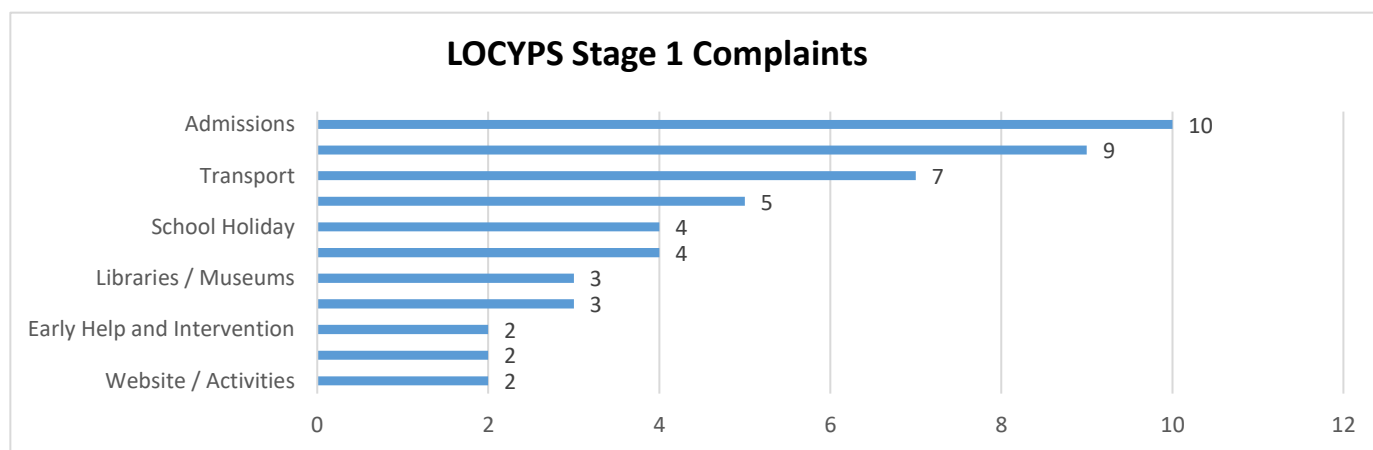
Of these 5 customers, 1 investigation was discontinued by the LGSCO, 1 was not upheld, 2 were upheld and 1 case is still active with a decision yet to be reached by the LGSCO.

### Compliments

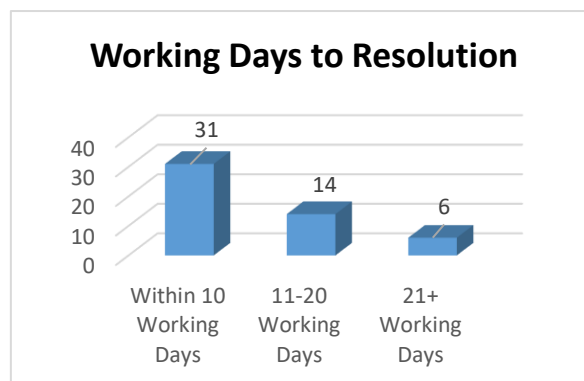
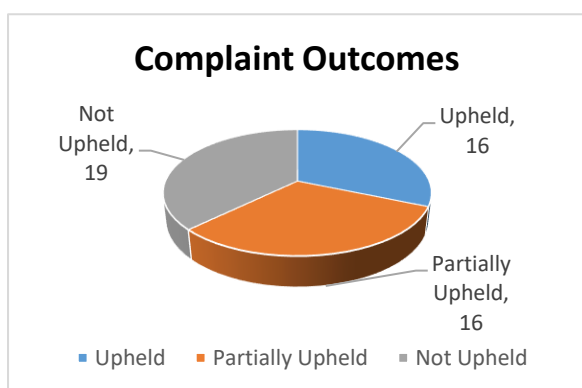
Doncaster Council have received in total 418 compliments, of which 108 were for teams across Adults Health and Wellbeing. Due to available options provided to customers to choose from when logging compliments on the Doncaster Council website we are unable to break these down into the service areas.

### Learning Opportunities for Children and Young People (LOCYP)

LOCYP received 51 complaints in 2021/22. The main themes were School Admissions, 10 complaints, where parents were concerned that their child had not been allocated a place in their preferred school or that their child had not received formal education for a period due to delays in processing. Of the 10 School Admission complaints, which were recorded, 6 were either upheld or partially upheld. The number of school admissions complaints is similar to last year's total of 11, which indicates that the service has vastly improved since the 2019/20 year in which there were 29.



Across the Directorate, 61% of all customer complaints were responded to within the timescale of 10 working days. Complaints for this Directorate can be of a complex and sensitive nature and can be difficult to carry out a full investigation and respond within the 10 working days.



