



Agenda

To all Members of the

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

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

Venue: Council Chamber, Civic Office, Waterdale, Doncaster, DN1 3BU

Date: Thursday, 30th March, 2023

Time: 10.00 am

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Damian Allen
Chief Executive

Issued on: Wednesday, 22nd March 2023

Governance Officer for this meeting

City of Doncaster Council
www.doncaster.gov.uk

Caroline Martin
Tel: 01302 734941

Items for Discussion:

1. Apologies for absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Declarations of Interest, if any.
4. Minutes from the Meeting of the Overview and Scrutiny Management Committee held on 9th February 2023 (*Pages 1 - 10*)
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. 2022-23 Quarter 3 Finance and Performance Improvement Report (*Pages 11 - 76*)
7. St. Leger Homes of Doncaster Limited (SLHD) performance and delivery update Quarter 3 ended 31 December 2022 (2022/23) and Value For Money Statement (VFM) for the year ending 31 March 2022 (2021/22) (*Pages 77 - 116*)
8. Overview and Scrutiny Workplan and the Council's Forward Plan of Key Decisions (*Pages 117 - 128*)

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

Invitees: Post Vacant

Education Co-optees* Antoinette Drinkhill
Bernadette Nesbit

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

Public Document Pack Agenda Item 4

DONCASTER METROPOLITAN BOROUGH COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 9TH FEBRUARY, 2023

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on THURSDAY, 9TH FEBRUARY, 2023 at 10.00 AM

PRESENT:

Chair - Councillor Jane Kidd

Councillors Jake Kearsley, Gemma Cobby, Sarah Smith and Sue Farmer

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

ALSO IN ATTENDANCE:

Debbie Hogg - Director of Corporate Resources

Faye Tyas - Assistant Director of Finance

Julie Crook - Director Corporate Services St Leger Homes Doncaster

Phil Holmes - Director Adults Health and Well-being

Dan Swaine - Director Economy and Environment

Rupert Suckling - Director Public Health

Lee Golze - Assistant Director for Partnerships, Early Interventions & Localities

Allan Wiltshire, Head of Policy Performance & Intelligence

		<u>ACTION</u>
34	<u>APOLOGIES FOR ABSENCE.</u>	
	Apologies for absence were received from Councillors Leanne Hempshall, Majid Khan, Richard Jones and Councillor Gary Stapleton.	
35	<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 on the agenda.	
36	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	Councillor Jane Kidd declared that she worked for the voluntary sector.	
37	<u>MINUTES FROM THE MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 3RD NOVEMBER AND 1ST DECEMBER 2022</u>	
	RESOLVED that:- the minutes of the meetings held on 3 rd November	

	and 1 st December, 2022 were agreed as a correct record and signed by the Chair.	
38	<u>PUBLIC STATEMENTS.</u>	
	There were no public statements made.	
39	<u>OVERVIEW AND SCRUTINY CONSIDERATION OF THE MAYOR'S BUDGET PROPOSALS 2023/24 - 2026/27</u>	
	<p>The Committee gave consideration to a report outlining the Mayor's Budget proposals 2023/24 to 2025/26 following its initial consultation on 26th January, 2023. The Committee used four specific lines of enquiry to assist with considering the basis and assumptions upon which the budget had been developed and how those proposals would be implemented.</p> <p>The four key areas considered were:</p> <ol style="list-style-type: none"> i. To what extent are the Mayor's proposals in line with Central Government policy, pressures and directives? ii. To what extent will the Mayor's proposal ensure that the Council is able to contribute to the outcomes detailed within Doncaster Delivering Together bearing in mind the constraints detailed at i. above? iii. To what extent do the Mayor's proposals demonstrate that the results of any consultation, research or other evidence have been taken into account? iv. To what extent are the challenges in delivering the savings within the timescales and the capacity to deliver services with reduced resources being addressed? <p>The Committee highlighted that the Council was continuing to operate in a challenging and volatile financial environment and that was having an impact on all the services it provides.</p> <p>The national changes that had taken place since a balanced budget in March 2022 were highlighted and the work being undertaken to propose a future balanced budget over 3 years, in line with the Corporate Plan, Delivering Doncaster Together priorities, Central Government policy and a challenging programme of service transformation and savings targets, was acknowledged.</p> <p>The Committee recognised that overall, the £10m funding gap for 2023/24 and £22m budget gap over the forthcoming 3-year period, the issue of rising inflation, energy prices and significant increases in pay were key pressures moving forward along with the challenge to deliver</p>	

key services within budget.

The Following areas were addressed in detail:

Housing Revenue Account – the proposed housing rent increase of 7%, was accepted by the Committee along with the assumption that it would fund the anticipated inflationary cost increases and support the acquisition of additional properties over 4 years to ease waiting list pressures.

The backlogs in service delivery following the Covid Pandemic, were noted, and were partly due to some difficulty with material shortage and recruitment in certain trades, for example, Electricians.

The Committee noted that there was an ambitious capital programme including external cladding, re-roofing and replacement boilers all of which would support reducing energy costs.

To conclude Members noted St Leger Home's balanced budget with a proposed 10 year delivery programme.

The Local Authority's income sources - including Council tax, business rates and fees and charges. The Committee supported the proposed Council Tax rate acknowledging that it continued to be one of the lowest nationally. With regard to fees and charges, the increase was accepted but highlighted that it generated a small amount of income. Therefore, the Committee accepted that further investigations to charge for certain non-statutory services would continue to be addressed, for example green waste collections, which would require a specific decision to be taken following full consultation.

Inflation and energy pressures – it was acknowledged by the Committee that inflation and gas prices were unprecedented and the impact across all service provision was something never experienced before.

Domestic Abuse – The pressure on Council teams was noted particularly with regard to the number of referrals and how quickly they were responding to provide support.

Partnerships – the good relationships held with partners were welcomed. The Committee acknowledged that partners delivered in different ways, with the need to rebalance occasionally ensuring delivery was heading in the same direction to provide positive results.

Homelessness – The Committee acknowledged the continued pressure but due to the hard work and commitment by St Leger Homes the number of people living in bed and breakfast accommodation had reduced. Therefore the cost had reduced. With regard to people with complex needs, this was continually monitored to provide people with good support to enhance their lives and reduce reliance on partnership

support services.

Adult Social care – the need to ensure people were being discharged from hospital and receiving appropriate support was highlighted. It was noted that the Adult Social Care reform changes had been deferred to 2025 with the Government redirecting the allocated funding to the Social Care Grant. Due to the discretion provided to local authorities on how they used the funding and allowing flexibility, using it to support the priorities and pressures, was noted. However, the long term risk and no certainty of funding after this point, was acknowledged.

The risk associated with home care capacity and the number of people wishing to work in this area had reduced therefore the need to build community capacity for people to remain and be cared for in their own homes, was acknowledged. However, “lived experience” had shown that process can be too bureaucratic when sometimes a simple information guide was all that was required to aid people to find the support they need.

The biggest risk highlighted was investing in care provision particularly home care capacity. It was noted that since winter 2022 the system had seen a reduction in the number of people working in this area therefore the need to build community capacity to support people living in their own homes for longer, was essential.

Public Health Grant – it was confirmed that the Grant allocation for 2023/24 had not yet been confirmed with budget analysis being undertaken on three separate scenarios, but in reality, it was expected to be along similar lines as in previous years. It was acknowledged that this was a real terms reduction in the value of the grant. The risks associated with this, were highlighted, including the Local Authority having to meet additional costs of possible increased pay awards for NHS staff who provided commissioned services.

The following areas were noted:

- With regard to short term funding for Covid, the Committee was reminded that this grant would cease by the end of March 2023;
- There was a caveat that funding could not be reduced for drug treatment services;
- Joint investment with health partners could create an income risk; and
- Service impact – it was essential that best value for money was being received through commissioned services.

With regard to assistance with funding from partners, it was accepted that it was everyone’s natural instinct to help however it was difficult to predict how budgets could be moved around the health system and utilised to their full potential.

Capital Programme – it was recognised that large investment had been

received through the Town Deals and Levelling up fund but the Committee expressed concern that due to the increase in costs in reality resources would not meet expectations. With regard to investment and programmes to ease / prevent future flooding, this was highlighted and welcomed.

Asset rationalisation and the co-location of services where possible – The challenge this presented was acknowledged with the process ultimately leading to less buildings. The nature of what community services in the same building could offer, for example, health benefits was highlighted but the need to ensure the buildings were structurally safe, operating costs reduced and that they operate efficiently, was supported. The Committee stressed that consultation with communities and ward Councillors about their community assets, was essential.

General efficiencies - reducing the capacity to deliver through post reduction was considered a challenge and high risk when service areas were already under extreme pressure, for example, streetscene services. The aging workforce was highlighted and that succession planning was essential.

Waste Collection – it was noted that Central Government was currently addressing new regulations which could result in additional costs relating to food waste and changes to green waste could ultimately have a knock on effect with contractors.

Damp and Mould – it was explained that Central Government had requested that local authorities undertake investigations into, not just Council house stock, but private sector rented accommodation across the borough. It was noted however that a stock condition survey had been commissioned to identify the level of risk and was established that approximately 14% of the 22,000 private rented properties would be within the category 1 hazard list. It was noted that the current team of 13 could only proactively address complaints and resources were not sufficient to address all of the issues, but may be able to undertake targeted interventions.

Children's social care - the wide variety of complexities, including foster care, out of authority placements, education, transport and agreeing what was best for a child or young person, was accepted. It was stressed that the landscape was the most challenging ever known and acknowledged by the Committee.

The Committee accepted the need to reduce high spend and deliver savings through in-house provision and fostering. The Committee wished to highlight a child's wellbeing was the first priority whilst bearing in mind monetary consideration and also accepted that when limited resources were available then the more acute services would be prioritised.

With regard to Early Intervention and Prevention, the Committee

understood that the Local Authority was maintaining funding, however due to the financial challenge, this was a difficult balance and if pressures continued it would be an area that may not be protected in future. Members understood the difficulties but maintained the commitment to protect where possible.

The Committee noted the increased confidence in delivering savings with the Local Authority now having more control and influence over the wider service provision. However, the need to ensure it was achieving value for money across the children's care spectrum, through cost reviews was imperative. It was acknowledged there would be an impact on cost reduction once the new family homes for children and young people were staffed, early help resources were being utilised and an increased in-house foster care service was secured.

The following areas, were noted:

- Consistency of social work staff and the reliance of using agency staff;
- Temporary closure of homes due to lack of staff;
- Foster care recruitment - extensive work was being undertaken with regard to financial packages to make in-house provision more attractive;
- Education – challenges continued, for example, speech and language and an increase in SEND plans which added pressure on existing teams with reduced resources;
- Out of Authority placements – it was noted that children were trying to be homed as close to their families as possible with out of authority placements being the last resort;
- Transport to school for children placed out of authority;
- Stronger Families Grant was on target and due to bring significant investment; and
- Partnership working across the region continued to be good with efforts to try and combine spend in certain areas to achieve better efficiencies.

Environment – The local authority was continuing to plant trees and hopefully 100,000 would have been planted by the end of calendar year, however, it was noted that it required a lot of officer resource to undertake the work.

Creativity with income and selling local authority services – It was noted that Local Authorities must deliver their statutory duties but it was noted that some areas could be co-ordinated with other local authorities and jointly provided but it could also expose a risk, with the impact of not achieving requirements and incurring additional expenditure.

Central Government Policy Pressures and Directives – the Committee:

	<ul style="list-style-type: none"> • Recognised the savings required and agreed the proposals were an appropriate response to Central Government policy, pressures, directives and national conflicts. • Acknowledged that all service areas had been addressed and continued to be reprioritised as a result of increased demands and reduced funding, and noted the Directors and Services Managers understanding of work required to ensure Doncaster’s priorities were met. <p>The Committee noted the existing and emerging pressures and challenges, which were addressed in detail by each Director, evidencing that the budget was appropriate to deliver services moving forward whilst understanding and managing the risks, and maximising the use of resources.</p> <p>RESOLVED that:-</p> <ol style="list-style-type: none"> a) The Mayor’s proposed budget, be supported; and b) The Chair be given delegated authority to prepare the response on behalf of the Committee, be approved. 	
40	<p><u>CORPORATE PLAN 2023-24</u></p>	
	<p>Prior to consideration by Cabinet and Full Council, the Head of Policy Performance and Intelligence, provided an overview of the revised Corporate Plan for 2022-23. He outlined how the Plan contributed 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>Here is a broad outline of the feedback provided from the discussion:</p> <p>Council’s key ambitions – The Committee acknowledged that the Corporate Plan 2022/23 included Great 8 priority areas for the Borough as well as an internal ‘Regenerative Council’ priority programme. It was set out that this internal programme was set against a framework that would ensure that the Council was fit for purpose in helping to deliver those priorities. It was explained that each year the plan takes on difference elements of prominence and that some priorities became more important than others and may change in the future depending on external circumstances such as cost of living. It was continued that coverage wise, the plan was linked into the Borough Strategy to make sure that the Councils contribution this year, alongside the budget, was undertaken correctly through the framework in place. The Committee noted that to support the pressures identified in the budget, it was important that there was also flexibility in place.</p> <p>Impact of Budget on Delivering Corporate Plan Objectives – The Committee noted areas of pressures arising from the budget that</p>	

included the Placement Strategy, Education Care and Health Plans, Public Health and waste. It was acknowledged that issues such as inflation played a significant part in creating further pressure on the delivery of the Corporate Plan's priorities. Members heard how those priorities worked as a driving force beyond the Corporate Plan, helping to structure service plans and identify and review targets in taking forward the work required.

How the Corporate Plan Supports Locality Working – Members were informed that there was a specific section in the Corporate Plan with steps to ensure that locality was being embedded across the organisation. This included what had been achieved with locality working this year and also the four or five key areas that the Council wants to drive forward. Reference was made to Great 8 priorities that also had their own set of actions relating to localities including Priority 6. Nurturing a child and family-friendly Borough and Priority 4. Building opportunities for healthier, happier and longer lives for all. It was added that there was also mention of how locality working was going to be implemented within teams as part of a specific action.

In terms of partnerships, it was explained how the Doncaster Delivering Together 10-year vision, was set out through the Corporate Plan. Members heard that there was a separate partnership Team Doncaster structure and governance model using the same framework to help show how the Council was contributing to those partnership objectives. It was stated that this framework would be kept for the duration of the Borough Strategy to make sure that each year it showed how the Council was contributing wider.

Regenerative Council - It was recognised that cultural shifts were important moving forward alongside a robust process that sits underneath. Members were informed that work being undertaken to support this included developing a Workplace Strategy, reviewing how we benchmark across other areas, remuneration, forming recommendations arising from the Peer Review Action Plan and how that will support how we operate and embed the organisations values. Finally, mention was made to the Council's robust financial process in place enabling all these aspirations to move forward.

In terms of Team Doncaster, it was noted that there was a transition plan in place ensuring that we were working closely with our partners. Reference was also made to the Customer Experience Strategy setting out how customers will be interacting and what that experience will look like for us.

In respect of raising staff morale, the Committee was reminded about the staff Rewards and Recognition Portal, the continuation of the staff forum successfully engaging with 600-700 participants at its most recent session as well as the benefits of good management supporting effective feedback, encouraging positive interactions with staff and

	<p>making them feel valued.</p> <p>Members were told about the increasing level of regional working, for example, with the South Yorkshire Mayoral Authority and South Yorkshire Integrated Care Partnership ensuring that Doncaster was working at that level through influencing and shaping. Reference was also made to the value of Doncaster opening itself up to external visitors, such as the new Active Travel Commissioner to look at how services were being provided in Doncaster.</p> <p>The Committee also supported that scrutiny work planning should take into account the Great 8 priorities (and accompanying strategies and policies) outlined in the Corporate Plan 2022/23.</p> <p>RESOLVED that;</p> <p>(a) The Chair be given delegated authority to write to the Mayor with the Committee's comments and support for the Corporate Plan; and</p> <p>(b) That scrutiny work planning should take into account the Great 8 priorities (and accompanying strategies and policies) outlined in the Corporate Plan 2022/23.</p>	
41	<p><u>OVERVIEW AND SCRUTINY WORK PLAN AND THE COUNCIL'S FORWARD PLAN OF KEY DECISIONS</u></p>	
	<p>RESOLVED that:- The Scrutiny Work Plan and Council's Forward Plan of Key Decisions, be noted.</p>	

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City of Doncaster Council

Report

Date: 30th March 2023

To the Chair and Members of the Overview & Scrutiny Management Committee 2022-23 Quarter 3 Finance and Performance Improvement Report

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

EXECUTIVE SUMMARY

1. As we end quarter 3 and move into quarter 4 two main issues dominate the here and now horizon; the 'Cost of living' and the crisis in the NHS. Although these are not necessarily new the scale and intensity of these two issues have increased and are significant.
2. Although employment levels are fairly stable and wages have increased in Doncaster, the inflationary pressures on energy, goods and food mean for residents and businesses the costs are increasing faster than income. This means many residents have to make choices on things we might usually take for granted. This has led to more people presenting with need to services and this is likely to continue throughout the remaining winter months. This situation for businesses will be similar with tough choices to make when faced with higher energy bills and a contraction in consumer spending.
3. The Council is not immune from these inflationary pressures and there are some real challenges for the Council in regard to savings required. At quarter 3, a £7.8m overspend is forecast for 2022/23, full details on the main variances are provided in paragraphs 119 to 144. Tough choices and a pragmatic realism continue to be needed to prioritise what we focus our attention on and how we make savings whilst still striving for better for our borough. Although actions will continue to be undertaken to reduce the overspend position, this report recommends that earmarked reserves are used to fund the remaining overspend. The new Budget and Corporate Plan for 2023/24 will be presented to Council for agreement on 27th February, 2023.
4. Pressure on the Health and Care system is significant with longer waiting times for emergency and/or primary care, all of which has been well documented in the national media. The council continues to work with NHS colleagues to support people to leave hospital appropriately and safely but this is difficult due to high demand and the ability to retain, recruit and keep staff well over the winter period.

5. We continue to explore all options to retain a functioning airport in Doncaster including working with parties interested in purchasing DSA. Doncaster Council will consider all measures available to it including legal avenues. We are working with a range of stakeholders exploring ways to re-open the airport and in parallel actively pursuing a Compulsory Purchase Order for the airport area. In addition, we are developing a refresh of our Doncaster Delivering Together Investment Plan that will bring together the investment priorities and options over the coming year, as well as moving forward with delivery of key projects in our capital programme.
6. As we approach the next quarter some of these issues will become even more acute, as bills come in after Christmas, the demand on the health and care system remains significant for a prolonged period. However, in spite of the difficulties performance on key services has been maintained and in some cases improved. We will continue to work in partnership to ensure the collective effort of 'Team Doncaster' is used to support as many people as possible.

EXEMPT REPORT

7. This report is not exempt

RECOMMENDATIONS

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

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

9. The Outcome Framework highlights progress against Doncaster Delivering Together.

	Current Value	Ambition Target	National Average	Direction of Travel	Date
Greener & Cleaner					
Carbon Emissions per capita (tonnes)	5.5		4.6	↑	2020
Air pollution: fine particulate matter	6.2		6.9	↓	2021
Recycling rate for Household Domestic Waste	43.4%		42.3%	↓	2020/21
Fair & Inclusive					
Proportion of ('Lower Super Output') areas in England's most deprived 10%	23.7%		10%	↓	2019
% households living in fuel poverty	18.8%		13.2%	↓	2020
Children in Low-Income Families (%)	26.1%		18.5%	↓	2020/21
Skilled & Creative					
Key Stage 2 – ages 7-11 (Years 3-6)	55.0%		59.0%	↓	2021/22
% of 19 years old that achieve a level 3 qualification	46.2%		59.8%	↑	2020/21
Proportion of adults with no qualifications	4.6%		3.9%	↑	2021
% of people who are qualified to level 3 or above (16-64)	52.7%		61.3%	↑	2021
Prosperous & Connected					
Total Enterprises per 1,000 population	32		43	↑	2022
GVA per hour	£28.40		£37.70	↑	2020
% Employment rate	74.6%		75.6%	↑	Oct 21 - Sep22
% Claimants of Universal Credit	4.4%		3.7%	↓	Dec 2022
Average weekly (residential) wages	£594		£642	↑	2022
Net homes provided per 1,000 population	3.9		4.1	↑	2021/22
Healthy & Compassionate					
Life satisfaction rating (out of 10)	7.43		7.54	↑	2021/22
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 adult social care services who have control over their daily life	74.9%		77.3%	↓	2019/20
Children in need per 10,000	337.0		334.4	↓	2021/22
Safe & Resilient					
Overall Doncaster crime per 1,000 population	119.2		85.0	↓	2021



TACKLING CLIMATE CHANGE

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(E&E) Area (m2) of Local Authority Land Allowed to Naturalise / Wild Flower	1,613,243	1,613,243	1,500,000		
(E&E) Successful household waste and recycling collections	99.9%	99.94%	100%		
(E&E) Number of homes retrofitted to improve energy efficiency	103	78	150		
(E&E) Number of grants for energy audits given for businesses	67	41	-		
(E&E) CO2 and NO2 reductions from use of fleet zero emission vehicles	18,672.37	-	-		
(E&E) Pro-active tree inspections completed within timescales.	-	-	-	-	-

What is going well

10. We are nearing the end of the second year of a five-year naturalisation trail, brought about following the declaration of a climate change emergency in 2019. In 2022/23, we have 126 sites with areas successfully set aside for naturalisation, totalling 1,613,243 square metres, which is an increase of 75,462 square metres from the previous year. This includes 41 wildflower sites, areas sown with a variety of seed mixtures in the springtime and cut and removed during autumn. Signs promoting the naturalisation project have been installed at all sites to inform members of the public as to why some grass areas are being left longer and maintained in a different way to encourage a wider diversity of plant and insects.
11. We continue to sustain a very high standard in relation to the successful collections of household waste and recycling, maintaining a figure close to 100% for this performance indicator (99.94%). The figure has been consistently high since the start of the contract in 2018, and has resulted in a reduction in the number of customer complaints.
12. We have seen an improvement this quarter in the CO2 and NO2 reductions from the use of our zero-emission fleet vehicles. CO2 reductions from 39 electric vehicles was 12,866kg and NO2 reductions was 5,805g. (Please note, the CO2 reductions are measured in kilograms and the NO2 in grams).
13. During this quarter, £330,000 has been made available for small to medium sized enterprises (SME's) to access Low Carbon Grants, to improve their business premises and/or processes. 118 grants have been approved for a variety of uses including replacement controls for automation and electric vehicles charging.

14. In the capital programme, schools have been allocated an additional £423k funding for energy efficiency measures.

What needs further improvement

15. Although we are not undertaking proactive tree inspections, due to this being a process done through the legacy system. The procurement of a new system has been completed and we are working with the new provider on implementation of the system and to import existing data. Once system set-up is completed we will be able to provide data again. However, work is continuing to undertake reactive inspections of tree stock (customer enquiries), which is currently captured through another data management system.

16. We are unlikely to achieve the 100,000 target for tree planting this season through the Council's planting programme. The Queens Green Canopy (QGC) way of running the programme this season has been very complex and time consuming, and has taken away much of our control on numbers as schools can drop out where they feel they need to. However, we are looking to maximise opportunities wherever possible, such as liaising with private landowners and identifying key businesses to talk to, working with Business Doncaster.











17. Once the system is up and running both of these processes will be done through the new system. It is also the intention to catch up on overdue proactive inspections before continuing with the next scheduled inspections.

18. The original target of 600 homes retrofitted to improve energy efficiency was based on some existing schemes performing to their expected level and a new national grant (ECO4) commencing; however, the transition between grants has been slower than expected due to government delays and contractor performance, resulting in fewer homes being assisted in this period. It is anticipated that between 450 and 600 homes will have been supported by the end of quarter 4, subject to contractor performance.



DEVELOPING THE SKILLS TO THRIVE IN LIFE & WORK

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(CYP&F) % of Children With First Choice School Placement in Secondary	-	88% Annual Figure (2022-23)	81%	✓	↑
(CYP&F) % of Children With First Choice School Placement in Reception	-	96.4% Annual Figure (2022-23)	92%	✓	↓
(CYP&F) The number of children in Elective Home Education	691	550	700	✓	↑

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(AH&W) Number of Refugees (both asylum and resettlement) supported into ESOL and/or Employment	53	30	20		
(CYP&F) % of 16/17 year olds not meeting the duty to participate	6.7%	5%	8%		
(CYP&F) The number of Children Missing in Education	253	116	195		
(CYP&F) Special Educational Needs Team - Education, Health and Care Plans Issued Within 20 Weeks EXCLUDING Exception Cases	23.28%	16.00%	100.00%		
(CYP&F) Secondary schools persistent absent rate (10% Absenteeism)	31.6%	31.1%	26.7%		

What is going well

19. When Unaccompanied Asylum-Seeking Young People arrive in Doncaster the Virtual School ensures they have an education offer as soon as possible. Virtual School officers communicate with social care to make sure we know about all placements and we allocate first language speakers wherever possible. Wherever possible we secure school places, working closely with the admissions service within our mainstream schools. For young people in Year 11 or post-16 we provide tuition (in their first language where possible) we respond rapidly by immediately providing own Language Support Team tutors following their entry in care. We offer all Unaccompanied Asylum-Seeking Young People an accredited course of EALiP (English as an additional Language Intensive Programme) to give them the best start. We ensure they gain access to English for Speakers of Other Languages courses (ESOL) by allocating them a tutor who speaks their home language to provide tuition and support them to complete college applications and enrolment.
20. Based on learner voice, 1:1 English as an Additional Language tuition has continued where needed alongside college ESOL timetables to accelerate language development, increase ESOL examination attainment and provide transition support into Further Education organisations with familiar key adults.
21. Based on current levels of demand on services and the absence of ESOL places in colleges, Virtual school is introducing group face-to-face sessions (less than 6 learners) in community spaces to compliment tuition and offer wider social and integration benefits.
22. Elective Home Education (EHE) referrals have decreased this quarter. There are 550 children being electively home educated. Officers within the Attendance and Pupil Welfare Service continue to work closely with schools to identify young people who are likely to become EHE prior to the decision being made. This has

led to a decrease in the number of children EHE this quarter. 13 young people have returned to mainstream education, some via Big Picture learning.

23. This quarter the number of children missing in education reduced to 116. This is due to Education Welfare Officers having dedicated time to fully investigate the location of the family via benefits checks, other local authority checks, NHS and Police where needed.
24. The Participation & Transition Service continues to carry out robust destination tracking and monitoring of the Y12/Y13 cohort in Doncaster in line with statutory requirements. The cohort has increased by 451 additional young people (16-18) since November 2020 (7,191 November 2022). Doncaster's average of 16/17 year olds not meeting the duty to participate in education, employment or training (NEET) is 5% for quarter 3. Comparison figures for Yorkshire & Humber and the national average are not yet released, although Doncaster is performing strongly against our target of 8%.
25. Work continues on the Education and Skills 2030 programme and in this quarter we have drafted a high level strategic action plan, which aligns activity to four broad thematic areas to ensure activity is not done in isolation within age-stages. By the end of March we will have identified operational leads and working groups for each of the projects. We have set out a contract and specification to work with Rethinking Assessment to develop learner profiles that will showcase the full remit of learner skills and abilities; as well as a formalised agreement to work with Remake Learning in Pittsburgh. The first event is planned for the end of May 2023. This will make us the first place in the UK to roll out the initiative. We have attended a series of workshops run by the Mayoral Combined Authority to influence the developing regional Skills Strategy and ensure this aligns with our local priorities.