## Escalated Complaints

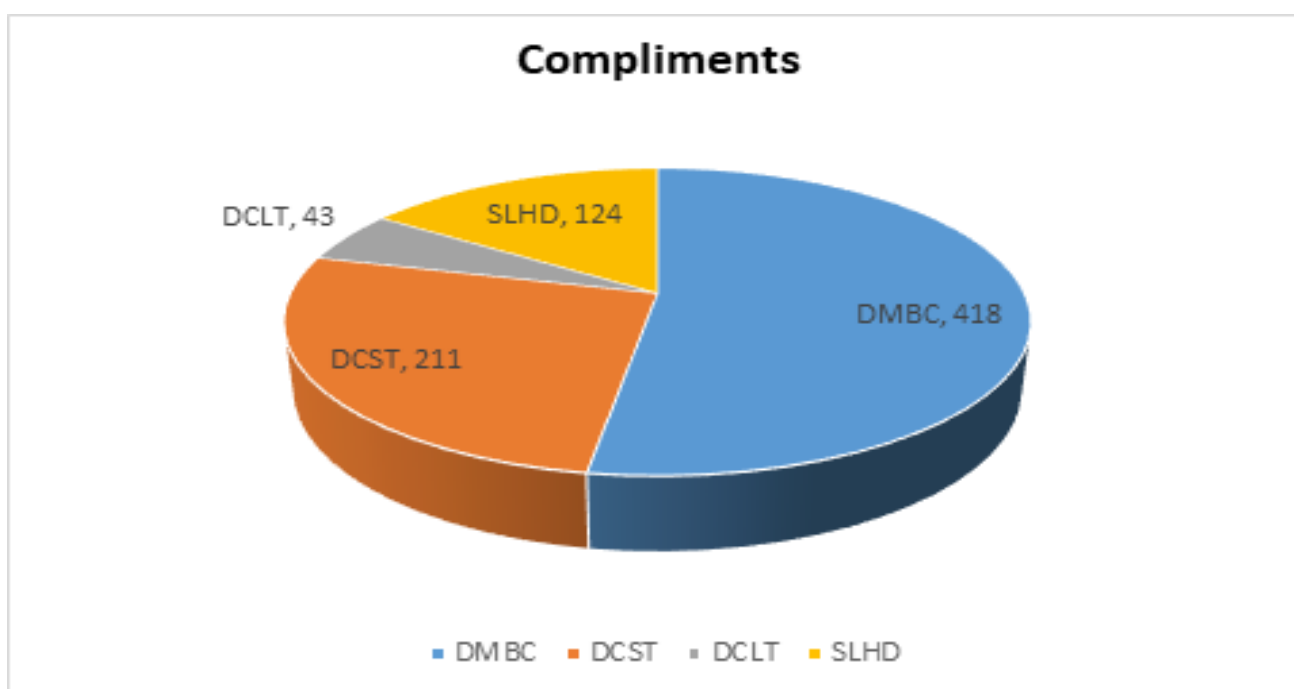
LOCYP received 10 Stage 2 escalated complaints throughout 2021/22. Of these 8 were either upheld or partially upheld following a further independent investigation.

We have also received 2 LGSCO applications. Both of these complaints were discontinued by the LGSCO.

## Compliments

Doncaster Council have received in total 418 compliments, of which 5 were for teams across LOCYP. It is felt that this is because any compliments are more likely to be given to schools directly rather than through Doncaster Council. Within the coming year we will work with the schools to keep a central record of any formal compliments received across the borough.

### 8. Compliments Across all Organisations



### Doncaster Council

*"The lady I spoke to just now to help sort this out, XXX I think her name was. I would just like to say she was brilliant, her customer service skills perfect. Please can you let her team leader know after four attempts of getting this far. She was a joy to speak to positive and great communication."*

*"Just to say the team at council tax are fantastic. I am always in arrears slightly with my account and have to call to speak to council tax regularly to make new arrangements. These people are genuinely helpful and friendly and always sort whatever my issue is. Usually payment due to my low income. They always support me the best they can to make arrangements and give information on what's best to do to avoid any further action, etc. I always end the call feeling I've been dealt with fairly with understanding of my worries... Again fantastic team! Thank you"*

*"I have been on the Assisted Pull Out service for over a year since my husband was diagnosed with cancer. I just wanted to say that the bin men have been brilliant and never missed my bin. Thank you!"*

*"My Mum has asked me to email you to thank you for coming to see her. She is getting her perching stool tomorrow. Thank you for taking the time to check on her, it is much appreciated to know that there are people doing what you do"*

*"I'd like to say thank you to the bin collection crew of the XXX estate in XXX. As I don't drive, it's difficult for me to get to the tip so I rely on my bin collections to get rid of my household waste. I really appreciate your service each week which makes my life easier."*

*"Mr XXX rang in and asked to speak with XXX by name, he said he really wanted to pass his thanks on for all his help in a bulky he was dealing with for his mother in law. He said everyone he's spoke to has been brilliant but in particular had thanks to pass on to XXX"*

*"Hi I just wanted to say a big thank you for my Blue Badge and the way you helped me with the procedure. At 96 years, it's been a big help getting into and around our town."*

*"Today the highways team have been relaying the pavement on XXX crescent and they were superb, the team kept me informed of when I could leave my home and they did all the job inside a day"*

*"Customer called, she advised the young lad called XXX who cuts her grass is a very lovely lad and does a very good job. She advised when he has cut her gardens it makes her feel 100% better. She wanted to just pass this on for XXX."*

*"Really pleased to see weeds are dying off all over XXX after being sprayed, also grassed areas looking good after cutting, well done Team!"*

*"Many thanks for all the good times, laughs and friendships. Best wishes and good luck all"*

*"I would like to thank the employee in Building Control who I dealt with on 14 May 2021. I rang several times regarding building regulations and an application to convert a garage to a spare room. He gave me great reassurance and patience and I would like to thank him for his time and work on my behalf."*

## **St Leger Homes of Doncaster**

*"A customer contacted us to thank XXX for the kind and considerate way he carried out an appointment at their home. The customer is severely disabled but said that XXX put them at ease, was really lovely and polite, and left the area clean after he finished his work. Well done!"*

*"A tenant got in touch to compliment XXX and XXX, saying, I would like to say thank you from the bottom of my heart for the help and support they gave me when I needed to move from my house into a bungalow, they were so very kind. I also would like to say thank you to St Leger Homes - I am so happy with my bungalow it has made such a difference to my life."*

*"A customer called us to compliment XXX for all of the hard work that he carries out at XXX House. The customer told us that: 'XXX is an unsung hero — he is very friendly and does a brilliant job at keeping the flats amazingly clean!' Well done!"*

*"A customer called up with a compliment for everyone who had helped to carry out a shower repair in his home. He said that XXX had kept in regular contact and when some members of staff had to call in sick due to Covid, she managed to quickly rearrange the appointment so that he only had to wait for one extra day. He said XXX, XXX and XXX were great, polite and professional, and the service was good."*

*"We received a compliment for XXX to say thank you for the level of service she provided when helping to house a vulnerable person. Due to issues the person had faced previously, there was a concern that there could be some difficulty in arranging suitable housing for them. However, thanks to XXXs help and guidance - and the work she did to prepare everything before the person arrived at the Civic Office - the whole process was carried out very smoothly, and the person was accommodated quickly."*

## **Doncaster Children's Services Trust**

*"Worker A is nice she listened to me and made me smile, it's going to be ok now isn't it .... "*

*"I want to say thank you and I am in caring hands with my child protection plan" "thank you for being so kind and helpful"*

*"I really liked going in Worker B's car to see (family members). She's just funny. She is the best social worker ever, she listened to me. .... I really miss her."*

*Thank you for today, I really appreciate you doing that ..... I have learned so much. Everyone was so professional and nice I learned so much from that and just like how to get your point across by just speaking so calm and relaxed."*

*"Just thought I would tell you how supportive Worker C has actually been ... They have helped me with anything and everything their advice has made me want to strive in life! They are always on the other side of that phone!! They always makes time for care leavers even if it's not possible! They fought my corner when I got my house Worker C is just a big credit to everyone and I wish them well for the future. Thank you"*

*"I can't thank you enough for all you have done for us. You are amazing and need to be proud of yourself. I couldn't have done any of this without your support, they say hero's wear capes but you have proven they don't, you have saved my life and I mean that. Keep being you because you change people lives."*

*".....It's quite hard to hear the children's voice written down. I never knew they felt this way. Your words were so kind about our strengths and what you liked about me. It's reassuring that a stranger can see that, I always fear people who don't know us will jump to the wrong conclusion about us. It's hard for me to feel like I have any strengths. I thank you for that"*

*".... I appreciate the support I have received from you and DCST, I'm very grateful and you have helped me changed mine and my kids life's for the better with the support and belief. Thank you"*

*"Thank you doesn't seem quite enough to cover everything you've done to help Child A over the last couple of years. We are truly grateful that you have always advocated for them, had them at the centre of everything you've done and always had their best interests at heart. We're Incredibly lucky. As for us, we still find ourselves unbelievably lucky that you decided to choose us to be Child A's forever family."*

## **Doncaster Council Leisure trust**

*"We were able to access the Big Splash session yesterday. I wanted to email and say it was very well a managed and the staff there were all very welcoming, friendly, and professional. I also wanted to offer some feedback about a particular member of staff I spoke to on the booking line named XXX. She was very helpful while booking swim lessons for my children and she exceeded my expectations. I wanted to email to let you know as I feel she is doing a brilliant job. Thank you for the assistance you have provided. We are very much enjoying being able to access swimming with our 2 children after school and we have now decided to enrol them both onto the swim lessons."*

*"The stage 2 teacher - unfortunately I don't know her name as she's new to the class and the portal says 'casual teacher' was absolutely outstanding with our son. He has become really nervous and not joined in for the last few weeks. This week, he has done absolutely everything, all because she took the time to explain, get him comfortable and laughing! I would like a massive thank you to be passed on please! People are quick to complain these days but rarely send feedback from the positives but I feel this is very important!! Due to the lady taking the time to build his confidence and he is now looking forward to swimming again next week. We are hopeful she will be with them for the next few weeks, but please pass on a massive thank you from XXX and us! XXX has said she is the best teacher and made him feel really good about swimming."*

*"Just a thank you, played today and it's great to see the ground staff showing pride in the work they doing on the course. The course is so much better than under the last ground staff team. They only been working on the course for two weeks and the work they already put in is bringing the course back to the way it was years ago. So can you please thank them and tell them Crookhill Park members are talking about what a fantastic job they are doing"*

*"My son attends swimming lessons on Wednesday mornings accompanied by my husband with XXX and she is always great and I feel as though she's genuinely invested in XXX progress. My husband also had a first aid incident on Wednesday 23rd March, which XXX and XXX attended to brilliantly, thank you. When I accompanied as a member of staff alongside my class on Friday, XXX asked after my husband demonstrating her caring nature. Thank you Armthorpe and particularly XXX and XXX."*

## **9. Unreasonable Behaviour Policy**

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

There are currently 20 individuals on the Unreasonable Behaviour register and the way in which their behaviour is being managed differs vastly, ranging from complete barring of attending the One Stop Shop (due to acts of violence) or appointing a Single Point of Contact to try to streamline communication from an individual in an effort to help them.