What needs further improvement

26. Persistent absence in secondary schools has risen significantly, both locally and nationally, as a result of Covid. Our ranking remains the same as last term on 129 out of 151. This quarter we have delivered governor training regarding attendance guidelines specifically regarding the new DFE guidance. In addition to the Education welfare officer work within school, the Inclusion team have been closely monitoring part time timetables and have offered Academy Trust level challenge as appropriate, mainly in secondary schools. There is a specific focus on improving attendance in school at all key stages. A new Attendance Panel has been set up consisting of senior leaders from primary and secondary schools, Public Health, and the Council. The attendance panel will be focussing on reducing persistent absence and improving overall attendance rates and will be overseen by the Education and Skills Portfolio Board.
27. The performance in relation to the timeliness of Education, Health and Care Plans for children with Special Educational Needs in quarter 3 has fallen to 16% and this represents 12 out of 75 (excluding exceptions). Compared to quarter 3 last year was 49.18% (30 out of 61). There has been a 50% increase in demand in

the number of plans due to be finalised in quarter 3 2022-23 and we have seen a year on year increase in the number of requests for assessment. There are a number of reasons why the performance has fallen and this includes long term sickness absence of team members. We have recruited two new officers in this quarter who have been undergoing training. Completion of plans is impacted by complexity of cases, multi-agency response times, and working with families and mainstream schools to remain in the current setting. We have reviewed this process and November figures showed an improvement of completion rate at 46%, this was due to additional panel places, quicker turnaround of paperwork from external and internal stakeholders. We now also hold a weekly EHCP panel led by the Assistant Director. We expect the impact of these appointments to show in the next quarter figures.



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

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(CR) % of Local Authority Spend With Doncaster Companies/ Suppliers	71	70	70	✓	↓
(CR) Percentage of Non-domestic Rates Collected	98.24%	98.50%	97.00%	✓	↑
(E&E) Increase in city centre footfall figures through the economic recovery plan work	3,744,094	3,663,488	3,600,000	✓	↑
(E&E) Processing of Planning Applications: Major Applications	86.67%	88.89%	94.00%	⚠	↓
(AH&W) Number of People With a Learning Disability Helped into Work	4.59%	4.51%	5.1%	✗	↓
(E&E) Overall new inward investment gained into Doncaster with the support of Business Doncaster	£3.5m	£16.8m	£30m	✗	↓
(E&E) Overall Investment Gained (into and within Doncaster)	£17.27m	£21.58m	£35m	✗	↓
(E&E) No. of new jobs FTE equivalent jobs created in the borough with a salary level of over £31k per year through Business Doncaster inward investment, property and key account activity (average salary from ONS)	44	45	80	✗	↓

What is going well

28. There were 45 new jobs created over £31k salary per annum in quarter 3, facilitated by Business Doncaster. This is below the target of 80 for the quarter, but sees an improvement on the previous quarter. The ambition is to reach the annual target of 180 by the end of 2022/23. These newly created jobs are spread over a number of key employment areas, including the manufacturing sector, creative Industries, business services, logistics, leisure, retail and construction.

29. A shop facades scheme for the Markets Area, developed using 'Levelling Up Fund' (LUF) money, was launched in December 2022. The aim of this work is to invest in how the shops look to attract more business. Currently, this has received 4 applications so far, with a further 15 tenants potentially interested in taking up the scheme.
30. In quarter 3, the figure for the processing of planning applications (Major Applications) was in excess of the national target of 60% with our performance at 88.89%. This has a large reliance on successfully negotiating extension of times (EOT) with the applicant. The need to agree an EOT on major applications is not unusual, as these are complex in nature and commonly require on-going negotiations, Section 106 agreements and committee approvals in order to seek a positive resolution for proposals. Quarter 3 is below the 94% internal stretch target. This is largely due to high levels of staff absence and increased workload pressures. However, this is an increase of 2.22% since quarter 2.
31. In the first three quarters of the year 76.27% of the total debit has been collected. This compares with 70.68% for the same time last year, and 74.99% for the same period in 2019/20, which was pre-pandemic. Because of the significant changes made in terms of emergency reliefs awarded during the Covid pandemic, we are comparing collection figures to the 19/20 year as things are now much more like the business climate before Covid. Despite a backlog of work that has accrued from focussing on other work collection remains on track and it is hoped that this improved collection will continue for the remainder of the year.

What needs further improvement

32. At the end of quarter 3, investment into Doncaster was at £90.15 million, with £49.7 million of new inward investment facilitated by Business Doncaster, which is just below the target for this period. Main investment during the quarter was from two new inward investors, Lontra at Gateway East and Europool Logistics at the IPort, Bridon Beckaert at Balby and Davis Hughes, a city centre property developer. The pipeline of new investment enquiries remains strong and with a number of speculative industrial units nearing completion, which means the annual target should be met at the end of quarter 4.
33. This quarter saw a slight reduction in the number of people with a Learning Disability helped into work who are in receipt of paid employment. At 4.51% we remain marginally behind the regional 5.1% average and 6% national rate. The Local Supported Employment Initiative has been funded and recruitment into the LSE work coach post is underway. Creating and sustaining more employment opportunities for autistic people, people with a learning disability and people in contact with secondary mental health services is a 2023 priority for Adult Social Care within "Your Care and Support", agreed by Council Cabinet on 18th January 2023.



BUILDING OPPORTUNITIES FOR HEALTHIER, HAPPIER & LONGER LIVES FOR ALL

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(AH&W) Permanent admissions to residential and nursing care homes, per 100,000 population (18-64 Only)	8.64	11.34	14.09		
(AH&W) Percentage of Adult Social Care provision rated as Good or Outstanding by the Care Quality Commission	78.62%	74.5%	75%		
(PH) Sexual Health Service: Percentage of contraception that is LARC (Long Acting Reversible Contraceptives)	38%	-	18%		
(PH) Health Visiting: percentage of new birth visits completed within 14 days (Universal Partnership Plus families)	98.2%	-	90%		
(PH) Tobacco Control: Percentage 4 week quit rate recorded by the Yorkshire Smoke-free service for Doncaster residents	61.5%	68.1%	50%		
(PH) Substance misuse service: Percentage of alcohol treatment successful completions residents	43%	45.8%	37%		
(AH&W) We will ensure you have an annual review of your care	71%	75%	75%		
(AH&W) Permanent admissions to residential and nursing care homes, per 100,000 population (65+ Only)	125.2	165.3	166.8		
(AH&W) Duration to complete Adult Social Care Needs Assessment (days) MEDIAN AVERAGE	57	42	42		
(PH) The % mothers quit Smoking during pregnancy	80%	-	85%		
(AH&W) Proportion of Adults With Learning Disabilities Who Live in Their Own Home or With Their Family	79%	77%	81%		
(AH&W) % of people who are still at home 91 days after their period of re-enablement	67.6	65.9	81.0		
(AH&W) Duration to complete OT assessment (days)	139.44	178.03	100		
(AH&W) EDI Percentage of Adult Social Care request for where ethnicity recorded	78.2%	81.2%	100%		
(AH&W) Number of Carers Assessments Completed	44	63	-		

What is going well

34. A strong performance focus has brought about improvement in waiting lists for 'open' Adult Social Care needs assessments across all Teams. Monthly improvement clinics, Team action plans and determination has successfully reduced the waiting list from 438 open assessments at the start of quarter 1 down to just 251 at the end of quarter 3. This in turn has improved the overall median average from 52 days waiting time at quarter 1 down to 42 days achieving target level for in quarter performance.
35. The Occupational Therapy assessments has seen a review of service, innovation site, additional capacity and recruitment focus. The OT waiting list has reduced by 21% over the last quarter and MAWD waiting list has reduced by 48% since last quarter. A number of people have been waiting for some time and therefore their closure does negatively impact performance of the duration to completion, but waiting list reduction will improve the experience of Doncaster people by giving them quicker access to information, advice and support. It is likely to be quarter 4 or into quarter 1 before this measures sees an improvement as work to close down long standing cases continues.
36. There has been an increase in the number of people who have received an annual review of their care, which currently stands at 75%, equating to 2647 people. A Review project team has aided strength based reviews and focus continues on the completion of face-to-face reviews for adults who have moved to registered care establishments outside of the Borough. Further work is scheduled in Q4 to develop Team improvement plans.
37. Doncaster has 105 Adult Social Care provision/services out of 141 currently rated as 'Good' or 'Outstanding' by the Care Quality Commission (74.5%). There are no 'Inadequate' services in Doncaster at this current time, 19 services have yet to be rated and 17 services are currently rated as 'requires improvement'.
38. Over the past 2 years we have seen a reduction in the number of working age admissions to residential care per 100,000 the population (18-65 years). There has been a continued focus in the last quarter of backdated recording for admissions to care which accounts for the deterioration in performance this reporting period. In quarter 3 we have seen an increase to in the number of admissions to residential care per 100,000 of the population for older adults (65+ years). This increase is reflective of demand due to winter and hospital pressures and difficulties with the availability of domiciliary care provision, resulting in an increased number of people requiring short stay provision.
39. Successful completion of an alcohol treatment programme and freedom from dependence is used as a performance measure for alcohol treatment services. Of 602 alcohol clients, 276 exited treatment successfully, which at 45.8% performance continues to be above both target and the national average.

40. It is estimated that about 30% of pregnancies are unplanned, with the effectiveness of some contraceptive methods dependent on correct and consistent use. By contrast, the effectiveness of long-acting reversible contraceptive (LARC) methods and their increased uptake could help to reduce unintended pregnancy, despite of a 10% point reduction from last quarter, latest reportable data at 38% is still well above target.
41. So far this year a total of 517 out of 759 people successfully quit smoking as recorded by the commissioned Yorkshire Smokfree Service.
42. In the capital programme, £910k funding from Sports England has been secured for Askern Leisure Centre. This will be used for the required road works improving accessibility to the centre.













What needs further improvement

43. Expectant mothers who quit smoking during pregnancy dipped beneath target for this reportable period. The number of women coming through the services currently are relatively low, so one or two people not achieving a 4 week quit has a significant impact on the overall performance. Commissioners and providers are currently working with South Yorkshire Integrated Care Board colleagues to improve numbers of women being referred into smoking in pregnancy services and ensure they reach their quit goals.
44. The number of people supported by Council Reablement Services who are still at home 91 days after discharge from hospital has declined in the last quarter, dropping from 67.9% to 65.9%, although there is a slight underreporting of voluntary and community sector activity which is being addressed. This service is also used to flex our support to the NHS at times of pressure. This includes people at end of life, bridging support to our home care provision and supporting people to step down. This impacts negatively on the target but we continue to be focused on doing the right thing for people at times of pressure. The last time the target was reached was before the Covid pandemic began.
45. Recording of ethnicity within Adult Social Care requests for support has improved slightly since previous quarter, but continuous focus is needed to ensure we capture this information. All staff have been reminded of importance and this is now a mandatory requirement.



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

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(AH&W) Average number of 'verified' rough sleepers (rough sleepers seen bedded down in last 7 days) - average for the quarter	18	18	19	✓	↑
(E&E) Percentage of Fly Tips Investigated and Removed Within 7 Days From Public Areas	84%	97%	65%	✓	↑
(E&E) % Licensing Act 2003 Applications Processed Within Statutory Timescales	100%	100%	100%	✓	-
(E&E & SLHD) Number of affordable homes provided (Council, and private sector provider/build)	51	78	60	✓	↑
(E&E) No. of Parks With 'Green Flag' Status Across the Borough	-	6 Annual Figure (2022-23)	4	✓	↑
(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.	100%	100%	100%	✓	-
(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	100%	100%	100%	✓	-
(AH&W) Percentage of redeploy able cameras installed within 28 day timescale	100%	100%	100%	✓	-
(AH&W) Percentage of Safeguarding concerns and enquiries that are repeats in a 12 month period	37%	32%	35%	✓	↑
(AH&W) Number of Veterans identified and supported within the Communities service (standalone casework and cases within existing themes)	59	82	70	✓	↑
(AH&W) Percentage Feeling Safer After Safeguarding Intervention	79.17%	62.96%	75.00%	⚠	↓
(E&E) Recycling Rate for Household Domestic Waste	48.5%	45.1%	50%	⚠	↑
(E&E) Play Areas - Percentage of Quarterly Mechanical Playground Inspections Carried Out	48%	70%	90%	✗	↓
(E&E) Complete all Environmental Permitting regs permit visits within DEFRA required timescales. - Climate control regime	-	85% Annual Figure (2020-21)	100%	✗	-
(AH&W) Safeguarding : Duration (Average days - Referral to Completed S42)	153.31	161.7	130	✗	↓

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(AH&W) Number of High Risk Cases Referred to MARAC	246	202	-		
(AH&W) No of Referrals to the Domestic Abuse Hub	457	495	-		
(AH&W) 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	90	196	-		
(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.	8,939	6,716	-		
(AH&W) Total number of Fixed Penalty Notices (FPNs) and Community Protection Notices (CPN's) issued by the Neighbourhood Response Team	49	70	-		
(AH&W) Total number of incidents attended by the Neighbourhood Response Team	2,162	4,453	-		

What is going well

46. We saw a 39% increase in the number of Veterans supported within the Communities Service, which rose from 59 in quarter 2 to 82 in quarter 3. A robust action plan was implemented earlier this year to highlight the profile of Veteran's work with internal and external partners. As part of that plan, two Veteran employment events took place in quarter 3, along with review of the Veteran's Website. We also stepped up support within each area team, establishing a single point of contact in order to support the Veteran's Covenant work, which is a statutory responsibility for the council as from end of 2022. Recruitment is ongoing for the Veteran Co-ordinator post.
47. During quarter 3, 6,716 early intervention and prevention issues to tackle anti-social behaviour, hate crime and low level crime were identified, managed and resolved by Communities Area Teams. A reduction on quarter 2 with some of this attributed to successes seen in some of the hotspot demand locations where positive partnership working has had the desired outcome, but also down to Stronger Communities Officer vacancies, which had they been in post numbers would have been at similar level to previous quarter. These vacant posts have recently been appointed to, but are not yet operational. Breakdown of 6,716 incidents: Central 1,384, North 1,339, South 1,927, East 2,066. With 47% of the anti-social behaviour incidents and prevention work is attributed to just 5 wards.
48. The number of victims who have experienced ongoing or multiple instances of anti-social behaviour has increased significantly during quarter 3 rising to 196. The increase in repeat incidents is specifically linked to key hotspot locations, which is

now being robustly managed by the Community Safety Partnership in each locality area. These incidents have met the higher ASB threshold and each victim has a case worker and a support plan in place. Breakdown of key hotspot locations where 196 repeat incidents have occurred are as follows:-Central 50, North 65, South 41, East 40. With 79% of all city wide instances equating to 5 areas.

49. This quarter we saw over 100% increase in the number of incidents attended by the Neighbourhood Response Team (NRT) with a recording of 4,453 attended incidents. This is a first level response to a variety of community safety issues, including illegal parking issues, call outs to building alarms, as well as providing directed patrols in response to local issues or concerns of ASB at key identified locations. These areas / locations are identified through local intelligence, area locality teams and local solutions meetings. The team have now successfully recruited into some long standing vacant posts which has increased capacity and visibility within communities.
50. Total number of Fixed Penalty Notices and Community Protection Notices issued by our Neighbourhood Response Team increased due to enforcement activity in the City Centre and Mexborough town centre during night time economy.
51. We saw an 8% increase in referrals to the Domestic Abuse Hub with the vast majority from South Yorkshire Police. All referrals were assessed by an advisor within 2 working days.
52. During quarter 3, the 65% target for removing fly tip waste within 7 days of being reported has been exceeded as 97% of reported cases were closed within timeframe. The additional resources allocated to the service last year, combined with changes to operational service delivery, have reduced our backlog of cases. The fly tip digital project has now been successfully rolled out, with improvements in efficiency evidenced and a more streamlined process created. Specialist cases including asbestos removal require us to use an external contractor or specialist equipment and can sometimes take more time to deal with which accounts for the small amount of cases not closed within timeframe. During quarter 3, there were a total of 1132 reports of fly tipped waste.
53. The process to submit applications for Green Flag Awards 2023 is well underway for all 6 parks which currently have this status. The deadline for submissions is the end of January 2023, with judging taking place during the summer. An additional application will be submitted this year for Town Field, which exceeds the target set for Green Flag parks in Doncaster.
54. The number of affordable homes provided (Council and private sector provider/build) exceeds the target figure of 60 for quarter 3. During this period we have seen the completion of 32 Section 106 units across 3 Private Developer sites; 41 Homes England funded units across 5 Housing Association sites; and 5 Direct Purchase units across 3 Private Developer sites, making a total of 78 completed affordable units. We anticipate we will deliver more than the annual target of 209 affordable properties. The number of houses complete, of all tenures, is confirmed each October for the previous year to March, however early

indications, based on Council Tax and planning data, suggests the Local Plan target of 920 homes completed will be exceeded, despite what is becoming a challenging property market.

What needs further improvement






55. There has been a significant amount of work ongoing within our Safeguarding Service. Recent appointment of a permanent Team Leader has enabled us to scrutinise areas of practice, recording and focus attention on areas for improvements. We have seen a reduction in the number of repeat safeguarding referrals but ongoing data cleansing means and closure of long standing cases means we have seen a drop in the safeguarding duration from referral to completion of section 42. This work will continue throughout quarter 4 and so we do not expect to see an improvement in performance / reduction in average number of days until quarter 1.
56. The number of people who reported feeling safer after safeguarding intervention reduced, but this performance was impacted by a number of people (21) who did not feel they were unsafe prior to the enquiry and so there was no change to their feeling of safety. There are noted issues with the options for recording and this is being further explored to ensure the options are representative.
57. The indicator in relation to recycling rates for household domestic waste is reported a quarter in arrears. The target figure is 50%, and the figure reported during this quarter is 45.1%. There has been a decrease in the tonnage figures, and the recycling tonnage has decreased faster than the residual tonnage, which has impacted on the recycling rate.
58. The number of mechanical playground inspections undertaken during quarter 3 is still below the target figure of 90%; however, this is a significant improvement on 48% reported in quarter 2. 70% of play areas have received an operational inspection during quarter 3. The new play inspector is now in position, and the two inspectors will work together to catch up on the operational inspections.



NURTURING A CHILD & FAMILY-FRIENDLY BOROUGH EVERYONE BELONGS

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(CYPF) Percentage of Children Accessing Their Entitlement to Free Childcare (2 years olds)	83.4%	86.1%	82%	✓	↑
(CYP&F) Percentage of Children Accessing Their Entitlement for Free Childcare (3 & 4 Year Olds)	95.5%	97.7%	95%	✓	↑
(CYP&F) % of Early Years Provision Rated Good or Outstanding by Ofsted	98.3%	99%	97%	✓	↑

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(CYP&F) Number of Referrals into 'Your Family' Teams	198	200	154		
(CYP&F CSC) % of CiC adopted	25%	28%	19%		
(CYP&F CSC) Percentage and Number of Initial Child Protection Conferences (ICPC) held within the statutory 15 day timeframe	98.25%	100%	95%		
(CYP&F CSC) Percentage of cases where the lead social worker has seen the child/young person within timescales specified in the CP plan. For all children who were the subject of a CP plan during the year.	70.6%	81.9%	80%		
(CYP&F CSC) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years)	65.7%	67.8%	72.0%		
(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	462	373	400		
(CYP&F CSC) Referrals to Children's Services that are repeat referrals within 12 mths	25.50%	27.81%	22.00%		
(CYP&F CSC) Percentage of Single Assessments Completed Within 45 Days (YTD Cumulative)	87.5%	84.8%	90.0%		
(CYP&F) Number of Lead Practitioner in place across partner agencies	314	312	350		
(CYP&F CSC) Number of Referrals processed in 24hrs	69.7%	74.7%	80%		
(CYP&F) Number Partnership Early Help Audits completed	34	42	50		
(CYP&F CSC) Number of External Residential Placements	50	50	28		
(CYP&F) The proportion of Partnership Early Help audits completed that are rated at Good or higher	47	41	65		
(CYP&F CSC) Rate of Children in Care - Number per 10,000 Population	86.70	88.77	-		
(CYP&F CSC) Health of children looked after - percentage with Review of Health Assessments RHA	89.22%	86.04%	-		
(AH&W) Deliver a wellbeing offer - Number of wellbeing cases handled by Wellbeing Team within the Communities Service	770	846	-		
(CYP&F CSC) Rate of Children in Need	328	325	-		

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(CYP&F CSC) Health of children looked after - percentage with up to date Dental Checks	32.6%	60.2%	-		
(CYP&F CSC) Referrals - Number per 10,000 Population	185	190	-		-
(CYP&F CSC) Rate of S47 enquiries per 10,000 of the CYP population	29.99	25.27	-		-
(CYP&F CSC) Children with a Child Protection Plan per 10,000 pop aged U18	47.95	49.92	-		-
(PH) (CW) School Nursing: Number of schools with a Health Profile	-	-	-	-	-

What is going well

59. Staffing vacancies within our Stronger Communities Service impacted our work with the number of families supported through early intervention in the stronger families programme. Despite a reduction this quarter, we supported 373 stronger families' cases in quarter 3 but are just below our target level. The vacant posts have now been filled and it is anticipated this performance will increase in the next quarter.
60. The Your Families Triage Teams are now established in the locality hubs. We have seen an increase this quarter of general enquiries into triage, with a total of 528. With 159 for the South, 244 for Central, 89 for North and 67 for East, the majority 55.5% of these are managed through a see and solve approach within the same day. This quarter has seen 200 referrals into Your Family triage with the highest presenting needs are housing, finance, ASB. Families who have received support through the triage have rated the service they have received as 2.95 out of 3. Lead Practitioners who have used the triage service have rated the service 4.61 out of 5.
61. Doncaster continues to be above the national trend of 2 year olds accessing their free entitlement to childcare, performing 14.1% above the national average at 86.1% (1148 children), an increase of 2.7% (36 children) from quarter 2. 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. Barriers to taking up the funded places have been overcome by making direct contact with families in a number of different ways, including visiting homes to explain the benefits and attending groups within the Family Hubs.
62. Data for quarter 3, indicates that Doncaster Local Authority continues to exceed the national average take up of the funded entitlement to childcare for three and four year olds, with 92% (DfE June 2022) take up for 3-4 year olds increasing from

95.5% to 97.7% (2.2%) in the Autumn term. In quarter 3 all children transitioned straight into the offer from the 2 year old entitlements. This continues to be a strong offer, which remains crucial in supporting key workers and vulnerable children in particular

63. Several Children's social care indicators have improved in quarter 3 including % of Children in Care adopted, the initial child protection conference and the child protection visits. A concerted effort over several months to improve data quality, focus on quality and enhanced governance arrangements is starting to make a difference but there is still much improvement needed to focus upon.

What needs further improvement

64. The number of children and young people in out of authority residential placements has grown significantly raising year on year during the last 3 years or so. One of the main reasons is the number of available foster cares that we have available for these children and young people and secondly the challenge of having enough staff in our own residential children's homes to care safely for this cohort. We have a number of new children's homes becoming available in forthcoming weeks but unfortunately will not be able to operate to full capacity until we successfully recruit enough residential workers.
65. The private provider market for this service has expanded significantly but with many providers appearing to be exploiting the national demand for placements with ever increasing costs.
66. We have some very high cost placements at the moment many of which will have been made in an emergency situation and with little or no choice of providers available at the point of need.
67. Children's social care SLT have a number of actions to apply to this critical situation. There is often little or no benefit for these individuals of these placements which are away from Doncaster which adds to the trauma of the child/ young person of living in a strange unfamiliar place with people whom they don't know and have no investment in.
 - All high cost placements have been reviewed and scrutinised financially by members of SLT querying the minutiae and detail of the breakdown of the service spec against the delivery . This has yielded some reduction in costs and claw back particularly in the area of therapeutic support.
 - Further challenge to providers where additional resources have been commissioned usually increase in staffing ratios which have not been adequately reviewed. The SMART principles are rarely used resulting in unnecessary additional cost.
 - As the situation changes with any in house provision becoming available we are seeking to return to Doncaster our high cost placements at every opportunity. SLT have reviewed not only the financial package but the care planning of each CYP together with the independent reviewing officer and the casework team manager. We have examined risk factors of CYP return to

home and/or return to Doncaster. We know that if we had more staffing capacity there would be a number of returns with immediate positive impact both on the budget and for the CYP.

- We are constantly trying to source agency residential workers but with little or no success. There are a small number of private providers who are operating in the city with professional high standards. We are trying to engage with them to look at potential different business models. In addition there are a couple of providers where we have had previous experience in other LA of block purchasing either staff or buildings and staff.
- UASC young people are children in care and as such we have exactly the same corporate parenting commitment and responsibility to them that we would have for any child in care. The number of UASC has increased significantly and we are now caring for circa 40. 18 months ago there were only four young people in care who were UASC. Currently there is limited provision in the city and we have to arrange for them to be cared for by specialist services outside the LA. We would prefer to keep all of our young people in Doncaster so that they can access local services. The current position also creates a financial pressure. We are currently exploring options to develop provision locally that we think will be particularly suitable for UASC young people. The plans for this are progressing.

68. Trying to avoid our CYP coming into our care wherever possible is one of our key priorities. We have just introduced a Diversion Panel for those cases which are either becoming challenging in foster placements or our own residential services or indeed where breakdown at home looks likely. This process should result in high intensity casework with child and family to sustain them living at home. We are seeking to introduce a shared care provision in one of our children's homes when staffing levels are sufficient. This would have the effect that parents/carers retain full responsibility for their child but we offer respite some 3 nights per week for a short period of time during which time we undertake some family recovery work.

69. To achieve success in this area will mean some deployment of our services which is mapped out. Some staff who we will need to deal with emergencies may resist this type of work. These discussions are currently taking place.

70. Finally the picture in Doncaster is broadly similar to all other CYP services with regard to out of authority placements. The issue for ourselves is the number as we have a high demand for services and a high level of Children in Care which is consistent with our statistical neighbours.

71. The proportion of Early Help Audits that are reported as 'Good' is 41% against a target of 65%. Analysis from the partnership audit (not PAFSS) show the areas of concern continue to be in relation to accurate up to date case recording, quality early help assessments and family plans which demonstrates impact. This is in part due to the new integrated case management system and the complexity of the forms alongside partnership capacity to undertake the Lead Practitioner Role. New forms have been designed in Mosaic (due to go live in April 2023), alongside on-

going high support/high challenge to partner agencies from the Early Help Pathway Team and an escalation in regards to capacity, participation and quality from partners to the Early Intervention Steering Board, Doncaster Safeguarding Children's Partnership and Heads/CEO meetings.



BUILDING TRANSPORT & DIGITAL CONNECTIONS FIT FOR THE FUTURE

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
47. (E&E) Principal Roads not Requiring Major Maintenance	-	98% Annual Figure (2021-22)	98%	✓	▬
48. (E&E) Non-Principal Roads not Requiring Major Maintenance	-	98% Annual Figure (2021-22)	98%	✓	↑
53. (E&E) % Estate Roads in Good to Fair Condition	-	82% Annual Figure (2021-22)	81%	✓	↑
67. (E&E) National Highways Transportation Survey Highways Maintenance Overall Satisfaction Score	42% Annual Figure (2021-22)	45% Annual Figure (2022-23)	46%	⚠	▬

What is going well

72. The performance indicators in relation to the condition of principal roads and non-principal roads will be reported in quarter 4, as this is an annual report and the results are shared with the Council following the survey work that is undertaken and reported to the Department for Transport (DfT).

What needs further improvement

73. The 2022 National Highways Maintenance satisfaction survey value for Doncaster is 45%, which is 1% behind the National average at 46%, but higher than the figure reported in 2021/22 (42%). In 2022 our improvement has narrowed the gap to the national average. Over recent years there has been a gradual decline in the national average, which we have now arrested at Doncaster. This is an annual report.



PROMOTING THE BOROUGH & ITS CULTURAL, SPORTING & HERITAGE OPPORTUNITIES

What is going well:

74. City of Doncaster Archives opened to the public in January 2023. The site at Chequer Road is open to the public by prior appointment on Tuesdays, Wednesdays and Thursdays. Members of the public wishing to access Archives and Local Studies records and resources can be directed to the online booking

form to complete at home or on PCs at one of our sites: www.heritagedoncaster.org.uk/archives/visit.

75. In line with the National Archives guidance and all other archival sites in the UK, it is recommended that booking in advance will:
- Allow staff to retrieve and prepare the documents for a research session.
 - Ensure that staff time is adequate to offer advice and reference support during a visit.
 - Where appropriate, necessary security arrangements are put in place for verification of who is asking for access to the collection and provision of invigilation to ensure the safety of valuable artefacts/documents.
 - Prevent 'bottle-necks' or block booking by individuals; enabling us to share out time-slots equitably between visitors.
76. As the City of Doncaster Archive is still working through an enormous amount of its materials, at this time we are unable to offer a full walk-in to the facility and access records/artefacts immediately, however, there is no restriction on people coming to the archives to look around and sit in the reception area, or to make enquiries at the staffed reception desk. We plan to provide the use computer facilities for the public to view available digitised materials without the need for booking.
77. The Culture Services team worked in an effective multi-department, multi-agency partnership to manage the Mansion House as the venue for the conferring of the letters patent for city status by King Charles III and Camilla, Queen Consort.
78. Several new activities launched November 2022-January 2023 at Danum Gallery, Library and Museum, including:
- ACES: A monthly after-school get together for young people with autism and their siblings. The sessions focus on building confidence and friendships, and boosting wellbeing. Activities will take place in the Children's Library.
 - A monthly wellbeing activity will focus on utilising storytelling and museum artefacts to build resilience, improve wellbeing and confidence. Activities will include mindfulness, creative writing, and shared reading.
 - Shared Reading sessions continue with Age UK, in collaboration with The Reader Organisation. The sessions are delivered for people living with dementia. Attendees share that they look forward to the sessions, and the session leaders have observed improvements in the participant's levels of engagement, confidence and communication.
 - Enhanced access to the Danum Library audio books collection is being facilitated. Summaries of the books are being recorded on to penfriends, in order to make the book collection more accessible to those with visual impairments.
79. Stainforth Community Library has successfully set up a 'Bike Library' on site, offering free bike loans for up to 3 months. This is in partnership with Doncaster Active Travel Hub. Four more library sites may also receive Bike Libraries.
80. Culture Services has established an excellent working relationship with the National Railway Museum, who are collaborating with the service on the Centenary Celebrations of the Flying Scotsman. In addition, Patrons of the

National Railway Museum have visited the Doncaster Grammar School Rail Collection and intend to create a number of visits to the collection for their members throughout the year.

81. The History Book Club is now up and running at Woodlands Library. The History Book Club was initially ran as a digital club during Covid-19 lockdowns, however, participants now felt confident to meet in-person. The Club blends history, storytelling and literature to bring history to life. The group is aimed at those who may be feeling isolated or experiencing poor mental health. The fifty Readers' Groups have successfully transitioned to being organised by the Danum Gallery Library and Museum team. These were a lifeline for many during lockdowns and really proved what benefits and effects reading has on people's mental health during difficult times.

What needs Further Improvement:

82. Storage requirements and consolidation across the Culture Services estate remain a cost and spatial pressure.



83. Transition from the agreement of the culture strategy to delivery requires pace and operational grip, as well as distributed leadership to ensure timely and effective actions. Alignment with Team Doncaster and corporate priorities, as well as the Education and Skills and also Economic Strategy, is required throughout.

84. Focus on Archives accreditation, workforce development, extended commercial storage capability and large scale digitisation requires external funding secured and wide-scale buy-in to ensure pace and effectiveness through the change programme.



REGENERATIVE COUNCIL

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(CR) Housing Benefit - Average Number of Days to Process a New Claim	17.31	16.69	25.00		
(CR) CUST 01 Customers Wait no Longer Than 10 Minutes to be Served	0h 00m 00s	0h 00m 00s	0h 10m 00s		
(CR) % of Council Tax collected in the year	94.60%	94.36%	94.60%		
(CR) Council Tax Support Application - Average Number of Days to Process New Claims	35.53	38.03	25		

Service Standard	Quarter 2 22-23	Quarter 3 22-23	Target	RAG	D.O.T (long)
(CR) CUST 04 90% of Telephone Calls Will be Answered Within 150 Seconds	37%	66%	90%		

What is going well

85. The performance on the time taken to process a new housing benefit continues to improve back to pre-pandemic levels. Although the team continues to deal with additional work from the Household Support Fund, the continued prioritisation of allocating new HB claims within 2 days of receipt has resulted in this continued improvement in the year. Homeless placement claims which are still being received in large numbers do take longer to process, however, discussions with Housing Options have seen much improvement in this area.
86. We continue to exceed our target for customers not waiting longer than 10 minutes to be served in our One-Stop-Shop. In quarter 3 we received 24,482 customers to the One Stop Shop which is a decrease of 2143 from quarter 2 which will be due to the end of the Household support scheme and a decrease of customers requiring face to face assistance although we do see an increase in customers requiring digital assistance.
87. The Council continues to be committed to sustaining and increasing spend with local businesses as this underpins the Mayoral Priority to maximise local spend. Local spend by the Council is the direct reinvestment into Doncaster's economy and communities which drives substantial economic and social value benefits such as improved employment opportunities and lowered environmental impacts. In quarter 3 70% of council spend in was with local firms, this equates to £47m out of a total spend of £67m.

What needs further improvement

88. During the quarter the outstanding backlog of Council tax support applications identified at the end of quarter 2 has been halved and this reduction is expected to continue in the final quarter where performance is expected to remain on target due to the trend of collecting more income in the final months of the year as has happen in all recent years.
89. In quarter 3 Customer Services received 45,399 telephone calls answering 66% of calls within 150 seconds, with an average time to answer of 2:35. This quarter we have recruited 4 additional customer service advisors who are now fully trained and are answering calls. We currently have 4 remaining vacancies that may be required to contribute to council efficiencies so have not been recruited to at this time. This will mean that the performance target of answering 90% of calls within 150 seconds will need to be reviewed

Workforce

90. The HR & OD team continue to support managers and employees through a variety of different ways, assisting with capacity building both with the recruitment and retention of staff where needed; embracing new ways of working through the YWoW programme; and providing health and wellbeing support in managing staff sickness absence and resilience levels.
91. Over the quarter, the overall turnover rate for the council has slightly reduced by 0.29% from 15.79% to 15.50%, although an increase of 2.19% compared to the same quarter in 2021; and remains below with the local government average rate of 16.4%. The number of job vacancies across the council continues to increase, particularly since Children's Social Care have transferred into the Council from September. A corporate campaign led approach has been implemented to expand the reach to as many potential candidates as possible and remain competitive with the labour market. Workforce and succession planning continues within services and increasing the numbers apprentices to ensure the growth of our own talent in areas where there is evidence of hard to recruit to positions.
92. The sickness absence rate for quarter 3 was 12.73 days per full time equivalent employee, against the corporate target of 10 days. This is a further reduction of 0.45 days from 13.18 days in quarter 2. Although a continued reduction overall is a positive trend, it is still significantly above the target of 10 days. Children's Social Care sickness absence rate, currently reported separately is 11.57 average FTE days lost per full time equivalent employee. Sickness absence will continue to be monitored over the coming months to assess impact and ensure effective provisions are in place to manage absence levels across the organisation.
93. Agency worker spend has increased marginally in quarter 3 by £14k from £723k to £737k; and the number of assignments has also increased by 6 from 76 to 82. 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.
94. Mandatory training completion rates remain a concern across the organisation, this was also highlighted at quarter 2. Completion rates for Equality in the Workplace is 58% for Children's Social Care staff and 67% for all other Council staff ; Data Protection is 45% of Children's Social Care staff and 88% for all other staff; Protecting Vulnerable Children and Adults is 47% for Children Social Care and 63% for all remaining staff. 65% of all managers have completed their Health and Safety training (excluding Children's Social Care). Completion rates for senior managers also remains a concern, with 75% completing Equality Act module, 56% completing Hate Crime training and 56% completion rates in Prevent. Further work is needed to ensure that where training is mandatory this is completed by all staff in a reasonable time period.

95. As part of our calendar of EDI events, support and engagement was provided for International Men's day, action against domestic violence as well as signposted events for international day of persons with disabilities.
96. The number of employee-reported injuries at work in this quarter was 46 compared with 56 in the same quarter last year. There continues to be a higher number of employee injuries reported from Directorates that have more significant numbers of operational employees, 14 in AH&W and 13 in E&E; and an increase in injuries reported from CYPF of 14. This increase from CYPF represents the effect of former DCST employees reporting incidents to the Council since September 2022, with 8 out of the 14 employee injuries being from Children's Social Care Services.
97. The most common incident types reported across the council were 9 physical assaults on employees, 6 slips and trips, 5 hit by a moving object and 5 contact with sharp object. Three of the physical assaults were reported from the residential children's units, 2 reports from the NRT, however there are no other identifiable trends within the accident statistics. RIDDOR reports continue to be low with 2 in total for this quarter which is an increase of 1 compared to the previous quarter.



EQUALITY, DIVERSITY & INCLUSION OBJECTIVES

Support older adults to remain independent in their own homes

98. There is a focus on reducing the number of older adults who are being supported to reside in a care home on a permanent basis. To ensure that decisions are based on the rights and choices of the person, by providing care and support in the least restrictive way.
99. There continues to be challenges due to the reduced community provision and gaps within the domiciliary market, which we continue to identify ways to improve this.
100. A deep dive of all the new placements into residential care for older adults took place for quarter 1, to provide a deeper level of understanding into practice. The highlights from this exercise were that:
- 100 new placements were made
 - 74 people were in short stay prior to their permanent placements
 - The highest reason for short stay was related to a hospital discharge
 - The main reason for admission into long stay was due to a person's Mental Health/ Dementia & behaviours, which is consistent with our previous deep dive
 - 91% of the placements were deemed to be unavoidable & proportionate to the level of support required by the person
101. Our next steps include:

- Developing our practice forum to improve our practice and offer to our older population
- Work towards a locality based approach for the reviews of people who are discharged from hospital into a care home for a period of short stay , to maximise their opportunity to go home
- Increase the oversight of people who are being supported by our Older People Mental Health Team

Support victims of domestic abuse and work with partners to reduce the levels of abuse in the Borough

102. Doncaster Domestic Abuse Service, working in partnership across the borough provides support and advice to victims and their families affected by domestic abuse. We have a DA Hub which is the "front door" staff receive referrals and enquiries from victims/clients, concerned members of the public and professionals. The staff in the hub give advice, triage and also allocate referrals to support workers.
103. We have Domestic Abuse Caseworkers (DACs) who support people assessed as Standard or Medium risk. We also have Independent Domestic Violence Advocates who support clients assessed as being at high risk of significant harm caused by DA, In addition to these services an extensive range of DA training packages are delivered by our workforce development officer.
104. During 2021/22 over 2000 people attended DA training courses. People attending DA Awareness training are identified as DA Champions and form a network of professionals across the City to offer help and support to people impacted by DA.
105. The DA strategy (2021-24) states that "Domestic abuse is everyone's business" In addition to offering practical support and guidance our staff now deliver DA programmes to educate people affected and to increase awareness of the impact that DA has on peoples lives. Additional staffing has been recruited to meet demand into the service. We have increased capacity in our survivor liaison service which includes face to face community engagement in localities across the borough.
106. Regular community engagement takes place in localities to ensure the service is visible and accessible. We have added a young persons worker and a male DA support worker. We have recruited a support worker for the Gypsy Roma Traveller Community. Community engagement and survivor liaison work is planned to reach out to the LGBT+ community. Other work has started to engage with and support minority communities across the borough. This work is being directed via community groups and the minorities partnership board network.
107. DA specialist workers have been recruited into the Housing Options team at St Leger Homes to enable dedicated and focussed support to people fleeing DA and

needing accommodation. This team provides an essential link into the DA service. Regular messaging takes place through the DMBC communications team, dedicated campaigns are used at different times in the year. A monthly newsletter is circulated to the DA Champions network. Governance is provided by the DA Strategic Board and Safer Stronger Doncaster Partnership.

Improve engagement with our most deprived communities to increase access to jobs and skills

108. The Doncaster Employment Hub and Associated services are increasing their presence and delivery across Doncaster in all localities.
109. Delivery is out in the community, including via Advance, Launchpad and Youth Hub services and there are coordinated drop-in sessions in areas that are most deprived.
110. Early indications on Youth Hub 3 are that the level of people not engaging and cannot be contacted after referral are at similar levels than on youth Hub 2 (more than 50%), which remains a key concern.

Improve the mental health of our children and young people

111. As part of our Children and young People's plan we have continued to deliver the local 'Children and Young People's Mental Health Strategy'. We are completing actions for Year 1 and currently listening to children and young people about Y2 priorities. so far our work has included:
 - We have ensured that mental health remains prominent in discussions linked to the school culture and the graduated approach by having it as standard agenda item at SENCo networks and inviting all mental health leads to these meetings.
 - We have conducted Mental Health audits with 21 schools. To be rolled out across the system Jan- July 2023.
 - We have successfully collaborated with SENCos to revamp the GDA referral process in order to improve service delivery and outcomes for children and young people. As a result of our work the GDA (General Developmental Assessment) referral form has now been updated and the SENCo group meeting has been informed of the changes.
 - We have aligned key messaging regarding delivery aims and principles across the mental health, early help and SEND strategies and shared this widely. This means that all professionals working in these areas are now able to embed a consistent standard for all communications. We have built the 'pledge' into these communications and have a task and finish group devoted to leading on school cultural change allied to the DfE 'Better Value' project. This will lead to a team of officers being appointed in Spring to deliver this cultural input and lead this aspect of the strategy.

112. We have consulted on delivering an early intervention funding model to meet needs earlier in school and this will be piloted in May 2023 and launched in September 2023.

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

113. In the six months to the end of December 2022 113 children came into care and 104 children left care. Of those children who came into care 21 (19%) were unaccompanied asylum seeking children, which is a slight increase in the figures to the end of Q2 when 18 (15%) of the children who came into care were unaccompanied asylum seeking children. At the end of Q3 in 2022/23 6% of children in care were UASC. In July 2021 the figure was 1%.

114. The number of children leaving Doncaster as a consequence of being adopted has been low however we are starting to see an increase both in terms of adoption outcomes and the activity that precedes this. In the six months to the end of December 2022 8 left care because they were adopted. This compares to 4 in the same period leading up to the end of Q2. We have seen a significant increase in the number of "Should be placed for Adoption" decisions however the nature of adoption activity means that these will not be seen in terms of increased adoption figures for some time. The proportion of children with adoption as their permanence plan has been maintained at 8% at the end of December. The previously reported positive use of Special Guardianship Orders (SGO) as a way of securing permanence for children in care has been maintained. In the six months to the end of December 27% of children who left care did so via an SGO. The position in the same period to the end of Q2 was 26%. A SGO enables children to remain within their network of family and friends.

115. Care Leavers in Doncaster are supported by the Inspiring Futures team. Every Care Leaver is allocated to a Personal Advisor (PA) and has a pathway plan. The pathway plan is subject to ongoing review. Engagement with Education, Employment and Training is a core component of the pathway planning process and focus of ongoing support from the PA

116. The number of children in care at the end of January was 569, which is a slight reduction compared to the position at the end of Q2 (584) but broadly in line with the position at the end of Q1 (563).

117. The way in which data regarding care leavers has been developed to focus on the whole cohort of those in receipt of services, not just those in the cohort monitored by the DfE. At the end of Q3 67.8% of care leavers were in Employment, Education or Training compared to 65.7% at the end of Q2. Performance in Doncaster is better than the most recent reported performance of comparator authorities and the national average, both of which stood at 52%.

118. The percentage of children and young people in care who experienced three placement moves in the preceding 12 months at the end of Q3 was 4.9%. The position at the end of Q2 was 6.8%. Performance in Doncaster with regard to this measure (often referred to as the short-term stability measure) is better than

the most recently reported position for both comparator authorities (8%) and the national average (9%). Although this is positive we are committed to promoting stability for children in care and in Q4 will introduce a diversion panel that will look at placements where there is an identified risk for an unplanned end in order to identify additional support where this is appropriate.

FINANCIAL POSITION:

Revenue Budget

119. The projected year-end position is an overspend of £7.80m.
120. The 2022/23 pay award has resulted in an overspend of £4.01m. The budget assumed a 2% increase and 1% carried forward from 2021/22, however the actual pay award equates to an average of c7%.
121. 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. 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.
122. Other key projected overspends relate to care ladder costs previously within Doncaster Children's Services Trust (DCST) and the children's social care budgets now within Children, Young People and Families (CYPF) and Travel Assistance budgets also within CYPF.
123. The overall position has improved slightly since quarter 2 despite increased overspends in children's social care. Managers have been told to only use budgets where expenditure is essential. Payments to creditors were £32.5m in January compared to £34.0m in December and £34.5m in November; this may indicate that expenditure controls are having an effect.
124. A summary and further details by service area is provided below: -

	Gross Budget £m	Income Budget £m	Net Budget £m	Projection £m	Q3 Variance £m	Q2 Variance £m
Adults Health and Wellbeing	141.1	-76.3	64.8	65.2	0.4	0.2
Children, Young People & Families	136.6	-58.3	78.3	89.7	11.4	9.3
Corporate Resources	125.4	-90.2	35.2	33.8	-1.4	-1.1
Public Health	34.5	-27.2	7.3	7.4	0.1	0.2
Economy & Environment	105.9	-57.3	48.6	48.1	-0.5	0.4
Services Budgets	543.5	-309.3	234.2	244.2	10.0	9.0
Council-Wide budgets	13.2	-100.6	-87.4	-89.6	-2.2	-0.5
Grand Total	556.7	-409.9	146.8	154.6	7.8	8.5

125. The following sections provide a breakdown of each directorate's projected variances.

Adults Health & Wellbeing

	Gross Budget £m	Income Budget £m	Net Budget £m	Projection £m	Q3 Variance £m	Q2 Variance £m
Adult Social Care	66.7	-17.0	49.7	50.4	0.7	-1.3
Communities	71.7	-26.0	45.7	45.4	-0.3	1.5
Director Of Adult Services	1.7	-33.3	-31.6	-31.6	0.0	0.0
Localities	1.0	0.0	1.0	1.0	0.0	0.0
Adults Health & Wellbeing Total	141.1	-76.3	64.8	65.2	0.4	0.2

126. Adults, Health and Wellbeing is projected to overspend by £0.37m (an increase of £0.19m from quarter 2).

127. Spend on social care and support to Doncaster adults (the care ladder) is forecast to overspend by £1.05m. This is because of a larger number of people being supported in care homes than has been budgeted for (a forecast overspend of £3.63m) counterbalanced by a smaller amount of spend on community care than budgeted for (a forecast underspend of -£2.58m). This reflects the ongoing increase in residential care placements (both permanent and short stay) offsetting lower activity in both domiciliary care and direct payments.

128. Budgets for the year were set anticipating a gradual return throughout the year to pre-pandemic activity, reflecting lower residential care and higher community provision. Whilst ultimately this is still expected to be the case this shift has not been seen throughout the year thus far, with the domiciliary care market recovering more slowly than expected, combining with the situation in hospitals in keeping residential activity high and domiciliary care low. This has no doubt been exacerbated by winter pressures, and the difficulties faced by care providers in meeting increased costs and recruitment and retention issues, this will hopefully be mitigated in the final quarter of the year by the additional Hospital Discharge funding.

129. Since quarter 2 the Care Ladder forecast overspend has reduced by -£0.48m. This is primarily due to the additional costs already identified at quarter 2 now being offset by additional Social Care Discharge funding (£1m additional budget not previously forecast). Therefore, although the costs forecast to be incurred have increased by c£0.5m from quarter 2 due to a higher use of residential care and lower non-residential care placements, the overall swing since quarter 2 is -£0.48m

130. 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.

131. The £1.05m care ladder position is offset by -£0.68m underspend on communities and other adult social care smaller variances across teams generally reflecting temporary staff vacancies and additional grant funding.

Children, Young People & Families

	Gross Budget £m	Income Budget £m	Net Budget £m	Projection £m	Q3 Variance £m	Q2 Variance £m
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Centrally Managed	7.9	-5.9	2.0	2.0	0.0	0.0
Partnerships, Early Intervention & Localities	41.2	-26.5	14.7	16.2	1.5	1.5
Education Skills Culture & Heritage	23.2	-19.2	4.0	4.4	0.4	0.5
Children's Services Trust	27.2	-2.3	24.9	28.7	3.8	3.0
Children's Social Care	37.1	-4.4	32.7	38.4	5.7	4.3
Children, Young People & Families Total	136.6	-58.3	78.3	89.7	11.4	9.3

132. Children, Young People and Families is forecast to overspend by £11.35m at quarter 3, mainly relating to placements and the associated travel assistance. Nationally Children Services are experiencing significant pressures due to an increase in demand and complexity, which is also being seen in Doncaster. The actual cost of the placements is also increasing due to a national shortage of specialist placements available. Despite lobbying centrally via the Director of Children's Services Group (ADCS), there is no movement nationally on any regulation of profit within the sector.

133. Following the successful transition of Children Social Care to the Council on 1st September 2022, the focus of improvement covers: The direct line of sight enables the Directorate to identify opportunities for improved practice, processes and collective decision making that will potentially impact positively on the future. This is underpinned by performance clinics for Social Care, Inclusion and Early Help led by the Director of Children's Services and Leadership Team. Grip and oversight is improving but there is still room for improvement, which will continue to be the focus. Unfortunately these measures will only go so far against unprecedented demand in unexpected areas like 16+ and market forces driving up the placement costs. Nationally Local Authorities do not have much (if any) placement choice, and officers are faced with accepting single placement offers, with additional costs added for specific services not required, or keeping children in unsafe / inappropriate circumstances. The Directorate Leadership has identified further measures in relation to financial controls including: A new three month rolling plan for key overspend areas, including reducing spend on the Care Ladder, SEND and Transport that will clearly outline how the directorate will achieve the assumptions in 22/23 and also aim to prevent any further overspends.

134. The overspend includes: -

- Travel Assistance is projected to overspend by £1.63m based on current routes and net growth to date. The additional costs are due to both demand and price increases as reported previously with a reduction of £0.1m since quarter 2 due to consolidation and closures of routes since the new school year in September. Price increases are due to both additional pupils added on to routes and/or price increases due to fuel costs. Directorate Leadership team, and also through the SEND Engine Room, are developing an action plan across children's social care, SEN and placements including transport to address the current challenges, considering all inter-related areas, e.g. SEND, transport and wider early help support to minimise travel where possible. This work is being considered in the context of the wider SEND transformation work, including place based provision. Management of the Dedicated Schools Grant overspend

remains at the forefront. A new post 16 arrangement at Stonehill School is a starting point and other initiatives in process include the development of social, emotional and mental health (SEMH) hubs which will increase local capacity and reduce OOA placements, there is a real urgency to ensure that these are implemented on time to mitigate against any further delays in savings. Doncaster has been identified in tranche one of the Delivering Better Value in SEND Programme, which is part of the DFE's support package to help Local Authorities maintain effective SEND services while functioning sustainably. This of course assumes no changes to the implementation of the Green Paper.

- Attendance is projected to overspend by £0.30m including Fixed Penalty Notice Fine £0.16m income shortfall and £0.13m Traded income shortfall. The current approach to Fixed Penalty Notices have been reviewed by the service with effect from November, including the reinstatement of Fixed Penalty Notices in line with current policy. The service has also given consideration of the trading options for the service for 23/24 accounting for the recent removal of the white paper and local implications, with some schools already making commitments for the revised offer. The ambition is to ensure that Early Intervention and Prevention and education services are more interoperable, building on the successes of the work on exclusions, adapting a consistent approach to support children and families earlier. There is the potential to consider Stronger Families funding as this links to outcomes framework.
- Children' Social Care, including the contract with Doncaster Children's Services Trust (DCST) for April to August, forecast outturn at quarter three is an overspend of £9.45m; an increase of £2.17m since quarter two mainly due to external placements at significant higher cost. The main elements of the overspend are £8.18m on the Care Ladder from additional demand and increased package costs for external placements, £0.61m Travel Assistance, and £2.61m on agency worker costs; offset by staffing underspends of -£2.42m.
- 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 £8.18m includes: OOA placements £5.88m, Fostering placements £0.35m, 16+ Children in Care (CiC) placements £2.71m, and Unaccompanied Asylum Seeking Children (UASC) placements £0.46m, offset by additional funding of -£1.78m from the Dedicated Schools Grant (DSG) High Needs Block (note: this increases the budgetary pressure to the High Needs Block). Further detail is as follows: -
 - The £5.88m overspend on OOA is due to the expectation that the pressure carried forward from 2021/22 will continue throughout 2022/23 and an increase in the average placement cost. The number of OOA placements, including Parent & Child placements, at 1st April 2022 were 57, the projection assumes that numbers reduce to 46 at 31st March 2023, and that the average for the year is 50. The MTFs budget assumed placement numbers would be 43 at 1st April 2022, 29 at 31st March 2023 and the average for the year would be 34 placements. Therefore the additional number of OOA placements at the beginning of the year has continued throughout the year and is projected to continue until the end of the year. The current average cost of packages for the first nine months of the financial year is £44k more per annum per placement than budget,

comparing £254k budget to an average placement cost of £298k, with the most expensive packages costing between £10k and £14k per week. Unfortunately there is no correlation between cost and quality / outcomes for young people.

- The fostering overspend projection of £0.35m is due to increased activity carried forward from 2021/22, an additional 26 placements, expected to continue throughout the majority of 2022/23, ending the year at 4 placements above budget (more children being fostered than what was expected). 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 43.3%/56.7% is forecast at year-end.
- The £2.71m overspend on the 16+ CiC placement budget is due to unexpected increased activity and an increase in the average placement cost. The budget was based on there being an average of 24 placements; however at the end of December there are 37 placements, with an average 33 placements forecast for 2022/23. There are 20 16+ packages ranging from £2,170 to £4,618 per week, plus one costing between £8,645 per week, one costing £10,780 per week, and 2 new packages in December costing £17,000 per week. The average cost of the current placements is £180k per annum, £80k more than the budgeted amount of £100k.
- Between August 2021 and December 2022 there have been an additional 51 UASC placements (under & over 18s); including 10 more in quarter three. 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, including expected growth of 9 more by the end of March 2023, is £2.12m offset by grant funding of only -£1.66m. 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 Home Office contribution rates for 2022/23 are the same as 2021/22. Urgent work is underway to find innovative local solutions to build sufficiency.
- The reason for the £0.19m overspend on staffing is mainly due to increased agency cover for vacancies, maternity leave and the retention of some agency Social Workers 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 average number of agency workers for December was 42.2 FTE, 10.3 FTE more than the target for this stage of the year, attributable to increased caseloads and complexity of cases.
- Social Care Travel Assistance via taxis are projected to be £0.61m over spent due to increases in demand and prices. As above officers are considering other local options to drive cost down.