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

20 July 2022

*By email*

Mr Allen  
Chief Executive  
Doncaster Metropolitan Borough Council

Dear Mr Allen

### **Annual Review letter 2022**

I write to you with your annual summary of complaint statistics from the Local Government and Social Care Ombudsman for the year ending 31 March 2022. The information offers valuable insight about your organisation's approach to complaints. As such, I have sought to share this letter with the Leader of your Council and Chair of the appropriate Scrutiny Committee, to encourage effective ownership and oversight of complaint outcomes, which offer such valuable opportunities to learn and improve.

### **Complaint statistics**

Our statistics focus on three key areas that help to assess your organisation's commitment to putting things right when they go wrong:

**Complaints upheld** - We uphold complaints when we find fault in an organisation's actions, including where the organisation accepted fault before we investigated. We include the total number of investigations completed to provide important context for the statistic.

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

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

Finally, we compare the three key annual statistics for your organisation with similar authorities to provide an average marker of performance. We do this for County Councils, District Councils, Metropolitan Boroughs, Unitary Councils, and London Boroughs.

Your annual data, and a copy of this letter, will be uploaded to our interactive map, [Your council's performance](#), on 27 July 2022. This useful tool places all our data and information about councils in one place. You can find the detail of the decisions we have made about your Council, read the public reports we have issued, and view the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

### **Supporting complaint and service improvement**

I know your organisation, like ours, will have been through a period of adaptation as the restrictions imposed by the pandemic lifted. While some pre-pandemic practices returned, many new ways of working are here to stay. It is my continued view that complaint functions have been under-resourced in recent years, a trend only exacerbated by the challenges of the pandemic. Through the lens of this recent upheaval and adjustment, I urge you to consider how your organisation prioritises complaints, particularly in terms of capacity and visibility. Properly resourced complaint functions that are well-connected and valued by service areas, management teams and elected members are capable of providing valuable insight about an organisation's performance, detecting early warning signs of problems and offering opportunities to improve service delivery.

I want to support your organisation to harness the value of complaints and we continue to develop our programme of support. Significantly, we are working in partnership with the Housing Ombudsman Service to develop a joint complaint handling code. We are aiming to consolidate our approaches and therefore simplify guidance to enable organisations to provide an effective, quality response to each and every complaint. We will keep you informed as this work develops, and expect that, once launched, we will assess your compliance with the code during our investigations and report your performance via this letter.

An already established tool we have for supporting improvements in local complaint handling is our successful training programme. We adapted our courses during the Covid-19 pandemic to an online format and successfully delivered 122 online workshops during the year, reaching more than 1,600 people. To find out more visit [www.lgo.org.uk/training](http://www.lgo.org.uk/training).

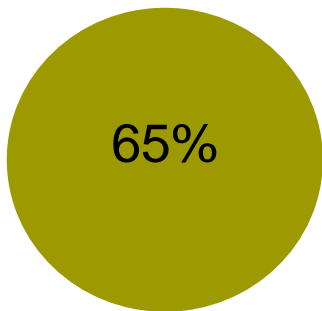
Yours sincerely,



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



### Complaints upheld



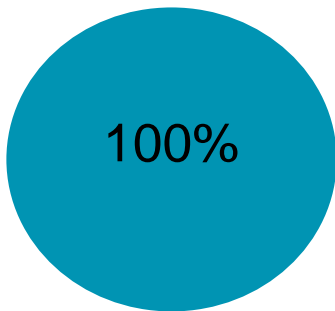
**65%** of complaints we investigated were upheld.

This compares to an average of **68%** in similar organisations.

**11**  
upheld decisions

Statistics are based on a total of **17** investigations for the period between 1 April 2021 to 31 March 2022

### Compliance with Ombudsman recommendations



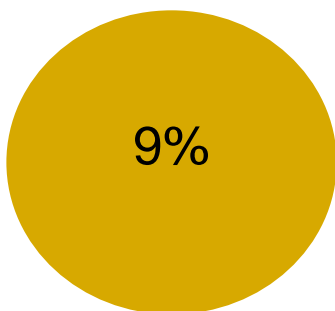
In **100%** of cases we were satisfied the organisation had successfully implemented our recommendations.

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

Statistics are based on a total of **7** compliance outcomes for the period between 1 April 2021 to 31 March 2022

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

### Satisfactory remedy provided by the organisation



In **9%** of upheld cases we found the organisation had provided a satisfactory remedy before the complaint reached the Ombudsman.