Corporate Resources

	Gross Budget £m	Income Budget £m	Net Budget £m	Projection £m	Q3 Variance £m	Q2 Variance £m
Customers, Digital & ICT	77.2	-61.4	15.8	15.3	-0.5	-0.4
Corporate Resources Director	0.4	-0.3	0.1	0.1	0.0	0.0
Finance	27.6	-25.1	2.5	2.5	0.0	0.0
HR, Communications & Exec Office	7.5	-0.8	6.7	5.7	-1.0	-0.7
Legal & Democratic Services	8.1	-2.5	5.6	5.8	0.2	0.1
Policy, Insight & Change	4.6	-0.1	4.5	4.4	-0.1	-0.1
Corporate Resources Total	125.4	-90.2	35.2	33.8	-1.4	-1.1

135. Corporate Resources is forecast to underspend by -£1.37m as at Quarter 3. The main reasons for this are as follows: -

- A projected underspend of -£0.68m on the apprenticeship funding as take up hasn't been as high as anticipated given this funding is enhancing the existing scheme.
- An underspend of -£0.75m across ICT, digital and customer services predominantly as a result of staffing savings by not filling vacant posts and closing the work on digital lab earlier than planned, some of which is one-off in this financial year.
- An underspend of -£0.25m relating to additional income in Human Resources and Registrars

136. These underspends are offset by a subsidy shortfall of just under £0.40m within Revenues and Benefits. This is due to the continued high levels of expenditure on short-term bed and breakfast accommodation, which attracts only limited subsidy. Again this is an ongoing pressure although work is being undertaken across the Council on homelessness.

137. The main change since Quarter 2 is within Human Resources due to increased staffing savings and the allocation of non-recurrent funding in year.

Public Health

	Gross Budget £m	Income Budget £m	Net Budget £m	Projection £m	Q3 Variance £m	Q2 Variance £m
Public Health	34.5	-27.2	7.3	7.4	0.1	0.2
Public Health Total	34.5	-27.2	7.3	7.4	0.1	0.2

138. At period 9 Public Health is projecting an overspend of £0.15m. The contribution to Doncaster Culture & Leisure Trust (DCLT) is projected to overspend by £0.40m due to significant pressures in relation to increased utility costs and the shortage of chemicals needed for the pools which is in turn pushing up prices. This is partially offset by £0.08m additional one-off biomass income. The situation at DCLT continues to be closely monitored with monthly meetings and the sharing of financial data and business plans to address and work towards mitigating wherever possible the significant pressures in the leisure industry. This projected overspend is over and above the current level of approved subsidy of

£1.1m. This is offset by a period of vacant posts of -£0.04m in strategic commissioning, lower than expected spend on residential rehabilitation (general fund) of -£0.04m and a further underspend on Leisure Management -£0.08m due to the maximisation of grants.

139. A Public Health Grant non recurrent underspend of -£0.77m is due to challenges with securing the NHS health checks programme which is now not expecting to be in place until April (previously provided by NHS), staffing underspend due to maximisation of grants and lower than expected activity in Smoking Cessation services, Physical Activity and Mental Health.

Economy & Environment

	Gross Budget £m	Income Budget £m	Net Budget £m	Projection £m	Q3 Variance £m	Q2 Variance £m
Economy & Development	31.6	-21.5	10.1	9.6	-0.5	0.5
Director Economy & Environment	0.4	-0.1	0.3	0.2	-0.1	-0.1
Environment	69.3	-33.5	35.8	36.2	0.4	0.0
Strategic Housing	4.6	-2.2	2.4	2.1	-0.3	0.0
Economy & Environment Total	105.9	-57.3	48.6	48.1	-0.5	0.4

140. Economy and Environment is forecast to underspend by -£0.48m at quarter 3, the position has improved by -£0.93m since quarter 2. The main variances, including changes since quarter 2 where applicable, are: -

- Facilities Management: £0.34m overspend mainly as a result of increased energy costs. Projections include inflation increases which were not addressed within the budget. The position has improved by -£0.42m since quarter 2 mainly due to including income projections to reflect contributions from strategic partners now occupying the Civic Office and a reduction in the projected energy costs of some buildings to reflect closures and actual bills.
- Street Lighting: £0.71m overspend mainly due to; £0.66m increase in street lighting energy costs. The position has improved by £0.06m since quarter 2 mainly due to reduction in repairs costs.
- Highways Operations: £0.41m overspend, whilst jobs are expected to generate an additional surplus of -£0.30m this has been reduced by projected under recovery of overheads partly linked to the pay award not being fully reflected in the rates for part of the year and an increase in sickness and level of agency workers. The position has worsened by £0.71m since quarter 2.

141. These are mitigated by: -

- Car Parking: -£0.45m underspend due to a projected overachievement of income on bus gates and the markets car park; the position has worsened by £0.03m since quarter 2 mainly due additional costs relating to 2021/22 enforcement contract being incurred unexpectedly.

- Planning: -£0.59m underspend mainly due to higher than expected fees, reduced by one-off additional staffing costs and a compensation payment, the position improved by -£0.37m from quarter 2 mainly due to continued increases in fees.
- Strategic Asset Management: -£0.14m underspend, which is an improvement of -£0.05m since quarter 2. The improved position is mainly due to the inclusion of optimistic assumption around the receipt of back dated rent and increase in staffing underspends, reduced by an increased building maintenance costs.
- Waste and Recycling: -£0.38m underspend mainly due to -£0.36m underspend on recycling income due to increases in the selling price of recyclates, -£0.12m underspend on HWRC mainly due to a reduction in tonnages and associated haulage. These underspends have been reduced by an overspend on collection of £0.19m. The waste position has worsened by £0.04m since quarter 2 mainly due to a projected reduction in recycling income.
- Business Doncaster: -£0.30m underspend mainly due to vacancies and core funded posts being funded temporarily by grants, e.g. Community renewal fund. -£0.12m of the underspend relates to reduced use of European overhead budget and reduced requirement for match funding. The expenditure freeze has led to a further increase in underspend on various budgets of £0.05m. The underspend has increased by -£0.16m since quarter 2 due to a review of match funding requirements and updates to staffing projections.
- Other changes since quarter 2 include an improvement of -£0.22m of the cost of the St Leger Homes general fund management fee due an improvement in the recovery rate of Housing Benefit. The Local Investment Planning team have also seen a further improvement of -£0.12m due to staffing underspends caused by recruitment issues.

Council Wide budgets

	Gross Budget £m	Income Budget £m	Net Budget £m	Projection £m	Q3 Variance £m	Q2 Variance £m
Change Programme	0.0	-0.2	-0.2	-0.2	0.0	0.0
General Financing/Treasury Management	5.0	-0.1	4.9	3.7	-1.2	-1.0
Levying Bodies/Parish Precepts	16.5	0.0	16.5	16.5	0.0	0.0
Other Centrally Funded	0.4	-12.7	-12.3	-12.1	0.2	1.7
Revenue Costs Ex Capital Programme	-20.0	20.0	0.0	0.0	0.0	0.0
Technical Accounting	6.3	0.0	6.3	5.2	-1.1	-1.1
Business Rate Retention	0.0	-107.5	-107.5	-107.5	0.0	0.0
Severance Costs	5.0	-0.1	4.9	4.8	-0.1	-0.1
Council Wide Budget Total	13.2	-100.6	-87.4	-89.6	-2.2	-0.5

142. Council Wide is forecast to underspend by -£2.20m at Quarter 3. The main underspends are: -

- -£1.17m on treasury management due to savings on debt charges as the planned long term borrowing will no longer be undertaken due to high interest rates and additional investment income also as a result of high interest rates;
- -£1.06m underspend on Minimum Revenue Provision (MRP) due to slippage in the 2021/22 capital programme between quarter 3 and outturn of £5.6m (slippage on fleet replacement accounts for half of the reduction in the MRP charge);
- -£1.20m of funding previously allocated 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"" is no longer required as alternative funding within the Adult's service has been identified;
- -£0.95m release from the insurance provision based on review of recent claims;
- -£0.75m underspend on the ongoing budget provided for additional investment needs for services, no business cases have come forward;
- -£0.64m New Homes Bonus returned funds for 2022/23 announced on 6th February, 2023;
- -£0.45m uncommitted contingency budget;
- -£0.27m use of Shared Prosperity Fund to meet existing costs.

143. These are offset by overspends on: -

- £4.01m estimated shortfall on the 2022/23 pay award. The estimate was for a 3% increase (2% budgeted for 2022/23 and 1% carried forward) but the actual increase is c7%;
- £0.45m senior management savings assumed not achievable in 2022/23.

144. 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

145. 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.

146. The full action plan and a progress update is shown in Appendix B - Finance Profile.

Housing Revenue Account (HRA)

147. The outturn projection at quarter 3 is an underspend of £1.59m, which decreases the planned contribution from balances to £1.1m. This includes a £1.21m projected underspend on the St Leger Homes' (SLH) management fee, resulting from an adjustment to the capital income that SLH receives to reflect the increase in the schedule of rates. In addition, other expenditure savings of £0.26m and a positive variance of £0.12m on income budgets.

148. When compared to the original budget estimate 2022/23 SLH is projecting an overspend of £1.05m due to inflation being much higher than budgeted across all areas of the business, especially on utility budgets, contractor costs and employee pay. An increase of £1.15m is requested in the SLH management fee, with a reconciliation at year-end to ensure any surplus is returned to the Council.

149. HRA balances are estimated to be £5.59m as at 31 March 2023.

150. Current rent arrears at quarter 3 are £2.34m (2.98% of the rent debit); this is an increase of £0.14m from £2.20m (2.80%) at quarter 2. As at 31st December 2022, the amount of former tenants' arrears was £0.97m a decrease of £0.44m from quarter 2, write offs in this period were £0.51m. The expected level of write offs this year is £0.67m, which is much higher than usual due the replacement of the housing management system meaning there were no write offs last year.

Fees and Charges

151. The Council's Financial Procedure Rules require any changes to fees and charges to be included in the quarterly finance and performance monitoring reports.

152. The planning service have recently introduced a new customer self-service platform called 'Find Out If You Need Planning Permission' (FOIYNPP) service. This platform utilises planning digital data, to help support and guide customers as to whether their development is likely to require planning permission.

153. This service is still in development and is provided for guidance only and does not represent a planning decision or legal advice. One of the limitation notices on the service is that the screening tool does not currently account for any planning conditions that may be associated to a property which could place limitations on what they can do without planning permission. We inform the service user that they should check with the Council before doing any work and present them with two options:

- a) That they can check the planning history themselves via our online public register,

b) They can pay for a planning history check.

154. To ensure we cover the time taken to resource any requests for planning histories where the customer does not wish to find this information out for themselves, a new fee was introduced.

155. The fee is to cover the cost of processing a Planning Site History Check (mainly staff costs) is £46.75 for the first hour and a further £46.75 for each hour or part thereof after, which aligns to charges for a similar process for Environmental Information Regulation. The charges are estimated to raise £1,200 per annum. The FOIYNPP service was deployed on the Council's website on the 3rd January and the charge was implemented at the same time.

156. Additionally, cremation fees have been increased following the recent exceptional rises in energy prices (gas and electricity) which have added over £85 on average to each cremation. This will increase the overall energy costs of the Bereavement service by £204k in 2023/24. The increases are shown in the table below:-

Cremation Type	Fee from April 2022	Fee from Jan 2023
Adult full service charge including medical ref fee	£845	£935
Adult committal service charge inc. medical ref fee	£803	£888
Early morning direct cremation (8:40 or 9:00 am - No service)	£425	£440
Body parts	£215	£225

157. This will not cover the additional costs in 2022/23, but based on expected volumes in January, February and March, will offset them by circa £60k.

Capital Budget

158. The 2022/23 capital programme consists of 507 schemes in total with current projections estimating £97.8m spend within the financial year with a further £359m projected to be spent in future years. The split by directorate is in the tables below:-

Directorate	Current Year Budget Brought Forward (£'000)	Value of Schemes as at Q3 (£'000)	Number of Schemes	Future Years Budget Brought Forward (£'000)	Projected Future Years Budget as at Q3 (£'000)
ADULTS HEALTH & WELLBEING	7,996	5,834	10	14,946	27,601
ADULTS SOCIAL CARE	7,647	5,195	3	14,946	27,363
COMMUNITIES	285	619	6	0	238
MODERNISATION AND COMMISSIONING	64	20	1	0	0
CORPORATE RESOURCES	17,101	5,464	46	871	15,275
CUSTOMERS, DIGITAL & ICT	4,300	931	17	550	4,219
FINANCE	12,660	4,393	28	321	11,057
HR, COMMS & EXEC OFFICE	140	140	1	0	0
PUBLIC HEALTH	5,564	6,410	11	2,017	8,619
LEISURE SERVICES	5,564	6,410	11	2,017	8,619
ECONOMY & ENVIRONMENT	104,084	72,824	350	175,091	272,044
ECONOMY & DEVELOPMENT	43,356	27,831	93	5,831	87,718
ENVIRONMENT	19,281	15,280	210	1,667	5,400
STRATEGIC HOUSING	41,447	29,712	47	167,593	178,926
CHILDREN, YOUNG PEOPLE AND FAMILIES	12,377	7,297	90	19,544	35,835
CENTRALLY MANAGED	200	166	1	400	600
CHILDRENS SERVICES TRUST	1,330	705	6	0	625
COMMISSIONING & BUSINESS DEVELOPMENT	8,129	5,048	72	19,144	27,231
PARTNERSHIPS AND OPERATIONAL DELIVERY	2,717	1,378	11	0	7,379
Grand Total	147,121	97,829	507	212,470	359,374

159. At quarter 3 there has been a 34% reduction in the projected in year spend when compared to the opening budget of £147.1m which is a reduction of £49.3m.

Directorate	Current Year Budget Brought Forward (£'000)	Current Year Budget as at Q1 (£'000)	Current Year Budget as at Q2 (£'000)	Current Year Budget as at Q3 (£'000)	% Reduction in forecast after 9 months
ADULTS HEALTH & WELLBEING	7,996	6,218	5,778	5,834	27%
ADULTS SOCIAL CARE	7,647	5,911	5,095	5,195	32%
COMMUNITIES	285	244	619	619	-118%
MODERNISATION AND COMMISSIONING	64	64	64	20	69%
CORPORATE RESOURCES	17,101	17,162	12,556	5,464	68%
CUSTOMERS, DIGITAL & ICT	4,300	4,775	3,129	931	78%
FINANCE	12,660	12,247	9,288	4,393	65%
HR, COMMS & EXEC OFFICE	140	140	140	140	0%
PUBLIC HEALTH	5,564	6,632	7,082	6,410	-15%
LEISURE SERVICES	5,564	6,632	7,082	6,410	-15%
ECONOMY & ENVIRONMENT	104,084	88,066	85,341	72,824	30%
ECONOMY & DEVELOPMENT	43,356	36,670	38,846	27,831	36%
ENVIRONMENT	19,281	15,793	16,251	15,280	21%
STRATEGIC HOUSING	41,447	35,603	30,245	29,712	28%
CHILDREN, YOUNG PEOPLE AND FAMILIES	12,377	9,712	9,126	7,297	41%
CENTRALLY MANAGED	200	200	189	166	17%
CHILDRENS SERVICES TRUST	1,330	1,330	877	705	47%
COMMISSIONING & BUSINESS DEVELOPMENT	8,129	6,530	6,396	5,048	38%
PARTNERSHIPS AND OPERATIONAL DELIVERY	2,717	1,652	1,663	1,378	49%
Grand Total	147,121	127,790	119,883	97,829	34%

160. All schemes slipping by £0.5m or more (between Quarter 2 and Quarter 3)

LUF1 Block Allocation	£4.5m
Programme Contingency	£4.3m
Strategic Acquisition Fund	£3.0m
Secure & Resilient Technology	£1.1m
Towns Fund Stainforth Block	£1.0m

Thorne Road (Unity)	£1.0m
Balby Local Cycling Walking Infrastructure Plan	£0.8m
Armthorpe Academy Land Purchase	£0.8m
Frenchgate Tunnel	£0.7m
Future Parks	£0.7m
Conisbrough Station Access	£0.6m
Customer Relationship Manager	£0.5m
North Bridge Connector	£0.5m
Sandall Park Lake Surround	£0.5m

161. Current spend to date is £57.9m which is 59% of the £97.8m projection for the year.

Directorate	Projected Budget Update Current Year (£'000)	Current Actuals plus WIP (£'000)	% Spend after 9 months
ADULTS HEALTH & WELLBEING	5,834	3,068	52.6%
ADULTS SOCIAL CARE	5,195	2,778	53%
COMMUNITIES	619	290	47%
MODERNISATION AND COMMISSIONING	20	0	0%
CORPORATE RESOURCES	5,464	3,175	58.1%
CUSTOMERS, DIGITAL & ICT	931	267	29%
FINANCE	4,393	2,764	63%
HR, COMMS & EXEC OFFICE	140	145	103%
PUBLIC HEALTH	6,410	4,416	68.9%
LEISURE SERVICES	6,410	4,416	69%
ECONOMY & ENVIRONMENT	72,824	43,623	59.9%
ECONOMY & DEVELOPMENT	27,831	12,402	45%
ENVIRONMENT	15,280	8,889	58%
STRATEGIC HOUSING	29,712	22,333	75%
CHILDREN, YOUNG PEOPLE AND FAMILIES	7,297	3,618	49.6%
CENTRALLY MANAGED	166	0	0%
CHILDRENS SERVICES TRUST	705	294	42%
COMMISSIONING & BUSINESS DEVELOPMENT	5,048	2,758	55%
PARTNERSHIPS AND OPERATIONAL DELIVERY	1,378	565	41%
Grand Total	97,829	57,901	59.2%

162. There are 76 schemes totalling £7.4m which have had budget allocated to them but are yet incur any spend. At Quarter 3 there were 133 schemes totalling £28m that hadn't incurred any spend.

163. Examples of schemes yet to incur spend, which have a high value, are the Future Parks project £0.5m and the Secure and Resilient Technology project £0.25m. The totals by directorate are listed in the tables below.

Directorate	Number of Schemes	Total budgets with no spend in year (£'000)
ADULTS HEALTH & WELLBEING	3	34
COMMUNITIES	2	14
MODERNISATION AND COMMISSIONING	1	20
CORPORATE RESOURCES	8	575
CUSTOMERS, DIGITAL & ICT	6	541
FINANCE	2	34
ECONOMY & ENVIRONMENT	45	4,875
ECONOMY & DEVELOPMENT	17	2,708
ENVIRONMENT	25	1,859
STRATEGIC HOUSING	3	307
PUBLIC HEALTH	2	1,105
PUBLIC HEALTH	2	1,105
CHILDREN, YOUNG PEOPLE AND FAMILIES	18	840
CENTRALLY MANAGED	1	166
COMMISSIONING & BUSINESS DEVELOPMENT	15	613
PARTNERSHIPS AND OPERATIONAL DELIVERY	2	61
Grand Total	76	7,429

Current Status of Schemes in the programme

164. 143 schemes have either not started or are still at the planning phase which is nearly 28% of all the current year schemes.

Status	Number of Scheme	% in phase based on scheme numbers
Not Started	50	9.86%
Planning Phase	93	18.34%
Underway	168	33.14%
Completion Phase	177	34.91%
Block Budget	19	3.75%
Grand Total	507	100.00%

165. 168 schemes have been classified as underway and 177 schemes are now in the completion phase.

Capital Receipts

166. Based on current estimates there will be a £4.9m shortfall in the capital receipts to be generated in year this is due to sales at sites such as Hungerhill and Council House car park now not expected to be completed until the next financial year. There is a negative impact of delayed capital receipts, which have been taken into account as part of the revenue budget forecast position.

Risks

167. There are risks in the capital programme around rising inflation increasing the cost of schemes and there are also issues with scheme delivery due to difficulty in recruitment.

Collection Fund

168. 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 Distribution £m	Closing Balance * £m
Collection Fund	-155.85	-157.30	-1.46	0.29	1.10	-0.07
Doncaster Council	-127.84	-129.03	-1.19	0.23	0.92	-0.04

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

The council tax collection fund variance in the year is a -£1.46m surplus. This is attributable to transfers from general fund mainly relating to hardship reliefs - £1.60m and higher collection rates -£0.74m partially offset by lower growth £0.29m and higher levels of Local Council Tax Support granted £0.59m. The in-year surplus means the closing balance is a surplus of -£0.07m.

Council Tax arrears were £22.74m compared to the target of £22.30m at the end of quarter 3. The target for reduction of Council Tax arrears was £2.10m for quarter 3 and the actual reduction in arrears was £1.58m. The reduction is slightly lower than the £1.75m reduction for the same period last year. Although significant progress has been made to reduce the existing backlog of work the level of reduction will be affected but it is hoped target performance will still be maintained.

- Business Rates:

	Budget £m	Projected Outturn £m	Variance £m	Opening Balance £m	Planned Recovery £m	Closing Balance * £m
Collection Fund	-91.22	-113.29	-22.07	21.31	-20.79	-21.55
Doncaster Council	-44.70	-55.51	-10.81	10.44	-10.19	-10.56

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

The business rates collection fund variance in the year is a -£21.55m surplus. The appeals provision relating to the 2017 list has been recalculated and is now based on lower numbers of checks and challenges and lower success rates than anticipated. Additionally, it has come to light that successful appeals haven't been charged to the provision in recent years and instead have been offset against growth. The combination of these issues means £21.95m is released back into the Collection Fund (this represents an increase in income to the Collection Fund). In addition, retail relief granted is lower than anticipated -£2.57m (although this gain will be offset by an equivalent loss in section 31 grant which will be managed in 2022/23 using the business rates volatility reserve). The in-year surplus means the closing balance is a surplus of -£21.55m. The Council's share -£10.56m of the surplus closing balance is factored into the 2023/24 budget setting process.

Business Rates arrears were £6.92m compared to the target of £5.20m at the end of quarter 3. After the addition of the old year debt in quarter 2 due to 2 large

assessments being added to the rating list with liabilities going back into 2021/22 which automatically counts as arrears, in quarter 3 arrears reduced by £0.86m against the target of £0.90m. This compares with a £1.42m reduction for the same period last year. This indicator is also affected by the backlog of work which means retrospective changes into previous years will increase the level of arrears rather than reduce them. As the backlog has been reduced in the quarter this has not had as a significant impact as it did previously.

Schools Funding & Dedicated Schools Grant (DSG)

169. The Dedicated Schools Grant (DSG) is projected to overspend by £7.6m during 2022/23 (an increase of £1.4m compared to quarter 2).

170. The overspend position is mainly due to pressures within the High Needs Block which includes expenditure on Out of Authority placements (agreed via an education or social care route and review by School's Forum), 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 increased demand, including the lack of diversity of local specialist provision against this need, and there have 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. 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 staff. Directorate Leadership team, and also the SEND Engine Room, are looking to develop an action plan across children's social care, SEN and placements to address the current challenges. Strategically, senior education leads in the Council are also liaising with schools regarding the devolution of elements of the DSG to ensure that locally there are the right services in place to support children, improve outcomes and reduce costs.

171. Whilst the overspend position is significant it is not uncommon to other LA positions and Doncaster Council, amongst 55 LAs, is currently participating in the DfE's Delivering Better Value in SEND programme which will look at plans to manage and reduce the authorities high needs block overspend position. In the last 2 years the Government has partially 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 £5.6m in 2023/24 has been confirmed. Based on the latest DfE guidance the projected increases to the grant have been set at 3% in 2024/25 and beyond. The high needs medium term plan is currently being reviewed with senior managers to follow the completion of the above referenced action plan and also take into account growth assumptions of children and young people numbers accessing support in future years. The current high needs medium term plan currently shows an overall deficit position of £21.2m at the end of 2023/24 potentially rising to £32.8m at the end of 2025/26 which includes an in-year deficit during 2025/26 of £4.0m. For the in-year deficit expected in 2025/26 to return to a surplus position funding from government for 2024/25 and beyond would need to increase by 7%, as opposed to 3% assumed per DfE, or further cost saving measures and/or top slicing of schools budget would need to be considered. A regular review and quality assurance process is currently underway ensuring that the impact of spend is mitigated where possible. Once the action plans have been

fully developed and agreed, the future projections will be updated and reported in the 2022/23 outturn report to ensure that where possible actions are identified and progress during 2023/24 to reduce the forecast increasing deficit.

Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
DSG High Needs Block grant (after deductions)	41,173	47,761	49,422	51,131
High Needs Block expenditure	49,254	51,198	53,560	55,179
In year High Needs Block variance (less other DSG underspends)	7,585	3,437	4,138	4,047
Overall DSG Balance	21,211	24,648	28,786	32,833

172. During quarter 3 no new grants have been received for the Department for Education for Doncaster's maintained schools.

Reserves

173. As part of the strategy to streamline and reduce the number of specific earmarked reserves, a review is being undertaken with a view to releasing or repurposing balances no longer required for their original purposes. The release of a further £0.70m from the Insurance Fund has been factored into the £7.8m overspend referred to above.

174. General reserves are currently £17.23m, should the overspend be funded from general reserves they would be £9.43m. That level is not felt to be sufficient to cover risks inherent in the Council's budget, therefore this is not recommended.









175. This report recommends that, earmarked reserves, rather than general reserves, are used to fund the overspend. The earmarked reserves likely to be used are the Service Transformation Fund (£10.0m estimated to be available at the year-end) and the Severance costs reserve (£9.5m estimated to be available at the year-end). The final year-end position will determine the amount of Earmarked reserves required to balance 2022/23 and the Section 151 Officer will determine the contributions from individual Earmarked reserves outlined. The specific details on actions taken to fund the overspend will be reported to Cabinet in the Quarter 4 Finance & Performance monitoring report.

176. The impact of reducing earmarked reserves is that less funding is available for the intended purposes. In the case of the Service Transformation Fund, that means opportunities to improve services may be missed or be delayed due to the lack of funding for up-front investments (such as training, software, temporary staffing). Due to the current projected numbers of post reductions over the medium-term period it is felt the current balance of the Severance costs reserve, can be reduced and still retain sufficient funding for future costs.

STRATEGIC RISKS

177. The register contains 11 risks all have been profiled for quarter 3. All 11 risks have retained the same profile.

RAG	Risk Title	Current Score	Target Score	Trend
-----	------------	---------------	--------------	-------

	Failure to successfully prevent a major cyber attack	20	6	
	(CYPF 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	
	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	16	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.	15	5	
	The combined impact of managing concurrent risks eg: floods, EU transition arrangements, Covid	15	20	
	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	
	(CYPF HoS) 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	
	Safeguarding concerns for adults increase through a combination of greater vulnerability following the pandemic and greater difficulties providing timely care and support because of reductions in workforce capacity	610	5	
	Failure to implement the Partnership priorities across the Team Doncaster Partnership	9	6	
	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	



Risk Profile of 20 and above



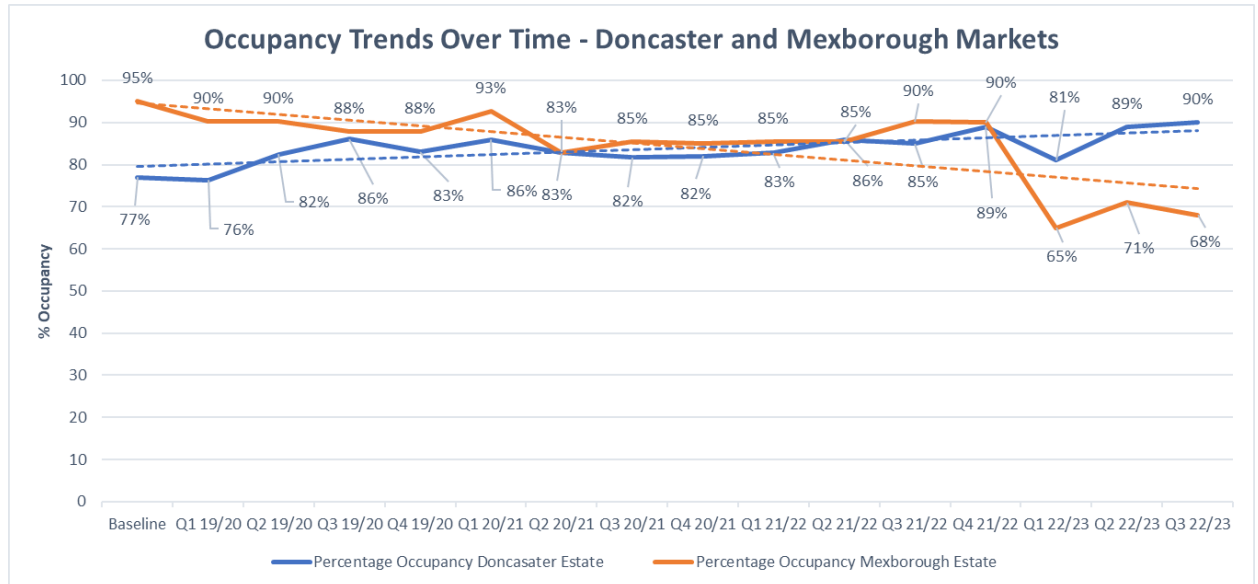
Risk Profile of 6 to 19

MARKET ASSET MANAGEMENT (MAM) DONCASTER LTD.

178. The Levelling up Fund (LUF) development project on the Corn Exchange continues with progress being made on the works. The movement of traders from the Corn Exchange to units in Goose Hill are reflected below in the occupancy charts.

179. Quarter 3 had events in the market including the DN Festival of Light 2022 ran by Right up Our Street, the continuation of the monthly children's discos, Doncaster Artisan Market and Christmas events in the lead up to the festive season.

Occupancy Trends at Doncaster and Mexborough Markets

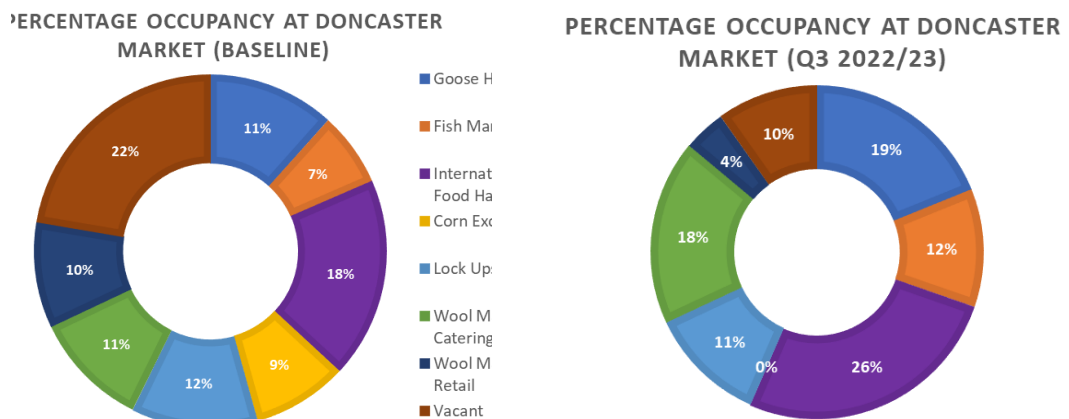


180. Doncaster estate has returned back to 90% having dipped in the first two quarters of 2022/23. The remaining 10% of vacancies can relate to the stalls that are not occupied in the Corn Exchange whilst the development works are ongoing however these stalls are still being included in the occupancy recording.

181. The occupancy levels in Mexborough are continuing a downward trend with the number of vacancies increasing slightly to 12 from the total 40 units. A majority of the vacant stalls are where the café is situated. Over quarter 3 work was being undertaken to clean the site and perform remedial works to bring it back up to a lettable standard. One new trader was recruited during Q4 whilst a lettings campaign is being launched in 2023 to attract new traders to the market.

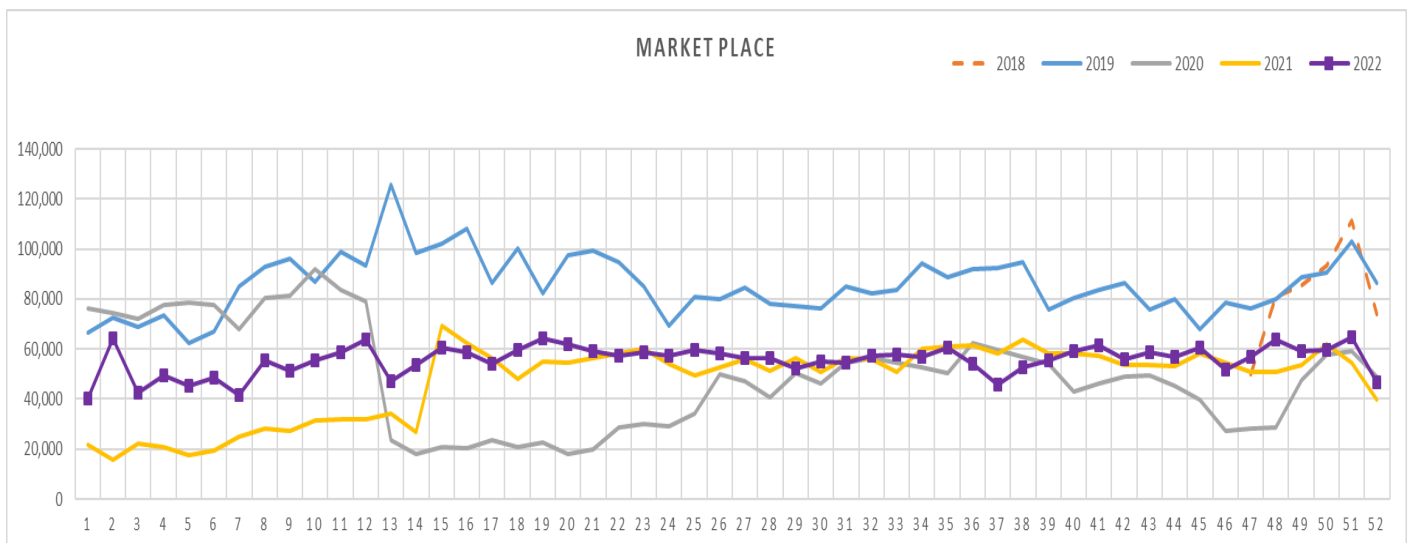
Doncaster Market Occupancy Level Changes per area of the estate (Percentage) at Baseline (May 2019) and Q3 2022/3

Level Changes per area of the estate (Percentage) at Baseline (May 2019) and Q3 2022/23



182. The comparison of occupancy across the Doncaster estate between baseline (May 2019) and present levels (Q3 2022/23) shows a significant difference in the number of units in each area. Vacancy levels in the Corn Exchange remain zero due to the ongoing improvement works. Goose Hill occupancy levels have increased due to the majority of traders being decanted from the Corn Exchange. Occupancy levels across the estate have increased including the Fish market and International Food Hall. Wool Market retail has decreased however this reflects the reduction in retail with the introduction of the competitive leisure area.

Footfall Trends for the Market Place (up to week 52; w/c 26/02/22)



183. Quarter 3 2022-23 saw a continuation of an average of 50-60,000 mirroring the footfall figures observed during the same monitoring period in 2021. The first week in December and the week before Christmas displayed two of the highest weekly figures from across the whole of 2022. The middle two weeks of December recorded figures just below 60,000 which coincided with sub-zero temperatures.

184. Numbers are still below pre-pandemic figures; however it is encouraging to see similar numbers in the latter part of 2022 compared to the latter part of 2021. The final week of the quarter shows a large drop in footfall but this trend mirrors the drop in footfall seen between Christmas and New Year since footfall recording began in 2018.

185. 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.

Events

186. In November, The Wool Market announced its family to be ‘Insta famous’ on its socials. A photoshoot was taken of the family in return for a free day of playing on the leisure facilities. The family have now been publicised all over Facebook

and Instagram, helping to promote the leisure facilities and The Wool Market as a family-friendly venue.

187. In December, the Wool Market also delivered a 12 days of Christmas campaign, giving away prizes on a daily basis for 12 days. This was to increase engagement and reach on social channels whilst also promoting the venue as a whole.

188. The artisan markets have been going ahead with great success and will carry on once a month in 2023.

189. After the success of the free summer children’s quizzes over the Christmas period, The Wool Market hosted a Christmas quiz and a 2022 quiz. The Wool Market will now host a monthly kids quiz rather than just over the school holidays.

Financial Position

190. 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 closely however due to commercial sensitivity, the income and expenditure projections are not disclosed within this report. There is no financial assistance for MAM in the financial year 2022/23.

BACKGROUND

191. Not applicable

OPTIONS CONSIDERED



192. Not applicable







REASONS FOR RECOMMENDED OPTION

193. Not applicable

IMPACT ON THE COUNCIL’S KEY OUTCOMES

194.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change				✓
Comments: Finance and performance monitoring impacts across all priorities.				
 Developing the skills to thrive in life and in work				✓
Comments: Finance and performance monitoring impacts across all priorities.				

 Making Doncaster the best place to do business and create good jobs				✓
Comments: Finance and performance monitoring impacts across all priorities.				
 Building opportunities for healthier, happier and longer lives for all				✓
Comments: Finance and performance monitoring impacts across all priorities.				
 Creating safer, stronger, greener and cleaner communities where everyone belongs				✓
Comments: Finance and performance monitoring impacts across all priorities.				
 Nurturing a child and family-friendly borough				✓
Comments: Finance and performance monitoring impacts across all priorities.				
 Building Transport and digital connections fit for the future				✓
Comments: Finance and performance monitoring impacts across all priorities.				
 Promoting the borough and its cultural, sporting, and heritage opportunities				✓
Comments: Finance and performance monitoring impacts across all priorities.				
Fair & Inclusive				✓
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				

Legal Implications [Officer Initials: SRF Date: 03.02.22]

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

Financial Implications [Officer Initials: RLI Date: 07.02.23]

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

Human Resources Implications [Officer Initials: KG Date: 02.02.22]

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

In addition, the difficulties in recruitment still exist across a range of areas in the council and talent shortages are becoming a significant recruitment concern – with managers fearful of not retaining staff where higher salaries are on offer externally. The appointment challenge is a national issue in some sectors with compensation and benefits being the priority for job seekers.

Technology Implications [Officer Initials: PW Date: 03.02.23]

198. 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.

RISKS AND ASSUMPTIONS

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

CONSULTATION

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

BACKGROUND PAPERS

201. Not applicable

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

202. Not applicable

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City of
Doncaster
Council

Finance Profile

October 2022 – December 2022

APPENDIX A

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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	0.595	0.000	-0.400
Children, Young People & Families	-7.830	4.242	0.412	0.049	-3.127
Corporate Resources	-1.177	1.164	0.000	0.000	-0.013
Council Wide Budgets	-2.752	2.252	0.000	0.000	-0.500
Economy & Environment	-0.806	0.616	0.022	0.000	-0.168
Public Health	-0.050	0.050	0.000	0.000	0.000
Total	-14.877	9.592	1.029	0.049	-4.208

Treasury Management Update – Quarter 3 2022/23

1. The forecast for Treasury Management at Quarter 3 is an underspend of £1.17m due increased interest on investment income and savings on borrowing costs. Investment income is forecast to be £0.78m higher than anticipated due to the significantly higher interest rates than those assumed when setting the budget. The base rate has been increased every six weeks so far in this financial year and wherever possible cash balances are being invested on a short term basis. Cash balances are forecast to reduce in the next three months as they are used to mitigate the need to borrow. Borrowing costs are forecast to underspend by £0.39m as the planned borrowing has been delayed due to high interest rates which are increasing the cost of borrowing. Only £30m of short term borrowing has been undertaken in this financial year, even though £60m has matured, and no further borrowing is assumed due to the favourable cashflow position for the rest of the financial year.
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 3.5% (up from the all-time low of 0.01% throughout the pandemic and up by 1.25% since the Quarter 2 position) and two further increases are envisaged for the rest of the year, with the latest forecasts having the base rate at 4% by the end of March 2023. These interest rate increases were reflected in the cost of long term borrowing through the Public Works Loan Board (PWLB) immediately as these rates are linked to gilt yields and have been reflected in 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 approving 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 borrowing will only be undertaken 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 £132m which is 22% of the Capital Financing Requirement (borrowing need). This is likely to be higher by the end of 2022/23 as not all maturing debt is being replaced. Whilst this might seem high, the indications from Link, the Council’s 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 31st December 2022: -

Doncaster Council Debt Portfolio and Maturity Profile as at 31st December 2022				
	Upper Limit %	Lower Limit %	Actual %	Actual £m
Under 12 Months	30	0	8.19%	35.004
12 to 24 Months	50	0	2.39%	10.228
24 Months to 5 Years	50	0	7.91%	33.820
5 Years to 10 Years	75	0	1.23%	5.247
10 Years to 20 Years	95	10	80.28%	57.648
20 Years to 30 Years				34.873
30 Years to 40 Years				153.873
40 Years to 50 Years				96.880
TOTAL				100.00%

5. It is anticipated that no further borrowing will be undertaken within this financial year but if it is then it will be on a short term basis therefore will increase the debt repayable within 12 months maturity profile but will still be within the approved limit.
6. Treasury Management officers confirm that there have been no breaches of prudential indicators, as set out in the Treasury Management Strategy Statement agreed by Council on 28th February 2022 during this financial year.

Investment

7. The investment portfolio can be seen in Figure 2. The investments are a mixture of call and notice accounts for liquidity and fixed rate bank investments.
8. The average investment rate is 3.06% for December. A proportion of the cash balance is kept liquid to meet cashflow needs. This is a lot higher than the returns achieved through the last few years reflecting the different economic climate currently in.
9. Treasury Management officers confirm that there have been no breaches of investment limits, as set out in the Treasury Management Strategy Statement agreed by Council on 28th February 2022 during this financial year.

Figure 2: The following summarises the Council's investment portfolio as at 31st December 2022

	£m
HELEBA	10.0
HANDLESBANKEN	20.0
SANTANDER UK	10.0
Total	40.0

Risks

10. Risks were reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 28th February 2022. The key risks and mitigating actions relevant to this quarter are as follows: -

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

Capital Programme Block Budget Allocations Quarter 3 2022-23

	Funding Source	Allocation of block budget 2022/23 £m	Allocation of block budget Total £m
Children, Young People & Families			
Centrally Managed			
King Edward School Roof	Government Grant	0.007	0.007
Copley School - refund	Government Grant	(0.001)	(0.001)
Askern Youth Hub Canopy	Government Grant	0.017	0.017
DFE – Capital Maintenance	Government Grant	(0.023)	(0.023)
Partnerships and Operational Delivery			
Rossington St Micheal - Hoist - Refund	Government Grant	(0.001)	(0.001)
Auckely School - sensory room - Refund	Government Grant	(0.009)	(0.009)
DFE – New pupil places	Government Grant	0.010	0.010
Commissioning and Business Development			
Dennaby Youth Hub - Fencing	Government Grant	0.007	0.007
King Edward School - Fencing	Government Grant	0.010	0.010
DFE Capital Maintenance Grant	Government Grant	(0.017)	(0.017)
Children's Social Care			
Cambourne Close - Aborted - refund budget	Housing Capital Receipts	(0.156)	(0.156)
Housing Capital Receipts	Housing Capital Receipts	0.156	0.156

Virements for Elected Mayor / Cabinet / Portfolio Holder Approval

2022/23 Quarter 3

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

The following virements are proposed for approval: -

	Reason	Directorate	£
1	2022/23 Pay Award – General Fund inflation	AHWB	1,240,730
		PH	26,840
		CYPF	2,045,740
		CR	1,685,020
		EE	1,412,000
		CWB	-6,410,330
2	2022/23 Pay Award – Schools income inflation funded by General Fund for 2022/23 only	CYPF	9,880
		CR	755,780
		EE	42,430
		CWB	-808,090
3	Movement of budgets from Adults commissioning to Public health following staffing movements.	AHWB	-969,290
		PH	969,290

Monitoring Action Plan

Ref	Task	Target Date	Completion Date	RAG status	Who to complete	Note
	Generic actions					
1	All to encourage realistic projections - where underspends are anticipated they need to be included at the earliest date and can be changed in subsequent months.	Q1	Ongoing	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	Ongoing	Green	Directors & Assistant Directors	E&E - ADs leading discussions at DLT supported by Finance. CYPF - ADs outlined work on M4 ELT actions (projections review) with their HoS. Childrens Social Care owning of projections just started through performance clinics the week before, where overall care ladder position was discussed and Director set deadline for an action plan for 8th November covering CSC/placements & SEN. Overall CYPF Q2 position outlined by finance with ADs and Director discussion on position. AHWB - 2 of 3 ADs presented slides on performance and finance (non-care ladder) that covered review work on M4 ELT actions (projections review). Other AD apologies but had planned same. Draft Care Ladder position outlined by finance with ADs and Director discussion on position. Corporate Resources - ADs have generally been providing the updates
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	Ongoing	Green	Directors, Assistant Directors & Heads of Service.	E&E - ADs have meetings with HoS supported by Finance. CYPF - ADs have finance as part of 1-1 form with HoS and a monthly meeting with finance. CSC work ongoing, training for budget holder over next 3 weeks, AD aware of other AD's including as part of 1-1's, HoS engaging with finance on care ladder and staffing projections being shared/discussed with managers to increase ownership. AHWB - ADs that they have regular discussion with HoS and finance is part of ADs SMT agendas. Corporate Resources - ADs

Ref	Task	Target Date	Completion Date	RAG status	Who to complete	Note
						have been pressed to look at budgets in more detail in conjunction with HoS and managers.
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		Amber	Budget holders	E-learning training has been launched. Compliance will be monitored in the same way as other mandatory training - at 31 December 2022 83% of budget holders had completed the 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		Amber	Directorate Finance Managers	Target date is the date that this will start. This information is proving difficult to obtain from the system, an alternative is for managers to ensure the projections are reliable and feed into the DLT discussions.
6	Monthly monitoring reports will not be produced for months 5 and 8.	Month 5	31/08/2022	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	31/08/2022	Green	Directorate Finance Managers	Risk ratings are now available on CP, refresh has been done.
8	Directors and Assistant Directors to put in place additional "challenge" meetings for service areas where financial issues identified (e.g. Travel Assistance at month 2 22/23)	Q1	Ongoing	Green	Directors & Assistant Directors	CYPF - CSC & SEN performance clinics. SEN operational group (engine room) further discussed need for action plan to resolve budget pressures. AHWB - deep dives normally come out of DLT for areas of cost increase that need investigation by service.
9	Undertake review of recharges	31/03/2023		Amber	Financial Management	A number of problems arising with producing projections could be resolved by changing the way recharges are done (reducing, simplifying, consistency) Slow progress is being made due to resource issues.

Ref	Task	Target Date	Completion Date	RAG status	Who to complete	Note
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	31/12/22	Green	Financial Management	Street Scene has been reviewed – the number of cost centres was reduced in 21/22 and no further reductions are deemed necessary. Adult Social Care has been reviewed though further work is needed. Care ladder costs are split based on primary support reason, age and social work team and we use the info for government returns. Further review needed with regards to the geographical split of costs and how useful it is.
11	Make sure budgets are on the correct codes so monitoring and inputting projections is easier. E.g. Highways Operations, grant funded budgets.	Q2		Red	Financial Management & Budget holders	Highways Operations has not been updated in November - the focus is now in getting 2023/24. Staff have been reminded that grant funded projects should be budgeted for properly.
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		Red	Financial Management	Energy, insurance and business rates budgets have been looked at. Others are still to be considered.
13	Review work in progress (WIP) process, commitment posting and WIP information provided to budget holders.	Q3		Red	Financial Management	At Q3 some progress has been made and the actions have been identified that will result in WIP information being more accessible to budget holders. It hasn't yet been established how long it will take to make the necessary changes.
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 start and income is significant and volatile start by looking at that rather than staff costs.
	Targeted actions					
15	YPO budget - ensure information from YPO officers meetings is fed back to enable projections to be updated.	Ongoing	Ongoing		Matthew Smith	

Ref	Task	Target Date	Completion Date	RAG status	Who to complete	Note
16	Pensions budget - ensure monthly payroll payments are used to provide earlier indications of under/overspend than year end.	Ongoing	Ongoing		Robert Isaac / Karen Knifton	
17	Building Control - staff % split between trading and non-trading to be reviewed annually.	Q2			Building Control Manager	Completed using timesheets for July and September. The exercise will be done again towards the end of the 2023/24 financial years following the introduction of building safety reforms in October 2023.
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	Ongoing		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. Areas where out of date information was being used for projections have been reviewed to ensure more up to date information is provided.

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Date: 30 March 2023

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

Report Title: St. Leger Homes of Doncaster Limited (SLHD) performance and delivery update Quarter 3 ended 31 December 2022 (2022/23) and Value For Money Statement (VFM) for the year ending 31 March 2022 (2021/22)

Relevant Cabinet Member(s)	Wards Affected	Key Decision?
Cllr Glyn Jones	All	No

1. EXECUTIVE SUMMARY

- 1.1. 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. The Management Agreement also acknowledges the importance of Value For Money (VFM) and requires both Doncaster Council (DC) and SLHD to use reasonable endeavours to deliver the best possible VFM. Arrangements within the agreement require appropriate VFM reporting which includes a quarterly report of Key Performance Indicators (KPIs) and an annual VFM statement.

- 1.2. This report provides an opportunity to:
 - feedback on performance successes and challenges against the 2022/23 Key Performance Indicators (KPIs) **Appendix A; and**
 - present SLHD's VFM annual statement for the financial year ended 31 March 2022 (2021/22). **Appendix B**

- 1.3. At the end of December 2022, eight of the fifteen KPIs measured were met or were within agreed tolerances of target. Commentary appears below.

- 1.4. VFM performance for 2021/22 was very positive, in particular our benchmarking when compared with our peers and also all housing providers nationally. Benchmarking showed we had more cost and performance indicators in the upper quartiles (above median) and we had improved VFM dashboards, with most indicators in the low cost, high performance quarter of the dashboard.

2. EXEMPT REPORT

- 2.1. This report is not exempt

3. RECOMMENDATIONS

3.1. That Members note the progress of SLHD performance outcomes and Value For Money statement and the contribution SLHD makes to supporting Doncaster Council's (DC) strategic priorities.

4. WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

5. BACKGROUND

5.1. As part of the agreed governance framework detailed in the Management Agreement there is a requirement to provide a quarterly performance report for the Executive Board of Doncaster Council (DC). SLHD also presents annually to DC a review of its performance including a Value for Money assessment. This was the recommendation on VFM from the Cabinet report, 3 July 2018.

6. 2022/23 QUARTER 3 (Q3) PERFORMANCE SUMMARY

6.1. There are 19 KPIs agreed with DC for 2022/23 and include :

- four measured annually - STAR survey (2), energy efficiency and Decent Homes Standard numbers. **NB** : It should be noted here that the annual STAR survey for 2022/23 is now complete and the two annual KPIs have been included in this Q3 reporting; and
- two KPIs relating to Homelessness do not have targets this year.

6.2. The table below summarises the KPI dashboard as at 31 December 2022. Performance comparatives have been included from previous years. At the end of December 2022, eight KPIs were met or were within agreed tolerances of target.

KPIs	Q3 22/23	Q2 22/23	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
Green (meeting target)	7	5	6	7	7	6	6	8	5	6	6
Amber (within tolerance)	1	2	1	4	3	3	2	2	3	1	1
Red (not meeting target)	7	8	6	5	4	5	4	7	7	8	8
No target (homelessness)	2	2	2	3	3	3	3	0	0	0	0
Annual	2	2	4	0	2	2	4	0	4	4	4
Total	19	19	19	19	19	19	19	17	19	19	19

6.3. SLHD supports the Mayor's approach to setting challenging targets and is determined to continually improve performance, notwithstanding a background of higher demand for services and lower social housing performance as evidenced by national benchmarking.

6.4. The 2022/23 year to date (YTD) KPIs show a mix of excellent performance and areas for improvement. The KPI dashboard is attached at **Appendix A**.

6.5. We submit monthly pulse survey performance data to Housemark which allows us to constantly understand how we are performing against other organisations. As with

Quarter 2, we compare favourably with our peers and nationally with the majority of indicators submitted above median.

6.6. The tolerances which determine the amber status are consistent with DC measures where possible. Performance data is cumulative year to date (YTD) rather than performance in the quarter, as this can be misleading when comparing to target.

7. ANNUAL VFM PERFORMANCE SUMMARY

7.1. SLHD presents annually to Doncaster Council a review of its performance including a Value for Money assessment. The VFM statement for 2021/22 was approved by SLHD’s Board in December 2022 and is attached at **Appendix B**.

7.2. 2021/22 operational performance against a suite of challenging targets was again good or improving, showing a mix of KPIs meeting, within tolerance of, or not meeting target, but with improving trends in most areas.

7.3. All were robustly managed and we operated within the challenging budget, and staffing levels and budgets and have stayed the same or reduced, except where there had been agreed cost or inflationary increases with DC.

7.4. Benchmarking is a key element of assessing VFM and for 2021/22 was very positive with more cost and performance indicators in the upper quartiles (above median). We had our best ever VFM dashboards when compared with our peers and also all housing providers nationally, with most indicators selected in the low cost, high performance ‘green’ quarter of the 2x2 dashboard (see below). The table below shows the cost and performance indicators selected with the dashboards for 2021/22 for our Peer Group.

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

* CPP = Cost Per Property

Peer group 2021/22 - ALMOs, Metropolitan Boroughs and Unitary authorities



7.5. Benchmarking for 2021/22 shows St Leger is a **low cost, high performing organisation** when compared to our peers and housing providers nationally

7.6. Further VFM commentary appears at Section 10 below.

8. KPI DETAILED COMMENTARY

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

Profiled Target Dec 22 3.00%
Dec 22 YTD Performance 2.98% BETTER THAN TARGET – GREEN

	Q3 22/23	Q2 22/23	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 %	2.98%	2.80%	2.62%	2.55%	2.92%	2.57%	2.55%	2.75%	3.39%	3.05%	3.12%
Profiled target %	3.00%	3.00%	2.85%	3.00%	3.42%	3.21%	3.16%	2.80%	3.20%	3.00%	2.95%

The rent arrears outturn at the end of December remains strong at 2.98% against a profiled target of 3.10%.