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

**1**  
satisfactory remedy decision

Statistics are based on a total of **11** upheld decisions for the period between 1 April 2021 to 31 March 2022

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Please note dates of meetings/rooms/support may change

**OVERVIEW & SCRUTINY WORK PLAN 2022/23**

	OSMC	H&ASC O&S	CYP O&S	R&H O&S	C&E O&S
April			<b>Tues, 26<sup>th</sup> April 2022, 9am MS Teams (CR)</b>		
			<ul style="list-style-type: none"> <li>Children's Social Care Front Door Referrals (Meeting with Headteachers)</li> </ul>		
May	<b>Thurs 12<sup>th</sup> May 2022, 10am MS Teams (CR)</b>	<b>Tues, 10<sup>th</sup> May 2022, 2pm MS Teams (Joint with CYP O&amp;S) (CM)</b>	<b>Tues, 10<sup>th</sup> May 2022, 2pm MS Teams (Joint with H&amp;ASC O&amp;S) (CM)</b>		
	<ul style="list-style-type: none"> <li>Commissioning (meeting with service providers)</li> </ul>	<ul style="list-style-type: none"> <li>Children's Mental Health Strategy</li> <li>Speech Therapist</li> <li>Health Visiting</li> </ul>	<ul style="list-style-type: none"> <li>Children's Mental Health Strategy</li> <li>Speech Therapist</li> <li>Health Visiting</li> </ul>		
	<b>Mon 30<sup>th</sup> May 2022, 2pm MS Teams Briefing Session (CR)</b>		<b>Monday 23<sup>rd</sup> May at 1pm MS Teams (CM)</b>		
	<ul style="list-style-type: none"> <li>Poverty Position Statement</li> </ul>		<ul style="list-style-type: none"> <li>DCST and Inspection update</li> </ul>		
	<b>Mon 30<sup>th</sup> May 2022, 3pm MS Teams (CR/CM)</b>	<b>Mon 6<sup>th</sup> June 2022, 2pm MS Teams (CR/CM)</b>	<b>Tues, 14<sup>th</sup> June 2022, 10am MS Teams (CR/CM)</b>	<b>Wed, 15<sup>th</sup> June 2022, 10am MS Teams (CR/CM)</b>	<b>Thur, 16<sup>th</sup> June 2022, 4pm MS Teams (CR/CM)</b>
	<ul style="list-style-type: none"> <li>Work Planning Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Work Planning Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Work Planning Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Work Planning Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Work Planning Meeting</li> </ul>
June Page 761	<b>Thurs, 9<sup>th</sup> June 2022, 2pm Council Chamber (CM)</b>		<b>Mon, 27<sup>th</sup> June 2022, 4.30pm Council Chamber (CM)</b>		
	<ul style="list-style-type: none"> <li>Youth Justice Plan (c)</li> </ul>		<ul style="list-style-type: none"> <li>Home to School Travel Assistance Policy 2022-2027(c)</li> </ul>		
	<b>Thur 23<sup>rd</sup> June 2022, 10am Council Chamber (CM/SM)</b>				
	<ul style="list-style-type: none"> <li>Qtrly Finance &amp; Performance Report – Qtr 4 21/22 (c)</li> </ul>				

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Please note dates of meetings/rooms/support may change

	<ul style="list-style-type: none"> <li>○ DMBC</li> <li>○ SLHD</li> <li>● Scrutiny Work Plan</li> </ul>				
July	<b>Thur 7<sup>th</sup> July 2022, 9 am Council Chamber (CR), Members Briefing</b>				<b>Fri 15<sup>th</sup> July 2022, 10am MS Teams</b>
	● DDT Investment Plan (c)				● Biodiversity Net Gain - Biodiversity Offsetting (c)
	<b>Thur 7<sup>th</sup> July 2022, 10am Council Chamber (CR)</b>	<b>Mon 18<sup>th</sup> July 2022 at 1pm Council Chamber (CR)</b>	<b>Thur 21<sup>st</sup> July 2022, 4:30pm MS Teams Briefing Session (CM)</b>		<b>Thur 28<sup>th</sup> July 2022, 2pm (CM/CR) Briefing Session in Council Chamber</b>
	● DCST Performance Quarter 4 (c)	● Adult Mental Health overview (c)	● Education White Paper (c)		● Community Assets/Community Assets Transfer (c)
	<b>Thur 7<sup>th</sup> July 2022, 11am Council Chamber (CR) Members Briefing</b>				
	● Commissioning – Aspire/SY Police/ Conclusion (c)				
Aug	<b>Thur 18<sup>th</sup> August 2022 10am MS Teams (CR)</b>				<b>Mon 8<sup>th</sup> August 2022 4:30pm MS Teams (CR)</b>
	● Culture Strategy (c) ● Fairness and Wellbeing Commission				● Members Briefing – Update on SSDP Priorities and Crime Statistics (c)
Sept	<b>Thur 8<sup>th</sup> Sept 2022, 10am Council Chamber (CM/RW)</b>	<b>Thur 29<sup>th</sup> Sept 2022, 10am Council Chamber (CM)</b>	<b>Thur 15<sup>th</sup> Sept 2022, 4:30pm Council Chamber (CR)</b>		<b>Fri 16<sup>th</sup> Sept 2022, 10am MS Teams (CM)</b>
	<ul style="list-style-type: none"> <li>● Qtrly Finance &amp; Performance Report – Qtr 1 22/23 <ul style="list-style-type: none"> <li>● DMBC</li> <li>● SLHD</li> <li>● DCST</li> </ul> </li> <li>● Compliments and Complaints (c)</li> </ul>	<ul style="list-style-type: none"> <li>● JSNA (Joint Strategic Needs Assessment) and plans to address health inequalities</li> <li>● Primary Care Update/ Adult Social Care/Access to primary care (CQC) - Presentation</li> <li>● Carers Strategy Update Action Plan (c)</li> </ul>	<ul style="list-style-type: none"> <li>● Elective Home Education / Children Missing Education and Alternative Provision</li> <li>● Post Covid - Impact on Children to include Children's Mental Health (Strategy Update)/0-3 Year Olds (c)</li> </ul>		<ul style="list-style-type: none"> <li>● Community Assets/Community Asset Transfer</li> </ul>

Please note dates of meetings/rooms/support may change

Oct				<b>Tuesday 4<sup>th</sup> Oct 2022 at 4pm MS teams</b>	
				<ul style="list-style-type: none"> <li>How Section 106 Agreements work and how is it secured through the planning process;</li> <li>How is it used / impacts for regeneration purposes and how is it monitored;</li> <li>Community Infrastructure Levy. (c)</li> </ul>	
	<b>Thur 13<sup>th</sup> Oct 2022, 10am Council Chamber</b>			<b>Thur 20<sup>th</sup> Oct 2022, 10am MS Teams</b>	<b>Thur 27<sup>th</sup> Oct 2022, 1pm tbc Council Chamber</b>
	<ul style="list-style-type: none"> <li>TBC</li> </ul>			<ul style="list-style-type: none"> <li>Housing Allocations Review 2022/2023 Update</li> <li>Economic Strategy Overview 2030 (c)</li> </ul>	<ul style="list-style-type: none"> <li>Flooding Update</li> <li>Environment/Climate Change lessons learnt from the summer heat wave;</li> <li>Mid-Year Meeting as CDC to include; <ul style="list-style-type: none"> <li>Domestic abuse update</li> <li>Violence AWG Strategy</li> <li>Community Safety Strategy update (c)</li> </ul> </li> </ul>
Nov	<b>Thur 3<sup>rd</sup> Nov 2022, 10am Council Chamber</b>	<b>Thur 24<sup>th</sup> Nov 2022, 10am Council Chamber</b>	<b>Monday 7<sup>th</sup> November at 1 to 2pm Briefing Session MS Teams</b>	<b>Wednesday 23<sup>rd</sup> Nov 2022, 11am Council Chamber</b>	
	<ul style="list-style-type: none"> <li>Localities (Autumn 2022 – formal meeting) (c)</li> </ul>	<ul style="list-style-type: none"> <li>Update from D&amp;BHT</li> <li>Winter Planning</li> <li>ICS/ICB Update</li> </ul>	<ul style="list-style-type: none"> <li>SEND Strategy (c)</li> </ul>	<ul style="list-style-type: none"> <li>Housing Allocations Policy Review 2022/23 (c)</li> <li>Improving Council housing stock; and Housing stock condition – private sector (c)</li> </ul>	
Page 163			<b>Date TBC Informal Briefing session</b>		
			<ul style="list-style-type: none"> <li>Social Care Front Door referrals – school experience update</li> </ul>		

Please note dates of meetings/rooms/support may change

Dec	<b>Thur 1st Dec 2022, 10am Council Chamber</b>		<b>Thur 8<sup>th</sup> Dec 2022, 4:30pm Council Chamber</b>	<b>Wednesday 7<sup>th</sup> December 2022 at 10am (MS teams TBC)</b>	
	<ul style="list-style-type: none"> <li>Qtrly Finance &amp; Performance Report – Qtr 2 22/23</li> <li>DMBC</li> <li>SLHD</li> <li>DCST</li> </ul>		<ul style="list-style-type: none"> <li>School Education Results – December 2022</li> <li>Looked After Children (LAC)/NEET – needs further discussion (c)</li> </ul>	<ul style="list-style-type: none"> <li>Employment</li> </ul>	
Jan	<b>Thur 26<sup>th</sup> January 2023, 10am Council Chamber</b>				<b>Mon 23<sup>rd</sup> Jan 2022 4:00pm Council Chamber</b>
	<ul style="list-style-type: none"> <li>Budget</li> <li>Corporate Plan</li> <li>Borough Strategy (DDT) TBC May be slightly later</li> </ul>				<ul style="list-style-type: none"> <li>Environmental &amp; Sustainability Strategy Action Plan 22/23 Update</li> </ul>
Feb	<b>Thur 9<sup>th</sup> Feb 2023, 10am Council Chamber</b>	<b>Thur 2nd February 2023, 10am Council Chamber</b>		<b>Wednesday 28<sup>th</sup> February 2023. 10am (MS Teams TBC)</b>	<b>Thur 16<sup>th</sup> Feb 2023, 10am Council Chamber</b>
	<ul style="list-style-type: none"> <li>Budget</li> <li>Corporate Plan</li> <li>Borough Strategy (DDT) TBC maybe slightly later</li> </ul>	<ul style="list-style-type: none"> <li>Links with Social Care and Housing.</li> <li>Local Account ASC perspective (for 2024)</li> </ul>		<ul style="list-style-type: none"> <li>Major Schemes update: Emerging projects (TBC)</li> <li>Airport update and regeneration – Scott Cardwell (TBC)</li> <li>Levelling Up Fund update – Christian Foster / Mitch Salter / Jonny Bucknall / Michelle Beeney</li> <li>Town Deal update (TBC)</li> </ul>	<ul style="list-style-type: none"> <li>Crime and Disorder Committee - Safer Doncaster Partnership Priorities.</li> </ul>
	<b>Thur 23<sup>rd</sup> Feb 2023, 10am Council Chamber</b>				
	TBC				
March	<b>Thur 30<sup>th</sup> March 2023, 10am Council Chamber</b>	<b>Thur 23rd March 2023, 10am Council Chamber</b>	<b>Thur 16<sup>th</sup> March 2023, 4:30pm Council Chamber</b>	<b>Thur 9<sup>th</sup> March 2023, 1.00pm Council Chamber</b>	