The cost of living impacts are now visible, particularly in relation to energy costs and food and it is evident this is proving challenging for tenants.

Over 6,000 text messages have now been delivered to those who have a rental liability shortfall, to advise where to find support with budgeting and money management as well as reminding customers to pay their rent over the Christmas period.

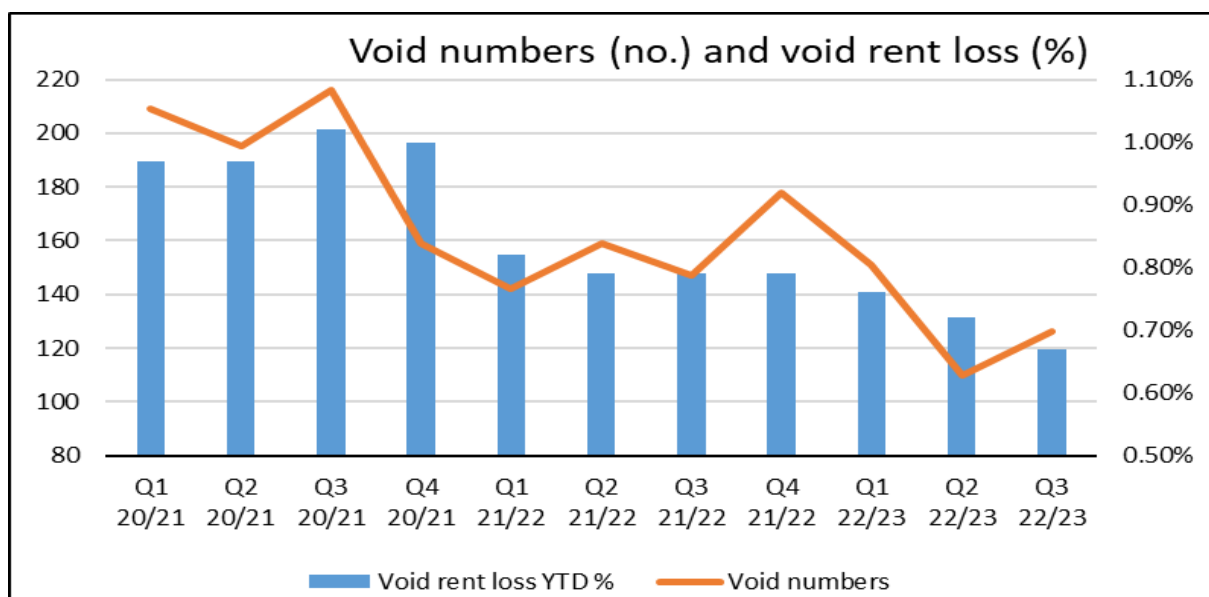
The Income Management Team and Tenancy Support team continue to work closely together to support tenants to maximise their income and address financial pressures. We are continuing to work with the Council, Citizens Advice Doncaster and DWP to support tenants and families across the Borough and to ensure the take-up of Government support is maximised.

KPI 2: Void rent loss (lettable voids)

Target **0.50%**
Q3 22 YTD performance **0.67%** **WORSE THAN TARGET – RED**

	Q3 22/23	Q2 22/23	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 %	0.67%	0.72%	0.76%	0.79%	0.79%	0.79%	0.82%	1.00%	1.02%	0.97%	0.97%
Target %	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Void numbers	126	110	151	178	147	159	142	159	216	195	209

The table above shows the KPI and void numbers by Quarter. The KPI target during this period has been 0.50%, equating to approximately 110 void properties. Although the KPI has been red since April 2020 (the start of the first lockdown period), it is considered a very challenging target and meeting it would have been top quartile performance when benchmarked nationally, not just with our peers. Improvements have been made steadily in the period since and the graph below plots the data to try to reflect this and shows that this is the best performance for some considerable time.



The number of voids held at the end of Quarter 3 shows a slight increase to 126 compared to the previous quarter. This figure includes eight non-lettable voids, consisting of the following:

- 3 awaiting further investment;
- 1 acquisition;
- 1 awaiting major work due to fire damage;
- 2 undergoing adaptations by DC; and
- 1 awaiting lease commencing for SY Police to use.

Cumulative performance remains the same as the previous month at 0.67%. The Christmas closure period has had an unavoidable negative impact on performance, which has contributed to the increase in the number of voids held. At the time of writing, the total number of relets at 922 continues to exceed the total number of terminations of 883, this is a key factor, to ensure an improvement in performance.

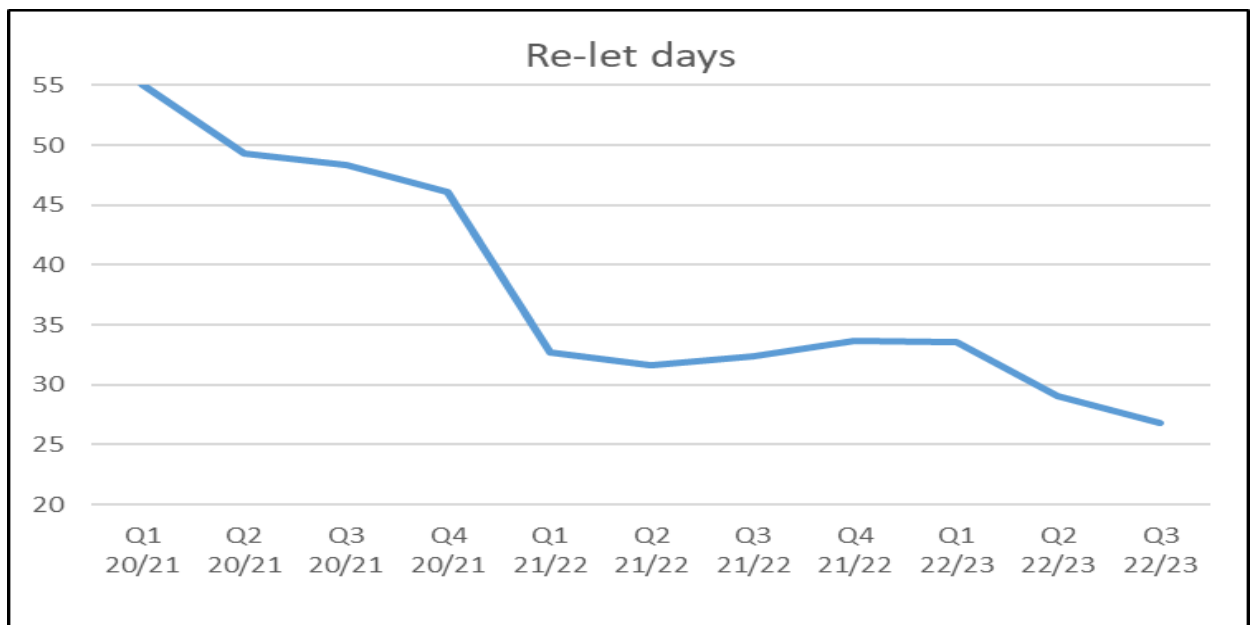
It is pleasing however to show that performance end for Q3 at 0.67% shows an improvement when comparing to the end of Q2 of 0.72%.

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

Target 20.0 days
Dec 22 YTD performance 26.8 days **WORSE THAN TARGET – RED**

	Q3 22/23	Q2 22/23	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	26.8	29.1	33.6	33.7	32.4	31.6	32.7	46.1	48.3	49.3	55.1

As with Void Rent Loss above, although the KPI has been red for some time, improvements are being made as the data is reflected graphically below and the move towards the 20 day target.



Monthly performance for December shows a slight decline at 23.9 days, when comparing to November at 23.7 days, this remains below target. However, it is pleasing

to see that cumulative performance shows an improvement for the 7th consecutive month standing at 26.9 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. This will assure a continued improvement in performance.

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

Profiled Target Dec 22 **60**
Dec 22 performance **48** **BETTER THAN TARGET – GREEN**

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 but has a profiled target throughout the year as shown below, with month end actual performance.

Month end	Placements no.	Target no.
April	66	55
May	60	50
June	76	45
July	66	40
August	63	35
September	62	40
October	56	45
November	38	50
December	48	60

Household placed in B&B have fallen steadily throughout the year to date and Q3 was lower than this time last year. The table shows these trends and that month end positions at end of November and December were below target for the first times this year.

The number of approaches into the service remains high and the number of placements made in December into hotels was 61, (54 households moved on). However, the total number of nights in hotels shows a reduction of 30.5% on the same month last year, reflecting the work of the Housing Solutions Team to improve turnover and move on options.

The total for Quarter 3 2022 is also 10% lower when compared with same period last year..

Whilst the number of households placed in hotels at the end of December increased to 48, this reflected the 13 nights that SWEP was triggered during the month. Despite this, the number of households placed in hotels at the end of December was 16% lower than last year and we are pleased to report no children accommodated by Home Options spent Christmas in a hotel or were placed in a hotel at the end of the month.

8.4. KPI 5: Number of Full Duty Homelessness Acceptances

Target **No target for 2022/23**
Dec 22 YTD performance **364**

	Actual no.	Target no.
April	30	n/a
May	34	n/a
June	32	n/a
July	37	n/a
August	21	n/a
September	39	n/a
October	42	n/a
November	76	n/a
December	49	n/a

The number of full duty homeless acceptances has reduced in December to 49 from 76 last month. Whilst this is a significant reduction, following the purge on out of date cases and clearing backlogs reported last month, this will remain high in the short term. Performance will start to see full duty acceptances decrease and preventions increase over the coming months

8.5. KPI 6: Number of homeless preventions

Target **No target for 2022/23**
Dec 22 YTD performance **600**

	Actual no.	Target no.
April	69	n/a
May	39	n/a
June	42	n/a
July	62	n/a
August	47	n/a
September	46	n/a
October	71	n/a
November	120	n/a
December	81	n/a

The number of preventions and successful interventions to relieve homelessness continues on an upward trajectory with December's outturn of 81 building on the record month of 120 in November. Bringing the total for Quarter 3 to 272, a 108% increase when compared with the same period last year.

Successful interventions are a huge focus now, with ambitious targets to open cases and achieve a greater number of these solutions in the prevention stage.

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

Target **0.070%**
Nov 22 * performance **0.103%** **WORSE THAN TARGET – RED**

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

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

The table below summarises the interactions and complaints upheld to the end of November for five financial years:

	Interactions	Complaints	Upheld	% upheld against interactions	Not upheld as % of all complaints	Upheld as % of all complaints
22/23	243,249	872	250	0.103%	72%	28%
21/22	248,317	769	280	0.113%	64%	36%
20/21	238,662	681	160	0.067%	61%	19%
19/20	269,926	707	158	0.059%	78%	22%
18/19	231,087	770	164	0.071%	79%	21%

In November 2022, we received 146 complaints, which is an increase in the number of complaints received compared to November last year (+10). Volumes of complaints have increased in November by 37.7% on the previous month, this trend follows the previous year where there was a 51.1% increase in complaints from October to November 2021, but is reducing. Whilst there is a rise in complaint numbers nationally this is nevertheless a key issue which we need to address.

In-month, the number of complaints upheld has decreased by 35 from 2021. 63 complaints were upheld in November 2021, compared to 28 in November 2022. Upheld complaints have increased by seven compared to the previous month of October 2022.

The main theme for upheld complaints in November relate to time taken to complete a repair (36).

We analyse the percentage of complaints upheld against all customer transactions. This provides us with a picture of our customer’s dissatisfaction and enables us to drill down further into the relevant service areas. The YTD information to end of November 2022 shows that we are over our 0.07% target, achieving 0.103%.

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

Target **97.3%**
Dec 22 YTD performance **96.6%** **WITHIN TOLERANCES - AMBER**

Period YTD	Cases closed 6 months previously	No. of tenancies sustained after 6 months	% of tenancies active 6 months after support ended	Target %
Q1 20/21	263	251	95.4%	90.0%
Q2 20/21	517	499	96.5%	90.0%
Q3 20/21	679	657	96.8%	90.0%
Q4 20/21	872	848	97.3%	90.0%
Q1 21/22	157	155	98.7%	90.0%
Q2 21/22	335	329	98.2%	90.0%
Q3 21/22	515	507	98.4%	90.0%
Q4 21/22	657	646	98.3%	90.0%
Q1 22/23	267	263	98.5%	97.3%
Q2 22/23	500	484	96.8%	97.3%
Q3 22/23	739	714	96.6%	97.3%

With five tenancies terminating, tenancies sustained post support in-month for December dipped slightly to 92%, having averaged nearly 97% for the preceding eight months. This has resulted in the cumulative proportion of tenancies sustained six months after support also falling slightly and ending at 96.6% for the nine months to date. (Cumulatively 25 terminating in line with 739 cases closing).

Performance has been above 95% for the past two and a half years and remains only marginally below the increased 2022/23 target at the end of Quarter 3. Caseload volumes are increasing and analysis of these is ongoing to identify themes and actions required.

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

Target **92.0%**
Dec 22 YTD performance **94.5%** **BETTER THAN TARGET – GREEN**

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

Period YTD	No. of repairs completed	No. of repairs completed first visit	% repairs completed first visit	Target %
Q1 20/21	7,165	6,701	93.5%	92.0%
Q2 20/21	18,485	16,892	91.4%	92.0%
Q3 20/21	30,685	27,866	90.8%	92.0%
Q4 20/21	42,464	38,609	90.9%	92.0%
Q1 21/22	9,839	8,941	90.9%	92.0%
Q2 21/22	18,547	16,841	90.8%	92.0%
Q3 21/22	26,252	23,759	90.5%	92.0%
Q4 21/22	34,595	31,192	90.2%	92.0%
Q1 22/23	7,659	7,214	94.2%	92.0%
Q2 22/23	14,037	13,237	94.3%	92.0%
Q3 22/23	22,779	21,535	94.5%	92.0%

In-month performance for December was 95.8%, which is an improvement on November's figure of 95.2%.

Cumulative performance is above target at 94.5% and better than November's figure of 94.4%, Quarter 2's figure of 94.3% and Quarter 1's 94.2%, showing steady improvement through the year.

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

Target	100.00%	
Dec 22 YTD performance	100.00%	MEETING TARGET – GREEN

The 2022/23 servicing programme is now complete and 100% of all properties that require a valid gas certificate have one.

8.10. KPI 11 : Days lost through sickness per FTE (Full Time Equivalent)

Profiled target	5.80 days	
Dec 22 YTD performance	8.41 days	WORSE THAN TARGET – RED

December saw 1.31 days absence per FTE against a target of 0.65. This represents an increase on last month (which saw 1.13 days) and the highest monthly absence of this financial year. This provides a YTD figure of 8.41 days per FTE and a projected year

end outturn of 11.69 days per FTE which is marginally better than last month's figure (11.80).

This month Housing and Customer Services account for the highest proportion of absence with 1.60 days per FTE followed by Property Services with 1.27 days. Corporate and Exec Services remain under target.

YTD Stress, depression and anxiety remain the highest reason for absence accounting for 29% of all absence followed by Musculo-Skeletal (MSK) (18.8% YTD and 174.52 days this month) and then infection and virus (18.5% and 171.07 days this month). Covid related absence saw another all-time low this month accounting for only 16.95 days (1.8%) which is the lowest number in 12 months. Potentially this could be due to a lack of testing and symptoms requiring time off work being considered infection and virus which given the shift in national guidance to respiratory illness would be entirely likely and appropriate.

December's stress related absence accounts for a total of 252.9 days (27.3%) which is marginally lower than November's figure, which was the highest in twelve months. This is linked to a number of specific long-term cases all of which are being carefully managed.

Short Term sickness continues to drive up the number of sickness cases. All cases continue to be managed in line with the attendance management procedures. EMT have now signed off in principle changes for the attendance management policy, which went for consultation and closed in January.

8.11. KPI 12 : Local expenditure

Target	70.0%
Dec 22 YTD Performance	72.1% BETTER THAN TARGET – GREEN

For the KPI, cumulative local spend (capital & revenue) to end of December totalled £13.1m out of total spend to all suppliers of £18.2m. This represents KPI performance above target at 72%.

Cumulative spend (capital & revenue) within Yorkshire & Humberside totalled £16.3m and equates to 90% of all YTD spend.

Local suppliers and contractors will always be targeted wherever possible as part of re-procurement exercises. Changes to contract standing orders during 2022 allowing for quotation exercises to higher values may also help increase use of local companies.

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

Target	95.6%
Dec 22 YTD Performance	97.0% BETTER THAN TARGET – GREEN

We once again achieved target throughout Quarter 3. December was the 10th month in a row we have been above target.

We had 293 ASB cases open and 400 tenancy breach cases open at the end of December. 164 were garden breach, 80 property condition and 78 were noise related.

Cumulative performance at the end of Quarter 3 stays above target at 97.0% an improvement on performance for Quarter 1 and Quarter 2.

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

Profiled target	59	
Q3 22 YTD performance	35	WORSE THAN TARGET – RED

This KPI remains significantly under target at the end of Q3 with 35 participants vs a target of 59.

We have reported previously that the scheme is facing challenges due to the buoyant employment market – those who normally may have signed up are not doing so and are instead going straight into employment. We are also facing challenges with converting the attendance of those at the information sessions (which are typically oversubscribed and high) to those attending for day one of the course. This could be due to a raft of reasons but could also link back to the high employment rates and ready availability of entry-level jobs. Overall, we are seeing an all-time low in sign up to our WOW scheme offer similar to levels we saw during Covid, for context the last 5 years figures are below:

Year	Numbers
2018/19	125
2019/20	123
2020/21 (Covid)	64
2021/22	71
2022/23 YTD	47

November saw one multiskill course start with 13 participants (out of a possible 33 participants who came along for the information day). In September, we started a WOW cleaning course with nine participants out a possible 24 who expressed an interest.

For the remainder of the financial year we expect to run one further WOW cohort including in the region of 11 attendees, we should see total participation for the WOW support and learn courses at 46 for the financial year which is still predicted below target but these figures should be read alongside the employment figures in the next KPI.

For 2023/24, we will merge the two KPIs for ‘residents into employment’ and ‘residents undertaking training or education’ into one KPI for ‘residents undertaking training, education or employment’. This gives us further flexibility to provide the right support where it is needed (i.e. where the employment market is high then our focus can be more tailored to employment offers and support rather than training, and vice versa in the event that the market shifts).

These figures are despite the fact we have widened out criteria for those we accept to the scheme to non SLHD tenants.

8.14. KPI 15 : Number of residents supported into employment

Profiled Target	24	
Dec 22 YTD Performance	34	MEETING TARGET – GREEN

This figure remains above target at 34 vs a YTD target of 24 and also exceeds the target for the year.

This reflects the increased focus we have placed on apprenticeship activity with increased numbers, the buoyant employment market, and relatively low numbers on the WOW support and learn courses which has a knock on impact on employment.

Had the support and learn courses been better attended then we had more paid offers of employment available that we could have made - four cleaning roles remained unoffered. Not only have we seen a lower than usual take up of our support and learn courses but we have also seen a number of participants give backward or reject the offer of the paid placement, five out of six multi skills roles offered gave backward for a range of reasons including securing 'better' work elsewhere.

The intention is to offer a further five paid employment roles in the final quarter.

Going forward a review of our offering in keeping with the changes in the economy and changing employment market is essential to ensure that our offering is appropriate and meets the changing demands.

In the last quarter, we have assisted 23 'Doncaster' residents into employment, the majority of which were through the new Apprenticeships that started in September. Disappointingly, the number of new employment starts on the WOW support and learn scheme was lower than expected, given we had offered six participants the paid training roles on the External Property Maintenance Scheme, but due to various reasons, only one participant has actually started on the scheme.

The ongoing buoyant jobs market in the Doncaster area has also meant fewer WOW participants signing up to the WOW scheme for employment help; we are therefore looking at a fresh promotional campaign to raise new awareness of our offer.

9. Annual KPIs

9.1. For 2022/23, there are four annual KPIs.

Two of these relate to the annual STAR survey, which for 2022/23 is now complete and results were received in September 2022. All of the survey results were analysed in detail and presented to numerous groups from September 2022 onwards, including P&I Committee, EMT, Heads of Service (HOS) and Senior Management Team (SMT). Numerous actions have been developed to address the fall in performance. The two indicators have been included in Q2 and Q3 reporting.

9.2. The other two KPIs are shown below with the most recent performance (March 2022 year-end) included for reference.

9.3. KPI 16 : Tenant satisfaction with overall service

Target	87.0%	
2022/23 Performance	81.3%	WORSE THAN TARGET – RED

The Overall satisfaction results have fallen to 81.3% from the previous year's survey result of 84.8%. Detailed analysis of comments received from the survey has been undertaken and numerous actions developed. This includes Customer Excellence training, introduction of a new 'One Voice' Forum to effectively listen to tenant views and a TRIP review of Anti-Social Behaviour (ASB), among others.

Recent benchmarking reports show that tenant satisfaction levels across the country have seen falls in general compared to previous year, and are now at 81%, so our results are just above this.

9.4. 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 two properties are included in the capital works programme for the 2022/23 to address the non-decency.

9.5. KPI 18 : Tenant satisfaction with property condition %

Target	89.0%	
2022/23 Performance	75.7%	WORSE THAN TARGET – RED

The satisfaction with property condition results have fallen to 75.7% from the previous year's survey result of 86.5%.

As with KPI16 and all other survey results, detailed analysis of comments received has been undertaken and actions developed. This includes numerous actions, some of which have been incorporated in to the work of the ongoing Repairs Excellence Board, and includes changes to categories of repairs, new ways of working and new performance measures.

9.6. 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 2021/22 outturn performance of 70.3% exceeded the target at the time. SLHD are reviewing investment needs as part of a new environmental strategy.

10. Annual Value For Money (VFM) statement for 2021/22

- 10.1. In the Cabinet decision of 3 July 2018 there is a requirement for SLHD to report annually to DC on Value For Money (VFM) performance. The main vehicle for this is an annual VFM statement, which includes details of costs and performance of each of SLHD's service areas against budgets and targets, and how these compare with other organisations.
- 10.2. The VFM statement for 2021/22 was approved by SLHD's Board in December 2022 and is attached at **Appendix B**.
- 10.3. The 2021/22 financial year was a 'normal' year after the disruptions of 2020/21. Operationally, it was about returning to pre pandemic core services, to develop and implement a new integrated housing management system, further rollout of Universal Credit (UC), Building Safer Futures consultation and social housing White Paper requirements.
- 10.4. Doncaster has the lowest rents within South Yorkshire, and 9th lowest nationally (England) of all Housing Revenue Accounts (HRAs), which drives our management fee income and therefore provides many budget challenges to the services we strive to deliver.
- 10.5. 2021/22 operational performance against a suite of challenging targets was again good with improving trends in most areas. All were robustly managed within the challenging budget, and staffing levels and budgets and have stayed the same or reduced, except where there had been agreed cost or inflationary increases with DC.
- 10.6. Benchmarking is a key element of assessing VFM. For 2021/22, this was positive overall with more cost and performance indicators in the upper quartiles (above median). We also have improved VFM dashboards when benchmarked with our peers (ALMOs, Metropolitan Boroughs and Unitary Authorities) and also all housing providers nationally (90 organisations).
- 10.7. Benchmarking for 2021/22 shows St Leger is a **low cost, high performing organisation** when compared to our peers and housing providers nationally.
- 10.8. At an overview level, VFM 'dashboards' can be produced to give a VFM snapshot by plotting a selection of the main cost and performance indicators in a 2x2 matrix to show how an organisation compares with others for core service areas.
- 10.9. The aim is to have as many indicators as possible in the low cost, high performance green area and as few as possible in the high cost, poor performance red area (see paragraph 7.4).
- 10.10. As in previous years, within the full suite cost and performance indicators, there are areas for improvement or further investigation, which will be addressed.

11. BACKGROUND PAPERS

11.1. None





12. OPTIONS CONSIDERED

12.1. Not applicable

13. REASONS FOR RECOMMENDED OPTION

13.1. Not applicable

14. IMPACT ON THE COUNCIL'S KEY OUTCOMES

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change	✓			
<p>Comments: The main related KPI is for energy efficiency of properties and is an annual target, so not applicable for this Q3 report. The 2021/22 outturn performance exceeded target.</p>				
 Developing the skills to thrive in life and in work		✓		
<p>Comments: SLHD work 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. There are two specific KPIs related to this priority and as at Q3, like Q2, one was exceeding target and one was below target. Actions are planned for both KPIs with the aim of both be improving by year end.</p>				
 Making Doncaster the best place to do business and create good jobs		✓		
<p>Comments: KPIs relate to target spending locally within Doncaster and also within South Yorkshire where possible, and around supporting residents in training and employment. Two of the three are meeting target currently..</p>				
 Building opportunities for healthier, happier and longer lives for all		✓		
<p>Comments: All of the KPIs have an influence on opportunities for healthier, happier and longer lives, by maintaining tenancies, providing secure, warm, safe homes, safe neighbourhoods, training and employment targets, and addressing homelessness issues in the borough.</p>				

	Creating safer, stronger, greener and cleaner communities where everyone belongs		✓		
Comments: A number of the KPIs as reported above and at Appendix A have been established to have a positive influence on this priority.					
	Nurturing a child and family-friendly borough	✓			
Comments: A number of the KPIs as reported above and at Appendix A will have a positive influence on this priority.					
	Building Transport and digital connections fit for the future				✓
Comments: Not applicable					
	Promoting the borough and its cultural, sporting, and heritage opportunities				✓
Comments: Not applicable					
Fair & Inclusive			✓		
Comments: SLHD has its own Equality and Diversity strategy and fair and inclusive considerations are implicit in all of the service provided, and therefore KPIs.					

15. Legal Implications [Nicky Dobson 17.02.23]

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

16. Financial Implications [Julie Crook, Director of Corporate Services SLHD, 15.02.23]

16.1. 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.