Please note dates of meetings/rooms/support may change

	<ul style="list-style-type: none"> <li>Qtrly Finance &amp; Performance Report – Qtr 3 22/23                             <ul style="list-style-type: none"> <li>DMBC</li> <li>SLHD</li> <li>DCST</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Public Health Protection Update (including long covid).</li> <li>CQC Access to Primary Care (including GP Services)</li> </ul>	SEND; <ul style="list-style-type: none"> <li>SEND Strategy Update/The Special Educational Needs and Disabilities Green Paper Update</li> </ul>	<ul style="list-style-type: none"> <li>Local Plan – update including delivery of key housing projects and connectivity</li> </ul>	
	•	•		<b>Thurs 9<sup>th</sup> March 2023</b> <b>2.30pm</b> <b>Council Chamber</b> <b>Members briefing</b>	
	•	•		<ul style="list-style-type: none"> <li>How St Leger Homes ensure VFM and work standards on improvement programmes; TBC</li> </ul>	
Apr			<b>April 2023 (TBC)</b>		
			<ul style="list-style-type: none"> <li>Youth Council Priorities (and for information Children and Young Peoples Plan).</li> <li>Youth Offer</li> </ul>		
May					

**POSSIBLE ISSUES FOR FUTURE CONSIDERATION OR TO BE SCHEDULED**

Page 165	Poverty Position Statement – 2022/23 – updates TBA	Joint Regional Health (JHOSC) – as required Chair only to attend	SEND – meeting with families and SENCO group - ASAP	Possible planning reform legislation – not available at this time (as of August 2022). Timing TBC	As C&DC - Members Briefings (MS Teams meetings in between formal meetings) to include; <ul style="list-style-type: none"> <li>off-road motorbikes</li> <li>links to gang culture</li> </ul>
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Please note dates of meetings/rooms/support may change

	Borough Strategy (DDT( may be considered with Budget and Corporate Plan TBC)	Speech and Language – Update – briefing TBC	Early Help Strategy/Annual Report/My Life Doncaster – Members Briefing and Annual Report for circulation		Environmental – items to be considered individually;  <ul style="list-style-type: none"> <li>○ Environmental &amp; Sustainability Strategy Action Plan 22/23 Update</li> <li>○ Recycling and Collection of Fly-tipping – what has been successful in other areas</li> <li>○ Flooding/winter planning (including invite to Environment Agency and Yorkshire Water and information from residents on response) – Autumn / November 2022</li> </ul>
		Healthwatch Review (Access to Services) Members Briefing TBC	Transfer of Doncaster Children’s Services Trust to the Council – Updates		
		Ambulance Times - TBC	Youth Council – Member’s briefing TBC		
		Integration White Paper – 2023/2024 – due to being on hold nationally.			



Please note dates of meetings/rooms/support may change

**BRIEFING NOTES/FOR CIRCULATION**

		Get Doncaster Moving (circulated June 2022)	Not in Education or Employment (NEET) update (briefing paper circulated 14 <sup>th</sup> July 2022).		
		Health and Wellbeing Board Annual Report (circulated July 2022)	Doncaster Children's Safeguarding Partnership Annual Report		
		RDaSH Annual Quality Report (circulated by email/returned June 2022)	Early Help/Children and Young People Plan Annual Report - prior to consideration by the Panel		
		Adult Safeguarding Report 2022 (date TBC) circulated			

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**DONCASTER METROPOLITAN BOROUGH COUNCIL**  
**FORWARD PLAN FOR THE PERIOD 1ST SEPTEMBER TO 31ST DECEMBER, 2022**

The Forward Plan sets out details of all Key Decisions expected to be taken during the next four months by either the Cabinet collectively, The Mayor, Deputy Mayor, Portfolio Holders or Officers and is updated and republished each month.

A Key Decision is an executive decision which is likely:-

- (a) to result in the Local Authority incurring expenditure which is, or the making of savings which are, significant having regard to the Local Authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the Local Authority;
- (c) any decision related to the approval or variation of the Policy and budget Framework that is reserved to the Full Council.

The level of expenditure/savings which this Authority has adopted as being financially significant are (a) in the case of the revenue budget, gross full-year effect of £250,000 or more b) in the case of capital budget, £1,000,000 or more in respect of a single project or otherwise across one financial year.or the decision has a significant impact on 2 or more wards.