17. Human Resources Implications [Ayesha Ahmed, Senior HR & OD Officer, 15.02.23.]

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

18. Technology Implications [Nigel Riley, Head of Digital and ICT, 14.02.23]

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

RISKS AND ASSUMPTIONS

19. IMPACT ON THE COUNCIL'S KEY OUTCOMES

Specific risks and assumptions are included in the body of this report

20. CONSULTATION

Not applicable

21. BACKGROUND PAPERS

None

22. GLOSSARY OF ACRONYMS AND ABBREVIATIONS

See below

ADP	Annual Development Plan
ASB	Anti- Social Behaviour
DC	Doncaster Council
DWP	Department for Work and Pensions
FTE	Full Time Equivalent
KPI	Key Performance Indicator
MSK	Musculo-Skeletal
SLHD	St Leger Homes of Doncaster
STAR	Survey of Tenants and Residents
SWEP	Severe Weather Emergency Protocol
WOW	World of Work
YTD	Year to date
PRS	Private Rented Sector

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Appendix A SLHD Key Performance Indicator Summary Q3 2022/23




Appendix B SLHD Annual VFM Statement for 2021/22

Appendix A - St. Leger Homes Key Performance Indicator Summary Q3 2022/23

KPI	Indicator	21/22 Outturn	Q1	Q2	Q3	Q4	Target	DoT	R/A/ G
1	Percentage of current rent arrears against annual debit %	2.55%	2.62%	2.80%	2.98%		3.10% ytd 2.75% y/e	↓	🟢
2	Void rent loss (lettable voids) %	0.79%	0.76%	0.72%	0.67%		0.50%	↑	🔴
3	Average Days to Re-let Standard Properties ytd days	33.7	33.6	29.12	26.85		20.0	↑	🔴
4	Number of Households placed in B&B Accommodation at month end (new KPI 2022/23)	n/a	76	62	48		60 ytd 30 y/e	↑	🟢
5	Number of Full Duty Homelessness Acceptances ytd	384	96	193	364		no target	↓	n/a
6	Number of homeless preventions ytd	566	150	305	600		no target	↑	n/a
7	Complaints upheld as a % of customer interactions %	0.13%	0.12%	0.09%	0.103%		0.07%	↓	🔴
8	Number of tenancies sustained post support	98.3%	98.5%	96.8%	96.6%		97.3%	↓	🟡
9	Number of repairs first visit complete	90.2%	94.3%	94.3%	94.5%		92.0%	↑	🟢
10	Gas servicing: % of properties with a valid gas certificate	100.00%	99.94%	99.94%	100.00%		100.00%	↑	🟢
11	Days lost through sickness per FTE	11.90	2.35	5.01	8.41		5.80 ytd 7.90 y/e	↓	🔴
12	Percentage of Local Expenditure % Revenue and Capital	73.0%	74.6%	73.3%	72.1%		70.0%	↓	🟢
13	ASB Cases Resolved as a % of All Cases Closed	97.6%	96.1%	96.4%	96.9%		95.6%	↑	🟢
14	Number of residents undertaking training or education ytd	30	0	22	35		59 ytd 67 y/e	↑	🔴
15	Number of residents supported into employment ytd	51	7	30	34		24 ytd 30 y/e	↑	🟢
16	Tenant satisfaction levels overall % (STAR)	84.8%	Annual KPI	81.3%	81.3%	Annual KPI	87.0%	↓	🔴
17	Percentage of homes maintaining decent standard %	99.99%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	100.00%	n/a	n/a
18	Tenant satisfaction with property condition % (STAR)	86.5%	Annual KPI	75.7%	75.7%	Annual KPI	89.4%	↓	🔴
19	Energy efficiency. Target: achieve EPC Level C by 2030	70.32%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	71.0%	n/a	n/a

Notes : 1. Direction of travel (DoT) is against performance in the previous quarter. ↑= Improving, ↔= No Change, ↓= Declining

2. Targets are for the end of the year performance unless indicated otherwise (ytd = cumulative year to date)

3. R/A/G status is against the cumulative year to date (ytd) or year-end target. R/A/G   

ST LEGER HOMES OF DONCASTER LIMITED

VALUE FOR MONEY (VFM)

STATEMENT

FINANCIAL YEAR ENDED

31 MARCH 2022

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

Our strategic objectives :

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

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6. Objective 1 : all our homes are modern, decent and energy efficient

7. Objective 2 : our tenants live successful and fulfilling lives

- Service Standards
- STAR survey

8. Objective 3 : we will be a nationally recognised provider of housing services

9. Objective 4 : through innovation and partnership working we will deliver the aims of Doncaster growing together

10. Benchmarking

- VFM dashboards
- Cost and Performance indicator quartile summaries
- Service area costs

11. Plans for 2022/23 onwards

12. Summary

Appendix A : Benchmarking Quartiles by service area

1. Executive Summary

- 1.1. The most simple definition of VFM is “**getting your money’s worth**”. It is not necessarily about buying the cheapest, it is about getting the most out (performance) from what you put in (cost).
- 1.2. It is about ensuring our customers obtain maximum benefit from the resources available. St Leger Homes of Doncaster (St Leger) therefore defines VFM as: “**Achieving the best balance between service cost and the benefit to the customer and business**”.
- 1.3. There are many other definitions for VFM – academic and informal – two of which are relevant here; “getting more for the same” and “the same for less”.
- 1.4. Both phrases should be considered throughout this statement as there are examples in 2021/22, but aren’t easy to quantify. Inputs for 2021/22 were generally the same, or less in some areas, as in 2020/21, but comparing outputs is not straightforward due to Covid constraints.
- 1.5. Operationally, 2021/22 was about returning to pre pandemic core services, to develop and implement a new integrated housing management system, further rollout of Universal Credit (UC), Building Safer Futures consultation and social housing White Paper requirements.
- 1.6. Doncaster has the lowest rents within South Yorkshire, and 9th lowest of all Housing Revenue Accounts (HRAs), which drives our management fee income and therefore provides many budget challenges to the services we strive to deliver.
- 1.7. Performance against a suite of challenging targets was again good or improving in a number of areas. Staffing levels have largely stayed the same and we again operated within budgets. The statement expands on this by looking at cost and performance by service and how these compare with other organisations (benchmarking).
- 1.8. Benchmarking is a key element of assessing VFM. For 2021/22, this was positive overall with more cost and performance indicators in the upper quartiles (above median). We also have improved VFM dashboards when benchmarked with our peers (20 organisations – ALMOs, Metropolitan Boroughs and Unitary Authorities) and also all housing providers nationally (90 organisations). (see Section 10 below).
- 1.9. This benchmarking work shows that **St Leger is a low cost, high performing organisation**.
- 1.10. It also shows the areas of good performance and also some areas for improvement or further investigation, which will be followed up and acted on. **Appendix A** details 80+ cost and performance indicators and how we compare with our peers.
- 1.11. ‘Social Value’ as a concept has had an increasing profile in recent years and actions appear in the 2022 updated VFM strategy. We have always considered social value in the form of social accounts and annual social statements. The latter has been included as an appendix to the VFM statement and the increased social work ongoing or planned will be included within VFM statements. Our Social Statement for 2021/22 is attached at **Appendix B**.

2. VFM environment

- 2.1. St Leger has again followed the Regulator for Social Housing framework in producing this document. The VFM Standard states that a registered housing provider must clearly articulate its strategic objectives and have an approach agreed by board to achieving VFM in meeting these objectives. <https://www.gov.uk/guidance/regulatory-standards>
- 2.2. St Leger is income led, receiving management fees to manage and maintain Doncaster Council’s (DC) housing related assets; around 20,000 homes, 100 shops, 2,000 garages and sites and some Housing Revenue Account (HRA) land, and a number of other key housing services. It is therefore imperative that St Leger achieves VFM in all of its activities.

- 2.3. Annual management fee incomes for 2021/22 only increased in relation to specific cost of living awards, pay scale increments, pension cost increases, growth/specifically approved elements, and therefore robust budgetary control was required and achieved in the year.
- 2.4. 2021/22 was the third year of the five year corporate plan and everything we do is linked to its four objectives:
- 1 Ensure all our homes are modern, decent and energy efficient;**
 - 2 Support our tenants to lead successful and fulfilling lives;**
 - 3 Be a nationally recognised housing services provider; and**
 - 4 Deliver the aims of Doncaster Growing Together through innovation and partnership.**
- 2.5. A balanced scorecard of priorities and targets were developed for each strategic objective and agreed with Doncaster Council (DC) to reflect plans and risks. Each of the above objectives has performance measures which are detailed below.
- 2.6. An Annual Development Plan (ADP) and a suite of annual Key Performance Indicator (KPIs) for the year is also approved, based on our strategic objectives and Mayoral priorities. Key themes for 2021/22 were :
- building and fire safety regulations;
 - digital transformation;
 - agile working;
 - tenancy sustainability;
 - allocation policies;
 - improving communications with tenants and residents;
 - stock condition information, investment and making best use of DC's assets;
 - improving customer access and engagement;
 - delivering the Environmental strategy;
 - an efficient and effective repairs and maintenance service;
 - reducing and preventing homelessness;
 - reducing the number of empty properties; and
 - a positive health, safety and wellbeing culture.
- 2.7. Our VFM strategy has been in place since 2018 and is being updated in 2022. The existing strategy contains six objectives :
- **Culture** : maximise staff involvement in VFM and embed a VFM culture;
 - **Customers** : maximise customers, leaseholders and stakeholders' VFM engagement;
 - **Comparison** : expand the performance management framework and benchmarking;
 - **Communication** : improve the quality, range and use of VFM reporting;
 - **Commercial**: ensure best use of all assets for which St Leger is responsible; and
 - **Collaboration** : strengthen the role of Support Services to the business.
- 2.8. The updated strategy for 2022 has revised but very similar objectives :
- **Commercially aware**: enable DC to make best use of all assets which SLHD manage;
 - **Customers** : maximise customers, leaseholders and stakeholders' VFM engagement;
 - **Culture** : maximise staff involvement in VFM and embed a VFM culture; and
 - **Collaboration** : be an efficient and effective provider of, or contributor to, services to residents and stakeholders of the borough
- 2.9. We validate our performance with employee and customer surveys and we actively benchmark our services with other organisations. As in previous years, the main method of benchmarking is through our membership of Housemark (see Section 10 below), but we also carry out more tailored benchmarking with specific organisations.

COSTS AND PERFORMANCE

3. Operations

- 3.1. Core services were delivered fully during 2021/22, following the Covid19 disruptions and restrictions in both 2019/20 and 2020/21. A number of areas had been adversely affected by the disruptions and 2021/22 focussed on returning performance to pre-pandemic levels.
- 3.2. The main project in the year was the continued, company-wide implementation of a new integrated housing management ICT system, with Phase 2 going live in October 2021 after the first phase going live in November 2020. The successful implementation means the new system will mean more efficient and effective ways of working and improved services to customers.

4. Company performance - Costs

- 4.1. As stated above, annual management fee incomes for 2021/22 only increased in relation to specific cost of living awards, pay scale increments, pension cost increases, and growth/specifically approved elements. Therefore robust budgetary control was required, and achieved, in the year.
- 4.2. Detailed budget reports are presented monthly to EMT and quarterly to Board or Audit Committee, containing explanations of variances to budget, key risks and actions taken and commentary from Heads of Service as budget holders.
- 4.3. Comparing 2021/22 spend levels with the previous year is not easy as the majority of Quarter 1 (April to June) in 2020/21, plus several other periods in that year, were in various states of lockdown, reducing outputs.
- 4.4. At the highest level employee numbers (WTEs) for both years were virtually the same, and with a small increase in agency numbers in 2021/22, so inputs in terms of employee resources were broadly the same.
- 4.5. So at this highest level, increased activity (outputs) in 2021/22 will indicate VFM and this was the case in most areas. The commentary in the various sections below expands on this.

5. Company performance - Key Performance Indicators (KPIs) and Service Standard

- 5.1. A suite of challenging targets were set as KPIs. These are reported monthly, quarterly or annually to numerous groups, including Heads of Service, EMT, Committees, Board and to DC, and on our website. In addition weekly schedules of a selection of KPIs are published to all employees, the Board and to DC.
- 5.2. The table below summarises whether or not the KPIs were met, with comparatives.

	21/22	20/21	19/20
Green (meeting target)	7	8	10
Amber (within tolerance)	4	2	4
Red (not meeting target)	5	7	4
No target (homelessness)	3	0	0
Total	19	17	18

- 5.3. Although some targets were not met, 13 of the 19 indicators had improved or maintained on the performance from the previous year.
- 5.4. The detailed KPIs are reported and commented on within the separate corporate objectives sections they relate to below, whether targets were met and with comparatives from previous years.

CORPORATE OBJECTIVES

6. **OBJECTIVE 1 : ALL OUR HOMES ARE MODERN, DECENT AND ENERGY EFFICIENT**

- 6.1. The objective has a number of cross cutting measures, including
- Percentage of homes maintaining Decent Homes standard
 - Repairs completed at first visit
 - Gas servicing percentage of properties attended
 - Number of properties managed
 - Level of tenant satisfaction with property condition
 - Energy efficiency of properties

6.2. The table below summarises the **related KPIs** for 2021/22 and comparatives :

KPI	KPI description	Trend	21/22 Outturn	21/22 Target	20/21 Outturn	19/20 Outturn
9	Repairs – First visit complete	↓	90.2%	92.0%	90.9%	90.2%
10	Gas servicing - % of properties attended	↔	100.0%	100.0%	100.0%	100.0%
16	Homes meeting Decent Standard	↔	99.99%	100.00%	99.99%	100.00%
17	Tenant satisfaction with property condition	↓	86.5%	89.0%	89.4%	89.4%
18	Energy efficiency of properties	↑	70.3%	68.0%	64.7%	n/a

Keys :

Target met/exceeded	Within tolerance	Target not met
---------------------	------------------	----------------

- ↑ Improving trend
- ↓ Deteriorating trend
- ↔ Unchanged performance

Achievements in year

- 6.3. St Leger managed and maintained DC's housing and related stock also effectively managed £18.5m of DC's £24.2m capital programme, and £9m of this was delivered by the St Leger in-house tradesteam. These were higher than in 2020/21 but from similar levels of resource.
- 6.4. Operational performance was strong with all KPIs either meeting or within tolerance of targets. Significant in roads were made in addressing backlogs arising for the Covid disrupted services from 2020/21.
- 6.5. Investment in the housing stock continued to sustain and further enhance decency works already carried out. The programme included an external improvement scheme, heating conversions and upgrades, estate works and structural repairs.
- 6.6. The year again saw continued investment in building safety compliance works.
- 6.7. As well as our programme of capital works we carried out responsive repair work and cyclical testing of heating and electrics to ensure the continued maintenance of our housing stock. We also continued our External Wall Insulation (EWI) programme in the year and secured external funding towards this. We operated a 24/7 contact service.
- 6.8. A Repairs Excellence Project commenced at the end of 2021/22 aimed at identifying and implementing efficiencies in all repairs processes. This will generate operational improvements and cash savings going forward.
- 6.9. A stock condition surveying programme also commenced in 2021/22 and results will be used as part of the long term investment planning, leading to improved decency and energy efficiency performance of housing stock.

7. **OBJECTIVE 2 : OUR TENANTS LIVE SUCCESSFUL AND FULFILLING LIVES**

7.1. The objective has a number of cross cutting measures, including :

- Number of tenants involved
- Improvements made due to tenant involvement
- Tenancies sustained
- Rent arrears
- Percentage of ASB cases resolved
- Tenant satisfaction levels
- Number of tenants and residents helped into training and employment

7.2. The table below summarises the **related KPIs** for 2021/22 and comparatives :

KPI	KPI description	Trend	21/22 Outturn	21/22 Target	20/21 Outturn	19/20 Outturn
1	Current rent arrears % against annual rent	↑	2.55%	3.00%	2.75%	2.79%
8	Tenancies sustained post support	↑	98.3%	90.0%	97.3%	93.8%
13	Anti-Social Behaviour % of resolved cases	↑	97.6%	95.0%	95.2%	95.6%
15	Tenant satisfaction overall	↓	84.8%	89.0%	87.0%	87.0%

Customer Service Standards

7.3. To complement our corporate KPIs, St Leger has developed Service Standards with our customers. These take into account our Corporate Plan, KPIs and the Regulator's Consumer Standard, to ensure our customers are clear about the levels of service they can expect from us and we are clear about what we need to deliver.

7.4. The standards are reviewed periodically and approved by EMT and Board. Performance against the standards is monitored by EMT and Performance and Improvement Committee on a quarterly basis, with actions generated to improve performance.

7.5. For 2021/22, there were 15 measures across seven standards, covering the following areas for customers:-

- Helpful, friendly and polite staff and contractors;
- Being treated with respect and decency;
- Feeling safe in their home;
- Knowledgeable staff dealing with enquiries efficiently and effectively;
- Easy to contact us by their preferred method;
- Convenient appointments; and
- Getting the service right.

7.6. The table below summarises our performance for the past five years :

Service standards	21/22	20/21	19/20	18/19
Compliant with target	6	7	8	8
Within target tolerance	3	1	3	2
Not compliant with target	6	3	2	3
Total	15	11	13	13

7.7. The areas where we weren't meeting target were:

- Increasing the number of tenants in the Get Involved Group (GIG);
- Resolve/respond to enquiries, compliments and complaints within 10 working days; and
- Answering calls within 20 seconds.

7.8. Our Service Standards will be reviewed again in 2023/24 in light of the introduction of new Tenant Satisfaction Measures under the Social Housing White Paper requirements.

Satisfaction surveys

- 7.9. The main customer survey is an annual Survey of Tenants and Residents (STAR). Results from the July 2021 survey are summarised below. Results of all providers across the country also fell, and St Leger remains in the upper quartiles compared to our peers and nationally for the main core questions. (see benchmarking section below)

Core satisfaction survey question	2021/22	2019/20	2017/18	2016/17	2015/16	2014/15
Overall satisfaction	84.8%	87.0%	88.8%	91.0%	91.8%	90.9%
Quality of your home	86.5%	89.4%	89.2%	92.7%	93.2%	92.1%
Neighbourhood as a place to live	79.9%	81.2%	81.3%	89.9%	90.8%	91.4%
Rent provides value for money	n/a	94.2%	92.8%	93.6%	93.4%	92.2%
Repairs and maintenance	86.3%	90.1%	85.9%	89.4%	89.5%	88.8%
Listens to views and acts on them	74.9%	83.1%	83.5%	85.8%	86.8%	85.9%

Achievements in year

- 7.10. Customers will be the ultimate beneficiaries from all VFM work. St Leger is committed to providing suitable homes, maintaining independence, tackling social and financial exclusion and empowering people to have a better quality of life
- 7.11. Operational performance was strong with all KPIs either meeting or within tolerances of targets, and from similar levels of resource from the previous year.
- 7.12. 2021/22 was another difficult year as we continued to address numerous challenges, where we saw approximately 25% more tenants on UC this year than last, the continued implementation of a new housing management IT system and the majority of staff working mainly from home for most of the year due to Covid19.
- 7.13. Full roll-out of UC continued in 2021/22, now affecting nearly 8,000 St Leger Homes tenants and equating to over £24million of income per annum. For 2021/22, we collected nearly £2million more rent in UC than the previous financial year.
- 7.14. It is pleasing to report that current rent arrears performance out-turned at 2.55% against the year-end target of 3.00%, and is the lowest level since March 2017 (2.44%). The five year period since then has seen UC roll out fully across the borough, Brexit and the Covid19 pandemic, with the latter bringing with it many restrictions
- 7.15. The Board approved a new Customer Voice strategy (previously Customer Involvement) to further strengthen our outcome focussed customer involvement structure. We have undertaken a full review of tenant engagement operations and work in our neighbourhoods continued extensively in the year.
- 7.16. Considerable focus on voids was again applied in the year to improve turn around and re-let times. This improved slowly throughout the year (and continues in 2022/23). We aim to ensure properties are empty for as short a period as possible as this has a positive impact on neighbourhoods, reducing anti-social behaviour (ASB) and crime, as well as having a positive impact on rental income

8. **OBJECTIVE 3 : BE A NATIONALLY RECOGNIED PROVIDER OF HOUSING SERVICES**

- 8.1. The objective has a number of cross cutting measures, including
- Number of standard void re-let days
 - Percentage of complaints upheld against interactions
 - Staff sickness absence levels
 - Proportion of invoices paid on-time
 - Rent loss from empty properties
 - Compliance with ISO45001 health and safety management system
 - Health & Safety outcomes
 - Our performance against comparable organisations (**Benchmarking ***)

8.2. * **Benchmarking is a key element of meeting this objective and assessing VFM, so a separate section appears at Section 10 below, summarising the extensive work undertaken in this area.**

8.3. The table below summarises the **related KPIs** for 2021/22 and comparatives :

KPI	KPI description	Trend	21/22 Outturn	21/22 Target	20/21 Outturn	19/20 Outturn
2	Void rent loss % of annual rent	↑	0.79%	0.50%	1.00%	0.59%
3	Average no. of days to re-let a property	↑	33.7	20.0	46.1	22.7
7	Complaints upheld as a % of interactions	↓	0.13%	0.07%	0.07%	0.06%
11	Days lost through sickness per FTE	↓	11.9	7.9	6.6	8.22
20	Employee satisfaction SLHD as an employer	n/a	83%	80%	n/a	n/a
21	Recommending SLHD to family and friends - Tenant survey Net Promoter Score	n/a	47	25	n/a	n/a
22	Recommending SLHD to family and friends – Employee survey Net Promoter Score	n/a	-7	25	n/a	n/a

Achievements in year

KPIs

- 8.4. Voids performance was worse than target throughout the year for both void rent loss and re-let times, as we continue to recover from the impact of Covid restrictions from the previous year. However, performance improved as the year progressed and a number of indicators were above median when benchmarked. Improving performance continued into 2022/23 as we aim to get to pre-pandemic levels.
- 8.5. Complaint levels increased significantly during the year and this received increased focus as the year progressed to understand the reasons why and to take appropriate action.

People

- 8.6. We achieved reaccreditation for the Government Standard for Customer Service Excellence (CSE) for the twelfth year running - awarded for demonstrating focus on the needs and preferences of their customers.
- 8.7. St Leger's main offices re-opened in mid 2021/22 and an agile working project enabled office based staff to move to a mix of home and office working. Agile working has led to reduced use/need of premises, which will mean savings on rent and utilities going forward, plus travel time and cost for employees and improving our carbon footprint.
- 8.8. The results from three more employee pulse surveys, which focussed on employee wellbeing, were used to inform St Leger's agile working approach and lead the implementation of policy change and associated guidance and learning, and facilitate plans to embed the new ways of working.

- 8.9. There were further realignments in the year and also strengthening of certain teams, all of which improved or will improve operational efficiency.
- 8.10. St Leger Homes again achieved the maximum five star rating in the British Safety Council's Occupational Health and Safety Audit scheme for the last eleven years and retained accreditation to the international ISO45001 health and safety standard during 2021/22.
- 8.11. Following achievement of the Silver level in the Public Health Bewell@Work Award in 2019/20, we continued our wellbeing activity throughout 2021/22 and working towards achieving Gold.
- 8.12. The number of RIDDOR reportable injuries reduced in the year and a full evaluation of health and safety performance is provided to Board on a regular basis.
- 8.13. St Leger Homes has a strong safeguarding culture and are a member of both the Adult & Children Safeguarding Boards and play an important role with strategic partners across Doncaster.
- 8.14. In addition, we increased activity as members of other partnership panels and boards, including the Health and Wellbeing Board, the Doncaster Integrated Care Partnership Board and also the Multi-Agency Risk Management Arrangements Conference (MARAC).
- 8.15. Considerable work took place in 2021/22 to enable SLHD to become an accredited member of the Domestic Abuse Housing Alliance (DAHA).

Systems

- 8.16. The main systems project was the new integrated housing management ICT system, with Phase 2 going live in October 2021 after the first phase going live in November 2020. The successful implementation means the new system will mean more efficient and effective ways of working and improve services to customers.
- 8.17. The new system rationalises a number of separate systems to give a much more comprehensive and efficient single view of a tenant and will also deliver cost savings around software licencing.
- 8.18. There has also been investment in other software and also in server architecture and equipment for agile working, all of which will generate operational efficiencies.
- 8.19. The Business Intelligence Tool ('Qlik') continued to be developed in the year and interrogates core systems, providing timely and accurate performance information to Managers across the business.

Procurement

- 8.20. St Leger's Procurement arrangements were merged with DC's late in the year to give operational and purchasing synergies.
- 8.21. Industry standard Schedule of Rate (SORs) from the National Housing Federation (NHF) were implemented in 2021/22 and ensure our in-house works are charged appropriately, enable effective performance monitoring and allow accurate benchmarking with external suppliers to ensure VFM is achieved with suppliers.
- 8.22. 'Social Value' assessments, which were introduced in 2020/21, ensure 10% of all contract assessments are based on the social value of the contract. These consider factors such jobs created, carbon footprint, community groups and local expenditure, and Targets/Outputs/Measures (TOMs) are built in to every contract.

9. OBJECTIVE 4 : THROUGH INNOVATION AND PARTNERSHIP WORKING WE WILL DELIVER THE AIMS OF DONCASTER GROWING TOGETHER

- 9.1. The objective has a number of cross cutting measures, including
- Number of households in “bed and breakfast”
 - Number of homelessness acceptances
 - Number of homelessness preventions
 - Proportion of our expenditure spent in Doncaster
 - Recognition for our contribution to a growing and successful Doncaster
 - Public sector apprenticeship target
 - Contribution to partnerships
 - Customer Involvement evaluation
 - World of Work participation rates and outcomes

9.2. The table below summarises the related KPIs for 2021/22 and comparatives :

KPI	KPI description	Trend	21/22 Outturn	21/22 Target	20/21 Outturn	19/20 Outturn
4	Households placed in B&B accommodation	↑	787	n/a	831	84
5	Full Duty homelessness acceptances	↑	384	n/a	398	228
6	Homeless preventions	↓	566	n/a	604	965
12	Percentage of local expenditure	↑	73%	70%	71%	n/a
14a	Tenants & residents undertaking training	↔	30	56	30	53
14b	Tenants & residents into employment	↑	51	25	28	31

Achievements in year

- 9.3. The three homelessness related KPIs didn't have targets in the past two years due to the influences of Covid, but 2021/22 saw improved performance in two of the KPIs and similar levels in the third. The other three KPIs related to this Corporate Objective showed improved or maintained performance.
- 9.4. We recognise that we maximise our effectiveness through joint working, and have increased, effective partnerships with numerous partnering organisations, in particular DC, DWP, CAB, and Community First Credit Union and Doncaster Financial Inclusion Group (FIG) to deliver solutions to our tenants. We also work closely with 24 Tenants and Residents Associations (TARAs).
- 9.5. St Leger has a proactive approach to anti-social behaviour and we continued to work effectively with our partners via the Doncaster Safer Partnership.
- 9.6. We attended monthly Neighbourhood Action Groups and Case Identification Meetings across the borough. As well as low level enforcement and support we successfully carried out enforcement sanctions on Notice of Seeking Possessions (Secure Tenancies), Notice of Possession Proceedings (Introductory Tenancies), Injunctions, Demoted Tenancy Orders, Evictions and Closure Orders.
- 9.7. Addressing homelessness is one of the key priorities of Doncaster Growing Together, and therefore within our Corporate Plan, ADP and SDPs. We work very closely with the Complex Lives (CL) Alliance, including DC, NHS and Children's Services, to support vulnerable Doncaster residents.
- 9.8. Successful bids to Government in recent years for funding initiatives such as the Protect and Vaccinate Fund, Rapid Rehousing Pathway, Vulnerable Renters Fund and Rough Sleeper Initiative, secured funding in 2021/22 and this provided much needed resources and capacity to the service in their work towards addressing homelessness in Doncaster.
- 9.9. Our Tenants and Residents Improvement Panel (TRIP) undertake a number of tasks and reviews each year to inform service improvements. TRIP play a key role in our work on consultation, customer engagement, mystery shopping and reality checking.

- 10.1. We actively benchmark our services, because a key element of being able to evidence VFM is how we compare with other organisations.
- 10.2. The main method of benchmarking is through our membership of Housemark. One outcome is the grading our costs and performance into four bands “quartiles”, ie Quartile 1 for top performers or lowest cost, etc. We submit performance information quarterly and more comprehensive performance information on annual basis, together with detailed financial analysis (see below).
- 10.3. We also carry out more tailored benchmarking with specific organisations, where appropriate. This was limited in 2021/22 but some benchmarking was undertaken involving:
 - Universal Credit (UC) – working with the DWP national policy team;
 - Income Management (IM) – participation in a regional (northern) benchmarking group;
 - Income Management (IM) – talking to other organisations to review systems;
 - Part of the National Early Adopter programme for High Rise Buildings (HRRB);
 - Participated in a regional health, safety and compliance benchmarking group; and
 - Member of a national Former Tenant Arrears forum.