Please note in addition to the documents identified in the plan, other documents relevant to a decision may be submitted to the Decision Maker. Details of any additional documents submitted can be obtained from the Contact Officer listed against each decision identified in this plan.

In respect of exempt items, if you would like to make written representations as to why a report should be considered in public, please send these to the contact officer responsible for that particular decision. Unless otherwise stated, representations should be made at least 14 days before the expected date of the decision.

**KEY**

Those items in **BOLD** are **NEW**

Those items in **ITALICS** have been **RESCHEDULED** following issue of the last plan

Prepared on: 29th July 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, 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, Yetunde Elebuibon, 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
2 Sep 2022	Approval to award contract for Community Based Wellbeing and Support Service.	Councillor Rachael Blake, Portfolio Holder for Children's Social Care, Communities and Equalities	Portfolio holder for Children's Social Care, Communities and Equalities	Julia King julia.king@doncaster.gov.uk		Open
2 Sep 2022	To accept the findings of the 'Step 1' modelling outputs of the Humber 2100 Strategy and endorse the Flood Risk Management Plans.	Councillor Mark Houlbrook, Portfolio Holder for Sustainability and Waste	Portfolio holder for Sustainability and Waste	Richard Campbell, Senior Flood Risk Engineer Tel: 01302 737896 Richard.Campbell@doncaster.gov.uk		Open
7 Sep 2022	Quarter 1 2022-23 Finance and Performance Report	Councillor Phil Cole, Portfolio Holder for Finance and Trading Services, Mayor Ros Jones, Mayor of Doncaster with responsibility	Cabinet	Matthew, Smith, Head of Financial Management Tel: 01302-737663 matthew.smith@doncaster.gov.uk		Open

		for Budget and Policy				
7 Sep 2022	DCST Finance and Performance Report - Quarter 1	Councillor Rachael Blake, Portfolio Holder for Children's Social Care, Communities and Equalities, Councillor Lani-Mae Ball, Portfolio Holder for Education, Skills and Young People	Cabinet	Rob Moore, Director of Corporate Services and Company Secretary rob.moore@dcstrust.co.uk, Rebecca Wilshire Rebecca.Wilshire@dcstrust.co.uk		Open
7 Sep 2022	St Leger Homes Performance Report 2022/23 Quarter 1	Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Business.	Cabinet	Julie Crook Tel: 01302 862705		Open
9 Sep 2022	To approve the delivery of a tree planting scheme to celebrate the jubilee year & contribute to the delivery of the Queens Green Canopy, by planting a tree for every child of school age. And to allocate £361k from earmarked	Councillor Mark Houlbrook, Portfolio Holder for Sustainability and Waste	Mayor Ros Jones	Richard J Smith, Head of Sustainability richardj.smith@doncaster.gov.uk		Open

	reserve.					
21 Sep 2022	Approval of the Doncaster Culture Strategy.	Councillor Nigel Ball, Portfolio Holder for Public Health, Leisure, Culture and Planning	Cabinet	Leanne Hornsby, Assistant Director, Education, Skills, Culture and Heritage leanne.hornsby@doncaster.gov.uk		Open
16 Nov 2022	To approve the local area Special Educational Needs and Disability Strategy.	Councillor Lani-Mae Ball, Portfolio Holder for Education, Skills and Young People	Cabinet	Martyn Owen martyn.owen@doncaster.gov.uk		Open
2 Nov 2022	To approve the commencement of a Compulsory Purchase Order for the acquisition of properties necessary to deliver the Doncaster Town Deal project.	Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Business.	Cabinet	Simon Rhodes, Project Manager simon.rhodes@doncaster.gov.uk, Neil Firth, Head of Service, Major Projects and Investment neil.firth@doncaster.gov.uk	Doncaster Town Deal – Station Gateway Projects Doncaster and Stainforth Town Deals	Part exempt 3
2 Nov 2022	Customer Experience Strategy 2022-26	Councillor Jane Nightingale, Portfolio	Cabinet	Julie Grant, Assistant Director of Customer Service and ICT julie.grant@doncaste		Open

		Holder for Corporate Resources		r.gov.uk		
30 Nov 2022	DCST Quarter 2 Finance and Performance	Councillor Rachael Blake, Portfolio Holder for Children's Social Care, Communities and Equalities, Councillor Lani-Mae Ball, Portfolio Holder for Education, Skills and Young People	Cabinet	Rebecca Wilshire Rebecca.Wilshire@dcstrust.co.uk, Rob Moore, Director of Corporate Services and Company Secretary rob.moore@dcstrust.co.uk		Open
30 Nov 2022	Quarter 2 2022-23 Finance and Performance Report	Councillor Phil Cole, Portfolio Holder for Finance and Trading Services, Mayor Ros Jones	Cabinet	Matthew, Smith, Head of Financial Management Tel: 01302-737663 matthew.smith@doncaster.gov.uk		Open
30 Nov 2022	St Leger Homes Performance Report 2022/23 Quarter 2	Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and	Cabinet	Julie Crook Tel: 01302 862705		Open



		Business.				
30 Nov 2022	Doncaster Council's Housing Allocations Policy Review	Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Business.	Cabinet	Andrea Jarratt, Access and Allocations Service Manager Andrea.Jarratt@stleg erhomes.co.uk		Open

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