HOUSEMARK

- 10.4. The benchmarking information from Housemark for 2021/22 compares our performance to a peer group of around 20 ALMOs, Metropolitan Boroughs, Unitary authorities and similar organisations, and also around 90 housing providers nationally.
- 10.5. All benchmarking results must consider that differences exist between housing providers – size, geography, demographic, timing, etc. - and should serve as an introduction for further investigation and detailed discussions.
- 10.6. In summary, benchmarking information for 2021/22 shows our strongest performance to date, indicating that we are **a low cost, high performing organisation**.
- 10.7. This is summarised below and further details of benchmarked cost and performance indicators are attached at **Appendix A**.

Housemark - VFM 'dashboard'

- 10.8. At an overview level, VFM 'dashboards' can be produced by plotting a selection of cost and performance indicators in a 2x2 matrix to show how an organisation compares with its peer group, geographically or nationally, for core service areas.
- 10.9. The aim is to have as many indicators as possible in the low cost, high performance green area and as few as possible in the high cost, poor performance red area (see below).
- 10.10. The dashboard is intended to give a VFM snapshot and generate further investigation. The tables below shows the cost and performance indicators selected with the dashboards for 2021/22 and comparatives for 2020/21, for both our Peer Group and Nationally.

PEER GROUP VFM DASHBOARDS

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

* CPP = Cost Per Property

Peer group 2021/22 - 20 ALMOs, Metropolitan Boroughs and Unitary authorities



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



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

* CPP = Cost Per Property

Nationally 2021/22 – approx. 90 housing providers



Nationally 2020/21 – approx. 120 housing providers



Housemark - Cost and Performance indicator quartile summaries

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

COST		21/22		20/21		19/20	
	no.	%	no.	%	no.	%	
Quartile 1	6	15	2	6	9	28	
Quartile 2 / Median	17	43	19	56	10	31	
Quartile 3	10	25	8	24	7	22	
Quartile 4	7	17	5	14	6	19	
Totals	40	100	34	100	32	100	

PERFORMANCE		21/22		20/21		19/20	
	no.	%	no.	%	no.	%	
Quartile 1	14	33	9	28	15	47	
Quartile 2 / Median	14	33	8	27	7	22	
Quartile 3	11	25	10	30	6	19	
Quartile 4	4	9	5	15	4	12	
Totals	43	100	34	100	32	100	

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

Housemark - Optimising service costs

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

Cost Category	18/19 Outturn CPP £	19/20 Outturn CPP £	20/21 Outturn CPP £	21/22 Outturn CPP £	Peer Median CPP £	Peer Quartile	National Quartile
<u>Repairs</u>							
Major Works	1,815	1,134	1,101	971	1,469	↑Q1	↑Q1
Cyclical Maintenance	129	127	138	141	312	Q1	Q1
Responsive Repairs	571	571	583	622	631	↑Q2	Q2
Void Works	200	193	214	223	280	Q2	Q2
<u>Housing</u>							
Rent arrears collection	76	78	88	92	120	↑Q1	Q1
Resident Involvement	14	16	19	19	41	↑Q1	Q1
Tenancy Management	89	90	104	110	137	Q2	Q2
Lettings	30	36	39	41	61	Q2	Q1
Anti Social Behaviour	56	58	62	64	58	↓Q3	↓Q3
Estate Services	115	128	130	137	179	Q2	Q2
Housing – total	380	406	442	463	596	Q2	Q1
Total Cost Per Property	3,095	2,431	2,478	2,420	2,774		

Overheads are allocated by Housemark into each service categories

↑ ↓ arrows indicate any quartile movements compared to 2020/21

11. Plans for 2022/23 onwards

- 11.1. Operationally, as with 2021/22, one of St Leger's main plans for 2022/23 onwards is to conclude the implementation and embed the new integrated housing management system, and deliver its projected efficiency savings. This new system is central to VFM gains going forward. It replaces a number of separate systems to give one view of a customer and therefore much more efficient processes for employees, service benefits for our customers, and will change the way everyone works across the company.
- 11.2. Financially, DC have set St Leger a £1m budget savings target over a three year period, commencing in 2022/23. Operating within reduced budgets will force process improvements and efficiencies, and maintaining the high performance levels and meeting targets will further evidence VFM.
- 11.3. The cost of living crisis – utilities, fuel, inflation, interest rates – will provide numerous challenges over the next couple of years. This will impact on SLHD costs and performance, and also for tenants as they try to manage their budgets.
- 11.4. Progression of the Social Housing White Paper provides additional challenges, not least the regulatory framework, part of which is the VFM standard, and also the recently published Tenancy Satisfaction Measures, and all of the requirements have been built in to plans from 2022/23 onwards.
- 11.5. The employee performance monitoring framework introduced in 2021/22 will continue to be developed along with a wider performance management framework that will monitor progress against a range of measures, including KPIs, PIs, budgets and governance actions (risk, internal audit).
- 11.6. Strategically, work has or will commence in 2022/23 on reviewing and updating the VFM strategy, done in November 2022, and also the Corporate Plan, which is due for renewal by March 2024.
- 11.7. In summary, the main priorities for 2022/23 are :
 - embed the new integrated housing management system;
 - develop the performance management framework and culture;
 - improve performance where targets are consistently not being met – primarily around voids, sickness and complaints;
 - deliver the required budget savings; and
 - develop the workforce.

12. Summary

- 12.1. The 2021/22 financial year was a return to normality after the disruptions of 2020/21. Demand on all services was high and we had a higher number of vacant posts than anticipated. Performance overall was good, or with improving trends in most areas, and all were managed within a challenging budget. Staffing levels and budgets have stayed the same or reduced, except where there had been agreed cost or inflationary increases with DC.
- 12.2. Good progress was made with implementing the integrated housing management system and addressed the actions from building safer futures and social housing white paper requirements.
- 12.3. We continue to be a low cost, high performing organisation compared to other housing providers. This places us in a strong starting point going into 2022/23 as performance wise, our levels are generally equivalent or better than most, but again there are areas where our costs and performance could be improved, and our plans will improve our VFM performance.

Service area	Indicator Description	21/22 Outturn	21/22 Peer Median	21/22 Peer Quartile	20/21 Peer Quartile
Corporate	Staff turnover in the year %	9.6%	11.8%	Q1	Q1
Corporate	Satisfaction overall (STAR)	84.8%	78.0%	Q1	no data
Corporate	Landlord is easy to deal with % (STAR)	85.4%	72.0%	Q1	no data
Corporate	Treats tenants fairly and with respect % (STAR)	90.9%	84.1%	Q1	no data
Cyclical Maintenance	Total CPP	£141	£292	Q1	Q1
Cyclical Maintenance	Gas servicing - % valid certificate	100.00%	99.99%	Q1	Q1
Cyclical Maintenance	% gas safety checks by annivers date	100.00%	99.88%	Q1	Q1
Lettings	Dwellings vacant unavailable to let %	0.04%	0.52%	Q1	Q1
Lettings	Void rent loss % of rent loss	0.81%	1.67%	Q1	Q1
Major Works	Total CPP	£971	£1,468	Q1	Q2
Major Works	Quality of your home (STAR)	86.5%	75.7%	Q1	no data
Major Works	Home is safe and secure % (STAR)	92.8%	80.4%	Q1	no data
Major Works	% of dwellings that are non-decent	0.01%	0.4%	Q1	Q1
Rent arrears & collection	Total CPP	£92	£120	Q1	Q2
Rent arrears & collection	Percentage of Rent collected %	100.41%	99.37%	Q1	Q2
Resident Involvement	Total CPP	£19	£41	Q1	Q2
Resident Involvement	Direct employees per 1000 props	0.33	0.64	Q1	Q2
Resident Involvement	Views taken into account % (STAR)	74.9%	59.9%	Q1	no data
Resident Involvement	Make views known % (STAR)	81.6%	65.4%	Q1	no data
Responsive repairs	Satisfaction repairs service (STAR)	86.3%	74.2%	Q1	no data
Total Housing M'ment	Total CPP	£325	£424	Q1	Q1
Community investment	Total CPP	£33	£33	Q2	Q3
Corporate	Finance Costs CPP	£42	£63	Q2	Q2
Corporate	Direct revenue costs - finance costs %	2.3%	2.6%	Q2	Q2
Corporate	Total Overheads CPP	£390	£413	Q2	Q2
Corporate	Central Overheads CPP	£131	£158	Q2	Q2
Corporate	IT & Comms CPP	£110	£117	Q2	Q3
Corporate	Days lost through sickness per FTE	11.9	11.9	Q2	Q2
Estate Services	Direct employees per 1000 props	0.81	0.94	Q2	Q2
Estate Services	Total CPP	£137	£151	Q2	Q2
Estate Services	Satisfaction with n'hood (STAR)	79.9%	79.3%	Q2	no data
Lettings	Total CPP	£41	£61	Q2	Q2
Lettings	Direct employees per 1000 props	0.84	0.92	Q2	Q2
Lettings	Average re-let time (major works) days	87.2	87.2	Q2	Q2
Lettings	Average re-let time (all re-lets) days	46.2	53.4	Q2	Q2
Lettings	Average re-let time in days (standard)	33.7	42.4	Q2	Q2
Lettings	Dwellings vacant & available to let %	0.47%	0.80%	Q2	Q2
Major Works	Average SAP rating	70.5	70.8	Q2	Q3
Rent arrears & collection	Direct employees per 1000 props	1.81	1.84	Q2	Q2
Rent arrears & collection	Current rent arrears %	2.53%	3.30%	Q2	Q2
Resident Involvement	RI in consultation groups %	8.0%	4.2%	Q2	Q3
Responsive repairs	Total CPP	£623	£631	Q2	Q3
Responsive repairs	Appointments kept % of apps made	97.2%	97.1%	Q2	Q1
Responsive repairs	Emergency repairs as % of all resp repairs	17.3%	30.3%	Q2	Q1
Responsive repairs	Repairs completed at the first visit %	92.9%	90.9%	Q2	Q3
Tenancy Management	Total CPP	£110	£137	Q2	Q2
Tenancy Management	Direct employees per 1000 props	1.96	1.98	Q2	Q2
Tenancy Management	Average days to respond to complaints	10.0	10.6	Q2	Q2
Tenancy Management	Tenancy turnover	5.91%	6.28%	Q2	Q3
Total Housing M'ment	Direct employees per 1000 props	5.98	6.12	Q2	Q2
Void repairs	Average cost of void repair £	£3,106	£3,378	Q2	Q2
Void repairs	Total CPP	£223	£280	Q2	Q2

Housemark - Quartile position table – QUARTILES 3 and 4

APPENDIX A

Service area	Indicator Description	21/22	21/22	21/22	20/21
		Outturn	Peer Median	Peer Quartile	Peer Quartile
Anti Social Behaviour	Total CPP	£64	£58	Q3	Q2
Anti Social Behaviour	Direct employees per 1000 props	1.05	0.88	Q3	Q3
Anti Social Behaviour	ASB cases per 1,000 properties	77	58	Q3	Q4
Community investment	Direct employees per 1000 props	0.59	0.51	Q3	Q4
Community investment	Residents undertaking training or education	30	116	Q3	Q2
Community investment	Residents supported into employment	51	54	Q3	Q3
Community investment	Households provided with money advice	955	957	Q3	Q2
Corporate	Direct revenue costs - total overheads %	21.4%	19.2%	Q3	Q3
Corporate	HR CPP	£54	£40	Q3	Q2
Corporate	Overheads as % of Revenue costs	21.4%	19.2%	Q3	Q3
Corporate	Direct revenue costs - IT&comms costs %	6.0%	5.5%	Q3	Q3
Corporate	Premises costs CPP	£52	£44	Q3	Q3
Corporate	Direct revenue costs - premises costs %	2.9%	1.8%	Q3	Q3
Rent arrears & collection	% of rent paid by HB	37.1%	35.4%	Q3	Q3
Rent arrears & collection	Former tenant arrears %	1.83%	1.58%	Q3	Q3
Rent arrears & collection	UC tenants in arrears %	57.64%	55.02%	Q3	Q3
Rent arrears & collection	Non- UC tenants in arrears%	20.46%	18.65%	Q3	Q3
Responsive repairs	Average cost of responsive repair £	£156	£152	Q3	Q2
Responsive repairs	Ave. responsive repairs per prop.	3.3	3.2	Q3	Q4
Tenancy Management	% of complaints responded to target	66.3%	79.3%	Q3	Q3
Anti Social Behaviour	Satisfaction with case handling %	54.5%	69.2%	Q4	no data
Anti Social Behaviour	Satisfaction with case outcome %	49.4%	70.2%	Q4	no data
Corporate	Direct revenue costs - HR %	3.0%	1.9%	Q4	Q4
Corporate	Direct revenue costs - central o'heads%	7.2%	7.1%	Q4	Q3
Corporate	Overheads as % of turnover	16.4%	10.7%	Q4	Q4
Cyclical Maintenance	Direct employees per 1000 props	2.57	0.82	Q4	Q4
Major Works	Direct employees per 1000 props	6.37	0.04	Q4	Q4
Rent arrears & collection	Write offs %	0.70%	0.37%	Q4	Q1
Responsive repairs	Direct employees per 1000 props	8.3	4.5	Q4	Q3
Tenancy Management	Evictions	0.08%	0.04%	Q4	no data
Void repairs	Direct employees per 1000 props	3.61	1.62	Q4	Q4

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			Tues, 26th April 2022, 9am MS Teams (CR)		
			<ul style="list-style-type: none"> Children’s Social Care Front Door Referrals (Meeting with Headteachers) 		
May	Thurs 12th May 2022, 10am MS Teams (CR)	Tues, 10th May 2022, 2pm MS Teams (Joint with CYP O&S) (CM)	Tues, 10th May 2022, 2pm MS Teams (Joint with H&ASC O&S) (CM)		
	<ul style="list-style-type: none"> Commissioning (meeting with service providers) 	<ul style="list-style-type: none"> Children’s Mental Health Strategy Speech Therapist Health Visiting 	<ul style="list-style-type: none"> Children’s Mental Health Strategy Speech Therapist Health Visiting 		
	Mon 30th May 2022, 2pm MS Teams Briefing Session (CR)		Monday 23rd May at 1pm MS Teams (CM)		
	<ul style="list-style-type: none"> Poverty Position Statement 		<ul style="list-style-type: none"> DCST and Inspection update 		
	Mon 30th May 2022, 3pm MS Teams (CR/CM)	Mon 6th June 2022, 2pm MS Teams (CR/CM)	Tues, 14th June 2022, 10am MS Teams (CR/CM)	Wed, 15th June 2022, 10am MS Teams (CR/CM)	Thur, 16th June 2022, 4pm MS Teams (CR/CM)
	<ul style="list-style-type: none"> Work Planning Meeting 	<ul style="list-style-type: none"> Work Planning Meeting 	<ul style="list-style-type: none"> Work Planning Meeting 	<ul style="list-style-type: none"> Work Planning Meeting 	<ul style="list-style-type: none"> Work Planning Meeting
June Page 17	Thurs, 9th June 2022, 2pm Council Chamber (CM)		Mon, 27th June 2022, 4.30pm Council Chamber (CM)		
	<ul style="list-style-type: none"> Youth Justice Plan (c) 		<ul style="list-style-type: none"> Home to School Travel Assistance Policy 2022-2027(c) 		
	Thur 23rd June 2022, 10am Council Chamber (CM/SM)				
	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 4 21/22 (c) 				

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"> ○ DMBC ○ SLHD ● Scrutiny Work Plan 				
July	Thur 7th July 2022, 9 am Council Chamber (CR), Members Briefing				Fri 15th July 2022, 10am MS Teams
	● DDT Investment Plan (c)				● Biodiversity Net Gain - Biodiversity Offsetting (c)
	Thur 7th July 2022, 10am Council Chamber (CR)	Mon 18th July 2022 at 1pm Council Chamber (CR)	Thur 21st July 2022, 4:30pm MS Teams Briefing Session (CM)		Thur 28th July 2022, 2pm (CM/CR) Briefing Session in Council Chamber
	● DCST Performance Quarter 4 (c)	● Adult Mental Health overview (c)	● Education White Paper (c)		● Community Assets/Community Assets Transfer (c)
	Thur 7th July 2022, 11am Council Chamber (CR) Members Briefing				
	● Commissioning – Aspire/SY Police/ Conclusion (c)				
Aug	Thur 18th August 2022 10am MS Teams (CR)				Mon 8th August 2022 4:30pm MS Teams (CR)
	● Culture Strategy (c) ● Fairness and Wellbeing Commission				● Members Briefing – Update on SSDP Priorities and Crime Statistics (c)
Sept	Thur 8th Sept 2022, 10am Council Chamber (CM/RW)	Thur 29th Sept 2022, 10am Council Chamber (CM)	Cancelled Thur 15th Sept 2022 moved to 13th October at 4.30pm, Council Chamber (CR)		Cancelled Fri 16th Sept 2022, 10am, MS Teams (CM) Moved to 25th Nov 2022 11:30am
	● Qtrly Finance & Performance Report – Qtr 1 22/23 <ul style="list-style-type: none"> ● DMBC ● SLHD ● DCST ● Compliments and Complaints (c)	● JSNA (Joint Strategic Needs Assessment) and plans to address health inequalities ● Primary Care Update/ Adult Social Care/Access to primary care (CQC) - Presentation			● Community Assets/Community Asset Transfer

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"> Carers Strategy Update Action Plan (c) 				
Oct			Thurs 13th October at 4.30pm Council Chamber (CR)	Tues 4th Oct 2022 at 4pm MS teams (CM)		
			<ul style="list-style-type: none"> Elective Home Education / Children Missing Education and Alternative Provision. Post Covid - Impact on Children to include Children's Mental Health (Strategy Update)/0-3 Year Olds (c). 	<ul style="list-style-type: none"> How Section 106 Agreements work and how is it secured through the planning process; How is it used / impacts for regeneration purposes and how is it monitored; Community Infrastructure Levy. (c) 		
			CANCELLED Thur 13th Oct 2022, 10am Council Chamber		Thur 20th Oct 2022, 10am MS Teams (CM/RW)	Thur 27th Oct 2022, 1pm Council Chamber (CR)
					<ul style="list-style-type: none"> Housing Allocations Policy Review 2022/2023 Update Economic Strategy Overview 2030 (c) 	<ul style="list-style-type: none"> Flooding Update Mid-Year Meeting as CDC to include; <ul style="list-style-type: none"> Domestic abuse update Violence AWG Strategy Community Safety Strategy update (c)
Nov			Thursday 10th November at 1 to 2pm Briefing Session MS Teams (CR)	Wednesday 23rd Nov 2022, 11am, Council Chamber (CM/RW)	Friday 25th Nov 2022, 11:30am, MS Teams (CM)	
		<ul style="list-style-type: none"> Localities (Autumn 2022 – formal meeting) (c) 	<ul style="list-style-type: none"> Update from D&BHT Winter Planning ICS/ICB Update (c) 	<ul style="list-style-type: none"> SEND Strategy (c) 	<ul style="list-style-type: none"> Housing Allocations Policy Review 2022/23 (c) 	<ul style="list-style-type: none"> Community Asset Transfer Review (c)
					Wednesday 23rd Nov 2022, Briefing session to follow formal meeting, Council Chamber (CM/RW)	
		<ul style="list-style-type: none"> Doncaster Fairness and Well-being Commission Call for Evidence 			<ul style="list-style-type: none"> Housing stock conditions – private sector (c) 	

FP – Forward Plan Decision

CR, CM or AS – Officer Responsible

Please note dates of meetings/rooms/support may change

	Thur 1st Dec 2022, 10am Council Chamber (CR)	Thursday 15th December 2022, 1pm Briefing Session MS Teams (CM)	Thur 8th Dec 2022, 4:30pm Council Chamber (CM)	Wednesday 7th December 2022 at 10am (MS Teams (CR/RW)	Tuesday 6th Dec 2022 4pm Briefing Session MS Teams (CM)
Dec	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 2 22/23 <ul style="list-style-type: none"> DMBC SLHD (c) 	<ul style="list-style-type: none"> Bentley and Rossington Primary Care estate developments ICB 	<ul style="list-style-type: none"> School Education Results – December 2022 (c) NEET (c) 	<ul style="list-style-type: none"> Employment (c) Economic Strategy © 	<ul style="list-style-type: none"> Draft Asset Management Strategy
Jan	Thur 26th Jan 2023, 10am Council Chamber (CR/CM)				Monday 9th Jan 2023 4pm Briefing Session MS Teams (CM)
	<ul style="list-style-type: none"> Budget (c) Corporate Plan (c) 				<ul style="list-style-type: none"> Draft Asset Management Strategy Mon 23rd Jan 2023 4:00pm Council Chamber (CM) Environmental & Sustainability Strategy Action Plan 22/23 Update (c) Environment/Climate Change lessons learnt from the summer heat wave; (c) Community Asset Transfer Review Recommendations
Feb	Thur 9th Feb 2023, 10am Council Chamber (CM/CR)	Thur 2nd February 2023, 10am, Council Chamber (CM)		Tuesday 28th Feb 2023. 10am (MS Teams CR)	Thur 16th Feb 2023, 10am Council Chamber (CR)
	<ul style="list-style-type: none"> Budget (c) Corporate Plan (c) 	<ul style="list-style-type: none"> Links with Social Care and Housing. (c) Local Account ASC perspective (for 2024) (c) 		<ul style="list-style-type: none"> Major Schemes update: (c) (Emerging projects) Levelling Up Fund update – Christian Foster / Mitch Salter / Jonny Bucknall / Michelle Beeney Town Deal update 	<ul style="list-style-type: none"> Crime and Disorder Committee - Safer Doncaster Partnership Priorities. (c)
	Cancelled Thur 23rd Feb 2023, 10am, Council Chamber				

Please note dates of meetings/rooms/support may change

March	Thur 30th March 2023, 10am Council Chamber (CM)	Tues 7th March 2023 2pm MS Teams Briefing Session (CM)	Wed 8th March 2023 3pm MS Teams Briefing Session (CR)	Thur 9th March 2023, 1.00pm Council Chamber (CR)	
	<ul style="list-style-type: none"> Qtrly Finance & Performance Report – Qtr 3 22/23 (c) <ul style="list-style-type: none"> DMBC SLHD DCST 	<ul style="list-style-type: none"> Consultation Update - Bentley and Rossington Primary Care estate developments ICB (c) 	<ul style="list-style-type: none"> Meeting with SENCo representatives (c) 	<ul style="list-style-type: none"> Local Plan – update including delivery of key housing projects (c) 	
			Thur 16th March 2023, 4:30pm Council Chamber (CM)		
			SEND: <ul style="list-style-type: none"> SEND Strategy Update/ The Special Educational Needs and Disabilities Green Paper Update (c) 		
Apr	Monday 17th April at 1pm Informal briefing session MS Teams		Thursday 13th April at 12noon Informal Briefing Session MS Teams (To be rearranged)	Monday 24th April 2023 10am MS Teams Members briefing (CR)	
	<ul style="list-style-type: none"> Doncaster Delivering Together (DDT) Investment Plan (c) 		<ul style="list-style-type: none"> Transition of Children Social Care (c) Government response: Stable Homes, built on Love. 	<ul style="list-style-type: none"> Improving Council housing stock and How St Leger Homes ensure VFM and work standards on improvement programmes; (c) Repairs Excellence ph 2 (c) 	
			Thursday 20th April 2023, 2pm, Informal Briefing Joint Meeting with C&E		Thursday 20th April 2023, 2pm, Informal Briefing Joint Meeting with CYP

Please note dates of meetings/rooms/support may change

			<ul style="list-style-type: none"> Play Parks Strategy 		<ul style="list-style-type: none"> Play Parks Strategy
			<p>Wednesday 26th April 2023 at 12 noon, Informal Briefing session, MS Teams</p>		
			<ul style="list-style-type: none"> Referrals – school experience update Social Care Front Door – meeting with headteachers Update on overview of social care theme pressure points 		
			<p>Thursday 27th April 2023 at 4.30pm Council Chamber Briefing session</p>		
			<ul style="list-style-type: none"> Youth Council Priorities (and for information Children and Young Peoples Plan).(c) Youth Offer (c) 		
May		<p>Thursday 11th May 2023 10am Council Chamber (rescheduled from 23rd March)</p>			
		<ul style="list-style-type: none"> Bentley and Rossington Primary Care estate developments ICB (c) Public Health Protection Update (including long covid)(c) 			

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POSSIBLE ISSUES FOR FUTURE CONSIDERATION OR TO BE SCHEDULED

Poverty Position Statement – 2022/23 – updates TBA	Joint Regional Health (JHOSC) – as required Chair only to attend	Early Help Strategy/Annual Report/My Life Doncaster – Members Briefing and Annual Report for circulation	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;
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Please note dates of meetings/rooms/support may change

					<ul style="list-style-type: none"> ○ off-road motorbikes ○ links to gang culture
	Borough Strategy DDT	Speech and Language – Update – briefing TBC		Economic Strategy March 2024 update following Cabinet consideration in December 2022	Environmental – items to be considered individually;
	Quarterly performance 2023/24 29 th June 2023 12 th October 2023 25 th January 2024 28 th March 2024 18 th July 2024	Healthwatch Review (Access to Services) Members Briefing TBC		Transportation for the borough	<ul style="list-style-type: none"> ○ Environmental & Sustainability Strategy Action Plan 22/23 Update ○ Recycling and Collection of Fly-tipping – what has been successful in other areas ○ Flooding/winter planning (including invite to Environment Agency and Yorkshire Water and information from residents on response) – Autumn / November 2022
	Annual Compliments and Complains 7 th September 2023	Ambulance Times - TBC		Gain Share – Annual amount of capital and revenue allocated to Doncaster -	
		Integration White Paper – 2023/2024 – due to being on hold nationally.		Night-time economy? Specific Aspect TBC	

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 th 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			

DONCASTER METROPOLITAN BOROUGH COUNCIL
FORWARD PLAN FOR THE PERIOD 1ST APRIL TO 31ST JULY, 2023

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: Wednesday 1 March, 2023 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
12 Apr 2023	South Yorkshire Airport City: Programme update and financial approvals.	Mayor Ros Jones	Cabinet	Christian Foster, Strategic Programme Lead – Land Acquisition and Market Engagement christian.foster@doncaster.gov.uk		Part exempt
26 Apr 2023	Household Support Fund 4 - The allocation of government funding to assist vulnerable people in Doncaster with the cost of living crisis for the period 1st April 2023 to 31st March 2024	Mayor Ros Jones	Cabinet	Julie Grant, Assistant Director of Customer Service and ICT julie.grant@doncaster.gov.uk		Open
26 Apr 2023	To agree the 'Doncaster Delivering Together' Investment Plan 23/24	Mayor Ros Jones	Cabinet	Lee Tillman, Assistant Director, Strategy and Performance lee.tillman@doncaster.gov.uk		Open
1 Jun 2023	Quarter 4 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

21 Jun 2023	St Leger Homes Performance Report 2022/23 Quarter 4	Councillor Glyn Jones, Deputy Mayor, Portfolio Holder for Housing and Business.	Cabinet	Julie Crook Tel: 01302 862705		Open
13 Jul 2023	To approve the Youth Justice Plan 2023/24	Councillor Lani-Mae Ball, Portfolio Holder for Education, Skills and Young People	Council, Cabinet	Helen Jones, Service Manager. Practice Improvement, Children, Young People and Families Tel: 01302 736153 helen.jones@doncaster.gov.uk		Open